IMPROVING FILIPINO RESTAURANT MANAGEMENT IN THAILAND
TO INCREASE THE WELLBEING OF OVERSEAS FILIPINO WORKERS
(OFWS)

BY

MISS GAILLE LORAINNE D. MARQUEZ

A THESIS SUBMITTED IN PARTIAL FULFILLMENT OF
THE REQUIREMENTS FOR THE DEGREE OF MASTER OF SCIENCE
DESIGN, BUSINESS AND TECHNOLOGY MANAGEMENT
FACULTY OF ARCHITECTURE AND PLANNING
THAMMASAT UNIVERSITY
ACADEMIC YEAR 2021
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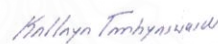
THESIS

BY

MISS GAILLE LORAINNE D. MARQUEZ

ENTITLED

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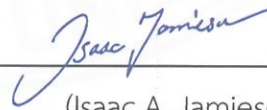
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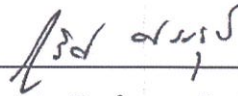
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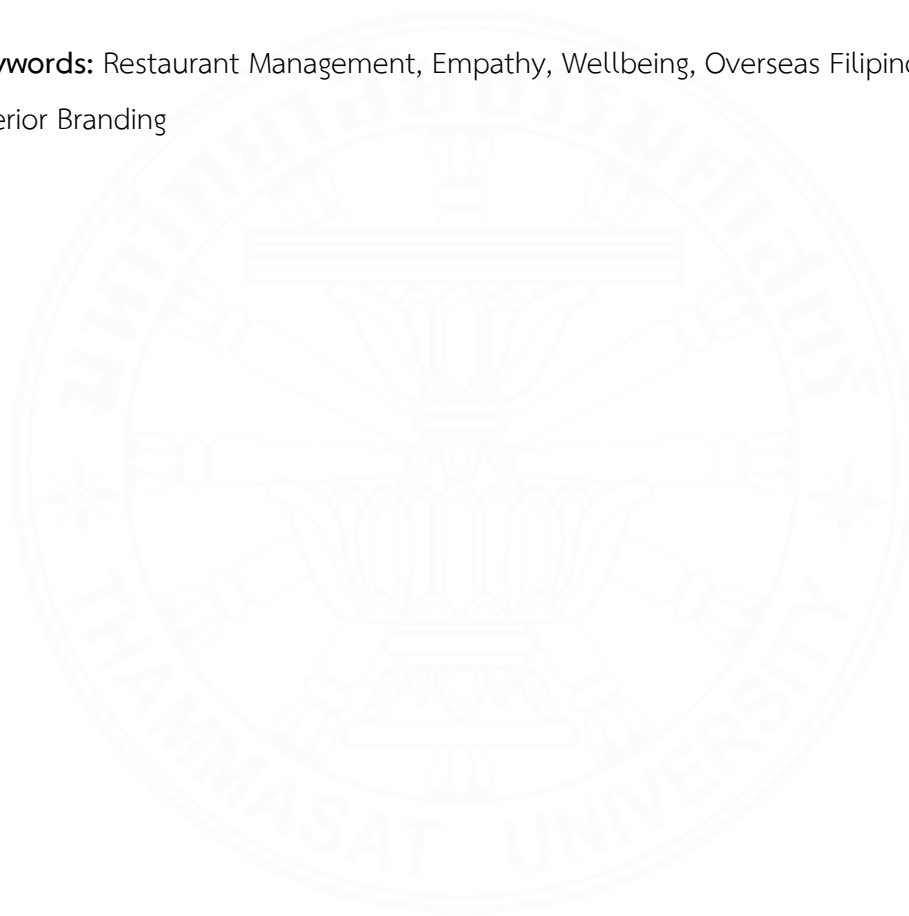|	
Thesis Title	IMPROVING FILIPINO RESTAURANT MANAGEMENT IN THAILAND TO INCREASE THE WELLBEING OF OVERSEAS FILIPINO WORKERS (OFWS)
Author	Miss Gaille Lorainne D. Marquez
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ABSTRACT

Individuals' wellbeing can be greatly influenced by their surroundings and how they are treated by others. This research focuses in particular on how the design, customer-care, worker-care, and management aspects of Filipino restaurants in Bangkok can be refined for Overseas Filipino Workers (OFWs), and others, to enable such businesses to have increased resilience and relevance in the new normal and beyond.

This present research investigates how amplification of family values can be used to advantage, apply to create greater mutual benefit, and how through learning to care better for themselves, OFWs can care better for others, creating more resilient businesses and communities, and help build a brand ethos for Filipino restaurants within Bangkok.

This research focuses on identifying the factors that affect the wellbeing of consumers and workers in a Filipino restaurant setting. With this in mind, design, management, worker-care and customer-care solutions were drafted after undertaking a critical literature review, multiple surveys, Focus Group Discussions (FGDs), and interviews. The solutions that have been developed focus on biophilia and biophilic design, family-values, and the use of empathy to enhance wellbeing.

It is proposed that by adopting these core wellbeing solutions, which also address other factors deemed important in the restaurant industry, Filipino entrepreneurs can create unique business identities that will be resilient in the new normal and beyond while also enhancing both brand identity and consumer appeal. It is further suggested that the findings and best practice suggestions made may also be applied to similar businesses overseas.

ACKNOWLEDGEMENTS

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DEFINITION OF TERMS

Terms	Definition
Overseas Filipino Workers (OFWs)	"Filipino migrant workers whether regular or irregular" (PSA, 2017).
Biophilic Design	Biophilic design aims to incorporate natural features and systems in the built environment to provide humans with their needed exposure to nature (Gillis & Gatersleben, 2015).
Comfort	"The immediate state of being strengthened by having the needs for relief, ease and transcendence addressed in the four contexts of holistic human experience: physical, psychospiritual, sociocultural, and the environmental" (Pinto et al., 2017; Kolcaba, 2003).
Empathy	"The ability to understand another person's feelings, experience, etc." (Oxford University Press, 2022).
Management	"The activity of running and controlling a business or similar organisation" (Oxford University Press, 2022) For the purposes of this study, management covers interior branding and operations.
Mental Health	"A state of wellbeing in which the individual realises his or her own abilities, can cope with the normal stresses of life, can work productively and fruitfully, and

	is able to make a contribution to his or her community" (WHO, 2005).
Physical Health	This "consists of the ability to perform physical activities and carry out social roles that are not hindered by physical limitations and experiences of bodily pain, and biological health indicators" (Capio et al, 2014).
The Filipino Wellness concept *(Kaginhawaan)*	This is "rooted in the family's condition of togetherness, good relations, and adequately meeting physical and economic needs" (Samaco-Zamora & Fernandez, 2016).
Wellbeing	"General health and happiness" (Oxford University Press, 2022).

LIST OF ABBREVIATIONS

Symbols/Abbreviations	Terms
BEVs	Biophilic Environment Variables
CPBRD	Congressional Policy and Budget Research Department
EG	Ethnolinguistic groups
EIC	Economic Intelligence Center
FGD	Focus Group Discussion
GDP	Gross Domestic Product
GWI	Global Wellness Institute
HBRAS	Harvard Business Review Analytic Services
OFWs	Overseas Filipino Workers
SWEA	Swedish Work Environment Authority
UA	Urban agriculture
WHO	World Health Organisation

CHAPTER 1

INTRODUCTION

1.1 Background of the Study

Overseas Filipino Workers (OFWs) is a term used for Filipino migrant workers. In total there were an estimated 2.2 million OFWs worldwide prior to the COVID-19 pandemic (CPBRD, 2021). The Philippines is one of the countries that has the biggest exports in human labour. Most OFWs leave their country in order to enhance their families' quality of life, which is usually poor. In Philippine culture, a strong family orientation is highly valued, and many prioritise their families' welfare and wellbeing over their own (Samaco-Zamora & Fernandez, 2016). Generally, there is little thought given to the mental and physical wellbeing of OFWs even though it is known that many of them can have poor mental health (Liem et al, 2020).

In 2019, OFWs between 30 to 34 years of age, made up 21.7% of the OFWs by age distribution worldwide. 56% of these OFWs were female (CPBRD, 2021). Pre-pandemic, these were predominantly skilled workers (39.6%), followed by service and sales workers (17.5%) (CPBRD, 2021). According to the Philippine Embassy in Thailand, there are approximately 30,497 Filipinos living in Thailand (Philippine Embassy Bangkok, 2022, March 29) with 17,921 Filipinos with work permits (Novio, 2020).

Thailand has made its mark in the global food industry and has long been called the 'kitchen of the world' (Kessuvan & Thongpech, 2020). The city of Bangkok is especially known for being a "multicultural melting pot where internationally celebrated chefs ply their trade" (Whiting & Songtieng, 2021). In 2019, the country's food industry contributed around US$ 29,479 million, approximately 5.5% of Thailand's Gross Domestic Product (GDP) (Kessuvan & Thongpech, 2020). Pre-pandemic, its restaurant business was constantly growing by 4% per year between 2013 – 2018, according to the Economic Intelligence Center (EIC) (Syamananda, 2019). Taking these figures into consideration, it was predicted to grow continuously by 4 – 5% in 2019 – 2020 (Syamananda, 2019).

In 2017, it was reported in a survey on consumer behaviour done by the EIC that 68% of its' respondents were undertaking more activities outside the home, 65% of which was eating out (Syamananda, 2019). Foreign tourists have been a major factor pushing the growth of the restaurant industry, with constant growth of 5% per year exhibited from 2014 – 2017 (Syamananda, 2019). In addition, 40 million international tourists visited Thailand in 2019, according to the Tourism Authority of Thailand. Around that time there were approximately 320,000 restaurants and over 54,000 hotels and resorts in business (Whiting & Songtieng, 2021).

Since then, the COVID-19 pandemic has had a big impact on the food industry in Thailand, impacting a wide variety of players "from fine dining establishments and street vendors to farms and suppliers" (Whiting & Songtieng, 2021). The lockdowns and restrictions set in place, such as only allowing 25% capacity within an establishment, have greatly impacted the restaurant industry and the dining experience (Arthur, 2021). Restrictions on selling alcohol have further impacted the profit of this industry sector. According to Whiting & Songtieng's (2021) article, 60% of the profit in the restaurant sector comes from beverage sales, a majority of which comes from alcohol. The various lockdowns and restrictions brought into being have meant that over 50,000 restaurants have shut down since the pandemic, and approximately half a million of jobs created by restaurants have been lost (Whiting & Songtieng, 2021). With the lack of foreign tourists, the industry has experienced considerable hardships as Thailand's economy relies on tourism for more than 12% of its GDP. According to Whiting and Songtieng's article (2021), the Thai Restaurant Association estimates that the restaurant industry is presently losing up to 1.4 billion baht a day.

Currently, there are a handful of Filipino restaurants in Thailand and all of them are in the Bangkok Metropolitan Area. These include the following restaurants: Viva Filipinas, Lola's Kitchen, New Mabuhay Restaurant, Toto Inasal, Starbites by Julia, Happy Bee, PINAS SARAP Kusina ni Manong Juls, Kabayang's Point (Jemp Best), Tsibugan Filipino Cuisine, El Pamana, Don Juan Inasal, and Balai Kubo (Pan, 2019; Surbana, 2020). Based on their social medias, Viva Filipinas, Lola's Kitchen, New Mabuhay Restaurant,

and Toto Inasal are still operational while the other restaurants have either switched to delivery services or have shut down completely.

The ongoing pandemic is taking its toll on OFWs' wellbeing. Previous research had already shown that OFWs suffer from high burdens of mental disorders (Liem et al, 2020). Just before the pandemic, the main causes of mental health deterioration in OFWs were assumed to be linked to migration and labour issues (Liem al, 2020). During the COVID-19 pandemic, anxiety has been heightened due to a variety of reasons, including uncertainness of health, inability to see loved ones, and uncertainty of employment (Cleofas et al., 2021). By the end of 2020, the total number of Returning Overseas Filipinos from Thailand and other countries was 791,623 (IOM, 2021). Though mental health issues have been highlighted, physical health issues have not. Additionally, no research appears to have been done on how these issues can impact business profitability.

1.2 Research Objectives

The main aim of this work is to holistically investigate the issues that affect the mental and physical wellbeing of OFWs, both working at the restaurants in Thailand and as customers, and suggest measures that can be taken to both increase their mental and physical wellbeing, and increase the resilience and profitability of the establishments that they work in. It is intended that the findings of this study may also be applied to the global context.

The main objectives of this research are the following:

1) To identify what factors most impact on the physical and mental wellbeing of OFWs, both working in restaurants in Thailand and as the customers of such establishments.

2) To analyse if the factors that are identified as increasing the physical and mental wellbeing of OFWs can be applied to the management, specifically interior branding, and operations, of restaurants to increase their resilience and profitability.

3) To create design, management, and worker-care solutions for Filipino-run restaurants in Thailand that can be used both in the new normal and beyond to enhance both brand identity and consumer appeal.

1.3 Research Questions

The study focuses on the following questions:

1) What is the definition of "wellbeing" to a Filipino?

2) What are the factors that impact physical and mental wellbeing of OFWs working in Filipino-run restaurants in Thailand and as a customer?

3) How can the information gathered on wellbeing and the OFW situation be used to create management guidelines for Filipino-run restaurants in Thailand?

1.4 Expected Outcomes

1) Improved business profitability by adopting holistic measures to improve staff wellbeing that also increase customer appeal and resilience to risks.

2) Improved physical and mental wellbeing of OFWs, both as workers and as customers.

3) Increased wellbeing in the workplace.

4) The creation of unique identities for businesses that adopt the suggested practices.

5) Increased integration within Thai society.

6) A set of best practice guidelines that the owners and management of Filipino restaurants in Thailand can use to increase staff wellbeing, which in turn will increase business profits and resilience.

7) It is expected that the findings and suggestions made in the best practice guidelines created for this work may also be applied to similar businesses overseas.

1.5 Scope and Limitations of the Study

This research focuses on Filipino restaurants within the Bangkok Metropolitan Area. The researcher partnered up with Viva Filipinas and Lola's Kitchen as establishment partners to focus on whilst undertaking this research.

This thesis investigates and proposes ways to improve Filipino restaurant management and brand value in Thailand by increasing the wellbeing of OFWs. It is hypothesised that this may be achieved in part through adopting measures that resonate with Filipino family values and build brand identity. In particular, the role and benefits of increased empathy are being investigated, as is the role that biophilia and biophilic design can play in enhancing wellbeing. Furthermore, the study investigates restaurant branding to further solidify the solutions to create unique identities for this business model.

The study focuses in particular on the following end-users: 1) Overseas Filipino Workers (OFWs) in Thailand and their families as consumers, and 2) Overseas Filipino Workers (OFWs) in Thailand as restaurant workers. The study is gathering data through online surveys, followed up with a Focus Group Discussion with respondents from the surveys. There will be two separate surveys, one for restaurant workers and one for the consumers. Each group will have their own Focus Group Discussion to fully understand the needs of each user. The study will also interview the managers of partner establishments for their thoughts and feedback before and after the initial draft of the design, management, and worker-care guidelines.

The findings and feedback from these respondents will be integrated into the findings made from the critical literature review to create the initial draft of the best practice guidelines (design, management, and worker-care) for Filipino restaurant establishments in Thailand.

Data gathering is being affected by the COVID-19 pandemic. This is being addressed through focusing on using online methods to gather data. The research is being conducted over a period of approximately five (5) months.

At present, there are no studies on how the management, and management practices, of Filipino-run restaurants in Thailand can be improved to

increase the wellbeing of Overseas Filipino Workers (OFWs) (as workers, customers, and non-OFWs) and how measures to increase their wellbeing may increase business profits. There are also no studies of this issue in other countries. This issue is particularly pertinent at the present time as a result of the new normal.

This research seeks to identify the problems that exist, investigate, and suggest best practice measures that can be taken to address this issue to help OFWs (workers and customers), and the businesses they work for, to become more resilient and thrive in the new normal and beyond.

It is intended that the findings of this study may also be applied to the global context.
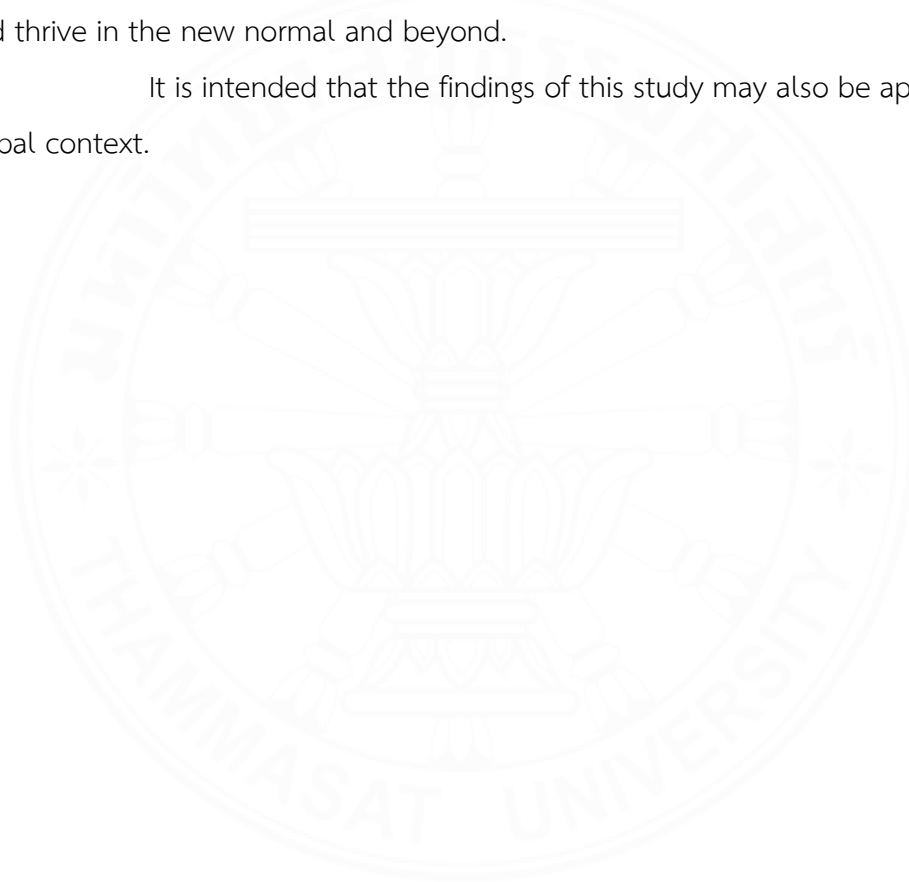
CHAPTER 2
REVIEW OF LITERATURE

This chapter is organised into two major parts: the main sub-categories being investigated to provide an in-depth overview of the existing state of knowledge related to this research topic area, and the Research Framework used in the study. The first part covers previous works related to aspects of the subject matter of this thesis under the following headings:

1) The Definition of Mental Health & Wellbeing,

2) The Definition of Physical Health & Wellbeing,

3) Factors that Affect Wellbeing,

4) Factors that Affect Restaurant Workers' Wellbeing,

5) The Concepts of "Comfort" and "Wellbeing",

6) The Filipino Wellness concept *(Kaginhawaan)*,

7) Filipino Culture,

8) Definition of Empathy,

9) Empathy and Wellbeing,

10) Refuelling Burnout,

11) Biophilia and Biophilic Design,

12) Sensory Marketing and Design,

13) The Importance of Lighting to Wellbeing,

14) The Importance of Branding in Restaurant Interiors,

15) Self-sustaining Crop systems,

16) Biophilic Design in the Workplace,

17) Biophilic Design Implementations in the Food & Beverage Industry,

18) Existing Work Environment Guidelines for Restaurants,

19) Current COVID-19 Management Measures, and

20) Current COVID-19 Design Measures.

The second part presents the Research Framework used in the study, as well as the relationship between stakeholders, people, and the environments assessed in the study.

2.1 Definition of Mental Health & Wellbeing

According to the World Health Organisation (WHO), mental health is defined as a "state of wellbeing in which the individual realises his or her own abilities, can cope with the normal stresses of life, can work productively and fruitfully, and is able to make a contribution to his or her community" (WHO, 2005, pg. 2). Other definitions of mental health include the importance of "intellectual, emotional and spiritual development, positive self-perception, feelings of self-worth and physical health, and intrapersonal harmony" (Manwell et al, 2014, pg. 2). WHO states that mental health is "fundamental to our collective and individual ability as humans to think, emote, interact with each other, earn a living and enjoy life" (WHO, 2013, pg. 5). The level of mental health in a person can be due to multiple social, psychological, and biological factors such as socio-economic pressures (WHO, 2018). As an integral part of our health, mental health is an essential concern to individuals and communities all over the world. Additionally, the World Health Organisation emphasises mental health as the foundation for wellbeing (WHO, 2005).

Recent debates about the redefinition of "health" lead to the redefinition of "mental health". Huber et al. (2011) argues that health should be an individual's "ability to adapt and to self-manage" (pg. 2) challenges, rather than a state of complete wellbeing as defined by WHO. Huber et al. (2011) further argue that new definitions must consider the stakeholders involved as well as taking into account future scientific and technological advances. Additionally, an article by Galderisi et al. (2015, pg. 231) proposes a new definition of mental health which is as follows:

"Mental health is a dynamic state of internal equilibrium which enables individuals to use their abilities in harmony with universal values of society. Basic cognitive and social skills; ability to recognize, express and modulate one's own emotions, as well as empathize with others; flexibility and ability to cope with adverse

life events and function in social roles; and harmonious relationship between body and mind represent important components of mental health which contribute, to varying degrees, to the state of internal equilibrium."

According to Galderisi et al. (2015,), "universal values" refer to 1) respect and care for the individual and others; 2) recognition of connectedness between people; 3) respect for the environment; and 4) respect for one's own and others' freedom. "Dynamic state of internal equilibrium", on the other hand, reflects that different life events "require changes in the achieved equilibrium" (Galderisi et al, 2015,). These may include teenage experiences, marriage, or becoming a parent. Furthermore, basic cognitive and social skills are deemed as important to mental health because of the impact on all aspects of everyday life. These skills, such as solving problems and using verbal or non-verbal communication to interact with others, allow people to function within the environment.

2.2 Definition of Physical Health & Wellbeing

According to the Encyclopaedia of Quality of Life and Well-Being Research, the definition of physical wellbeing "consists of the ability to perform physical activities and carry out social roles that are not hindered by physical limitations and experiences of bodily pain, and biological health indicators" (Capio et al, 2014). As opposed to this, the World Health Organisation's definition of health is "a state of complete physical, mental and social well-being and not merely the absence of disease or infirmity" (WHO, 2020, pg. 1).

Physical health outcomes can be characterized by "measures that can be confirmed by medical tests such as the presence of a disease like cancer or a disability like a traumatic brain injury" (Cross et al, 2018, pg. 1). Furthermore, Cross et al. (2018) explained that there are numerous health-related risk indicators that can be used to estimate one's physical health, such as not exercising or binge drinking. Physical health may also be assessed subjectively and with self-reports as typical physical health outcomes do not include mental health variables such as depression (Cross et al, 2018).

2.3 Factors that Affect Wellbeing

In current research, the most significant psychological wellbeing models are: Diener's tripartite model of subjective wellbeing; Carol Ryff's six-factor model of psychological wellbeing; Keye's flourishing model; and Seligmann's positive psychology (Leite et al., 2019). Diener's model presents three components of wellbeing which are, "frequent positive affect, infrequent negative affect, and cognitive evaluations" (Leite et al., 2019, pg. 53). Ryff's model of six (6) factors are the following: 1) self-acceptance, 2) autonomy, 3) positive relations with others, 4) environmental mastery, 5) purpose in life, and 6) personal growth (Leite et al., 2019). Keye's flourishing model includes emotional/subjective wellbeing, psychological wellbeing, and social wellbeing (Leite et al., 2019). Lastly, Seligmann's positive psychology distinguishes between "three types of happy life (pleasant, good and meaningful)" (Leite et al, 2019, pg. 54). Furthermore, in a study by Ismail and Shujaat (2018), the five variables that are associated with mental wellbeing are 1) perceived social support, 2) family demands, 3) socioeconomic status, 4) gender, and 5) educational background.

Additionally, another factor that can affect wellbeing is your personal environment, where you are at any specific time. The home and work environment can affect the following: 1) influence your mood, 2) impact your behaviour and motivation to act, 3) facilitate/discourage interactions and 5) create/reduce stress depending on the state of the environment (Delagran, 2016). It is proposed in this present work that restaurant environments can also greatly affect wellbeing. Furthermore, work-life balance also dictates wellbeing. A study by Mensah and Adjei (2020) found that poor work-life balance also correlated to poor self-reported health in working adults in Europe.

2.4 Factors that Affect Wellbeing in Restaurant Workers

According to research done by Adams (2019), employees that are in good physical, mental and emotional health are "more likely to deliver optimal performance in the workplace than employees who are not" (Adams, 2019, pg. 583).

In addition to factors that can impaction emotional health, there are also factors that can affect physical health. Several workplace conditions may "enhance or harm their well-being" (Adams, 2019, pg. 583).

Restaurant workers are more at risk from being exposed to "toxic compounds from burning of fuel and fumes from cooking" (Juntarawijit & Juntarawijit, 2017, pg. 2). In the study by those authors on restaurant workers in Thailand, chefs had higher risk of dyspnea (shortness of breath), stuffy nose, cough, wheeze, phlegm and other symptoms listed in their survey. Exposure to kitchen smoke contains thousands of toxic chemicals, mostly respiratory irritants, and these cause problematic respiratory symptoms. Furthermore, the study showed that women had a higher chance of contracting dyspnea (52.3%) compared to men (30.7%). Men, on the other hand, had more symptoms of wheezing (38.7%) and having phlegm (25.3%) (Juntarawijit & Juntarawijit, 2017).

Additional work-related factors, according to Adams (2019), include "job demands and pressures, degree of autonomy and flexibility, quality of interactions with supervisors and co-workers, frequency of shift work, and length of the workday" (pg. 583). Factors that influence staff engagement and energy levels (such as adequate provision of breaks) should also be considered. In a different study by the Harvard Business Review Analytic Services (HBRAS 2020), the three (3) factors that stood out the most in workforce wellbeing are purpose, trust, and appreciation. Autonomy and ownership are important aspects in realising the employee's purpose, and "knowing their scope of responsibly aligns their purpose with their contribution of the organisation's success" (pg. 3). Trust, on the other hand, ranks the highest as a driver of wellbeing. Leaders in businesses should be able to keep themselves accountable, listen to their employees, and make decisions that are best for their customers, society, and the environment. As mentioned in that special report, the importance of trust in employee happiness and wellbeing has been illustrated through a major chain restaurant in the United States. The company was transparent to their employees about the challenges that they were facing and how it may affect them. The next restaurant's employee survey showed that the "percentage of employees who said they planned to be with the company in five years had tripled" (Martin, 2020). Lastly,

giving appreciation is important, as people "like to be lifted up and recognised for what they do" (HBRAS, 2020, pg. 3).

Moreover, the effects of the COVID-19 pandemic have taken a toll on the wellbeing of the general population, especially workers. In Catalyst's study, 60% of the survey respondents "reported that they were experiencing burnout" (Van Bommel, 2021, pg. 5). The feelings of burnout, according to Kristensen et al. (2005), include being frustrated, emotionally exhausted, overextended to their limits, worn-out and tired, and exhausted in the morning thinking of the day ahead. Measures to help address such feelings and allow people to 'recharge' to carry out their daily lives more effectively can, it is proposed, benefit staff, customers, and business profits.

2.5 The Concepts of "Wellbeing" and "Comfort"

The clarity of concepts regarding "wellbeing" and "comfort" have become essential in the medical industry and are gaining increasing importance within the design of the built environment too. The wellness economy is a massive global industry and has been estimated by the Global Wellness Institute (GWI) that the output was $4.5 trillion, which represented "5.6% of global economic output in 2017" (GWI, 2021). The size of global wellness economy is predicted to dramatically expand and be worth over four times more than the worldwide pharmaceutical industry by 2025. The wellness industry, of which it is proposed that the business model being developed for Filipino restaurants can be a part, is expected to be worth just under $7.0 trillion (Global Wellness Institute, 2022) by that time, compared to $1.701 trillion for the pharmaceutical industry (Research and Markets, 2021).

Pinto et al. (2017) wrote that the concepts of "wellbeing" and "comfort" mentioned above are "commonly used interchangeably" (pg. 11). According to those authors, the writings of Morse (2000) define the concept of comfort "as a process inherent in the act of comforting", whereas Kolcaba (2003)'s work is based on the theory of comfort. This theory defines it as, "the immediate state of being strengthened by having the needs for relief, ease and transcendence addressed in the four contexts of holistic human experience: physical, psychospiritual,

sociocultural, and the environmental" (Pinto et al., 2017; Kolcaba, 2003). Other concepts of comfort include: 1) comfort as a response to human needs, 2) comfort as psychological, 3) comfort as essential to the care process, and 4) comfort as a fundamental need (Pinto et al, 2017).

Wellbeing, on the other hand, is linked to the concepts of happiness, or positive experiences (Pinto et al., 2017). According to Pinto et al. (2017), wellbeing is a "multidimensional concept" (pg. 7), that impacts the physical, mental, social and environment of one's life. Furthermore, wellbeing has been linked as a factor to achieving success at professional, personal, and interpersonal levels (Ruggeri et al, 2020). Two important nursing theories, Orem's Self-Care Theory and Watson's Transpersonal Theory, present wellbeing in form of self-care and creating a system of "humanistic and altruistic values" (Pinto et al., 2017, pg. 7) respectively. In a different study by Dodge et al. (2012) on defining wellbeing, they explained that Shah and Marks (2004) defined wellbeing as "more than just happiness. As well as feeling satisfied and happy, well-being means developing as a person, being fulfilled, and making a contribution to the community" (Dodge et al., 2012, pg. 225). Additionally, Carol Ruff's model of psychological wellbeing shows that wellbeing is "multidimensional and not merely about happiness or positive emotions" (Sze, 2017). The six (6) categories of wellbeing according to Ruff's model are the following: 1) Self-Acceptance, 2) Personal Growth, 3) Purpose in Life, 4) Positive Relation with Others, 5) Environmental Mastery, and 6) Autonomy (Sze, 2017).

The concepts of "wellbeing" and "comfort" are essentially linked according to Pinto et al's discussion. While comfort focuses on the holistic perspective, wellbeing focuses on the psychological or spiritual aspects (Pinto et al., 2017).

2.6 The Filipino Wellness concept *(Kaginhawaan)*

Most studies on wellness and wellbeing have been studied from a Western perspective. Wellness from previous studies have been defined as "a way of life oriented toward optimal health and well-being in which body, mind, and spirit are integrated by the individual to live more fully within the human and natural

community" (Myers et. al, 2000, pg. 252). Current models of wellness and well-being acknowledge the idea that culture plays an important part in wellbeing, however these existing models "lack a convergence between theoretical statements and actual empirical findings" (Samaco-Zamora & Fernandez, 2016, pg. 1).

A previous study by Sycip et al. (1993) identified twelve (12) domains of wellness for Filipinos: 1) housing and quality of neighbourhood, 2) employment and quality of working life, 3) personal savings and wealth, 4) household income and savings, 5) social relationships, 6) leisure and spare time activities, 7) physical health, 8) psychological health/mental health and emotional well-being, 9) religion and spiritual life, 10) information and knowledge, 11) political participation, and 12) peace, order, and performance of government (Samaco-Zamora & Fernandez, 2016, pg. 2). This study managed to enumerate the wellness aspects that Filipinos value, but the study was also limited in how these aspects contribute to wellness and how they are related to other aspects (Samaco-Zamora & Fernandez, 2016).

Additionally, the concept of how wellness is expressed in the Philippines was studied by Paz (2008) through the lens of looking at the "complex semantic network in diverse ethnolinguistic groups (EG) languages" (Samaco-Zamora & Fernandez, 2016, pg. 3). In their research, Paz indicated that wellness was attached to material things, which is achieved through the help of the spirit world and social interaction within the community and maintained by the natural environment (Samaco-Zamora & Fernandez, 2016). Furthermore, they identified three (3) cognates related to wellness in the EGs' languages. Wellness is 1) the ability to breathe easily or loosely, 2) the absence of want or freedom from pressures or problems, and 3) a physical state of feeling light and easy (Samaco-Zamora & Fernandez, 2016). With Paz's research, *Kaginhawaan* can be identified through studying the context and Filipinos in different populations.

In Samaco-Zamora & Fernandez's (2016) study, the previous research was used as a foundation to further explain the Filipino wellness. In their research, the Filipino wellness, or *Kaginhawaan,* includes the following categories: 1) family, 2) good economic condition, 3) having an occupation, 4) psycho-emotional well-being, and 5) spirituality. Family was found to be the core category of *Kaginhawaan.* Wellness was

found to be "rooted from the family's condition of togetherness, good relations, and adequately meeting physical and economic needs" (Samaco-Zamora & Fernandez, 2016, pg. 4). Financial freedom, having a stable job, having no difficulties and taking up problems with God supports a family's functionality (Samaco-Zamora & Fernandez, 2016).

2.7 Filipino Culture

In the Philippines, Filipino culture indicates that the "Filipino family is the cornerstone of social relations and identity" (Root, 2005, pg. 322). The country is a family-oriented society, emphasising being family-centred, child centric, having close ties characterised by reciprocity, and large family sizes (Capuno et al., 2013). The welfare of the family may be more valued over the individual, however cultural norms emphasis that the overall well-being of the family contributes to the well-being of the individual (Root, 2005). Family connections in the Philippines can be considered tribalistic in nature or as connections to a clan. Therefore, the term "family" can be used very broadly (Root, 2005). In a study done by Fernandez (2012), they showed that adolescents value the wisdom of their parents and feel supported when they intervene in their lives or give advice. The family, in this case, becomes the source of "emotional, psychological and financial support" (Samaco-Zamora & Fernandez, 2016, pg. 6) for most Filipinos.

An addition to family-centredness, food is important to Filipinos and their families as it is "equated with survival" (Osorio, 2018). Therefore, it is important that Filipino families eat at least three (3) times a day, including additional small meals called merienda (Osorio, 2018). Major holidays are typically spent with extended family, hosting big feasts with food as the centre (Osorio, 2018). Commonly, OFWs send *balikbayan* boxes to their loved ones back home, and these can include canned goods from their countries of migration (Negrillo, 2019). In family settings the expression, *"kumain ka na?"* (Have you eaten?) is a common phrase of affection between members.

2.8 Definition of Empathy

According to the Oxford Dictionary, empathy is defined as, "the ability to understand another person's feelings, experience, etc." (Oxford University Press, 2022). Empathy is an ability to be able to "accurately assess the motivations and intentions of others" (King, 2011, pg. 680) and act accordingly. Additionally, renowned American philosopher and social theorist, George Herbert Mead, proposed that "cognitive and emotional development of an individual's concept of self was the primary result of micro-interactions with environment and in particular interpersonal relationships" (King, 2011, pg. 681; Collins, 1994). They further explain that the ability to recognise and understand perspectives of other individuals is vital to the development of individual empathy (King, 2011). The article further describes how other researchers considered the origins of empathy "in terms of social relationships between specific individuals" (King, 2011, pg. 682; Carse, 2005; Cottle, 2002) as well as "groups or nations of people" (King, 2011, pg. 682; Kristjansson, 2004; Russo, 2004; Schwebel, 2006). In this definition, empathy has a more complex dynamic of interdependent personal relationships (King, 2011).

In history, there has been a constant presence of a "community helper" (King, 2011, pg. 683), which is accepted by the community because of the "same cultural explanatory belief system" (King, 2011, pg. 683). The cognitive imperative theory, brought on by individual and collective beliefs and behaviours (King, 2011; McClenon, 1997), explains that "humans are driven to create organised systems of casual beliefs to explain individual, collective, and environmental phenomena" (King, 2011, pg. 683). In this regard, empathy in helping is "culturally bound" (King, 2011, pg. 683), as the helper must be able to identify the cultural nuances of the community to help heal them.

In the present time, the concept of empathy is "multidimensional and consists of affective, cognitive, and behavioural aspects" (Moudatsou et al., 2020, pg. 2) (**Figure 2.1**). It is a "multidimensional construct underlying how human beings understand and relate to one another" (Clark et al., 2018, pg. 166).
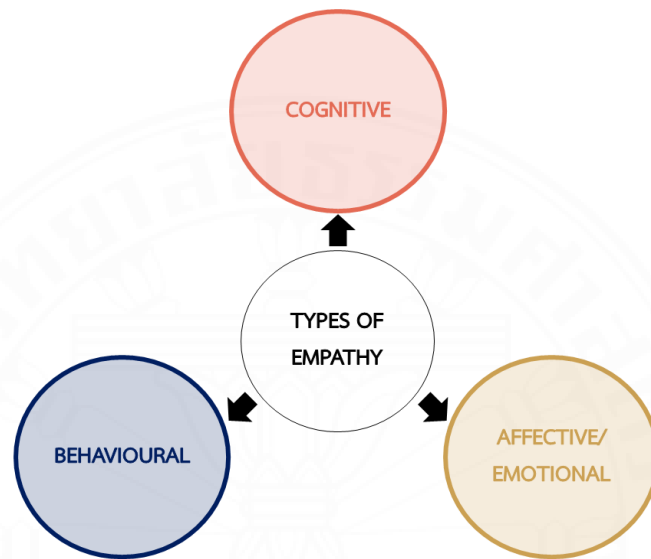
Figure 2.1 The Three Dimensions of Empathy. Source: Moudatsou et al., (2020).

Affective dimension includes the "concepts of caring and that of the sincere, unconditional acceptance of the health user (congruence)" (Moudatsou et al., 2020, pg. 2). Clark et al. (2018) defines affective empathy as "the tendency to experience affective states that are congruent with others' affective states (trait) or the state of experiencing an affective state that is congruent with another person's affective state (state)" (pg. 168).

The Cognitive dimension covers the ability to understand the situation of another person, and interpersonal sensitivity (Moudatsou et al., 2020). Clark et al. (2018) provide the definition of cognitive empathy as: "the tendency to understand others' internal states (i.e., their thoughts and affective states) (trait) or the state of understanding another person's internal state (i.e., his/her thoughts and affective state" (pg. 168).

The Affective/Emotional dimension covers Interpersonal sensitivity and is understanding a person's situation based on verbal and non-verbal cues (Moudatsou et al., 2020).

Lastly, the Behavioural dimension includes altruism and therapeutic relationship (Moudatsou et al., 2020). Altruism in this definition is a "socially directed behaviour aimed at relieving difficulties, problems, and the pain associated with them" (Moudatsou et al., 2020, pg. 2). Clark et al. (2018) defines behavioural empathy as, "the tendency to engage in (trait) or the state of engaging in (state) verbal and non-verbal behaviours that demonstrate affective and/or cognitive empathy, including behavioural mirroring and/or empathic communication behaviours" (pg. 169).

2.9 Empathy and Wellbeing

Empathy in research has been found to have positive relationships regarding wellbeing. In Zaki's (2020) research, empathy has been found to help improve one's emotional state, as it is a method of interpersonal emotion regulation. Furthermore, empathy has been proven to have higher wellbeing in individuals, according to Carnicer and Calderon's (2014) research. Other research has shown that better social relationships (Coutinho et al., 2014), greater professional satisfaction (Halpern, 2003), and emotional self-efficacy (Goroshit & Hen, 2014) have all been proven to be correlated with empathy.

A study by Depow et al. (2021) on empathy in everyday life found that "empathy was often reported in response to positive emotions" (pg. 1209) compared to most previous research focusing on negative emotions. Additionally, the results showed that an individual's empathy increases the closer the relationship with another person (Depow et al., 2021). Similar to Carnicer and Calderon's (2014) research, Depow et al.'s (2021) study also showed that "empathy was generally associated with higher subjective well-being" (pg. 1205).

With regards to work, employees increasingly expect empathy in the workplace, and 90% value flexibility as important (Catalyst, 2020). Current business leaders do believe that empathy is important in the workplace, however most

employees may not think it is enough, leading to an "empathy gap" in the organisation (Catalyst, 2020). Furthermore, empathic leadership "is an effective strategy to respond to crisis with the heart and authenticity that many employees crave-and boost productivity" (Van Bommel, 2021, pg. 1). Catalyst's (2020) study 93% of employees highlighted that they are likely to stay with an empathic employer. In a different Catalyst (2021) study, it was found that having highly empathic leaders and managers led to more creative and engaged employees compared to those with less empathic leaders (Van Bommel, 2021). In numbers, the ability to innovate with an empathic senior leader is 61% and being engaged in work is at 76%. Highly empathic managers, on the other hand, had 47% of people with the ability to innovate and 67% of people being more engaged in work (Van Bommel, 2021).

Additionally, highly empathic leadership was found to help decrease burnout. Compared to those with less empathic leaders, general workplace burnout was found to be at 54% with highly empathic senior leaders and 67% with less empathic senior leaders for women of colour. In the manager level, 54% experienced less COVID-19 related burnouts compared to 63% with less empathic managers. As well as this, highly empathic leaders lead to "more inclusive workplace experiences" (pg. 8), and these have numerous positive benefits for employees and employers. 50% of people experience inclusion in work with highly empathic senior leaders compared to 17% with less empathic leaders. Similarly, when managers have high empathy 42% of both men and women experience inclusion in the workplace. Lastly, highly empathic leadership allows higher employee retention within an organisation. In Catalyst's survey, only 18% of women of colour think about leaving with highly empathic leaders compared to low empathic leaders with 33% (Van Bommel, 2021).

A summary of the Catalyst (2021) article is provided in **Table 2.1**. It highlights how leaders can be more empathic based on the three dimensions of empathy.

Table 2.1 List of Actions Based on the Different Dimensions of Empathy

Type of Empathy	What You Do	Six Ways You Can Show Empathy
Head/Thinking Cognitive empathy	You imagine how your colleague is feeling from their unique perspective.	1. Intentionally discuss employees' feelings and then reflect what they've just shared to make sure you understand correctly- without diverting the conversation to your own experiences. 2. Make it a priority to meet with and get to know employees at all levels as whole people, not as "just workers."
Heart/Feeling Affective empathy	You feel concern and/or have similar emotions as your colleague.	3. If an employee or team shares an emotional experience or difficulty, give them the space to fully explain without interjecting or diverting the conversation. 4. Don't assume your teams and employees know you care about them. Say it when you feel it: "I care about you; I'm concerned, and I understand how challenging this is."
Action/Doing Behavioural empathy	You demonstrate active listening and a desire to understand more about your colleague's feelings, experiences, or reactions.	5. In one-on-one interactions, whether in person or virtually, if someone pauses while speaking to you, count to five slowly in your head, giving them time to find the right words and indicating that you are listening, and they can keep talking if they wish. 6. Pay attention to employee facial expressions and body language to recognise how they may be feeling; maintain good body posture and eye contact, as culturally appropriate, to show that you are listening and not multi-tasking.

Source: Van Bommel, (2021).

Additionally, a different study on the state of the workplace by the BusinesSolver (2021) highlights the different issues on workplace empathy. Five (5) key points were made to address empathy in the workplace:

1) Embrace a new outlook for empathy;

2) Listen to what employees are saying about empathetic actions and adopt new benefits accordingly;

3) Prioritise inclusion everywhere;

4) Create a culture of open, stigma-free dialogue around mental health; and

5) Champion empathy through leaders' platforms (BusinesSolver, 2021).

The biggest concern, according to the study, was that while mental health benefits are linked to empathy, the issues of mental health are still stigmatised within the workplace (BusinesSolver, 2021). 66% of employees, 75% of HR professionals, and 82% of CEOs say that employers may view someone with mental health issues as a "burden" to the organisation (BusinesSolver, 2021). An overwhelming 94% of survey respondents from the survey say that mental health is just as important as physical health (BusinesSolver, 2021). Biophilic design measures can also help increase empathy and wellbeing whilst increasing emotional connection.

2.10 Refuelling Burnout

In 2019, the World Health Organisation officially declared burnout as workplace hazard. It is defined as, "a syndrome conceptualised as resulting from chronic workplace stress that has not been successfully managed" (WHO, 2019). The phenomena is specific to the occupational context, and is characterised by three (3) dimensions: 1) feelings of energy depletion or exhaustion, 2) increased mental distance from one's job, or feelings of negativism or cynicism related to one's job, and 3) reduced professional efficacy (WHO, 2019). Some signs of burnout are being drained, exhausted, frustrated, distracted, apathetic, amongst others (Schwartz & Pines, 2019).

Employee burnout removes the fundamental fuel for optimal performance at work, according to Schwartz and Pines (2019). Employers should intervene not when they have "run out of energy, but rather when the energy begins to be negative and volatile" (Schwartz & Pines, 2019). This leads to a state of survival,

and burnout occurs when people spend too much time in this state. To combat this, companies must focus on implementing "deliberate and systematic attention to rest and renewal". While this may seem like the obvious solution to combatting burnout, companies still have the mindset of, "more, bigger, faster" which stems from the capitalistic nature of the Industrial Revolution. The following diagram is the Energy Quadrant by Tony Schwartz that illustrates the relationships of burnout and performance.
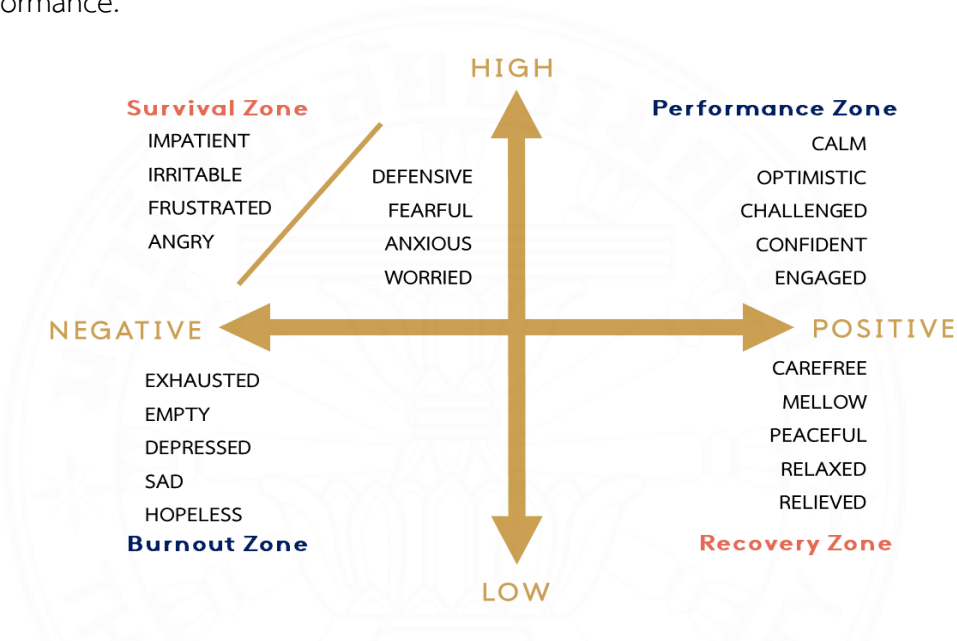
Figure 2.2 The Energy Quadrant by Tony Schwartz. Source: Roost, (2020).

As an example of combatting burnout, an experiment by The Energy Project team developed a Resilience Plan for a 40-person team. This focused on managing people's energy through intense work periods. They focused on refuelling their energies physically, emotionally, and mentally. The following are the key behaviours developed especially for this team (Schwartz et al., 2019):

1) Do the most important work when first getting to the office for 60 – 90 minutes, then take a break.

2) Get up from the desk at lunchtime for at least 30 minutes to do some type of movement.

3) Take a break after 5 minutes of work. If it is not possible, do a minute of deep breathing to clear stress hormones.

4) After finishing work, do something that helps you transition mentally and emotionally between work and home.

5) Set a pre-sleep routine and bedtime to ensure that you get seven hours of sleep.

The results of the plan led to recovering more quickly compared to the previous busy season (Schwartz et al., 2019). The team also had a retention rate of 97.5% five months after the busy season (Schwartz et al., 2019).

2.11 Biophilia and Biophilic Design

'Biophilia' is a term mentioned in the works of German-born American psychoanalyst Erich Fromm who defined it as, "the passionate love of life and of all that is alive" (Fromm, 1973; Asim et al., 2020, pg. 55). Additionally, the biophilia hypothesis is defined as "the urge to affiliate with other forms of life" (Kellert & Wilson, 1993; Asim et al. 2020, pg. 55). Biophilic design, based on the biophilia hypothesis, says that "exposure to the natural world is therefore important for human wellbeing" (Gillis & Gatersleben, 2015, pg, 948). The biophilia hypothesis implies that the positive effects of exposure to nature "originate in a biological bond between humans and the natural world" (Gillis & Gatersleben, 2015, pg. 949). In addition to this, Boubekri (2008) suggested that for humans to be optimally functional, they must continue to be connected with nature as it is their native environment (Asim et al. 2020).

Biophilic design aims to incorporate natural features and systems in the built environment to provide humans with their needed exposure to nature (Gillis & Gatersleben, 2015). The exposure to natural environments and features has positive effects on health and wellbeing, and this has been proven in various amounts of research (Wongpittayanukul et al., 2021). The design theory has been suggested that is can be viewed to belong under a "larger restorative design umbrella" (Gillis & Gatersleben, 2015, pg. 949). In recent years, building evaluating systems such as the *WELL*, *Living Building Challenge*, and *The 9 Foundations of a Healthy Building* have listed biophilia as a key design element in indoor environments to help positively impact mood, sleep, stress levels, and psychosocial status (Yin et al., 2020).

Additionally, inclusion of natural sounds, aromatherapy, green plants, and views of nature have been found to have reduced mental stress, increased pain tolerance, and shortened hospital stays in hospital interior spaces (Yin et al., 2020). Immersing in nature helps the brain to reset - balancing the chemicals in our bodies to alleviate stress (Dammarell, 2019).

Features of biophilic design include the following basic elements: 1) natural ventilation, 2) natural lighting, 3) organic forms, and 4) natural landscapes (Asim et al., 2020). They have further developed this to lay out the foundation for restorative biophilic design with the following Biophilic Environment Variables (BEVs), or the "14 Patterns of Biophilic Design": 1) Visual connection with nature, 2) Non-visual connection with nature, 3) Non-rhythmic sensory stimuli, 4) Thermal and Airflow variability, 5) Presence of water, 6) Dynamic and Diffuse Light, 7) Connection with Natural Systems, 8) Biomorphic forms and patterns, 9) Material connection with Nature, 10) Complexity and Order, 11) Prospect, 12) Refuge, 13) Mystery and 14) Risk/Peril (Asim et al., 2020). These variables have been proven to relieve psychological stress, increasing comfort, happiness, and productivity, and increased concentration among other positive responses (Browning et al., 2014; Park & Lee, 2019; Jamieson, 2020) (**Table 2.2**).

Table 2.2 14 Patterns of Biophilic Design and Their Health Benefits

14 Patterns		Stress Reduction	Cognitive Performance	Emotion, Mood, & Preference
NATURE IN THE SPACE	Visual Connection with Nature	Lowered blood pressure and heart rate (Brown, Barton & Gladwell, 2013; van den Berg, Hartig, & Staats, 2007; Tsunetsugu & Miyazaki, 2005)	Improved mental engagement/attentiveness (Biederman & Vessel, 2006)	Positively impacted attitude and overall happiness (Barton & Pretty, 2010)
	Non-Visual Connection with Nature	Reduced systolic blood pressure and stress hormones (Park, Tsunetsugu, Kasetani et al., 2009; Hartig, Evans, Jamner et al., 2003; Orsega-Smith, Mowen, Payne et al., 2004; Ulrich, Simons, Losito et al., 1991)	Positively impacted on cognitive performance (Mehta, Zhu & Cheema, 2012; Ljungberg, Neely, & Lundstrom, 2004)	Perceived improvements in mental health and tranquillity (Li, Kobayashi, Inageki et al., 2012; Jahncke, et al., 2011: Tsunetsugu, Park, & Miyazaki, 2010; Kim, Ren, & Fielding, 2007; Stigsdotter & Grahn, 2003)

Table 2.2 14 Patterns of Biophilic Design and Their Health Benefits (Cont.)

14 Patterns		Stress Reduction	Cognitive Performance	Emotion, Mood, & Preference
NATURE IN THE SPACE	Non-Rhythmic Sensory Stimuli	Positively impacted on heart rate, systolic blood pressure and sympathetic nervous system activity (Li, 2009; Park et al., 2008; Kahn et al., 2008; Beauchamp, et al., 2003; Ulrich et al., 1991)	Observed and quantified behavioural measures of attention and exploration (Windhager et al., 2011)	
	Thermal & Airflow Variability	Positively impacted comfort, well-being and productivity (Heerwagen, 2006; Tham & Willem, 2005; Wigo, 2005)	Positively impacted concentration (Hartig et al., 2003; Hartig et al., 1991; R. Kaplan & Kaplan, 1989)	Improved perception of temporal and spatial pleasure (alliesthesia) (Parkinson, de Dear & Candido, 2012; Zhang, Arens, Huizega & Han, 2010; Arens, Zhang, & Huizenga, 2006; Zhang, 2003; de dear & brager, 2022; Heschong, 1979)
	Presence of Water	Reduced stress, increased feelings of tranquillity, lower heart rate and blood pressure (Alvarsson, Wiens, & Nilsson, 2010; Pheasant, Fisher, Watts et al., 2010; Biederman & Vessel, 2006)	Improved concentration and memory restoration (Alvarssan et al, 2010; Biederman & Vessel, 2006) Enhanced perception and psychological responsiveness (Alvarsson et al., 2010; Hunter et al., 2010)	Observed preferences and positive emotional responses (Windhager, 2011; Barton & Pretty, 2010; White, Smith, Humphryes et al, 2010; Karmonov & Hamel, 2008; Diederman & Vessel, 2006; Heerwagen & Orians, 1993; Ruso & Atzwanger, 2003; Ulrich, 1983)
	Dynamic & Diffuse Light	Positive impacted circadian system functioning (Figueiro, Brons, Plitnick et al., 2011; Beckett & Roden, 2009) Increased visual comfort (Elyezadi, 2012; Kim & Kim, 2007)		

Table 2.2 14 Patterns of Biophilic Design and Their Health Benefits (Cont.)

14 Patterns		Stress Reduction	Cognitive Performance	Emotion, Mood, & Preference
NATURE OF THE SPACE	Connection with Natural Systems			Enhanced positive health responses; Shifted perception of environment (Kellert et al., 2008)
NATURAL ANALOGUES	Biomorphic Forms & Patterns			Observed view preference (Vessel, 2012; Joye, 2007)
NATURAL ANALOGUES	Material Connection with Nature		Decreased diastolic blood pressure (Tsunetsugu, Miyazaki & Sato, 2007) Improved creative performance (Linchtenfeld et al., 2012)	Improved comfort (Tsunetsugu, Miyazaki & Sato, 2007)
NATURAL ANALOGUES	Complexity & Order	Positively impacted perceptual and physiological stress responses (Salingaros, 2012; Joye, 2007; Taylor, 2006; S. Kaplan, 1988)		Observed view preference (Salingaros, 2012; Hagerhall, Laike, Taylor et al., 2008; Hagerhall, Purcella & Taylor, 2004; Taylor, 2006)
NATURE OF THE SPACE	Prospect	Reduced stress (Grahn & Stigsdotter, 2010)	Reduced boredom, irritation, fatigue (Clearwater & Coss, 1991)	Improved comfort and perceived safety (Herzog & Bryce, 2007; Wang & Taylor, 2006; Petherick, 2000)
NATURE OF THE SPACE	Refuge		Improved concentration, attention and perception of safety (Grahn & Stigdotter, 2010; Wang & Taylor, 2006; Wang & Taylor, 2006; Patherick, 2000, Ulrich et al., 1993)	

Table 2.2 14 Patterns of Biophilic Design and Their Health Benefits (Cont.)

14 Patterns		Stress Reduction	Cognitive Performance	Emotion, Mood, & Preference
NATURE OF THE SPACE	Mystery			Induced strong pleasure response (Biederman, 2011; Salimpoor, Benovoy, Larcher et al., 2011; Ikemi, 2005; Blood & Zatorre, 2001)
	Risk/Peril			Resulted in strong dopamine or pleasure responses (Kohno et al., 2013; Wang & Tsien, 2011; Zald et al., 2008)

Source: Browning et al., (2014)

Recent studies that have used aspects of biophilic design have shown positive effects on wellbeing. Yang et al. (2019)'s research found that providing urban green spaces seemed to have reduced uncertainty and life stress. Studies on using biophilic design to maintain the wellbeing of university students are also being prioritised, as evident in Peters & D'Penna's (2020) research. Furthermore, indoor flowers have been proven to increase wellbeing. Previous research on patients in hospital rooms with flowers and potted plants needed "less postoperative pain medication, had lower systolic blood pressure and pulse rates, were less anxious and tired, and generally were in a more positive psychological state thank patients in rooms without plants" (Augustin, 2013). Additionally, flowers in dining areas as well as in office spaces have been proven to put people in better moods and have better cognitive performances (Augustin, 2013). According to Chen et al. (2020)'s research, dining spaces with plants and flowers in a restaurant help the diners feel happy. In the same research, it was stated that flowers also provide consumers with higher sensory experiences. Additionally, green walls have multiple advantages to factors that can affect wellbeing such as thermal insulation, noise pollution, and air quality. Having green walls installed can absorb noise by an "average of 41%" (Chen et al., 2020). Furthermore, noise pollution causes potential health effects which includes "increased

stress levels, sleep disturbance, or hearing damage" (Millar, 2020). Research has shown that "natural sounds are important for human health and well-being" (Buxton et al., 2021, pg. 1). Sounds from nature have been therapeutically used to relieve stress (Franco et al., 2017).

Furthermore, the concept of ecoempathy focuses on the idea of "nature and architectural form as a continuum of subjects for empathic interaction" (Semenov, 2018). The idea of empathy within the arts and architecture stems from a group of historians and theoreticians in 19th century Germany (Semenov, 2018). During that period, German philosopher and enlightenment thinker Immanuel Kant (1724-1804) proposed that "our spatial representations come out of subjective physiology and intuition rather than predetermined structural properties" (Semenov, 2018). This paved the way for researchers to explore architecture which "focused on experience and physicality" (Semenov, 2018). Bain (1872), Vischer (1873), and Lipps (1903) began studying how bodies physically react to the forms in our environment. Lipps (1903) believed that "to perceive an object aesthetically and thus to empathise with it is to comprehend the mechanical forces that give the object its specific form" (cited by Wagner & Blower, 2014, pg. 411). In the 20th century, Husserl (1989) and Merleau-Ponty (1945) were the most notable people to study the bodily experience of art and architecture (cited by Semenov, 2018). The idea of associative empathy where a subject recognises other forms as "centres of experience" was written by Husserl (1989) (cited by Semenov, 2018).

2.12 Sensory Marketing and Design

An important aspect of space environment not only pertains to sight, but rather all five senses: sight, hearing, touch, taste, and smell (Kamaludin et al., 2019; Krishna, 2012). Sensory as marketing engages the consumers' senses which affects their behaviours. It is based on the concept that humans are most likely to "form, memorize, and discover the mind when all five senses are involved" (Kamaludin et al., 2019, pg. 426). Sensory marketing produces stimulants that are received by the sensory organs and perceptions are made by interpreting these sensations (Kamaludin

et al., 2019; Krishna, 2012). Stimulants such as music, scent, atmosphere, tactile and taste have been discovered to affect consumers' perception and purchasing behaviour (Kamaludin et al., 2019; Krishna & Schwarz, 2014). The ambience of a restaurant can lead to "fostering positive consumer emotions" (Chen & Lin, 2020, pg. 3).

The sense of sight is the first thing that will perceive before any other senses. Visuals are powerful as they create "attention, awareness, and image" (Kamaludin et al., 2019, pg. 428; Chan, Boksem & Smidts, 2018). Sight is an important sense when verbal material is absent as this creates a perception of quality on the brand (Elangovan & Padma, 2017). In restaurants, colour can be an important aspect of their visual marketing and branding as customers are 78% more likely to remember a message in colour according to memory retention studies (Kamaludin et al., 2019; Yilmaz, Dyer, Rossler & Spaethe, 2017).

Studies on smell have shown that odours "can be used as an asset to change consumers' mood" (Kamaludin et al., 2019, pg. 428; Chakravarty, 2017), and make them more comfortable at their stay in a restaurant. Scents can be used to evoke cravings for certain brands, as long as the restaurant have successfully associated these to its brand (Kamaludin et al., 2019; Chakravarty, 2017). Odours are part of what creates good ambience in restaurants, hence increasing the wellbeing of customers (Kamaludin et al., 2019; Randhir et al., 2016). In a restaurant, open kitchens can allow scents to drift into the dining space – which may give diners a bigger appetite (Yu, 2021).

Certain scents, such as lavender, can encourage customers to stay for a longer period of time. In Guenen and Petr's (2006) study, it was hypothesised that the smell of lavender producing a relaxing effect may explain the observed results. Citrus scents, such as lime and orange, are linked to feelings of happiness and can boost a person's energy (Aromatech, 2020). Additionally, the smell of freshly baked bread makes people nicer (delish, 2012). The study showed that 77% of strangers helped to pick up an item while standing outside of a bakery store (delish, 2012). The smell of freshly baked bread may also evoke "feelings of warmth and comfort" (Yu, 2021).

Music is well documented that it calms consumers down (Kamaludin et al., 2019; Hulten, Broweus, & Dijk, 2009). In restaurants, the placement of a kitchen has a major influence on the ambience of a restaurant as the sounds of a kitchen amplify the dining experience (Kamaludin et al., 2019; Chakravarty, 2017). Restaurants should be able to design a music-list which fits their brand identity, that also takes into account time of day and occupancy patterns.

Tactile experiences, or touch, has been proven that humans "experience a small sense of ownership, making them more likely to buy it [a product]" (Kamaludin et al., 2019, pg. 429; De Mooij, 2018). In a different experiment, if an employee touches a consumer during their stay, the consumer will "unconsciously perceive the staff as being more present, and friendly" (Kamaludin et al., 2019, pg. 429; Hulten, Broweus, & Dijk, 2009). In restaurants, the room temperature should be always pleasant, and that employees should be more approachable by giving handshakes, to make them feel more welcome (Kamaludin et al., 2019).

Lastly, the quality of food at a restaurant is the most important sense. The five basic tastes a human can sense are: bitter, sour, savoury, salty, and sweet (Kamaludin et al., 2019). Restaurants need to come up with unique dishes to "build up a unique expression that is impossible for competitors to simulate" (Kamaludin et al., 2019, pg. 430; Hulten & Dijk, 2009). Taste, especially in the restaurant industry, is a part of the mood and brand perception and creates the whole brand experience in restaurants (Kamaludin et al., 2019).

2.13 Importance of Lighting to Wellbeing

Certain interior elements such as lighting can create an impact on consumers and their well-being. Jamieson's (2019) research has shown that lighting has impacts on well-being, and that the impacts of lighting exposures on wellbeing are presently little considered by designers, including the effects that natural daylight can have on infection control (Jamieson, 2020). According to research done by Osibona et al. (2021), light is important for "visual performance and safety, and also plays a vital role in regulating human physiological functions" (pg. 1). Furthermore, light is important

to the functions of the "nervous and endocrine systems and the secretion of hormones such as melatonin" (Osibona et al., 2021, pg. 1). Lack of appropriate light exposure during the day and exposure to light at night may be considered as improper light exposure, affecting the health of an individual (Osibona et al., 2021). Additionally, lighting's effect on ones' health can be further emphasised through its therapeutic effects. Seasonal affective disorder and other types of depression have been proven to be reduced using both natural and artificial light therapy (Osibona et al., 2021).

In previous research, studies showed "positive associations of natural light exposure and improved health across all health domains (physical, mental and sleep health)" (Osibona et al., 2021, pg. 14). In the home setting, adequate natural light has been found to protect against various health outcomes such as tuberculosis, leprosy, depression, mood, falls, and sleep (Osibona, et al., 2021). These findings also correlate with previous studies in other settings such as offices and hospitals. Staff working next to windows are more physically active and sleep more during the night (Boubekri et al., 2014). Additionally, natural light may be correlated to protective effects against infectious diseases, as sunlight can kill bacteria (Hockberger, 2000, Downes & Blunt 1878). Moreover, studies have shown how ultraviolet light can be used as a natural disinfectant. UV light weakens and damages bacteria, "causing mutations that limit their ability to reproduce and survive" (Osibona et al., 2021, pg. 14). UV light has also been proven to render the SARS-CoV-2 virus, the cause of COVID-19, useless (Linden, 2020), as has natural sunlight and daylight (Jamieson, 2020).

2.14 The Importance of Branding in Restaurant Interiors

A brand, according to Sammut-Bonnici (2015), may be defined as "a set of tangible and intangible attributes designed to create awareness and identity, and to build the reputation of a product, service, person, place, or organization" (pg. 1). Branding, therefore, is a long-term strategy which includes many activities from product innovation to marketing communication (Sammut-Bonnici, 2015). Some of the important components that make up branding are brand awareness and brand attitude (Rossiter, 2014). Brand awareness consists of three (3) distinct types according to how

a brand can be identified by the buyer for consideration. Brand attitude, on the other hand, shows how purchasing behaviours can be changed by the same brand, and this focuses on the emotional-shift theory (Rossiter, 2014). Additionally, another important aspect of branding and brand identity is the brand character or personality (Lee, Back & Kim, 2009; Wu et al., 2015). It is defined as a set of human characteristics that are related to human personalities (Wu et al, 2015). Previous research has confirmed the following brand personalities present in the restaurant industry: 1) sincerity, 2) excitement, 3) competence, 4) sophistication, and 5) ruggedness (Lee, Back & Kim, 2009). It is proposed that family values, empathy and a sense of community help to build brand loyalty (Hanhan, 2021).

The dining environment has been proven to be a large part of brand identity in restaurants. According to Wu et al's (2015) study, the restaurant atmosphere could enhance positive consumer behaviour. The three (3) identified dimensions of atmosphere important in a restaurant setting are the following: 1) ambient conditions, 2) spatial layout and functionality, and 3) signs, symbols, and artifacts (Jin et al., 2012). Restaurant management should focus on the location, surrounding environment, and the layout of the internal space as these are key factors to atmosphere (Turley & Baker, 2000; Wu et al., 2015). The study also suggests that interior decoration, services, meal quality, as well as lighting and music can affect consumers (Wu et al., 2015). Elements of style are also important to consider when planning for customer's behaviour and satisfaction (Arffin et al., 2012). The restaurant dining experience is "focused on the receipt of a good meal with pleasant service, so any influence of brand personality on satisfaction will be enhanced through customers' emotions" (Lee et al., 2009, pg. 311). Additionally, biophilic design elements, such as having flowers in dining spaces, have been proven to put people in better moods (Augustin, 2013). Compared to other shops, there are more obvious differences in consumer behaviour in restaurants due to these factors.

Furthermore, branding focuses not only on the dining space, but the service that the restaurant provides. A study by Axala (2020) showed branding strategies such as nutritional quality of served menu, adequacy of staff as well as their grooming should be considered and improved upon. Staff training was considered to be a

positive brand strategy which would enhance their staff's professionalism as well. Furthermore, the actual food itself determines the brand of the restaurant, and this is the most essential factor of customers' decision to dine in a restaurant (Jin et al., 2012). Food quality is an important aspect of a restaurant's brand, and these can include the following factors: food presentation, serving size, menu design, variety of food, health options, taste, portion, freshness, and food safety (Jin et al., 2012).

2.15 Self-sustaining Crop Systems

"Self-sufficiency" is defined as "providing for oneself" or "being self-supporting" (Nijboer et al., 2015, pg. 2). The intention of being self-sufficient is being "dependent on what the region provides, year round" (Nijboer et al., 2015, pg. 2). The opposite of being self-sufficient, the idea of free trade, exists with "specialisation and interdependence" (Nijboer et al., 2015, pg. 2). In the restaurant industry, to be self-sufficient, it is ideal to find a balance between self-sufficiency and free trade, both from a customer and managerial point of view (Nijboer et al., 2015).

Urban agriculture (UA) is defined as "the production of agricultural goods (crop) and livestock goods within urban areas like cities and towns" (Chatterjee et al., 2019, pg. 1). It has become popularised due to the growing urban population and sustainable development. Vertical farming (VF) or high-rise farming technology maintains constant environmental and nutrient conditions to grow crops based on hydroponics technology (Chatterjee et al., 2019). Vertical farming ensures production of crops all year round. As an example, it has been reported that one (1) acre of vertical farming can "produce products almost equal to the amount of products produced by 30 acres of normal farmland" in each season (Chatterjee et al., 2019, pg. 6). Additionally, indoor farming reduces the use of farm machines such as tractors and reduces fossil fuels. Hydroponic technology can also help in water conservation, which uses approximately 70% less water than normal agriculture (Chatterjee et al., 2019).

With the COVID-19 pandemic, the "farm-to-table" connection has been disrupted and some restaurants have turned to vertical farming producing their own crops (Severson, 2020). The company, Vertical Field, completed a vertical farming

operation near Copenhagen in Denmark by the end of 2020 (Ridden, 2021). The crops grown are grown in real soil, using hydroponic technology (Ridden, 2021). The recent installation of these container-based urban farming pods in the US is at a restaurant named Farmers & Chefs in Poughkeepsie, New York, which started producing their own crops in mid-April 2020 (Ridden, 2021). Other examples of urban farms are the Pasona Urban Farm. The 215,000 square foot Pasona HQ is located in downtown Tokyo consisting of urban farming facilities within the building (KonoDesigns, 2010). It includes "fruits, vegetables and rice that are harvested prepared and served at the cafeterias within the building" (KonoDesigns, 2010).

The concept of having agricultural produce being grown at or around the restaurant can further tap into the biophilic aesthetic proposed for Filipino restaurants in this thesis. This can also be broadened out into an aspect of the family concept by using locally grown food, perhaps even 'shared backyard' initiatives.

2.16 Biophilic Design in the Workplace

The WELL Building Standard version 2 is an evidence-based guideline for "buildings and organisations to deliver more thoughtful and intentional spaces that enhance human health and well-being" (IWBI, 2020). There are eleven (11) concepts within the WELL v2 which are: 1) air, 2) water, 3) nourishment, 4) light, 5) movement, 6) thermal comfort, 7) sound, 8) materials, 9) mind, 10) community, and lastly 11) innovation (IWBI, 2020). These concepts line up with the theory of biophilic design through similar ideas such as thermal and airflow variability, presence of water, dynamic and diffuse light among others (Asim et al., 2020).

In the paper by Heath et al. (2018), they have listed solutions using the biophilic design patterns in workplaces based on budget. **Tables 2.3-2.5** detail these solutions.

Table 2.3 Biophilic Solutions, Nature in the Space

Biophilic Design Pattern	No Budget	Low Budget	Medium Budget	High Budget
1. Visual Connection with Nature	Plants in view outdoors: Changing layout of furniture to take advantage of views outside if building situated in natural landscape/ next to park/body of water	Cut flowers on tables & desks; Potted plants on desks & shelves; Hanging plants: kokodema, macrame, baskets; Window Planters	Cut flower subscriptions; Plant services – hire of plants with monthly subscription for maintenance; Interior and exterior planting scheme; Internal courtyards	Green Roof; Landscaped gardens with seating area; Living Green Walls; Lightwell Atrium
2. Non-Visual Connection with Nature	Natural soundtracks to create acoustic backdrop	Scent atomisers and diffusers; Sound masking: natural sounds/water tapping; Cleaning products: low VOC, good quality and nice smelling hand soaps/moisturisers; Citrus or coffee smells (stimulate taste buds)	Furniture materials: chairs, tables, staircases, use soft/contrasting materials for relaxation vs. focus spaces; Include kitchen with healthy food options	Green walls that release scent and are touch resilient; Zoning: floor textures-carpet/timber/stone/biometric; Refurbished operable windows
3. Non-Rhythmic Sensory Stimuli	Opening windows to allow breezes to create gentle movement in plant leaves, blinds, or curtains	Blinds: cut outs to project shadows and light; Kinetic artwork: mobiles; Lighting that project dappled light (gobo/moving lights); Bird boxes and squirrel houses in sight	Handmade/ glazed reflective tiles; Lights in trees; Kinetic sculptures; Digital: moving screens, projections of patterns; Indoor willow tree	Fans blowing onto green walls to create movement; Light reflecting off water features/fish tanks to create rippling movements
4. Thermal & Airflow Variability	Enable opening and closing of windows throughout the day according to comfort levels	Clay paints and surfaces: absorb heat/ moisture imbalances; Visible mechanical ventilation; Seasonal winter considerations: fire pits, blankets, hot water bottles	Covered outdoor spaces: eating areas, canopy in winter, covered outdoor exercise; Green walls: absorb heat, humidity & moisture imbalances	Installing windows that can open individually & skylights; HVAC (heating, ventilation and air conditioning)

Table 2.3 Biophilic Solutions, Nature in the Space (Cont.)

Biophilic Design Pattern	No Budget	Low Budget		Medium Budget		High Budget
4. Thermal & Airflow Variability (cont.)				spaces, weatherproof		delivery combined with natural
				Kinetic water features: cools the air and increases humidity, zones areas by making them feel different, trickling water/fountains		
5. Presence of Water	Positioning of furniture to face water features	Sight: Imagery with water in the composition, instances of the colour blue, LED screens, projection of water flowing/waterfall, ripples, bouncing light		Pools of water in or outdoors		Full height glass walls/windows to see water flow down - rain or water feature
		Contrast/use of tonal variation of blues - depth for different feels (ecological valence theory): fabric, carpet tiles, curtains, wall paint, lighting (use for changing times of day - circadian rhythms)		Seating by non-fixed water features	Fountains, flowing water (sound masking) and zoning of spaces	Offices/hotels: showers, pools, steam rooms, waterfalls, bath in the bedroom
6. Dynamic and Diffuse Light	Position desks close to windows/ skylights	Fairylights	Sheltered space outside	Planting to create shadows (deciduous windows)	Glass roof - skylight	External fins (architectural)
		Colour changing LED lights or lamp-shades projecting colour & pattern	Adjustable blinds to control light	Materials: light reflecting floors, tables, walls and surfaces, mirrors, light reflective	Glass doors/walls	Circadian lighting
7. Connection with Natural Systems	Position furniture to enable views of sky/weather outside	Rain catchers, wind chimes, rainbow maker (prism)		Exterior: water features/ponds (ripples from raindrops, freeze in winter)	Planters - Boston ivy facades	Position building surrounded by nature
		Inside/outside: cloud maps, tide charts, temperature/humidity air pressure		Plant deciduous trees outside	Patio/rooftops with seasonal plants	

Source: Heath et al., (2018).

Table 2.4 Biophilic Solutions, Natural Analogues

Biophilic Design Pattern	No Budget	Low Budget		Medium Budget		High Budget	
8. Biomorphic Forms & Patterns	Display occupants' pictures of natural forms/patterns on screensavers or social media	Artwork (mimic shapes and patterns)	Light fittings e.g: petals, mushrooms, pineapple shapes	Patterns: undulating glass (underwater feel), tiles, floor tiles, wallpaper (colour/texture), screens of etched glass/partitions		Columns like trees, spirals (stairs, corridors, Gaudi-esque), cell like facades	Layout of interior/exterior spaces: curved paths and zones
		Fibonacci series, photos of natural forms			Organic shaped furniture		Freedom to be experimental, pavilions installations, structures
				Mathematical: fractals (3's), patterns repeated within patterns, repeated forms at different scales			
9. Material Connection with Nature	Display objects occupants have found in local natural environments e.g. stones, shells, seedpods, branches	Materials natural colours, textures, and patterns	Wallpaper that mimics natural material surface	Wood: handles/handrails, timber wall panels, veneer	Clay/ceramics furnishings and fittings		Materials: colour, texture, pattern
		Use of nature inspired colour – ecological valence theory		Biomimetic tiles, wallpapers, flooring	Bark tiles, cork, leather, wood, stone	Structural timber beams	Timber cladding
10. Complexity and Order	Move existing furniture and plants to organise spaces into zones	Layer light	Wallpaper	Zoning spaces using pattern, texture, light, sound, colour, and touch	Partitions (glass textures, etched film on glass)		
						Exposed structure and mechanical systems (exoskeletal)	Mimic natural hierarchy in structure and key architectural elements

Source: Heath et al., (2018).

Table 2.5 Biophilic Solutions, Nature in the Space

Biophilic Design Pattern	No Budget	Low Budget		Medium Budget		High Budget	
11. Prospect	Consider seating orientation and positioning by windows	Wayfinding through signpost	Low partitions	Seating (low back), tiered communal seating	Window seats	Wayfinding through structure	Choice of site for building (in nature)
				Transparent materials: glass/polycarbonate walls/doors/partitions		Balconies – sense of space, mezzanine, elevated platforms (interior and exterior)	

Table 2.5 Biophilic Solutions, Nature in the Space (Cont.)

Biophilic Design Pattern	No Budget	Low Budget		Medium Budget		High Budget
12. Refuge	Move existing furniture and plants to create private spaces for retreating & restoring energy	Headphones	Set up quiet corners (seat, lamp, carpet)		Outdoor mezzanine or gazebo	
				Raised platforms	Pavilion arcades & walkways	
		Curtains/ partitioning	Outdoor seating benches			
				Refuge pods	Indoor winter garden	
13. Mystery	Move existing furniture and plants to create partial views through the interior space to enhance sense of intrigue	Leafy/planted screens	Mirrors - disorientate	A pull towards a space: sounds, smells, light, wonder		
		Trompe D'oueil Mural	Slowly revealed view or artwork (so you have to keep walking to reveal more of it)	Screen/curtain/ frosted glass creates shadow movement and implied activity that you want to see	Obscured views: plants hanging, glass, partitions (or semi obscured with frosted glass)	Winding paths through spaces, gentle curving (slightly disorientating)
						Labyrinths — Digital mapping projection
14. Risk/Peril	Create a supportive culture that encourages everyone to step outside their comfort zone e.g. learning new skills	Images: view down from mountain top, murals (Trompe D'oeuil)	Hammocks, hanging chairs/swing seats, hanging shelves	Seating over drops	Water, digital LED	Glass elevator/escalator/floor/railing: height (walkway, double height atriums, tree houses, gazebos)
				Uneven flooring		Hanging walkways — Bouldering walls

Source: Heath et al., (2018).

2.17 Biophilic Design Implementations in the Food and Beverage Industry

In the food and beverage industry, the role of biophilia is "to connect guests with nature through an enhanced multisensory experience – the way the space, the cooking, and the food, sounds, feels, smells, tastes, conjures, surprises, and delights" (Browning, 2017, pg. 40). According to Browning's study, "spatial conditions of Prospect (74.4%) and Refuge (72.1%) were notably present biophilic qualities of hotel F&B venues surveyed" (pg. 40). Additionally, the biophilic patterns of Visual Connection with Nature and Material Connection with Nature were present in 83.7%

and 76.7% respectfully out of the forty-three (43) food and beverage venues. These two design patterns "had a greater impact on the experience of the space than other biophilic qualities observed" (pg. 40). Lastly, 53.5% of the venues surveyed had "some degree of a non-visual connection with nature" (pg. 40).

Table 2.6, shown below details some examples from Browning (2017) on biophilic applications and their health benefits within the food and beverage industry.

Table 2.6 Food and Beverage Industry Biophilic Examples

Natural Analogues		
References to Nature	**Health Impacts**	
• Natural materials familiar to the region • Repeating and hierarchical patterns • Organic forms in décor and furniture • Complex yet orderly layers of materials, light, and visual information • Variety of grab-and-go dishes that support gustatory exploration	Stress	Positively impacted perceptual and physiological stress responses
	Cognitive Performance	Decreased diastolic blood pressure; Improved creative performance
	Emotion, Mood & Preference	Improved comfort; Observed view preference

Table 2.6 Food and Beverage Industry Biophilic Examples (Cont.)

Prospect & Refuge		
View Depth and Content	**Health Impacts**	
• Protection overhead and to the back	Stress	Reduced stress
• Expansive views to nature as well as from where waitstaff may enter, avoiding surprise but supporting information gathering (such as for anticipating the next course)	Cognitive Performance	Improved attention, concentration, and perception of safety; Reduced boredom, irritation, fatigue
• Visual and auditory connection to a stream, fountain, pool, ocean, or other water feature, particularly if it is relevant to the menu		
• Views of physical proximity to gardens, herbs, and other vegetation	Emotion, Mood & Preference	Improved comfort and perceived safety
Non-visual connection with nature		
Multisensory experiences	**Health Impacts**	
• Auditory broadcasting of nature sounds relevant to the culture or place (e.g.) the sound of lapping ocean waves while eating oysters)	Stress	Reduced systolic blood pressure and stress hormones

Table 2.6 Food and Beverage Industry Biophilic Examples (Cont.)

Non-visual connection with nature		
Multisensory experiences (Cont.)	**Health Impacts**	
• Playful and complex flavours and smells • Crackling fires providing visual and (sometimes) auditory stimuli as well as thermal variability • Nature-inspired food presentation and composition and serving dishes • Variety of tactile connections with nature	Cognitive Performance	Positively impacted cognitive performance
	Emotion, Mood & Preference	Perceived improvements in mental health and tranquillity

Source: Browning, (2017)

Additionally, Zafra and Salas (2020) indicate how important ventilation can be to help combat the COVID-19 virus. As the virus can be spread through aerosols, it can remain for prolonged periods in the air in areas that are poorly ventilated, and "become increasing dense as time passes" (Zafra & Salas, 2020). According to that work, if restaurant interiors are well ventilated with good air conditioning units with good filtration to reduce the risk of pathogens to get recirculated and increase infection risk, time spent by the patrons shortened, and when they wear masks when not

actually eating or drinking, the risks of infection can become significantly lowered (Zafra & Salas, 2020).

2.18 Existing Work Environment Guidelines for Restaurants

A publication by the Swedish Work Environment Authority (2010) details measures on creating good working environments within restaurants. The first step to a good working environment, according to the publication, is to "monitor the working conditions of their employees and remove any risks which may lead to injury or illness" (SWEA, 2010, pg. 3). To monitor the risks, the following need to be considered: 1) What are the risks? 2) Assess the risks, 3) Eliminate the risk, 4) Write a plan of action, and 5) Follow-up the results (SWEA, 2010).

Some risks detailed in the guideline include taking care of the employees' body and health in the workspace. Working in restaurants requires "bending, twisting and reaching movements" (SWEA, 2010, pg. 4) that are common during long work hours, causing strains and other injuries to the body. The following table (**Table 2.7**) shows the guidelines of what to do to protect their bodies in the workplace, taken directly from the publication of the Swedish Work Environment Authority (2010).

Table 2.7 Taking Care of Your Body and Health

Activity	How to take care of yourself
When carrying things close to your body	• Use lifting aids for heavy or difficult lifts. • Place heavy objects and goods you often use between knee and shoulder height. • If you have to carry a heavy object, carry it close to your body.

Table 2.7 Taking Care of Your Body and Health (Cont.)

Activity	How to take care of yourself
Things to think about when carrying	• Divide up carrying duties among a number of people. Use lifting aids for heavy lifts or get others to help. • Use trolleys and lifts for transporting heavy and unwieldy things between two storeys instead of carrying them. • Replace single steps or connect small differences in level with ramps in order to reduce the risk of tripping over.
Avoiding injuries	• Work with lowered shoulders and with your arms close to your body. • Avoid working with your hands above shoulder height or below knee height. • Do not bend and twist your body at the same time • Place your working utensils close to you and in front of your body at elbow height when working, for example, on cold buffets or serving food portions. • Adjust the height of the work surface for different uses and different users, for example, by using a table that can be raised and lowered. • Make sure there are surfaces to unload items upon in the kitchen and serving areas in order

Table 2.7 Taking Care of Your Body and Health (Cont.)

Activity	How to take care of yourself
Avoiding injuries (cont.)	to avoid harmful working positions and unnecessary trips backwards and forwards. ● Work with lowered shoulders and with your arms close to your body. ● Avoid working with your hands above shoulder height or below knee height. ● Do not bend and twist your body at the same time ● Place your working utensils close to you and in front of your body at elbow height when working, for example, on cold buffets or serving food portions. ● Adjust the height of the work surface for different uses and different users, for example, by using a table that can be raised and lowered. ● Make sure there are surfaces to unload items upon in the kitchen and serving areas in order to avoid harmful working positions and unnecessary trips backwards and forwards. Examples might be a trolley or sideboard for extra cutlery, crockery and glasses. ● Do some of your work sitting or standing.
If you burn yourself	● Run cold water over minor burns ● More serious burns with blisters will require pain-killers and a proper bandage/dressing.

Table 2.7 Taking Care of Your Body and Health (Cont.)

Activity	How to take care of yourself
If you burn yourself (cont.)	● For even more serious burns, go straight to the hospital
Protecting hands	● Use rubber/plastic gloves when washing up and cleaning. ● Prevent dry skin/eczema by drying your hands regularly and using a moisturising cream/lotion. ● Use care when handling detergents and strong cleaning fluids as they contain corrosive substances.
If corrosive substances get into your eyes	● Rinse your eyes with water for at least 15 minutes to lessen the damage ● Eye wash should be warm from 20-30 degrees Celsius and should be always within reach. ● Keep rinsing your eyes until you can receive medical attention.

Source: SWEA, (2010)

Aside from how employees can take care of their health in the workplace, the publication also specifies the importance of good ventilation, keeping loud noises to a minimum, good lighting, avoiding injuries on kitchen machinery, protocols during a fire, and what to do if there are threats. Good ventilation is required as the "air in restaurants is contaminated by fat particles and water vapour among other things" (SWEA, 2010, pg. 7). Ventilation should be extracting heat and humidity, while keeping people cool in kitchens and the serving areas. Loud noises, on the other hand, may damage hearing in employees.

The publication also details a systematic work environment programme checklist. The checklist is catered to the managers, ensuring that things are for the employees at the restaurants. The following lists what is included in the checklist (**Table 2.8**).

Table 2.8 Checklist for Restaurants

Systematic work environment programme	Check
1. Are there routines in place for investigating risks in the work environment, e.g. work safety rounds, workplace meetings or staff discussions?	☐
2. Do you assess how serious the risks are?	☐
3. Do you produce plans of action if it is not possible to carry out improvements immediately?	☐
4. Are there work environment duties divided up among managers, work supervisors and employees?	☐
5. Do you report and investigate the causes of ill health, accidents and serious incidents?	☐
6. Do new employees have an introductory course in using, for example, kitchen machines?	☐
Premises	
7. Is there good lighting in every part of the restaurant?	☐
8. Are there light bulbs and fluorescent tubes which do not work?	☐
9. Are there ventilation hoods over cookers, griddles, deep fat fryers and dishwashers?	☐
10. Are the floors slippery, damaged or worn? Does water collect on the floor?	☐
11. Do you manhandle crates of drinks, beer kegs and other heavy items which may cause harmful working postures?	☐
12. Are work heights adjusted for various uses and different users?	☐
13. Can you open the freezer room from the inside?	☐

Table 2.8 Checklist for Restaurants (Cont.)

Premises (Cont.)	Check
14. Is there an alarm button in the freezer room?	☐
15. Are power cables and electrical equipment undamaged and earthed?	☐
Goods deliveries	
16. Is it possible to load and unload goods and returned goods in an ergonomic manner?	☐
17. Are there trolleys, hand trucks and carts for heavy raw materials and refuse?	☐
Washing up and cleaning	
18. Do people need to lift things above shoulder height to do the washing up?	☐
19. Is it difficult to handle the dirty dishes due to cramped spaces and lack of handling aids?	☐
20. Is there enough space for proper cleaning equipment?	☐
21. Are there safety information sheets where harmful detergents and cleaning fluids are stored?	☐
22. Do you use personal protective clothing, e.g. goggles and rubber gloves when handling chemicals?	☐
23. Is there an emergency eye wash station?	☐
24. Do people have to assume harmful or unsuitable work postures to do cleaning work?	☐
Machinery	
25. Are there instructions for kitchen machines such as slicers, mixers and vegetable peelers?	☐
26. Is it possible to start the slicer when the slice thickness is adjusted upwards from zero when the feeder tray is not in place?	☐
27. Does the vegetable peeler stop when the lid is opened a little?	☐
28. Have the cooking vessels been inspected?	☐

Table 2.8 Checklist for Restaurants (Cont.)

Machinery (Cont.)	Check
29. Are mixers/dough kneaders equipped with electrically controlled protectors?	☐
30. Does the tilt protector work on the griddle?	☐
31. Does the deep fat fryer have a lid and does it stand steadily in a suitable place not to close to a water tap?	☐
32. Are there circuit-breakers on machines connected to the electricity supply by plugs in wall sockets?	☐
33. Are there carbon dioxide extinguishers and fire blankets close to frying surfaces and deep fat fryers?	☐
Serving	☐
34. Are there rules for how much a person can carry when serving?	
35. Do you use trolleys to transport food and dirty dishes from place to place?	☐
36. Do you transport food and/or dirty dishes up and down stairs?	☐
37. Are there windows in the swing doors leading to the dining area?	☐
Stress and work load	☐
38. Do employees have time to take their scheduled breaks?	☐
39. Is it possible to take short breaks when necessary?	☐

Source: SWEA, (2010)

2.19 Current COVID-19 Measures in Management

For management, GlobalCad published an article detailing what organisations can do to adapt in the pandemic. The article outlines a three (3) step plan to "enable a quick business response during the COVID-19 outbreak, while making it more resilient, sustainable and effective in the long run" (GlobalCad, 2020, pg. 1). These steps are 1) understand, 2) plan, and 3) act. The company also has a fourth step

4) connect, where GlobalCad offers mentorship and guidance to struggling businesses in the pandemic.

Understanding the business's situation is the first step in to responding to the COVID-19 crisis. The article highlights the importance of identifying the challenges the business is facing currently, challenges that will be faced in the future, and the most valuable assets to use during the crisis. GlobalCad additionally offers a self-assessment survey for businesses to help identify the challenges that they are facing.

The second step is to plan for these challenges. GlobalCad (2020) breaks down four (4) do's and don'ts for different perspectives: health, economic, logistics, and corporate management. The health perspective focuses on protecting and preventing poor health. Some of the do's include following advice from local authorities, keeping informed about the situation, social distancing, and getting vaccinated (GlobalCad, 2020). From an economic perspective, GlobalCad (2020) encourages businesses to adapt and be proactive. These include identifying and cutting non-essential costs and expenses, and re-planning finances and planning activities that may provide short-term income. Logistically speaking, it encourages planning and being creative. Creating routines and establishing agendas are ideal actions, as well as identifying work that can be moved online (GlobalCad, 2020). Finally, for corporate management it is encouraged to adjust and plan ahead. Collaboration between businesses are advised, as well as establishing rules "for the new work situation" (GlobalCad, 2020, pg. 4) and guiding team members with "the objective to optimise communication and collaboration" (GlobalCad, 2020, pg. 4).

The third step is act, where GlobalCad (2020) focuses on resolve and resilience for SMEs and start-ups. The general strategies that GlobalCad (2020) came up with are 1) protecting and engaging your employees, 2) re-designing and adapting the customer experience, 3) stabilising the supply chain, and 4) stabilising the financial situation. Some examples detailed in the guide for the food and beverage sector include initiatives such as "Adopt a Bar" where customers may purchase vouchers to enjoy drinks or meals after the pandemic (GlobalCad, 2020).

2.20 Current COVID-19 Measures in Design

Since the pandemic hit, researchers and professionals alike have investigated solutions to tackle the infection risk problem. In the built environment, several design development changes have been identified through a study by Cheshmehzangi (2021). The first are revisions in density and compact design. Due to COVID-19 spreading faster in more densely populated areas, changes to "density considerations, urban layouts, and urban morphologies" are more than likely to happen (Cheshmehzangi, 2021, pg. 171). Recent changes in high-rise development policies in China have suggested reduction of density levels, new height restriction measures, and new urban layout planning and design. From these, new models will likely emerge from the evolving urban patterns and development (Cheshmehzangi, 2021).

Spatial planning considerations will most likely change from placemaking strategies to public place design (Cheshmehzangi, 2021). Hygiene development and spatial use will become the forefront of design post-pandemic. Similarly, smaller, and individual internal layouts will also be affected. Layouts of public buildings, commercial buildings, retail, and offices will have major changes to focus on health and safety of the population (Cheshmehzangi, 2021). It is evident throughout history that, "we design and inhabit physical space has been a primary defence against epidemics" (Budds, 2020). When trying to reduce infection risks during and post-pandemic, measures should be taken to keep the windows open (to increase natural ventilation), use air filters, and increasing the distance between people (Zafra & Salas, 2020).

Meso scale strategies will be pushed for the neighbourhood and community levels in urban planning. It has been evident in through "previous pandemics that communication and provision of support are more effective at smaller scales" (Cheshmehzangi, 2021, pg. 172; Krill & Ayvaz, 2007). There will more likely be consideration of "green spaces, green park design, community-level communal spaces, local amenities, etc." and its' accessibility (Cheshmehzangi, 2021, pg. 172). A study by

Haviland-Jones et al. (2005) showed that flowers increased happiness and positive emotions.

In the field of branding and marketing, the shift of measuring Key Performance Indicators (KPIs) have shifted to focus on driving short-term sales (54%) and digital transformation objectives (56%) since the pandemic started (GFK, 2020). It was stated that key actions that marketers should take within the next six (6) months (at the time of the article) are to gain better knowledge on consumer engagements (61%) and gain better understanding of consumer preferences and behaviour change (59%) (GFK, 2020). Due to budget drastic budget cuts for branding and marketing, marketers have had to make do with the limited budget presented (GFK, 2020). It is proposed in this present research that focusing on measures that will increase both short-term and long-term gains could be highly beneficial, and also that the role that social media can play a pivotal role in establishing the branding and market the restaurants well.

2.21 Research Framework

The study will look at the concept of biophilia and biophilic design and empathy as a core to solutions for wellbeing. The strengths of Filipino culture will be emphasised through the concept of empathy, which can be enhanced through the theory of biophilia. Sensory marketing and design will further strengthen the theory of biophilia as a solution as well as branding in restaurant interiors. The following diagram (**Figure 2.3**) visualises the framework.
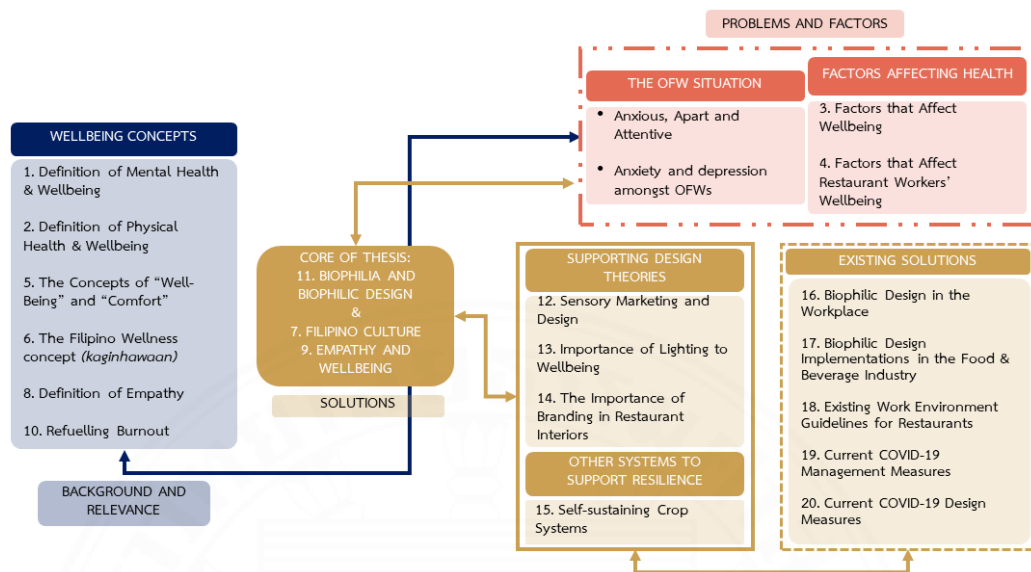
Figure 2.3 Research Framework

Additionally, the business stakeholders, people, and the environment theoretically have distinct relationships with one another. Filipino entrepreneurs will benefit to create unique business identities, as well as focusing on the wellbeing of Filipino Communities in the place that they are based in. The managers and employees will have better relationships based on empathy, which will then theoretically make the employees happier and treat the customers with empathy. The restaurants will become safe spaces for these communities and employees. The following diagram (**Figure 2.4**) visualises these relationships.
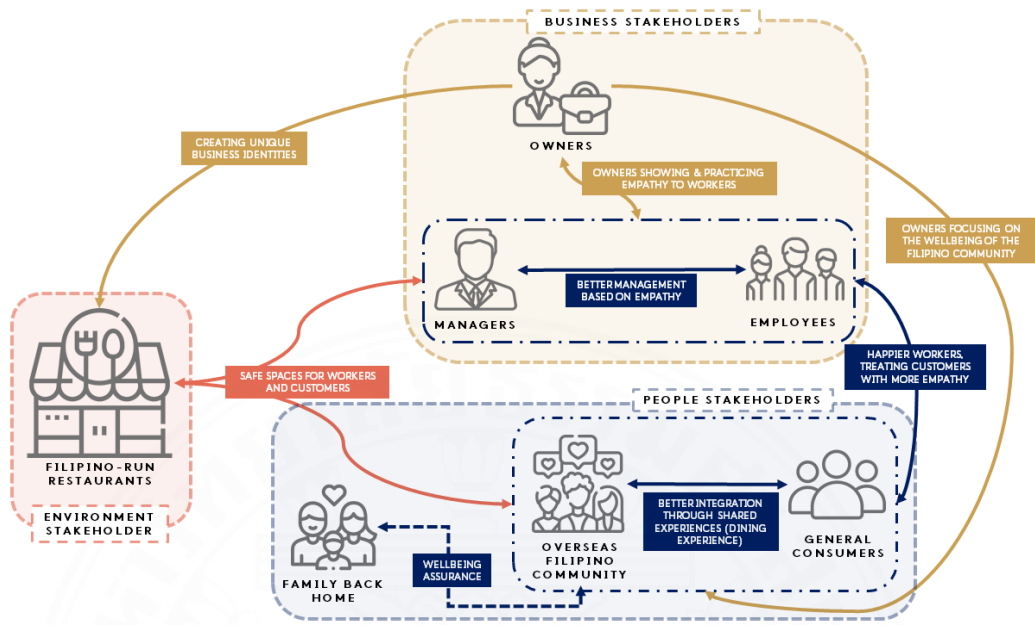
Figure 2.4 Stakeholder Value Mapping

CHAPTER 3

RESEARCH METHODOLOGY

3.1 Double-Diamond
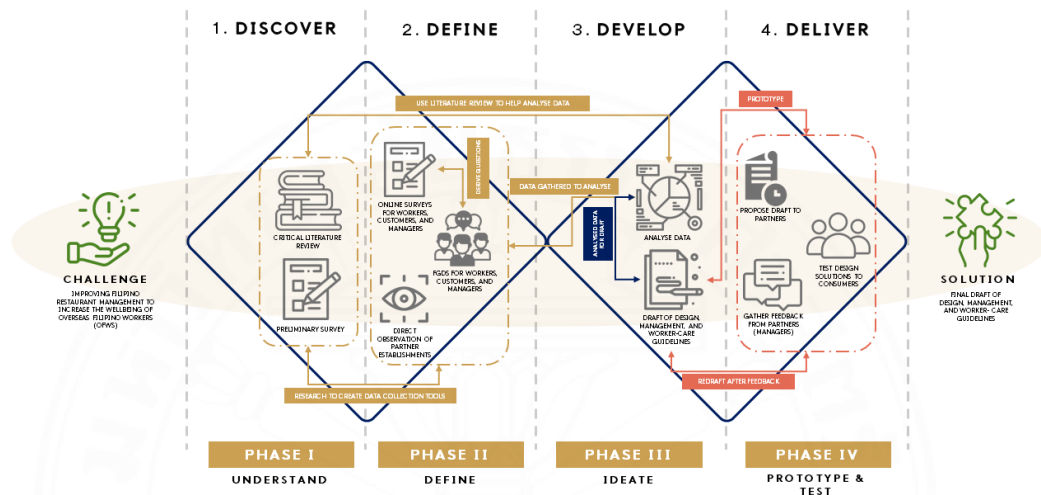
Figure 3.1 Double-Diamond Diagram

Using design thinking as the core structure of the thesis, the methodology is split into four (4) phases as advocated in the Double-Diamond diagram. The Double-Diamond diagram for innovation was developed by the UK Design Council in 2005 to enable clearer comprehension and visualisation of the design process (Ferreira et al., 2015).

3.2 Phase I

• Critical literature review of the following topics related to the study. This covers: 1) The Definition of Mental Health & Wellbeing, 2) The Definition of Physical Health & Wellbeing, 3) Factors that Affect Wellbeing, 4) Factors that Affect Restaurant Workers' Wellbeing, 5) The Concepts of "Comfort" and "Wellbeing", 6) The Filipino Wellness concept *(Kaginhawaan)*, 7) Filipino Culture, 8) Definition of Empathy, 9) Empathy and Wellbeing, 10) Refuelling Burnout, 10) Biophilia and Biophilic Design,

12) Sensory Marketing and Design, 13) The Importance of Lighting to Wellbeing, 14) The Importance of Branding in Restaurant Interiors, 15) Self-sustaining Crop systems, 16) Biophilic Design in the Workplace, 17) Biophilic Design Implementations in the Food & Beverage Industry, 18) Existing Work Environment Guidelines for Restaurants, 19) Current COVID-19 Management Measures, and 20) Current COVID-19 Design Measures.

● Preliminary survey collection to gauge the general situation of wellbeing within a restaurant setting, focused on consumer perception.

3.3 Phase II

● Online surveys of the end-users to understand workers' and consumers' perspective towards wellbeing in the restaurant industry. Restaurant managers were interviewed as well to gather their thoughts and feedback towards wellbeing in the restaurant industry.

● Focus Group Discussions with selected end-users from the surveys to get a more detailed perspective on wellbeing within the restaurant workplace and as a customer. Managers were interviewed to gather more detailed feedback.

● Direct observation of Filipino-run restaurant(s) in Thailand to understand the work environment and interior environment of such establishments. The researcher observed their two restaurant partner establishments: Lola's Kitchen and Viva Filipinas.

3.4 Phase III

● Analyse and organise the data gathered from Phase II.

● Develop a draft of design, management, and worker-care solutions to increase the wellbeing of Overseas Filipino Workers (OFWs) using the data gathered in the previous phases.

3.5 Phase IV

● Propose the draft to partner establishments, namely Viva Filipinas and Lola's Kitchen.

● Gather feedback from the managers of partner establishments.

● Develop the final best practice guidelines to increase wellbeing in Overseas Filipino Workers (OFWs) based on the feedback gathered.

3.6 Instrumentation

The researcher used the following instruments to gather data for this study:

1. Online Survey Questionnaires

The online survey questionnaires for customers (Appendix A) and workers served as the initial data-gathering tool to gather the information about the respondents, their willingness to participate further the study, and their thoughts on wellbeing in Filipino restaurants as customers and workers.

The researcher used the Taro Yamane (1967) equation to determine the sample size for the consumer survey. The equation is as follows:

$$\frac{N}{1 + N(e)^2} = \text{n}$$

where N = the population size, n = the sample size, and e = the level of precision

$$\frac{17921}{1+(17921)(0.10)^2} = 99.44509184$$

The researcher sent the consumer surveys through different Facebook groups focused on the Filipino Community in Thailand to gather respondents. The researcher aimed to gather 99 respondents based on the Taro Yamane equation, however due to the survey being declined and the small population of Filipinos in Thailand, the research only managed to gather 92 respondents. This puts the survey at a 89.6% confidence interval.

$$\frac{17921}{1+(17921)(0.104)^2} = 91.98108482$$

2. Interview Questionnaire

The interview questionnaire (Appendix B) was designed to gather the managers' thoughts and feedback on wellbeing in restaurants. The questions will focus on the following: 1) Staff Empathy, 2) Customer Empathy, and 3) Perception of Wellbeing in the Restaurant Environment.

3. Focus Group Discussion Guide

One of the key data gathering tools for this study is the Focus Group Discussion Guide (Appendix C & D), which provided discussion points. This included three (3) to five (5) neutral, open-ended questions to meet the research objectives. Additional questions may be asked during the discussion.

4. Online Applications

Due to the COVID-19 pandemic, online applications were used such as Zoom, Skype, etc. to conduct the Focus Group Discussion.

5. Restaurant Observation Guide

The Restaurant Observation Guide (Appendix E) serves as a tool for the researcher to pinpoint certain aspects of the interior environment of the restaurants and its' operations. The researcher focused on looking for biophilic aspects

within the interior environment and empathetic behaviour amongst the staff to the customers and each other.

6. Voice Recording Device

The voice recording device was used to document the interviews with managers and the Focus Group Discussions of the customers and workers. The recordings will be transcribed afterwards.

7. Pen and Paper

Pen and paper were used to write down important information from interviews, observations, and Focus Group Discussions.

8. Photographs

Photographs are visual representations of the space being studied. The researcher obtained the photographs through their site visits. These photographs are used to help the researcher visualise what has been observed previous and see if they missed anything during the initial site visit.

3.7 Expected Timeline

The following Gantt Chart visualises the expected timeline for this study (**Figure 3.2**).

Description	2020				2021					
	SEPT.	OCT.	NOV.	DEC.	JAN.	FEB.	MAR.	APR.	MAY.	JUN.
PHASE I										
Review of Related Literature										
Preliminary Survey Collection										
Thesis Proposal Submission										
PHASE II										
Survey/FGD Preparation										
Observation Preparation										
Data Collection										
PHASE III										
Data Analysis										
Data Organisation										
Draft of Design, Management, and Worker-Care Guidelines (Interior Branding & Management System development)										
PHASE IV										
Propose draft of guidelines to partner establishments										
Test through online surveys of guidelines theoretically implemented (in perspectives, graphics, etc.) and gain feedback from consumers										
Draft final guidelines based on feedback from partner establishments and consumers										
Final transcript edits										
Thesis submission										

Figure 3.2 Gantt Chart of expected timeline for this study

CHAPTER 4
RESULTS AND DISCUSSION

The following chapter divides the data collection into these sections: 1) Background of Partner Establishments, 2) Observation Results, 3) Consumers' Perspective Results, 4) Workers' Perspective Results, 5) The Role of Empathy in Wellbeing, and 6) Design, Management, and Worker-Care Solutions.

4.1 Background of Lola's Kitchen

Lola's Kitchen is a Filipino restaurant that focuses on homecooked-style food. It is located at the heart of Bangkok, near the Philippine Embassy. It was established January 2020. The restaurant is run by "passionate and service-minded individuals who also have a genuine heart not only for Filipinos but also for everyone" (Lola's Kitchen, 2020). According to an interview with the general manager, Lola's Kitchen was named and inspired by the owner's grandmother (*lola* in Filipino means "grandmother"), who had passed away years prior. The restaurant's concept focuses on the *bahay kubo,* a type of stilt house usually used as an icon of Philippine culture.

4.2 Background of Viva Filipinas

Viva Filipinas is an events place style restaurant and bar located in Akara Bangkok that focuses on catering for special occasions. The food served at this restaurant focuses on celebratory Filipino food. It was established in June 2020 as a sister restaurant to Lola's Kitchen to help OFWs in the industry to survive in the pandemic after the loss of their previous jobs. The owner, according to the general manager, is passionate about the Overseas Filipino Community, and wanted to help the stranded Filipinos in Thailand stay in the country as they did not know what they would do if they went back to the Philippines.

4.3 Observation Results

The following sections describe the observation results of the partner establishments. The dining area is described first, followed by the kitchen area.

4.4 Lola's Kitchen: Dining Area

The restaurant is a full-indoor two-storey space with no outdoor seating (**Figure 4.1**). It can hold approximately thirty-six (36) diners at once on its the two floors plus the counter seating. The seats receive a generous amount of natural lighting because of the big windows on the façade of the restaurant. The daylight levels can be easily controlled due to the restaurant having blinds on the windows.

Figure 4.1 Lola's Kitchen's Facade

The artificial lighting used within the interiors of this restaurant are very warm and inviting, but it may be too warm to mimic sunlight during daytime. The natural and artificial lighting creates a variation of shadows and light within the interior. Furthermore, the lighting within the interior does make the customers look good when they are nearer the windows, however the closer they are to the inside, the more the artificial lighting and colour temperature washes out the customers because of the intensity of the shadows. It does however make it easy for food photographs to be taken because of the lighting, especially nearer the windows. Within the restaurant, there are less illuminated areas using accent lighting. There are no artificial or real candles on the dining tables. Additionally, the sky and changing weather patterns may be seen from some of the seating areas, however because of the overhang roof in front of the restaurant this is partially obscured (**Figure 4.2**).

Figure 4.2 Seating Near the Windows

Figure 4.3 Main Dining Area of Lola's Kitchen

Due to the restaurant being located on Sukhumvit Road, there are few biophilic features that can be seen from the restaurant. They presently consist of some bushes and trees that are planted in the middle of the two-way roads. There are currently no other plant features such as flowers on dining tables, living green walls, hanging plants, or general plants within the restaurant (**Figure 4.3**). However, there could be space in front of the counter for a living green wall as a feature wall for the restaurant. Hanging plants and/or wall plants may also be a good option for the restaurant. Additionally, there are also no water features that can be found within and outside the restaurant.

Figure 4.4 Plants in Front of the Restaurant on the Road

On the walls of the restaurant, there are Filipino paintings that have landscapes in the background but there are no distinctive biomorphic forms and patterns within the restaurant. Additionally, due to the concept of the restaurant, there are natural materials used such as woven wood chairs, woven wood walls, a woven wood counter, and terracotta flooring. Furthermore, the customers can see when the food is being served from the kitchen and the second-floor dining area overlooks some of the dining area on the first floor. There are no singular nooks in the dining area.

Figure 4.5 Paintings on the Walls of the Restaurant

Figure 4.6. Second Floor Dining Area

The ceilings within the restaurant are high, which helps with circulation. However, during the observation, the air conditioning was not working so it felt warm. In terms of smell, the smell of pollution and smoke comes into the restaurant as the door opens. However, when food is served, the smell is strong enough to overpower this and is very inviting. Additionally, the sounds of the cars and construction from the outside can be heard within the restaurant. The restaurant plays both pop songs and Filipino music. As well as this, the sounds of the kitchen can be slighting heard from the dining area.

The staff treats the customers very politely, addressing them as, "sir" or "ma'am". They are patient with the customers and are approachable. The staff seem to be friendly to each other as they converse normally during down time. There are only four (4) staff members, and they seem to be good friends with each other.

4.5 Lola's Kitchen: Kitchen Area

The kitchen is very small, but large enough for the two chefs to work in. There is a separate dishwashing area on the second floor which is used when the restaurant is very busy. There is enough light to work in the kitchen, and there are no fixtures that are damaged or needs replacing. There are ventilation hoods over the cooking area. There does not seem to be signs in place for instructions for using the kitchen equipment or instructions on what to do if someone gets physically injured.

Figure 4.7 Kitchen at Lola's Kitchen

Figure 4.8 Dishwashing Station on the Second Floor

The floors are not slippery, damaged, or worn. There is a drain in the flooring, so water does not collect on the floor. Due to the size of the kitchen, there are no freezer rooms. They have a small counterspace for preparing the ingredients, but it is not flexible for multiple uses.

4.6 Viva Filipinas: Dining Area

The restaurant is an indoor space with some outdoor seating areas. It can hold approximately sixty-two (62) diners at once: forty-four (44) diners in the main dining area, four (4) at the bar, and twelve (12) to fourteen (14) diners outdoors. In the daytime, the seats receive good natural lighting due to the big windows. The natural lighting can be somewhat controlled due to the foldable doors in front of the windows.

Figure 4.9 Main Dining Area of Viva Filipinas

Figure 4.10 Outdoor Dining Space

The artificial lighting used inside the restaurant is warm in the morning and afternoon, just enough to mimic sunlight. During the evening, the restaurant uses blue lighting on the main stage area, the warm accent lighting in the dining area, and red lighting in the bar area. There are a variation of light and shadows during the day, and it is even more obvious during the night-time. This, in turn, creates good lighting for photographs of food to be taken. Additionally, the lighting does make the customers look good, especially during the day. In the evenings, the accent lighting is good however the shadows contrast quite a bit so it may wash out the customers taking pictures. There are no artificial or real candles on the dining tables. Additionally, there are seating that have a good view of the sky and changing weather.

The restaurant is located on the fourth floor of Akara Bangkok, therefore there are few biophilic features that can be seen from the restaurant such as some trees and bushes that have been planted around the hotel. There are currently no other plant features such as flowers on the dining tables, living green walls, hanging plants, or general plants within the restaurant. There may be space near the bar area for a feature living wall within the restaurant. Potted plants may also be an option of the restaurant. Additionally, there are also no water features that can be found within and outside the restaurant.

Figure 4.11 Bar Area

There are no distinctive biomorphic forms and patterns within the restaurant. However, there are natural materials used within the interior such as wooden wall panelling, woven wood details, woven wood chairs, and terracotta flooring. Furthermore, the customers can see when food is coming out of the kitchen to be placed in the buffet area as well as a grilling station placed right behind the buffet area. There are some cosy nooks near the bar.

Figure 4.12 Buffet Area

Figure 4.13 Grilling Station Behind the Buffet Area

Figure 4.14 Bar Area and Small Lounge

There currently is no breeze within the restaurant except for the air conditioning. However, the windows can be opened so it is easier to create a breeze. In terms of smell, the main dishes and bread can be detected due to the buffet set up. Additionally, a radio station of pop songs gets played during the afternoon, light music during the morning, and on weekends a live band plays Filipino music at the restaurant. The kitchen sounds can also be slightly heard from the dining area.

Due to the buffet set up, there are less interactions with the customers. There are more interactions at the bar, so when the staff does interact with the customers, they are very polite, addressing them as, "sir" or "ma'am". The staff seem to be very comfortable with each other. During the observation, the researcher noticed how friendly the staff seemed to be with each other, dancing to the live band during their break times.

4.7 Viva Filipinas: Kitchen Area

The kitchen is quite spacious. There is a dishwashing area at the side of the kitchen, but it seems a little cramped for two people to work in. There is enough light to work in the kitchen, and there are no fixtures that are damaged or needs replacing. However, the lighting can be improved to be more bio-friendly and may potentially be less tiring to work. There are ventilation hoods over the cooking area.

There does not seem to be signs in place for instructions for using the kitchen equipment or instructions on what to do if someone gets physically injured.

Figure 4.15 Main Kitchen Area

Figure 4.16 Ventilation Hoods Over Cooking Areas

Figure 4.17 Dishwashing Area

The floors are slightly slippery. There is a drain in the flooring though, so water does not collect on the floor. There are some damaged and worn-out tiles within the space. There are also no freezer rooms in this restaurant as they have big refrigerators instead. There is a variety of counters for different uses within the kitchen space.

Figure 4.18 Floor Drains to Keep Water Out of the Flooring, with Some Worn Out Tiles

4.8 Consumers' Perspective

The following sections detail the consumers' demographic, restaurant behaviour, definition of wellbeing to an OFW consumer, the top five most important biophilic features to increase wellbeing, and other biophilic factors.

4.9 Demographic Summary

Table 4.1 Consumer Survey Demographic Summary

Characteristics	Total Consumer Demographic		Overseas Filipino Workers (OFWs) Demographic	
	Number of Respondents (n)	Percentage (%)	Number of Respondents (n)	Percentage (%)
Total	92	100	63	100
Gender				
Female	58	63.0	37	58.7
Male	33	35.9	25	39.7
Prefer not to say	1	1.1	1	1.6
Age				
Below 18	2	2.2	0	0.0
18 - 25	21	22.8	7	11.1
26 - 30	15	16.3	12	19.0
31 - 35	12	13.0	9	14.3
36 - 41	18	19.6	15	23.8
42 - 57	21	22.8	19	30.2
58 – 67	3	3.3	1	1.6

Table 4.1 Consumer Survey Demographic Summary (Cont.)

Status in Thailand				
Overseas Filipino Worker (OFW)	63	68.5	63	100
Dependent on an OFW	9	9.8	0	0.0
Filipino Student	3	3.3	0	0.0
Thai National	14	15.2	0	0.0
Foreign National	3	3.3	0	0.0

A total of ninety-two (92) respondents answered the survey: 68.5% Overseas Filipino Workers (OFWs), 15.2% Thai National, 9.8% Dependent on an OFW, 3.3% Filipino Student, and 3.3% Foreign National. 63.0% of the respondents are female, 35.9% are male, and 1.1% prefer not to say their gender. The respondents range from Gen Z at 25.0% (Below 18 - 25), Millennials at 48.9% (26 - 41), Gen X at 22.8% (42 - 57), and Boomer II at 3.3% (58 - 67).

4.10 Restaurant Behaviour Visits Pre-COVID-19 vs During COVID-19

The following graphs compare the behaviour of restaurant consumers pre-COVID-19 and during the COVID-19 pandemic.

1. How often do you go to restaurants?

GENERAL CONSUMERS

PRE-COVID-19
- ONCE A DAY: 8 (8.7%)
- MORE THAN ONCE PER DAY: 4 (4.3%)
- 2 - 3 DAYS PER WEEK: 27 (29.3%)
- ONCE A WEEK: 25 (27.2%)
- ONCE A MONTH: 28 (30.4%)

DURING PANDEMIC
- ONCE A DAY: 9 (9.8%)
- MORE THAN ONCE PER DAY: 2 (2.2%)
- 2 - 3 DAYS PER WEEK: 19 (20.7%)
- ONCE A WEEK: 24 (26.1%)
- ONCE A MONTH: 38 (41.3%)
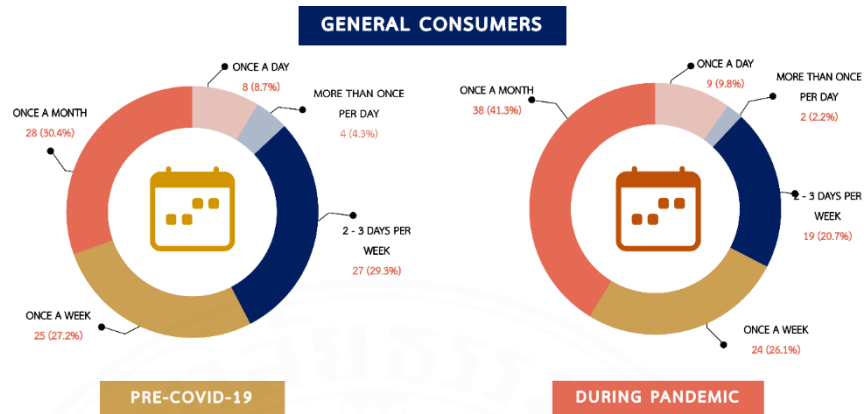
Figure 4.19 Frequency of Restaurant Visits

2. When do you usually go to restaurants?

GENERAL CONSUMERS

PRE-COVID-19
- WEEKDAYS (MONDAY - FRIDAY): 30 (32.6%)
- WEEKENDS (SATURDAY & SUNDAY): 62 (67.4%)

DURING PANDEMIC
- WEEKDAYS (MONDAY - FRIDAY): 30 (32.6%)
- WEEKENDS (SATURDAY & SUNDAY): 62 (67.4%)
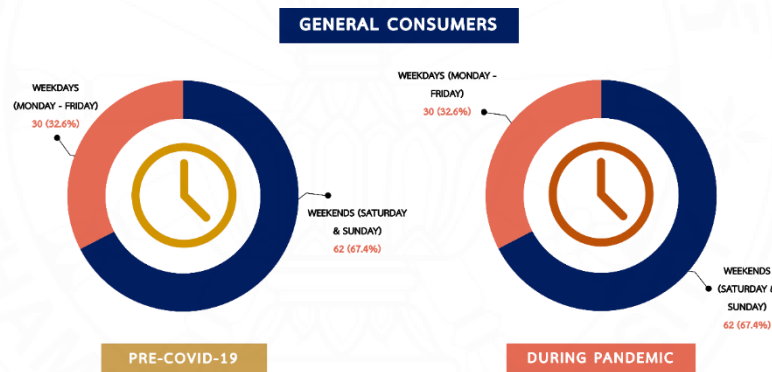
Figure 4.20 Days of Restaurant Visits

3. How much time do you spend at restaurants?

GENERAL CONSUMERS

PRE-COVID-19
- 3 – 4 HOURS: 2 (2.2%)
- HALF AN HOUR (30 MINUTES): 9 (9.8%)
- 1 - 2 HOURS: 81 (88.0%)

DURING PANDEMIC
- 3 – 4 HOURS: 3 (3.3%)
- HALF AN HOUR (30 MINUTES): 15 (16.3%)
- 1 - 2 HOURS: 74 (80.4%)
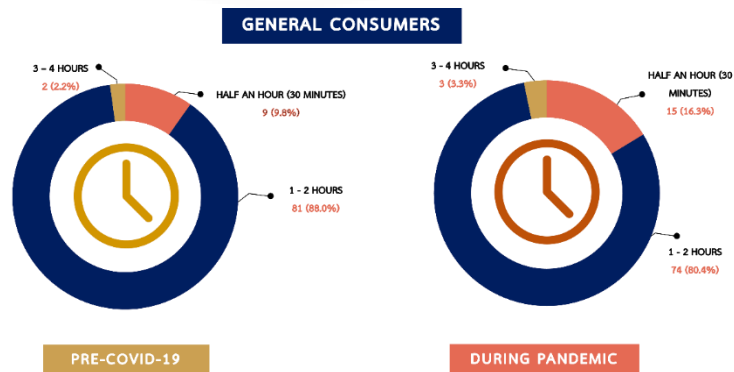
Figure 4.21 Time Spent at Restaurants

4. What time do you usually go to restaurants?
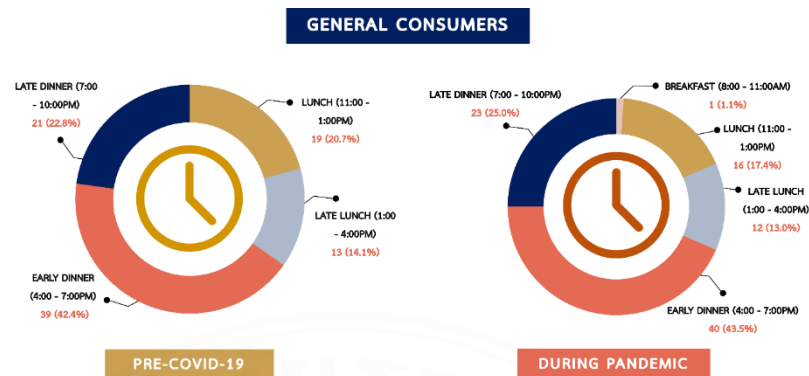
Figure 4.22 Times Going to Restaurants

Pre-pandemic, the highest number of consumers would go to a restaurant once a month (30.4%) followed closely by 2 - 3 times per week (29.3%). 67.4% of consumers went to restaurant establishments during the weekend. Consumers would generally spend 1 - 2 hours at a restaurant (88.0%). Most people would go to restaurants for early dinner (4:00 - 7:00pm) at 42.4% pre-pandemic.

During the pandemic, there are some differences with the behaviour of the general consumers. There are more people that go to restaurant establishments once a month at 41.3%, followed by once a week at 26.1%. Consumers still generally spend about 1 - 2 hours at a restaurant at 80.4%, however there are more people that spend less time (half an hour) at 16.3% compared to before at 9.8%. Most consumers still usually go to early dinner (4:00 - 7:00pm) at 43.5%, but there are also more people going for late dinner (7:00 - 10:00pm) at 25.0% compared to 22.8% pre-pandemic. This may be due to restaurants now being less crowded during the late night, as the COVID-19 virus is still a threat to health.

Additionally for Overseas Filipino Workers (OFWs), the same behaviour is reflected. As they have to work most days to provide for themselves and their families, OFWs do not have the luxury to prepare home cooked meals most of the time. This has also been mentioned by one of the Focus Group Discussion (FGD) participants:

"Because sometimes, when we are very tired from work and just want to have some fun, and eat good food, especially during the weekends, and if the food

is not really good then it would be very disappointing for me." - Gen X respondent, [C6]

4.11 Definition of Wellbeing (Consumer Perspective)

In general, the top three keywords out of seven used to describe the meaning of wellbeing at the end of the consumer survey are "comfort", "happiness", and "health". "Health" is the highest ranked at 59.8%, followed by "happiness" at 55.4%, and "comfort" at 51.1%.

When looking at the definition of wellbeing to an OFW, the results are generally the same, with slight variations. The top three keywords out of seven used to describe the meaning of wellbeing to an OFW are "comfort", "happiness", and "health". "Comfort" and "happiness" are tied at 54.0%, followed by "health" at 50.8%, and "satisfaction" coming in to fourth place at 44.4%. Through the FGD with the consumers, this data is backed up from their own definition of wellbeing. The 6 OFW participants in the Focus Group Discussion mentioned being comfortable, and also mentioned health being a top priority. Statements from the consumer FGD regarding their definition of wellbeing are as follows:

"My definition of wellbeing is experiencing comfort, experiencing things that make life easy." - Millennial respondent, [C1]

"Wellbeing for me is your personal health, and your awareness about something." - Millennial respondent, [C2].

"Wellbeing in general, I think it is the comfort and the state of being, and the mood or vibe." - Gen Z respondent, [C3]

"For me, wellbeing is emotional, physical comfort." - Gen Z respondent, [C4].

"I think that wellbeing should be something that is not offensive. It should be accommodating, and it should provide a sense of safety and welcoming." - Millennial respondent, [C5].

"Wellbeing for me is being safe, always. Especially now in a pandemic." - Gen X respondent, [C6].

When looking at previous research on what "comfort" is, it is very much used interchangeably with the term "wellbeing". Kolcaba (2003)'s work, based on the theory of comfort, defines "comfort" as, "the immediate state of being strengthened by having the needs for relief, ease and transcendence addressed in the four contexts of holistic human experience: physical, psychospiritual, sociocultural, and the environmental" (Pinto et al., 2017; Kolcaba, 2003). Additionally, when looking at wellness through the lens of EGs' languages as shown through Samaco-Zamora & Fernandez's (2016) study, wellness is 1) the ability to breathe easily or loosely, 2) the absence of want or freedom from pressures or problems, and 3) a physical state of feeling light and easy.

Essentially, to an OFW consumer, the term "comfort" encapsulates all these definitions. "The ability to breathe easily" may, in fact, link to wanting their families to experience comfort. This is the core category of *Kaginhawaan,* where wellness is "rooted from the family's condition of togetherness, good relations, and adequately meeting physical and economic needs" (Samaco-Zamora & Fernandez, 2016). Additionally, the freedom to be without pressures or problems usually stem from family dynamics, as the overall wellbeing of the family also contributes to the individual (Root, 2005).

4.12 Factors that Affect Wellbeing in Restaurants

The following graph visualises how different factors in restaurants compare with each other and how it affects consumers' wellbeing.

FACTORS THAT AFFECT WELLBEING IN RESTAURANTS

LEGEND:
- 7 (highest)
- 6
- 5
- 4
- 3
- 2
- 1 (lowest)
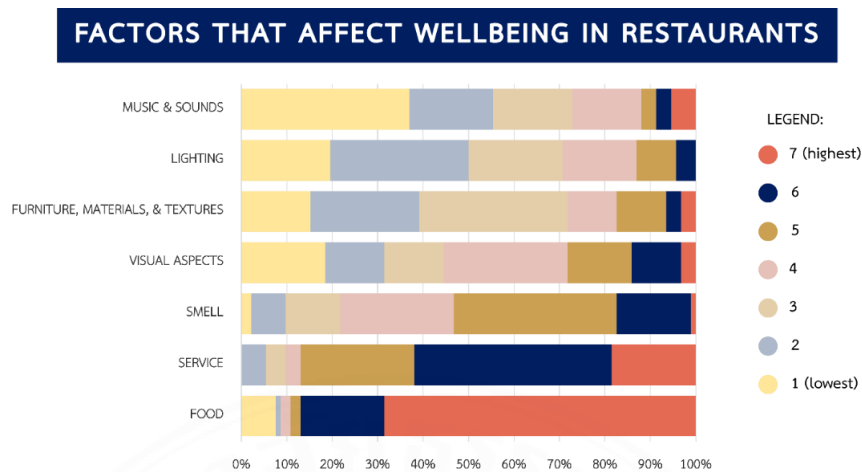
Figure 4.23 Factors Affecting Wellbeing in Restaurants

Food is the highest factor that affects wellbeing in restaurants with 68.5% of people answering seven (7), service follows at 43.5% answering six (6), followed by smell at 35.9% answering five (5) as the top three. Visual aspects are next with 27.2% answering four (4), furniture, materials, and textures with 32.6% answering three (3), lighting with 30.4% answering two (2) and lastly, music and sounds at 37.0% answering one (1).

Food and service coming out as the top two (2) factors that affect wellbeing in restaurants are not surprising as those are the reasons as to why most people visit restaurants in the first place. Smells are also in line with the food being served. Visual aspects and furniture, materials, and textures are the next in line with priority. This lines up as many of the respondents from the FGD mentioned that if the seats are not comfortable, it may ruin the dining experience. Lighting, music, and sounds are also just as important as the other factors, especially for ambience, for wellbeing; however, they are not the first thing consumers think about when dining at a restaurant.

4.13 Important Biophilic Design Factors to Help with Their Wellbeing Determined by Consumers

Out of the fourteen (14) biophilic patterns, the top five patterns that consumers have strong agreements from the surveys are 1) Thermal & Airflow Variability (4.40), 2) Visual Connection with Nature (4.30), 3) Dynamic & Diffuse Lighting (4.16), 4) Nature of the Space (4.14), and 5) Non-Visual Connection with Nature (Smells) (4.12).

From previous studies of Browning (2017), the Visual Connection with Nature was one of the two design patterns that had a greater impact on the experience of the hotel and F&B spaces than the other biophilic patterns. Additionally, Nature of the Space, particularly the Prospect and Refuge factors, were also present in 74.4% and 72.1% of the hotels surveyed in Browning's (2017) research. Lastly, 53.5% of the venues surveyed in the same study had aspects of Non-Visual Connection with Nature. These three (3) biophilic design patterns emerged in the survey conducted for this study, proving the effects of these biophilic patterns in practice.

The following sections analyse the top biophilic patterns in this study, as well as additional points that were brought up during the Focus Group Discussion (FGD) with the consumers, with previous research to further understand the results. The results from the other biophilic patterns will also be analysed.

4.14 Nature-infused Elements within Restaurants

Details of opinions of having nature-infused elements within restaurants are written in the table below.

Table 4.2 Opinions Nature-infused Elements within Restaurants

NATURE-INFUSED ELEMENTS WITHIN RESTAURANTS						
Statements	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Average
1. Restaurant spaces that help us reconnect with nature are restorative and can positively affect happiness and wellbeing.	0	1	9	23	59	**4.52**
2. Biophilic design (incorporating nature) elements can be used to help restaurants create their own unique identities.	0	1	11	28	52	**4.42**

Strong agreements are made by the consumers in the surveys that restaurant spaces reconnecting with nature are restorative and can positively affect happiness and wellbeing (4.52). Consumers also strongly agree that biophilic design can be used for restaurants to create unique identities (4.42).

The theory of biophilia has been proven to increase the wellbeing of people. As previously mentioned in Yin et al.'s (2020) study, biophilia has been listed as a key design element in building evaluation systems (*WELL, The 9 Foundations of a Healthy Building,* etc.) to help positively impact mood, sleep, stress levels, and psychosocial status. Furthermore, Park & Lee's (2019) study has also shown that the 14 Biophilic Patterns help to relieve psychological stress, increase comfort, happiness, productivity and have increased concentration. The data gathered in this present study

is strong evidence that using biophilic solutions in Filipino restaurants is a good starting point to help with the wellbeing of OFWs.

4.15 Visual Connection with Nature

Table 4.3 General Visual Connection to Nature Factors

VISUAL CONNECTION WITH NATURE						
Statements	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Average
3. Plants can help reduce stress levels and improve mood.	0	1	5	23	63	**4.61**
4. Restaurants that have plants and flowers in them feel more calming, inviting, and homely. They feel safe.	1	1	4	29	57	**4.52**
5. Having fresh flowers on my dining table improves my mood, reduces stress, helps me feel relaxed, and increases my enjoyment.	3	5	17	27	40	**4.04**

Table 4.3 General Visual Connection to Nature Factors (Cont.)

Statements	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Average
6. The presence of flowers can also help me create better emotional connections with family and friends and improves the dining experience.	3	7	20	23	39	**3.96**
7. Having plants in restaurants, and/or outdoor sitting areas can help with boost mental and physical health, calm emotions, and reduce stress.	1	2	10	26	53	**4.39**
8. Having seating that looks onto biophilic features (such as flowers, vegetation, water, etc.) helps make dining experiences more pleasurable and restorative.	4	1	11	25	51	**4.28**

Table 4.3 General Visual Connection to Nature Factors (Cont.)

Statements	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Average
9. Having a living green wall garden within the restaurant can help create a more relaxing and happier dining experience.	1	1	20	31	39	**4.15**
10. Indoor wall gardens can reduce/help noise levels by up to 20-30%. They can make for a more relaxing dining experience and help people hear each other better.	1	0	19	39	33	**4.12**
11. Incorporating outdoor views into restaurant designs can make the dining experience more interesting. (Outdoor landscaping can enhance the view where appropriate).	0	0	7	23	62	**4.60**

The top factors that emerged from the Visual Connection to Nature pattern from the survey are that outdoor views in restaurant design can make the dining experience more interesting (4.60) and plants help to reduce stress levels and improve mood (4.61). Respondents of the FGD mention that the presence of nature can bring a sense of calm, reduce anxiety, and is relaxing. Statements from the respondents are the following:

"It [having contact with nature] is relaxing, it feels like there is a calmness in that specific place. But if it is too much, everything that is too much is not okay, it may make me feel more anxious." - Gen Z Respondent, [C4].

"If the place is spacious and has lots of plants, it is calming. It lets me breathe more. It eases my anxiety." - Millennial Respondent, [C2].

"For me, if there are plants in the restaurant, I think it is more relaxing. It is more calming, and it will make me less anxious, especially now because of COVID." - Gen X Respondent, [C6].

From previous studies on the benefits of connecting with nature, Dammarell (2019) suggests that immersing in nature helps the brain to reset, as being in nature help to balance the chemicals in the body and alleviate stress. Furthermore, Yin et al.'s (2019) study proved that the inclusion of green plants, and views of nature have reduced mental stress. The results of the survey reflect these findings.

Another factor to point out is that indoor garden walls can help reduce noise by up to 20 - 30% (4.12). While this did not emerge as a top factor in the consumer surveys, one of the respondents in the FGD mentioned the importance of having less noise when dining. The statement comes from a Millennial Respondent, [C5]:

"For me, putting some plants in the restaurant helps to improve the acoustics of the place. 'Cause sometimes there will be restaurants that will play music and then a lot of people are talking so these noises come together. So, putting plants will help with the acoustic." - Millennial Respondent, [C5]

Millar (2020) has shown that noise pollution has negative effects on stress levels, sleep, and hearing. The inclusion of noise absorbing elements is important, especially in a busy city like Bangkok where noises from traffic and

construction can be heard every day (Vattanaprateep, 2020). Including how plants absorb noise may be an important consideration when designing restaurants within the city.

4.16 Non-Visual Connection with Nature (Smells)

Table 4.4 Non-Visual Connection to Nature Factors (Smells in Restaurants)

SMELLS in Restaurants						
Statements	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Average
1. Having scent diffusers with scents, such as lavender, helps me to relax and make for a better dining experience.	1	12	20	31	28	**3.79**
2. The aroma of citrus fruits (lemons, limes, and oranges) can boost the spirit, and make me feel happier.	1	9	15	28	39	**4.03**
3. The aroma of fresh coffee can keep myself calm and relaxed.	5	1	21	26	39	**4.01**

Table 4.4 Non-Visual Connection to Nature Factors (Smells in Restaurants) (Cont.)

Statements	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Average
4. The aroma of freshly baked breads makes people think of warmth, comfort, and kindness.	1	3	18	23	47	**4.22**
5. Open kitchens, where you can see and hear food being prepared, increases my appetite, and makes the dining experience more personal.	4	11	18	24	35	**3.82**
6. Clean washrooms, and good quality and nice smelling hand soaps/moisturisers make me feel that the restaurant is clean and well run.	0	1	3	6	82	**4.84**

The top factor in the Smells in Restaurants category that help with wellbeing are having clean washrooms including good quality and nice smelling hand soaps (4.84). Most consumers picked "health" as what wellbeing means to them, and hygiene is a strong indicator of contributing to health. These survey results are backed up by statements made by consumers during the FGD. Many of the respondents'

mention checking if a restaurant is clean, which contributes to their wellbeing when dining. Statements from the consumer FGD are the following:

"I think for me, when it comes to Filipino restaurants, or restaurants in general, I firstly think of the hygiene. That's the most important thing for me." - Gen Z Respondent, [C3].

"At first, dining at a Filipino restaurant, I would always look for the aesthetics of the restaurant. What does it look like, is it pleasant, is it clean, that's what I am always looking for.." - Millennial Respondent, [C2].

"Whenever I go to a restaurant. I make sure that it is clean. That is the most important thing for me, the cleanliness of the restaurant." - Gen X Respondent, [C6].

The second top factor in this category is that the aroma of freshly baked bread makes them think of warmth, comfort, and kindness (4.22). When comparing these to the results of what wellbeing means to the consumers, the idea of "comfort" is what may have influenced them to pick this scent.

4.17 Thermal & Airflow Variability

Table 4.5 Thermal & Airflow Variability Factors

THERMAL & AIRFLOW VARIABILITY						
Statements	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Average
10. Having a restaurant space with a good amount of breeze feels refreshing, active, alive, invigorating, and comfortable.	0	1	8	28	55	**4.49**

Table 4.5 Thermal & Airflow Variability Factors (Cont.)

Statements	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Average
11. Light breezes can help improve my concentration, which in turn increases the dining experience.	0	2	12	34	44	**4.30**

Thermal & Airflow Variability is agreed by the consumers that it is an important pattern to help with their wellbeing when dining in restaurants. Having restaurant spaces with a good amount of breeze feels refreshing, active, comfortable etc. (4.49) and light breezes help to improve concentration (4.30) were generally agreed on by the respondents. A respondent during the FGD mentioned that it is better to eat outdoors. The following is their statement:

"I prefer al fresco dining because it is way better to eat outside. Not in air-conditioned restaurants right now [because of COVID-19]" - Gen X Respondent, [C6].

In the compilation of research works in Browning et al's (2014) paper, Thermal & Airflow Variability has been scientifically proven to positively impact comfort, wellbeing and productivity through the works of Heerrwagen (2006), Tham & Willem (2005), and Wigo (2005). Furthermore, this pattern also positively impacts concentration, proven by Hartig et al. (2003), and R. Kaplan & Kaplan (1989). Most importantly, research has seen the improved perception of temporal and spatial pleasure with this pattern, as proven through the works of various researchers such as Parkinson et al., (2012), as well as Zhan et al. (2010).

4.18 Dynamic & Diffuse Light

Table 4.6 Dynamic & Diffuse Light Factors

Dynamic & Diffuse Light						
Statements	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Average
1. Having seating in areas that enable good views of the sky and changing weather can help brighten my mood.	0	2	3	31	56	**4.53**
2. Restaurants that are well-lit with natural daylight create an inviting atmosphere that enhances the dining experience and boosts mood.	0	1	9	35	47	**4.39**
3. Controlled exposures to natural light can improve the dining experience.	1	8	8	37	38	**4.12**

Table 4.6 Dynamic & Diffuse Light Factors (Cont.)

Statements	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Average
4. Daylit interiors, and the use of artificial lighting that mimics natural daylight, can help people relax, unwind, and feel more like they are at home.	1	1	23	38	29	**4.01**
5. The variations in light and shadow that natural and artificial light can create engages the senses, and creates a restorative sense of calm.	0	5	21	34	32	**4.01**
6. Having seating in areas that receive good daylight during the day can help brighten my mood and reduce my fatigue.	1	4	18	31	38	**4.10**

Table 4.6 Dynamic & Diffuse Light Factors (Cont.)

Statements	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Average
7. Lighting should be used to make customers look good so that they feel good.	4	4	10	37	37	**4.08**
8. Lighting should enable good photographs to be taken of food by smartphones.	4	3	15	24	46	**4.14**
9. The night-time use of soft lighting and gentle music in restaurants helps people enjoy their meals more.	1	1	13	35	42	**4.26**
10. Careful use of light levels, including the creation of less illuminated areas, and use accent lighting can make areas feel more appealing.	0	1	14	35	42	**4.28**

Table 4.6 Dynamic & Diffuse Light Factors (Cont.)

Statements	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Average
11. The use of real candles, or artificial candles, acting as uplighters, on tables in the evening creates a more positive dining experience and helps make people look at their best.	4	8	18	32	30	**3.83**

With regards to Dynamic & Diffuse Light patterns, respondents strongly agree that having seats in areas that enable good views of the sky and changing weather (4.53) and restaurants that are well-lit with natural daylight create an inviting atmosphere (4.39) contribute to wellbeing in the restaurant setting. Respondents in the FGD mention that having poor lighting can give them headaches, and that proper lighting is important when it comes to ambience. Statements from the respondents of the FGD are the following:

"Lighting is really important to me because I also have bad eyesight. They [restaurants] need to improve this. I want to be able to receive the value I am paying for. If I am paying for something this expensive, the experience should be equal to that. Because we are dining in that restaurant not just for the food." - Gen Z Respondent, [C3].

"I encountered two Filipino restaurants in Bangkok. It felt like I was being buried in lights, I am sorry to say, the only thing missing was the flowers. All in all, the waiters, the people there are really nice. It is just the lighting. I have a bad

eye; I have astigmatism so it [the lighting] affects my eye. If the lighting is not good, my head will hurt." - Millennial Respondent, [C2].

Osibona et al. (2021) emphasised that the importance of light affects visual performance, safety, and that it plays a part in regulating human physiological functions. Poor lighting, as mentioned by the respondent, caused headaches and because of poor eyesight, their visual health may also be affected.

4.19 Nature of the Space

Table 4.7 Nature of the Space Factors

NATURE OF THE SPACE						
Statements	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Average
1. It is nice for restaurants to have open spaces overlooking areas, such as the kitchen, to see food being prepared and anticipated when it is arriving. It is also nice to see what others are doing if I wish. Such situations make me feel safe and in control especially when dining in a new restaurant.	2	3	16	29	42	**4.15**

Table 4.7 Nature of the Space Factors (Cont.)

Statements	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Average
2. It is nice for restaurants to have cosy nooks (spaces that provide protection on three sides with a fourth side open to view surroundings) that let dinners have more intimate meals.	0	4	19	31	38	**4.12**

Strong agreements were made by the consumers that the Nature of the Space pattern, specifically the Prospect (4.15) and Refuge (4.12) aspects of the pattern, help with wellbeing when dining in a restaurant. This data backs up previous studies from Browning's (2017) research, where Prospect and Refuge were present in F&B venues that had biophilic features at 74.4% and 72.1% respectively.

From Browning et al.'s (2014) compilation of research works, the factors of Prospect and Refuge reduce stress, boredom, irritation, and fatigue whilst improving comfort, perceived safety, concentration, and attention. Within restaurant spaces, these benefits are highly important due to having to wait for the food to be served, as well as having to stay at the restaurant for at least an hour. When the environment is stimulating enough, it helps consumers be more patience and enjoy their experience at the restaurant. When designing dining spaces, Prospect and Refuge should be considered.

4.20 Other Biophilic Patterns Results

This section details other important biophilic patterns in the food and beverage industry but may not be deemed as the most important ones to the consumers.

Table 4.8 Non-Visual Connection to Nature Factors (Sounds in Restaurants)

SOUNDS IN RESTAURANTS						
Statements	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Average
1. Having gentle nature soundtracks playing (running water, winds in trees, birds chirping, etc.,) to create acoustic backdrops can improve the dining experience.	4	5	23	31	29	**3.83**
2. Having classical soundtracks in the background can improve the dining experience.	1	10	23	28	30	**3.83**
3. Having classical music or soft jazz in the background can improve the dining experience.	0	8	17	35	32	**3.99**

Table 4.8 Non-Visual Connection to Nature Factors (Sounds in Restaurants) (Cont.)

Statements	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Average
4. Having Filipino soundtracks in the background can create a richer dining experience.	3	7	38	24	20	**3.55**
5. Having normal music in the background can improve the dining experience.	2	13	35	25	17	**3.46**
6. Having acoustic versions of songs in the background can improve the dining experience.	3	8	25	32	24	**3.72**
7. Dining without music playing can improve the dining experience.	16	24	26	15	11	**2.79**
8. Having a live performance in the background can improve the dining experience.	10	5	16	31	26	**3.50**

Table 4.8 Non-Visual Connection to Nature Factors (Sounds in Restaurants) (Cont.)

Statements	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Average
9. Hearing sounds of kitchen work in the background can improve the dining experience.	22	24	26	12	8	**2.57**

With regards to Sounds in Restaurants, the top three sounds that are considered the most pleasant when dining at the restaurant are soft jazz (3.99), classical music (3.83) and gentle natural sounds (3.83). The respondents generally disagree that having no music (2.79) and hearing sounds of kitchen work (2.57) improves the dining experience.

From previous research, music calms consumers down (Kamaludin et al., 2019; Hulten, Broweus, & Dijk, 2009), and is a big part of the ambience of a restaurant (Kaamaludin et al., 2019; Chakravarty, 2017). In a study by Osmanoglu & Yilmaz (2019) on the effect of classical music on the anxiety and wellbeing of university students, it was found that a significant amount of the students' anxiety was reduced as a result, an increase in their subjective wellbeing. Additionally, Yin et al.,'s (2020) study have found that natural sounds also play a part in reducing mental stress in hospital interior spaces. These three types of sounds should be considered when designing the atmosphere to increase the wellbeing of diners.

Table 4.9 Presence of Water Factors

PRESENCE OF WATER						
Statements	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Average
12. Having water features within restaurants can create a strong connection with nature.	3	3	15	37	34	**4.04**
13. The presence of water features can be restorative, helping me relax and lowering my blood pressure.	2	5	19	29	37	**4.02**

Agreements were made from the respondents on the Presence of Water contributing to their wellbeing. Respondents agree that having water features within restaurants can create a strong connection with nature (3.91) and that water features can be restorative, help people relax, and lower blood pressure (3.86).

The presence of water has been proven through previous research that it reduces stress, increases feelings of tranquility, lower heart rate and blood pressure (Browning et al., 2014). Research has also shown that "landscapes with water elicit a higher restorative response and generally have a greater preference among populations" (Browning et al., 2014, p. 34) compared to those without water.

Table 4.10 Biomorphic Forms & Patterns Factors

BIOMORPHIC FORMS & PATTERNS						
Statements	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Average
1. A restaurant environment with biomorphic forms and patterns (such as natural stone, vines, leaves, etc.) feels interesting and comfortable.	1	4	18	37	32	**4.03**
2. Natural patterns within a restaurant environment help me to reduce stress and have a better dining experience.	0	4	25	36	27	**3.93**

Agreements were made from the respondents on Biomorphic Forms and Patterns contributing to their wellbeing. Having biomorphic forms and patterns such as natural stone or vines were interesting and comfortable (4.03), and natural patterns in restaurants help consumers reduce stress and have a better dining experience (3.93).

Humans have a tendency to appreciate biomorphic forms and patterns, however the "science behind why this is the case is not yet formulated" (Browning et al., 2014, pg. 38). This may be why this pattern did not come out as one of the top patterns, as it may not be the first thing that people think about in a restaurant space for their wellbeing.

Table 4.11 Material Connection with Nature Factors

MATERIAL CONNECTION WITH NATURE						
Statements	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	
3. A restaurant space with natural materials feels rich, warm, and authentic which creates a positive dining experience.	0	3	14	35	40	**4.22**
4. A dining space with approximately 45% of wood coverage can help me feel more comfortable and enhance the dining experience.	2	5	26	28	31	**3.88**

Material Connection with Nature factors are generally agreed on by the consumers. Respondents agree restaurant spaces with natural materials feels rich, warm, and authentic which creates positive dining experiences (4.22) and dining spaces with 45% wood coverage can make consumers feel more comfortable and enhance the dining experience (3.88).

In Browning's (2017) study, Material Connection with Nature was one of the top two biophilic factors that had an impact, aside from Visual Connection with Nature. However, studies on this pattern is limited, so it may not be an accurate reflection of the pattern.

4.21 Workers' Perspective

The following sections detail the workers' demographic and background, the definition of wellbeing to an OFW restaurant worker, general wellbeing, mental wellbeing and empathy in the workplace and the physical wellbeing of restaurant workers.

4.22 Workers' Demographic and Background

The workers side of the study consisted of the managers and staff currently working at Lola's Kitchen and Viva Filipinas. Overall, the staff consists of nine (9) people between the two branches: two (2) managers, and seven (7) general staff.

Five (5) out of the seven (7) staff are between the ages of 31 – 35. The other two staff are between 26-30 and 36-41 years of age. The staff interchange shifts between Lola's Kitchen and Viva Filipinas, with the exception of one staff that only works at Viva Filipinas. Four (4) out of the seven (7) staff members work in the Back of House (BOH) mostly, while the rest work Front of the House (FOH). From the interviews of the managers, they also work FOH to serve customers due to the short number of staff that they currently have. Five (5) staff members have had 1 – 3 years' experience in the restaurant industry, while the other two (2) has 6 – 10 years and less than a year experience.

Out of the seven (7) staff, five (5) received their bachelor's degree, while two (2) finished high school and less than high school qualifications. Four (4) of the staff received some sort of formal training before their current job. All the stuff members did not attend a culinary or hospitality management program.

Apart from one (1) staff, the workers are salaried employees. Five (5) of the seven (7) staff received tipped wages. Most of them work between 30 – 40 hours on average per week, with the exception of one staff who works 40 – 60 hours on average per week. Majority of the staff receive over THB 9,700.00 in earnings per week,

while two (2) staff earn under THB 3,500.00 and between THB 3,500.00 – THB 7,500.00 per week.

The staff mostly have health insurance which cover mental health, with the exception of one (1) as they are unaware of the benefits. However, four (4) out of the seven (7) staff said that they are unsure if they would use the therapy services if covered by insurance. Two (2) staff members said they would not use therapy services, and one (1) said they would.

4.23 Workers' Journey

The workers' journey from the partner establishments seems to be very work-heavy, especially for the manager side. For most workers, their daily routine is to check the daily tasks as soon as they get to work, follow up on problems that may not have been solved the previous days, and continue their daily tasks for the day. The statements below from the managers and workers describing their work journeys:

"For me, when we were starting, of course as a manager the weight of responsibility is on you. Just like a ship, it is on you as the captain of the ship. [...] So for me, in a week? I only have one day off. Sometimes I do not even get that, because you need to adjust, for example if there's not many staff you need to adjust to their schedule as well. So for example my 6 days in a week, I will come into work, and check everything. As a general manager, I also manage purchasing, accounting, and HR. We do not have that admin, that is why I am called a general manager because I do all the general work. So I will set schedules, from Monday I will be a purchaser, Tuesday HR, Wednesday I will work on accounting, then the rest is operations [in the restaurant]. That is my routine for 6 days." – Manager 1, [M1].

"For me, when I get to work, I need to check if the work from the previous day is completed or not. Then follow up. And then check if there will be any problems that will come. Find a solution before those problems arise. So from morning till night, check, check, check, and if it's not completed within the day, will carry over the next day." – Worker 1, [W1].

"For me when I come here, of course I am happy, then I have to see what I need to do. Check the bar, if there are things missing. Then I'll tell the manager. I personally like to clean, anywhere. As a [redacted], I will serve customers, sometimes you really have to baby them because if they like your performance, they will come back here." – Worker 2, [W2]

"My normal routine, once I get to work, you do the work you have daily, and any additional work according to the staff. Check as well. It is not the same every day. Depends on the schedule. Depends on the event that we have. Normally when I come here, I do paper work as a [redacted]. Then as a Filipino, we need to be multitaskers as well, so all around [for work]. Then check again, and that is about it." – Worker 3, [W3].

4.24 Definition of Wellbeing (Workers' Perspective)

The workers' perspective showed that "comfort", "happiness", and "health" were the top three (3) keywords defining wellbeing. "Comfort" and "health" were chosen by five (5) out of the (7) workers when it comes to defining wellbeing. The FGD with the workers revealed that it is more prominent that "happiness" and "comfort" are the main factors in their meaning of wellbeing. They especially relate this with work. Statements from the worker FGD and manager interviews are as follows:

"In my opinion, wellbeing is not only focusing on your job. You have to balance your work, life, and your social life. So, when it comes to wellbeing, you work in appropriate times, not too much, you have to have time for yourself too. So, for me, that is my opinion on wellbeing. You have to have work-life balance. Not only working and no social life." - Manager 1, [M1]

"Do what makes you happy. As the saying goes, find work that you will be happy in, so that you do not feel like you are working at all." - Worker 1, [W1].

"That's what it should be, having no fear and being comfortable. Being happy at work. That's it. That's what I like". - Worker 2, [W2].

"For me, it [wellbeing] means health. And being comfortable with anything in life." - Worker 3, [W3].

Similar to the OFW consumer results, "comfort" is a prominent word that OFWs use to describe wellbeing. In the workers' perspective, being able to breathe easy is closely related to their occupation, as they very much relate their wellbeing with their work. In the categories of *Kaginhawaan,* having an occupation and good economic condition are two of the main factors of Filipino wellness (Samaco-Zamora & Fernandez, 2016).

4.25 Wellbeing of OFW Restaurant Workers

The following sections detail the workers' wellbeing within the restaurant workplace according to their answers in the survey, FGD, and manager interviews.

4.26 General Wellbeing of OFW Restaurant Workers

Table 4.12 General Wellbeing of Workers

GENERAL WELLBEING	
Statements	Average
1. I recover quickly after a setback at work.	**4.14**
2. When things aren't going as planned, we find a way to course-correct.	**3.57**
3. I am comfortable making mistakes at work.	**2.14**
4. I am comfortable telling my colleagues, "I don't know" or "I don't understand".	**2.86**
5. I have enough energy after work to do what I want and need to do.	**4.14**
6. The work I do is intellectually stimulating.	**3.57**

Table 4.12 General Wellbeing of Workers (Cont.)

Statements	Average
7. I have meaningful conversation with someone at work every day.	4.00
8. I am too tired to concentrate.	2.14
9. I can "shut off" work when I want to/need to.	1.86
10. I am as physically active as I want to be.	4.00
11. I have strong relationships with others at work.	3.71
12. I often lose track of time during the work day.	2.57
13. My colleagues at work encourage me to get and stay healthy.	3.29
14. I have financially secure.	3.86
15. I can handle major unexpected expense.	3.86
16. I do not worry about my financial future.	3.14
17. I will have enough wealth to retire.	3.29

In general, the workers' general wellbeing at work ranges from neutral agreements to agreements. There are also strong agreements are made by the workers that they can recover quickly from a setback (4.14), having enough energy to do what they want after work (4.14), having meaningful conversations with people at work (4.00), and they are as physically active as they want to be (4.00).

For the most part, the workers are generally in a good place with their wellbeing. However, from the general statements, most workers are not able to separate work when they want or need to (1.86). They also disagree with being comfortable making mistakes at work (2.14), being comfortable telling their colleagues that they do not understand something (2.86) and feeling comfortable talking to management about emotional experiences or difficulties (2.43).

The following sections will analysis the general wellbeing findings into mental wellbeing and empathy in the workplace, and physical wellbeing. Detailed

analysis will be based on the workers' answers in the survey, workers' FGD, and manager interviews, as well as from previous research works.

4.27 Mental Wellbeing of OFW Restaurant Workers and Empathy in the Workplace

For the workers, they answered that they do not think that mental health issues exist in the workplace. However, all of them also answered that they are unsure if they show mental health symptoms. With the exception of one employee, the staff have not told senior management about their personal problems. The staff are unsure if their colleagues have experienced problems with their mental health. In the FGD of the workers, participants mentioned that they would not disclose their personal problems to anyone at work, as it is something that they would rather keep to themselves, and separate it from work. The statements from the FGD are the following:

"Of course, if there is a problem [at work], I will tell the manager. If I cannot handle it anymore, I will let them know." – Worker 2, [W2].

"For me, it [being comfortable talking to management] depends on the problem. If it is a personal problem, I will not open it to management, but if it is about work, I will let them know if I cannot handle it anymore. If I can handle it myself, I will keep it [the problems] to myself." – Worker 3, [W3].

In the Philippines, only 3.3% of its Gross Domestic Product (GDP) is spent on healthcare and mental health resources are scarce (Hechanova & Caringal-Go, 2018). The ratio of psychiatrists to clients in the Philippines is 41:100,000 (World Health Organization, 2007), leaving individuals to tend to their mental health themselves. Due to these factors, addressing mental health in the workplace is not as popular in the Philippines as compared to developed countries.

When trying to address mental health issues in Filipino-run restaurants, a slow introduction of a culture of wellness can be implemented. This can start off with the concept of empathy in the workplace.

The following table details if certain aspects of empathy are already being implemented in the workplace.

Table 4.13 Empathy in the Workplace

EMPATHY IN THE WORKPLACE	
Statements	Average
1. Do you feel comfortable talking to management about problems at work? (problems with other employees, etc.)	3.57
2. Do you think you have a good relationship with the higher ups?	3.57
3. Do you feel supported by management at work?	3.86
4. Do you feel that management is empathetic to your needs as a worker?	3.86
5. Do you feel comfortable talking to management about emotional experiences or difficulties?	2.43
6. Does management make it a priority to meet and get to know the employees on all levels as people and not just "as workers"?	4.14
7. Does management provide assistance to help address life issues? These may include employee benefit packages, health insurance, financial advice, career coaching etc.	3.86
8. Do you feel that management is empathetic to your needs individually?	3.86
9. Do you feel like you have a good work-life balance?	3.57

Workers generally agree that empathy management includes empathy in leadership. The top factors are management getting to know the employees as people (4.14), being supported at work (3.86), empathic to their needs as a worker (3.86) and providing assistance to address life issues (3.86). These aspects were brought up as important points during the workers' FGD, and emphasised by the managers in their respective interviews.

"We are not very strict with rules, you also have to consider the personal lives of the staff. Even if we say oh this is just work, there should not be any personal involvement here, but some of them [the problems] may affect their job as well. So you have to dive in to the emotional side of them [the staff], what they are really feeling, and what problems they are experiencing." – Manager 1, [M2]

"During the pandemic, everything was in lockdown. Everything was closed. We were not originally working here [at Lola's Kitchen]. Lola's became the source of our income. During the time when the pandemic really affected us. They became a big help, because we did not lose our jobs. Even if we were not originally from Lola's. We were all from different hotels. Then we were brought together here at Lola's. For me, that is the biggest thing that was done to help the employees." – Manager 2, [M2].

"If you think about our company here, the values of family and empathy are there. We listen to the staff when they need something, we try to help with what we can, what problems we can carry along with them. At our workplace, I cannot say that it [family and empathy values] are 100% there, but it is around 50 – 70%". - Worker 1, [W1].

When asked about what management can do to help improve their wellbeing in the workplace, the workers emphasised the importance of being listened to, especially when it comes to problems at work. This reflects the survey response where the workers' only just about agree that they feel comfortable talking to management about problems at work (3.57). The following are statements made by the workers:

"The most important thing, first of all, is that management should listen to what the problems of the staff are, and secondly, create solutions. Also, for me it is important to bond, to have some sort of teambuilding. Even the little things like eating together, after work or even during our day off, we should all go out together." – Worker 1, [W1].

"The most important thing in work is bonding. Even if you are a manager, you still see each other as family in the workplace. That is good." – Worker 2, [W2].

"For me, it would be good if management is also open to the staff. So that the staff can be open to the managers as well, for what they need at work. Then, at least every month there should be a meeting so that staff can share what is needed. So that we can discuss it" – Worker 3, [W3].

The importance of empathy in workplace wellbeing helps with greater professional satisfaction (Halpern, 2003). It is now more important than ever to include empathy in workplace culture because of the effects of the pandemic. The impact of the pandemic has caused workers to experience higher levels of burnout (Van Bommel, 2021), which includes the feelings of being frustrated, emotionally exhausted, and overextending their limits (Kristensen et al., 2005).

The inclusion of empathy helps to improve one's emotional state (Zaki, 2020) and that highly empathic leadership helps to decrease burn out (Van Bommel, 2021; Moss, 2020). In the chosen partner establishments, some aspects of empathy are already being implemented, however this can be improved according to the statements and answers of the workers.

4.28 Physical Wellbeing of OFW Restaurant Workers

As new employees, the staff are given an introduction course to the machinery in the kitchen. Most of the physical injuries that occur comes from knife cuts, lifting injuries, and electric shocks. If a worker gets injured, there are first aid kits available, but detailed guidelines as to what to do if someone gets physically injured are not provided.

Physical wellbeing in restaurant workers is highly important to consider as they usually work long hours and can be rushed during peak hours. Previous research has shown that toxic chemicals can cause respiratory problems (Juntarawijit & Juntarawijit, 2017). Strains and other injuries to the body are common in long work hours (SWEA, 2010).

4.29 Empathy and Family-Values in Service through the eyes of both Consumer and Worker

This section explores the concept of empathy and family-values in the restaurant industry based on the survey of both the consumers and workers, FGDs of both groups, and the manager interviews.

The following table compares the results of the consumer and worker survey in regard to empathy and family-values in service.

Table 4.14 Empathy, Service, and Perceived Wellbeing Factors

EMPATHY, SERVICE, AND PERCEIVED WELLBEING		
Statements	Consumers' Average	Workers' Average
1. Having pleasant restaurant staff who genuinely seem to care about me and my needs is important and can increase my sense of wellbeing.	4.81	4.00
2. Having restaurant staff being pleasant to me helps improve my mental health and the dining experience.	4.71	4.71
3. Happy employees smile more, and are more eager to help serve customers.	4.80	4.71
4. Having staff who actively listen to what you are saying often give better service.	4.78	4.71
5. Restaurant staff showing empathy towards each other and other customers also makes me feel good.	4.76	4.14
6. Feeling seen, respected, and well taken care of improves the dining experience.	4.74	4.14

Table 4.14 Empathy, Service, and Perceived Wellbeing Factors (Cont.)

Statements	Consumers' Average	Workers' Average
7. Having an enjoyable dining experience makes me more loyal to the restaurant and want to come back to it more often.	4.78	4.43
8. I like the concept of the restaurant staff seeming like part of my family, people who care about me.	4.43	4.14
9. If a member of staff remembers my face, and even better my name, it makes me feel special and increases my bond with the restaurant.	4.60	4.14
10. The body language of staff is important.	4.51	3.57
11. Having genuinely empathic restaurant staff with good listening skills is important. Emotional connections are important.	4.53	4.14

Generally, consumers have strong agreements with having staff empathy and service to help them increase their wellbeing in Filipino restaurants. These factors include having pleasant staff who genuinely seem to care about consumer needs (4.81), and employees that smile more tend to be more eager in serving customers (4.80). A respondent also mentioned in the FGD that being empathetic requires being flexible, such as checking a customer's mood before ordering or not interrupting their conversation.

"*My views on restaurants that have empathy and family at its core is that they are quite flexible. They should be flexible enough to have empathy. Because having empathy is relating to someone, even for price or numbers. I think that they are flexible, especially with the service, such as checking the person's mood before ordering or not interrupting someone while they are having conversions, that's*

also a part of it. If they have empathy and family as their core brand, then I think it's a great restaurant to be in." - Gen Z Respondent, [C4].

Additionally, consumers strongly agree that the concept of the restaurant staff seeming like part of their family (4.43) and is an attractive factor that contributes to their wellbeing. The concept of having family at its' core value should also be reflected in the service of restaurants, according to statements made by the consumers.

"I think if they have that kind of core brand and values [empathy and family] it should really reflect. I agree with [C2], the price, the portion of the meals. The servings. For how many people will it cater? So, if you are paying, say, 500 THB for this bulalo, it should also be for 5 people or however many people it is supposed to cater for. For example, I usually dine with my family. I have to go to a restaurant that gives greater portions because my family is quite big. [...] Another thing is, I think if they are family-friendly, the space should be bigger. Because Filipino families, they tend to be big. It is not usually a family of 3, or a family of 4. Sometimes even the extended family." – Gen Z Respondent, [C3].

When it comes to the workers, strong agreements were made when applying empathy in service to increase the workers' wellbeing. These factors include being pleasant to customers (4.71), being more eager to serve customers when happy (4.71), and actively listening to customers (4.71). A worker mentioned that serving the needs of the customer helps them do better, and as a result, the customers may come back.

"I really have to serve the customer properly, sometimes baby them [laughs] because if they really like your service, they will come back here." - Worker 2, [W2].

The following table compares the averages of opinions regarding empathy and social media between the consumers and workers.

Table 4.15 Empathy and Social Media Factors

EMPATHY & SOCIAL MEDIA		
Statements	Consumers' Average	Workers' Average
1. It is nice to be able to keep in contact with a restaurant, and its staff, through social media.	3.67	3.43
2. I appreciate them communicating with authenticity and empathy.	4.35	3.71
3. I appreciate them being transparent about what is happening at the restaurant, and any changes they are having to make in real time (i.e. dining, take-away, no-contact delivery, etc.)	4.41	3.57

When comparing the results, the consumers very much appreciate the restaurants to be transparent with them (4.41) and that they communicate with authenticity and empathy (4.35). The workers, on the other hand, just about agree with these statements. According to a manager interview, it is unavoidable that there will be difficult customers. Their statement is the following:

"The expectations are really high, especially for fellow Filipinos. There really are difficult people to serve. You will really encounter these type of people. If you get annoyed at them, you cannot show it. [...] Your conviction must be really strong in this industry." – Manager 2, [M2].

Difficult customers can affect their work in the restaurant in a negative manner. This may be the reason why the workers do not fully agree that the factors mentioned can help with their wellbeing, as they are used to these bad experiences and may feel that their efforts are underappreciated.

4.30 Summary of Data Collection Results

The following table (**Table 4.16**) summarises the data collection results. This includes the definition of wellbeing to OFW consumers and workers, the top biophilic design patterns for wellbeing, workers' overall wellbeing, empathy in the workplace, and empathy and family-values in customer service and social media.

Table 4.16 Summary of Data Collection Results

1) Definition of Wellbeing to OFW Consumers and Workers		
"Comfort"	"Happiness"	"Health"
2) Top Biophilic Design Patterns for Wellbeing		
a. Thermal & Airflow Variability (4.40) • Spaces with a good amount of breeze feels refreshing, active, comfortable, etc. (4.49) • Light breezes can help improve concentration, which increases the dining experience (4.30)		
b. Visual Connection with Nature (4.30) • Outdoor views in restaurant design can make the dining experience more interesting (4.60). • Plants help to reduce stress levels and improve mood (4.61).		
c. Dynamic & Diffuse Lighting (4.16) • Having seats in areas that enable good views of the sky and changing weather (4.53) • Restaurants that are well-lit with nature daylight create an inviting atmosphere (4.39)		

Table 4.16 Summary of Data Collection Results (Cont.)

d) Nature of the Space (4.14) • It is nice for restaurants to have open spaces overlooking areas to see food being prepared and anticipated when it is arriving (4.15). • It is nice for restaurants to have cosy nooks to let dinners have more intimate meals (4.12).
e) Non-Visual Connection with Nature (Smells) (4.12) • Having clean washrooms including good quality and nice smelling hand soaps (4.84). • Aroma of freshly baked bread makes customers think of warmth, comfort, and kindness (4.22).
3) Workers' Overall Wellbeing
a. General Wellbeing • Can recover quickly from a setback (4.14) • Have enough energy to do what they want after work (4.14) • Have meaningful conversations with people at work (4.00) • Are as physically active as they want to be (4.00) **b. Mental Wellbeing** • They do not think that mental health issues exist in the workplace. • Unsure if they show mental health symptoms. • Staff have not told senior management about their personal problems (except one). • Unsure if colleagues have experienced problems with their mental health. **c. Physical Wellbeing** • Injuries come from knife cuts, lifting injuries, and electric shocks.

Table 4.16 Summary of Data Collection Results (Cont.)

4) Empathy in the Workplace
- Management gets to know the employees as people (4.14)   - Supported at work (3.86)   - Are empathic to their needs as a worker (3.86).   - Provides assistance to address life issues (3.86).
5) Empathy and Family-Values in Customer Service
- Pleasant staff who genuinely seem to care about consumer needs (4.81), (4.00).   - Employees that smile more tend to be more eager in serving customers (4.80), (4.71).   - The concept of restaurant staff seeming life part of their family is attractive (4.43), (4.14).
6) Empathy and Social Media
- Appreciate restaurants being transparent about what is happening at the restaurant (4.41), (3.57).   - Appreciate restaurants communicating with authenticity and empathy (4.35), (3.71).

4.31 Design, Management, and Worker-Care Solutions for Partner Establishments Based on Research

The following sections details the researcher's recommendations on design, management, and worker-care solutions based on the consumer and worker surveys, FGDs, and manager interviews.

4.32 Core Mission and Values of Filipino Restaurants

For branding, it is recommended that Filipino-run restaurants focus on the concept of the Filipino Wellness (*Kaginhawaan*). This concept encapsulates the following key concepts that are vital to create unique identities for Filipino-run restaurants: 1) "Comfort", 2) Empathy, 3) Family-Values, 4) The Concept of Biophilia, and 5) context of the location of the restaurants.

For Filipino restaurants, it is vital that *Kaginhawaan* is at the core of the branding. It encapsulates the culture of Filipinos being family-centred and empathetic. It is what makes Filipino hospitality stand out. Furthermore, the focus on wellness ensures that consumers and workers alike are comfortable when dining and working in these spaces. The focus on biophilia to help create more unique identities can help boost the dining experience of consumers.

For Lola's Kitchen and Viva Filipinas, their current mission statement is to, "raise the Philippine Flag higher in Bangkok's food and events scene" (Viva Filipinas, 2020) and to become "the most famous food hub in the heart of Thailand" (Lola's Kitchen, 2020). As these two restaurants are sister companies, their goals should be aligned. To achieve these, the researcher recommends reflecting *Kaginhawaan* into their brand identity.

The researcher recommends the following mission statement as a guide for Filipino-run restaurants:

"Offering Filipinos and people of all nationalities, a home away from home through heart-warming Filipino cuisine."

The following values are recommended to uphold the mission statement:

1) Serve with kindness and empathy.

2) Create a welcoming space for all kinds of people; especially fellow Filipinos who are living away from the Philippines.

3) Foster a work culture that encourages growth, kindness, mutual respect, and trust between all types of staff.

4) Putting wellbeing as a top priority for consumers and workers.

5) Dedication to serving authentic Filipino food in a foreign location to help spread the flavours of Filipino gastronomy.

4.33 Logo Re-Designs for Lola's Kitchen and Viva Filipinas

Currently, the following logos are used for Lola's Kitchen and Viva Filipinas (taken from their Facebook pages, 2022) (**Figure 4.24**).
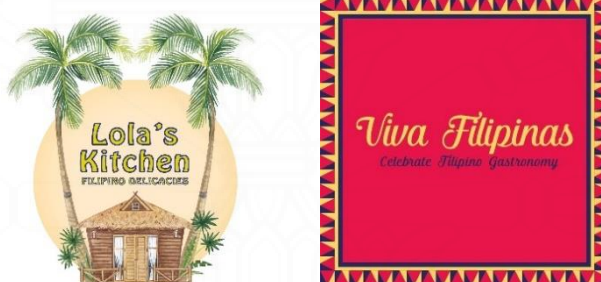
Figure 4.24 Current Logos of Partner Establishments. Source: Lola's Kitchen and Viva Filipinas Facebook Page, (2022)

The following **Figures 4.25** and **4.26** are the proposed main logos and its' variations.

Figure 4.25 Proposed Lola's Kitchen Logos

Figure 4.26 Proposed Viva Filipinas Logos

For both logos, the researcher suggests using warm colours for the logos as way to stimulate feelings of warmth and comfort (Cherry, 2020). This is to make sure that the logos catch the attention of consumers. The colours are aligned with the two restaurants, as they are sister companies.

Figure 4.27 Lola's Kitchen Colour and Typography

The proposed colours for the logo are from a dark red (Rosewood) to a light yellow colour (Peach). The fonts used for this logo are made by Filipino artists, the Pipanganan and Bantayog. These fonts were chosen as they embodied the and eatery mood, as well as a slight vintage feel which is perfect for Lola's, or grandmother in English.

The visual graphic embodies a grandmother holding a dish to serve. The researcher used circles to make the graphic easy to read, as well as making it look smooth. The graphic of the grandmother can also be interpreted as giving a hug, which embodies the warmness that the rebrand considered.

Figure 4.28 Viva Filipinas Colour and Typography

For the Viva Filipinas logo, the researcher used another Filipino-made font named Abangan. The font embodies the energy of an event, the excitement, memories, and gatherings. The colours, the same as Lola's Kitchen, were chosen to attract customers. The colour play with the yellow in this this logo symbolises the sun in the Philippine flag.

4.34 Visual Branding Guidelines and Mock-ups
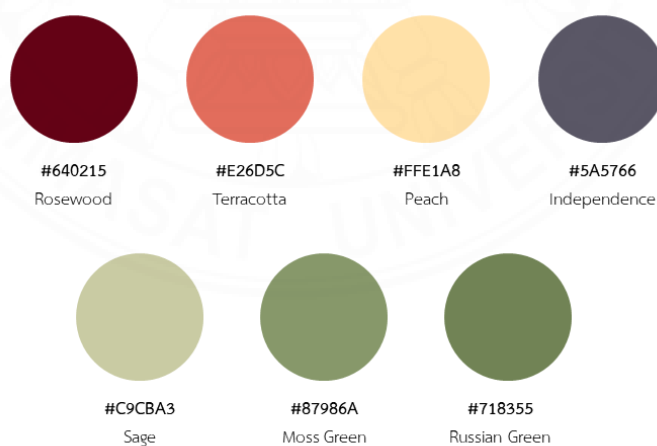
Figure 4.29 Colour Palette for Both Restaurants

As mentioned in the previous section, the logos were made using the red to yellow shades to initially attract customers. The other colours of a blue-purple

tone (Independence) and shades of green (sage, moss green and Russian green) to create the feeling of calm. In colour psychology, blue evokes the feeling of calmness and serenity (Cherry, 2020), and greens are also very calming and relaxing (Cherry, 2022).

Apart from these colours, the researcher suggests consistently adding nature-elements into the branding materials to help emphasis the biophilic aspect of the branding.

PIPANGANAN FONT
A B C D E F G H I J
K L M O P Q R S T
U V W X Y Z

BANTAYOG FONT
AA BB CC DD EE FF
GG HH II JJ KK LL
MM OO PP QQ RR SS
TT UU VV WW XX YY
ZZ
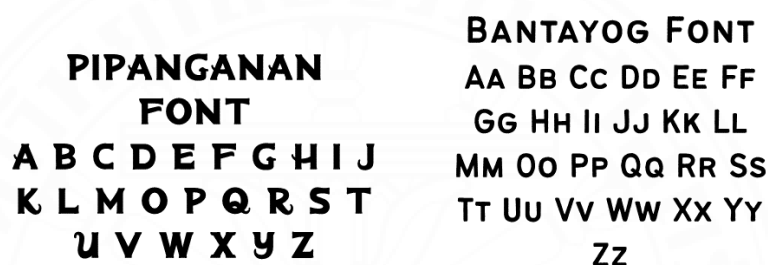
Figure 4.30 Suggested Typography in Branding

The suggested main font for marketing for Lola's Kitchen is the Pipanganan font, and the suggested main font for marketing for Viva Filipinas is the Bantayog font, however these can be interchangeable depending on the occasion. The Lola's Kitchen has a homier feel to it, the Pipanganan font showcases more of less formal type. On the other hand, Bantayog can be used more for Viva Filipinas as there are also formal type events that they host.

The following graphics are mock-up examples of what can be done in regard to branding for Lola's Kitchen and Viva Filipinas.

Figure 4.31 Designed Coasters for the Two Restaurants

Coasters are a small, but effective way to create a restaurant identity. The Lola's Kitchen version is green, while the Viva Filipinas is the blue-purple tone. As the blue-purple tone comes out as a more formal shade, this is used for the events place.

Figure 4.32 Tabletop Menu Scanners

To decrease the risks of spreading the COVID-19 virus, the research suggests fully using digital menus as a way to keep the customers and workers safe. The above are suggested table top menu scanners for each of the restaurants.

Figure 4.33 Name Tags for Workers

As part of trying to make the customers feel welcomed and at home in the restaurants, name tags for the workers are a non-invasive manner of introducing the server. This can help the customers feel more relaxed as some form of connection will already be established by knowing their names.

Figure 4.34 Sticker Labels for Food Packaging

Figure 4.35 Takeout Food Packaging Mock-Up

The above designs go hand-in-hand. The stickers are a low-cost efficient way of 1) showing customers that you care, and 2) remembering the restaurant by name. The stickers are suggested to be put on to the food packaging whenever there is a delivery, and write the customer's name on it to personalise the order. Marketing wise, this is a good strategy to help customers remember the restaurant. Branding wise, this is in line with showing kindness and empathy.

4.35 Design-Solutions for Dining Spaces

The following tables detail recommended design solutions in the dining spaces along with theoretical applications of the biophilic patterns and branding guide for Lola's Kitchen and Viva Filipinas. The tables are split into the patterns and suggested applications. Lola's Kitchen will include some graphic examples. Other recommendations based on budget will also be listed under each biophilic pattern, if there are any. These are based on previous research and specific recommendations for the partner establishments based on the data gathered.

Table 4.17 Suggested Biophilic Design Solutions for Dining Spaces (Lola's Kitchen)

Biophilic Pattern	Suggested Applications
Thermal & Airflow Variability	1) This specific restaurant is a bit tricky for this pattern, as smells and smoke from the outdoors come into the restaurant when doors are open. It is more practical to invest in **good air conditioning units with good air filtration systems** (high budget) 2) Natural ventilation should still be an option, though not as recommended. It is suggested that doors should be open when the **streets outside are not as busy** to let natural ventilation in. This also reduces how much smoke and unwanted smells can come into the restaurant (no budget)
Other recommendations based on budget	**High Budget** - Replacing windows that can open individually for ventilation and skylights
Visual Connection with Nature	3) It is suggested to add **ceiling hanging plants** from the second floor all the way down to the first floor, and **wall hanging plants** on the first floor (low to medium budget). 4) Add visual graphics of landscapes within the restaurant. For this space, **famous landscape paintings by Filipino artists** are suggested to add value and visual interest (medium budget) 5) **Simulations of nature aspects should be added as well**. In this example, simulated branches on the booth chairs were used to emulate really branches (medium budget).

Table 4.17 Suggested Biophilic Design Solutions for Dining Spaces (Lola's Kitchen) (Cont.)

Biophilic Pattern	Suggested Applications
Visual Connection with Nature (cont.)	6) **Green walls are suggested to be added on the second floor**. As it has higher ceiling space and it is a more isolated area, it is an ideal area for more peaceful conversions (high budget) 7) **Flowers on tables** are a simple solution to add more liveliness to the space (low budget) 8) **Potted plants on tables are also suggested** as a good cheaper solution (low budget)
Dynamic & Diffuse Light	9) A mixture of **daylight (approximately 5200k)** and **slightly warm light (approximately 3500k)** can help emulate natural sunlight. These help with less eye strain and are more relaxing (low budget). 10) **Wood and light porcelain tiles** are suggested to help reflect the light around more (medium to high budget). 11) **Wall lightings with patterned shades** are suggested to create interesting patterns using light (low budget).
Nature of the Space	12) The **second-floor acts as a more isolated corner of the restaurant.** Especially if during low peak hours, this space is good for more intimate dinners (low budget).
Non-Visual Connection with Nature (Smells)	13) **Utilise the pastry that the restaurant provides.** It is suggested to display the bread (pandesal) that the restaurant makes so that that smell is warm and inviting (low budget)

Table 4.17 Suggested Biophilic Design Solutions for Dining Spaces (Lola's Kitchen) (Cont.)

Biophilic Pattern	Suggested Applications
Non-Visual Connection with Nature (Smells) (cont.)	13) **Utilise the pastry that the restaurant provides.** It is suggested to display the bread (pandesal) that the restaurant makes so that that smell is warm and inviting (low budget)
Other recommendations based on budget	**High Budget (for sounds)** • Acoustic glazing and surfaces

Figure 4.36 Theoretical Applications in Lola's Kitchen

The perspective shows some of the applications of the suggestions from the table. Mix of temperature lightings have been added in the interior space. There are patterned lampshades over wall lighting fixtures to create more unique patterns. Simulated pieces of nature, such as the branches, were included to help connect the customers to nature. The landscape paintings, of which the restaurant current has in framed form, has been visualised to be included on the walls with illuminated arches to emphasis the nature views.

Table 4.18 Suggested Biophilic Design Solutions for Dining Spaces (Viva Filipinas)

Biophilic Pattern	Suggested Applications
Thermal & Airflow Variability	1) This restaurant has big accordion type windows/doors on the side of the balcony. It is suggested that these **stay open to let natural ventilation into the restaurant** (no budget). 2) Additionally, it is also wise to invest in **good air conditioning units with good air filtration systems** for warmer days (high budget).
Visual Connection with Nature	3) **Wall hanging plants are a good solution for an events place** (low to medium budget). 4) **Similar to Lola's Kitchen, framed images of landscapes or nature-inspired art are good for ambience** (medium budget). 5) Make use of the seating outside to **be able to see the plants outside the building.** This is also good for the changing weather outside (no budget).
Dynamic & Diffuse Light	6) It is suggested to **let natural light in by opening the big windows** (no budget). 7) As an events place, coloured lighting may be the go-to. However, this can strain the eyesight of both the consumers and the workers. It is suggested to use **daylight lighting (approximately 5200k) and slightly warm lighting (approximately 3500k)** (low budget).
Nature of the Space	7) The seating on the balcony should be used more **as a space for more intimate dinners.** Currently, the balcony space is not utilised very often (no budget).

Table 4.18 Suggested Biophilic Design Solutions for Dining Spaces (Viva Filipinas) (Cont.)

Biophilic Pattern	Suggested Applications
Non-Visual Connection with Nature (Smells)	8) A suggestion is creating **two bread stations instead of one for the buffet aspect of the restaurant.** One at the start of the buffet, and one at the end of the buffet. This may create stronger bread smells around the space (no budget). 9) Ensure that there are **hand sanitisers and moisturisers** at the beginning and end of the buffet (no budget)

4.36 Design-Solutions for Kitchen Spaces

The following table details recommended design solutions for the kitchens in Lola's Kitchen and Viva Filipinas. While these are specific to the restaurants, the recommendations can be used as a basis for solutions for other restaurants as a guideline.

Table 4.19 Suggested Design Solutions for Kitchen Spaces

Element	Suggested Solution
Lighting	1) UV spectrum lighting to be used in the kitchen. UV lighting weakens and damages bacteria, which will make the food safer for the consumers. Additionally, it has been proven to render SARS-CoV-2 virus useless, the source of COVID-19 (Linden, 2020).

Table 4.19 Suggested Design Solutions for Kitchen Spaces (Cont.)

Element	Suggested Solution
Lighting (cont.)	2) Staff working next to windows are more physically active and sleep more during the night (Boubekri et al., 2014). Having daylight within the kitchen space may reduce the number of accidents. Daylight has also been linked to having positive moods. Tubular daylighting devices (TDDs), such as those from the brand Solatube, are an example of how to bring daylight into the kitchen space.
Flooring	3) Durable materials, such as natural stone, commercial vinyl, and quarry tiles are good for kitchen floorings. These materials are durable to chemical and water stains, are easy to clean, and are not as slippery. 4) Make sure that there are water drains in front of the washing area, preparation area, sinks, and cooking areas. This is to make sure that the floor is not slippery.
Decorations	5) Biophilic design has been proven to help with wellbeing. Nature-scenes in picture frames can be added within the kitchen to help with restorative breaks.

4.37 Management and Staff Guidelines for Customer Service

Based on previous research and the findings from the data gathering, service is an important factor that helps with wellbeing in a restaurant setting. For the consumer, it is vital that service be empathetic, which means that the staff need to be able to adapt to every situation. When considering family-values, they also have to consider different family situations, as well as re-evaluate prices. The following table (Table 4.19), based on Van Bommel's (2021) example table, details recommendations that can be made when serving customers.

Table 4.20 Empathic Solutions in Customer Service

Type of Empathy	What You Do	How You Can Show Empathy
Head/Thinking Cognitive Empathy	You imagine how the customer is feeling from their unique perspective.	1. If a customer complains, be patient and ask perceptive questions to determine the problem. From there, determine the best choice of action to help the customer, and do not dismiss it as irrelevant.
		2. When dealing with bigger families, make sure to practice patience. If a problem arises, make sure to listen, ask perceptive questions determine the problem properly, and then determine the best choice of action.
Heart/Feeling Affective Empathy	You feel concern and/or have similar emotions as the customer you are serving.	3. If a customer complains, be patient and remember a time that you may have experienced a similar problem. This can help you to understand their feelings in the heat of the moment.

Table 4.20 Empathic Solutions in Customer Service (Cont.)

Type of Empathy	What You Do	How You Can Show Empathy
Action/Doing Behavioural Empathy	You demonstrate active listening and observation to determine your customer's feelings, experiences, or reactions.	4. Make sure to not interrupt a customer if they are talking to one another. Make sure that they are ready to order through body language, and if their conversations die down.
		5. Make sure that you actively listen to get their orders across. Frequent repeating of what they ordered may come off as not being listened to when ordering.
		6. When dealing with bigger families, take action by providing seats for young children, and ask, listen, and deliver their specific needs for the family.
		7. Make sure that the prices of the dishes are suitable for the amount of people that it is serving. When advertising that it is for families, make sure that the prices are also budget friendly for the target consumer.

Furthermore, social media plays an important part in consumer communication. Social media can be used effectively for marketing strategies to advertise the restaurants. The following table below (**Table 4.21**) details recommendations that can be used on social media platforms for marketing their brand.

Table 4.21 Social Media Guidelines for Customer Service

Activity	Recommended Solutions
Restaurant updates	1) Make sure that customers are updated when it comes to restaurant hours and services. It assures customers that the restaurants are taking care of the customers.
When speaking with customers through social media	2) Addressing the customers by name may create a better emotional connection, and therefore may become loyal to the restaurants. Ma'am or Sir may be a bit too impersonal.
When posting marketing materials on social media (infographics, publication, etc.)	3) Always emphasis the core concepts of *Kaginhawaan* – empathy and family values. Assure customers that they will be at home, safe (from COVID-19, stresses of life, etc.), and good service.
	4) Check the optimal social media times to post on each platform. On Facebook, the average time for higher visibility is **9am** as people are just starting to get to work. Additionally, peak traffic is in the **early afternoons of 1pm to 3 pm** for lunch break (Statusbrew, 2021).

Table 4.21 Social Media Guidelines for Customer Service (Cont.)

Activity	Recommended Solutions
Promotional deals	5) Sudden promotional deals (10% off when 2 or more people, referral codes, etc.) can be a great way to attract more customers. Considering that OFWs are always working and are busy to make their own meals, these are a good way to bring more customers in. Discounts are especially popular with OFWs, especially when considering how much money is of importance to them (as shown through discussions).
	6) Filipino-based holiday promotions discounts are also a good way to market the restaurants. This could even bring in other nationalities to try out Filipino food. For example, a Filipino may bring someone from a different nationality, and they will be given discounts on their food.

4.38 Management and Worker-Care Solutions for Mental Wellbeing

Based on previous research and the findings from the data gathering, empathy is one of the best solutions to combat mental wellbeing. Additionally, aspects of family-values, which is also covered under empathy, can also be adapted to help with the mental wellbeing for staff. The following table, based on Van

Bommel's (2021) example (**Table 4.22**), has been adapted to the situation of Lola's Kitchen and Viva Filipinas.

Table 4.22 Empathetic Leadership Guidelines

Type of Empathy	What You Do	How You Can Show Empathy
Head/Thinking Cognitive Empathy	You imagine how your colleague is feeling from their unique perspective.	1. If an employee opens about their personal problems, make sure to listen to them carefully, reflect on what they said to make sure you clearly understand, and make sure that you do not interject your own experiences. Filipinos tend to keep personal and work very separate, so if the employee trusted you enough to explain their situation, make sure to carefully help them with genuine concern.
Heart/Feeling Affective Empathy	You feel concern and/or have similar emotions as your colleague.	2. Open to staff about your own concerns. Mutual trust and respect are needed for people to share their struggles in work and personal life.
		3. Actively show that you care about the employees. While actions are great, saying that you care about them is shows empathy.

Table 4.22 Empathetic Leadership Guidelines (Cont.)

Type of Empathy	What You Do	How You Can Show Empathy
Action/Doing Behavioural Empathy	You demonstrate active listening and a desire to understand more about your colleague's feelings, experiences, or reactions.	4. Actively host check-up meetings to check on how they are doing emotional for workers at least twice a month. This can possibly be at the beginning and end of the month.
		5. Schedule general meetings for work concerns. This can be done once a month.
		6. Schedule teambuilding events. These can be divided into two sections: 1) Small Bonding Moments, and 2) Fieldtrip Events. Examples of small bonding moments can be eating together as a group, or casually eating out together as a team. Fieldtrip events are the more classic type of events where management will plan out a get-together somewhere else and plan teambuilding activities.
		7. Schedule breaks during the workday where staff will fully rest.

4.39 Management and Worker-Care Solutions for Physical Wellbeing

The following table, adapted from SWEA's (2010) guide on taking care of the body, details recommended guidelines on how to take care of workers' physical wellbeing in a restaurant. The top injuries in a kitchen setting include knife cuts, electric shocks, and lifting injuries. Burns were also an additional injury that workers mentioned when asked. Protecting the staff's hands, while not mentioned through the surveys or

discussions, are also detailed as the workers will not be able to work if their hands are in bad condition.

Table 4.23 Suggested Guidelines to Prevent and Take Care of Injuries

Activity	How to take care of yourself
When preparing ingredients	• Use rubber/plastic gloves when preparing ingredients. This ensures that the food stays hygienic, and that the staff also protects themselves from cuts. • Make sure that the utensils are put back to the same spot they came from to avoid injuries. Unattended knifes may cause harm during rush hours. • If the staff is injured by a knife, assess how deep the cut is. If it is not deep and shallow, perform first aid. If it is a serious injury, immediately go to the hospital. • Place your working utensils close to you and in front of your body at elbow height when working. • Adjust the height of the work surface for different uses and different users, for example, by using a table that can be raised and lowered.
If you burn yourself	• Run cold water over minor burns • More serious burns with blisters will require painkillers and a proper bandage/dressing.

Table 4.23 Suggested Guidelines to Prevent and Take Care of Injuries (Cont.)

Activity	How to take care of yourself
If you burn yourself (cont.)	● For even more serious burns, go straight to the hospital.
How to protect hands	● As with prepping ingredients, use rubber/plastic gloves when washing up and cleaning. Be careful when using detergents and strong cleaning fluids as they contain corrosive substances that can damage your skin. ● Prevent dry skin/eczema by drying your hands regularly and using a moisturising cream/lotion.
When lifting heavy items	● Use lifting aids for heavy or difficult lifts. ● Place heavy objects and goods you often use between knee and shoulder height. ● If you must carry a heavy object, carry it close to your body. ● Divide up carrying duties among several people. ● Do not bend and twist your body at the same time. ● Make sure there are surfaces to unload items upon in the kitchen and serving areas.

The following table recommends a checklist of what to look out for in a kitchen environment, adapted from the work of SWEA (2010).

Table 4.24 Suggested Checklist for Safety in Restaurant Kitchens

Checklist for the Restaurant Workplace		
Category	What to Check For	Check
Kitchen Space	1) Is there lighting that does not strain the eyes when working?	☐
	2) Are there any lights which do not work?	☐
	3) Are there ventilation hoods over cookers, griddles, deep fat fryers and dishwashers?	☐
	4) Are the floors slippery, damaged, or worn? Does water collect on the floor?	☐
	5) Are work heighted adjusted for various uses and different users?	☐
	6) Are power cables and electrical equipment undamaged and earthed?	☐
	7) Are plugs weatherproof? If not, have they been safety proofed to prevent injuries?	☐
	8) Are there safety information sheets on the walls for the instructions on what to do if injuries occur?	☐
Kitchen Equipment	9) Are there physical instructions in front of workstations for kitchen machines such as slicers, mixers, and vegetable peelers?	☐
	10) Have the cooking vessels been inspected?	☐
	11) Are the machines equipped with electrically controlled protectors?	☐
	12) Are there circuit-breakers on machines connected to the electrical supply by plugs in wall sockets?	☐
	13) Are there fire extinguishers and fire blankets close to frying surfaces?	☐
Washing Station	14) Do people need to lift things above shoulder height to wash up?	☐

Table 4.24 Suggested Checklist for Safety in Restaurant Kitchens (Cont.)

Category	What to Check For	Check
Washing Station (cont.)	15) Are the washing spaces cramped?	☐
	16) Is there enough space for proper cleaning equipment?	☐
	17) Are there safety information sheets for the use and storage of detergents and cleaning fluids?	☐
	18) Is protective clothing being used e.g. goggles and rubber gloves when handling chemicals?	☐
	19) Is there an emergency eye wash station?	☐
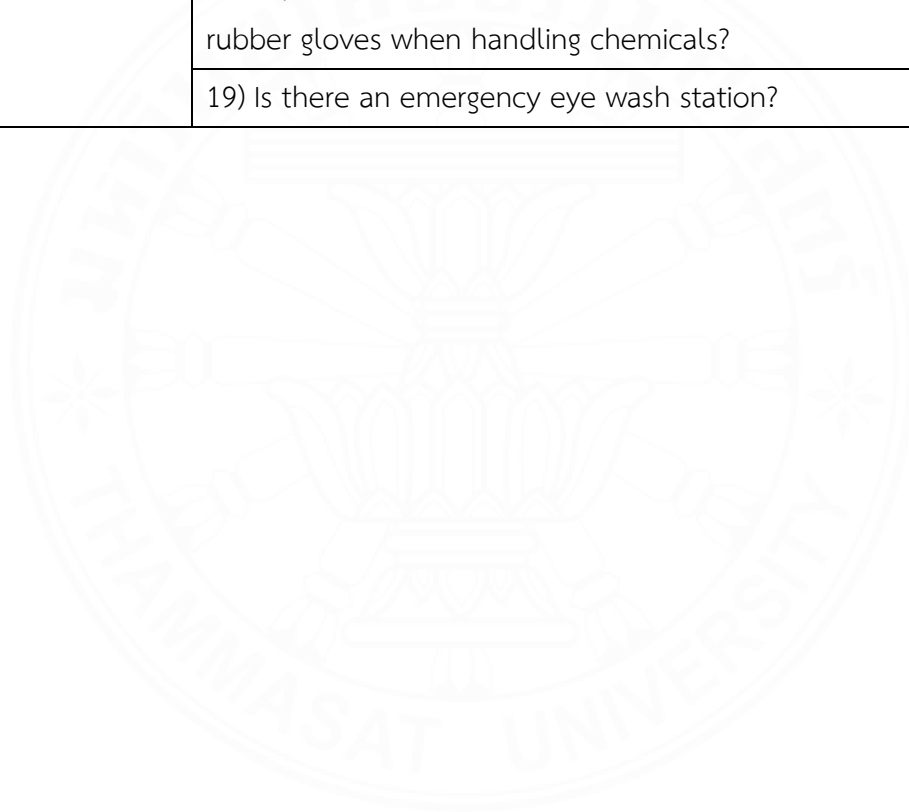
CHAPTER 5

CONCLUSIONS AND RECOMMENDATIONS

5.1 Definition of Wellbeing to an Overseas Filipino Worker (OFW)

When defining wellbeing to an Overseas Filipino Worker (OFW) as a consumer and worker, the results are the same. The top three keywords for both end users are "comfort", "happiness", and "health", with "satisfaction" coming in at fourth place for the consumer side. "Comfort" and "happiness" came out on top for the consumers, while "comfort" and "health" came out on top for the workers. "Comfort" is agreed on by both end users that it is their definition of wellbeing.

Previous research defines "comfort" as a term that is used interchangeably with the term "wellbeing". Kolcaba (2003) defines "comfort" as, "the immediate state of being strengthened by having the needs for relief, ease and transcendence addressed in the four contexts of holistic human experience: physical, psychospiritual, sociocultural, and the environmental" (Pinto et al., 2017; Kolcaba, 2003). Additionally, wellness through EGs languages defines it as 1) the ability to breathe easily or loosely, 2) the absence of want or freedom from pressures or problems, and 3) a physical state of feeling light and easy (Samaco-Zamora & Fernandez, 2016),

From the findings and previous research, the term "comfort" encapsulates the meaning of wellbeing to an OFW. "The ability to breathe easily" may link to wanting their families to experience comfort. This is the core category of *Kaginhawaan,* where wellness is "rooted from the family's condition of togetherness, good relations, and adequately meeting physical and economic needs" (Samaco-Zamora & Fernandez, 2016). Additionally, the freedom to be without pressures or problems usually stem from family dynamics, as the overall wellbeing of the family also contributes to the individual (Root, 2005).

5.2 Factors that Affect the Wellbeing of Overseas Filipino Workers (OFWs)

As a consumer, the factors that affect their wellbeing in restaurants settings are: 1) hygiene, 2) poor service, 3) poor quality of food, 4) uncomfortable furniture, 5) intense lighting, and 6) poor ambience. These factors can cause stress and discomfort amongst consumers if not properly executed or addressed. The research sought to find out how these factors can be addressed through biophilic design, empathy, and family-values.

The top biophilic design patterns to combat these wellbeing factors are 1) Thermal & Airflow Variability, 2) Visual Connection with Nature, 3) Light & Diffuse Light, 4) Nature of the Space, and 5) Non-Visual Connection with Nature (Smells). These factors were taken into consideration when drafting the design guidelines for Filipino-run restaurants. Additionally, the concepts of empathy and family-values – concepts that are prominent in *Kaginhawaan* - were also taken into consideration when drafting the management and worker-care guidelines for customer service. These concepts were considered to help alleviate stress, and for consumers to be more comfortable when dining in restaurant spaces.

Workers, on the other hand, are unsure if mental health issues exist in the workplace. Some of the staff would not disclose their personal health in the workplace, and this may be a sign that they do not feel safe doing so. Additionally, many of the workers said that they would rather separate their work and personal struggles.

To combat this, the concept of empathy and family-values were also integrated into the management and worker-care guidelines. Leaders who show empathy help to decrease burnout, retain higher employee retention, and are more inclusive (Van Bommel, 2021). While empathy is somewhat integrated into the management system in the partner establishments, the staff think that they can be more empathetic.

Furthermore, physically wellbeing usually includes injuries in the kitchen. The top injuries in a restaurant workplace are knife cuts, electric shocks, and lifting injuries. These were addressed through creating guidelines on how to take care

of yourself when injured, as well as checklists to make sure that the kitchen environment is safe. Additionally, it is proposed that offering opportunities for the workers to have proper restorative breaks may help in part address work-related injuries.

5.3 How the Identified Factors can be Applied to the Management and Operations of Filipino-run Restaurants

The intention of this paper was to investigate the factors that affect the wellbeing of OFWs, and others, in Filipino-run restaurants in Bangkok, and how these factors can be taken into consideration to increase the wellbeing of the customers and the restaurant workforce. The factors identified indicate that there are opportunities to improve on the design, brand values, worker-care, and management of such establishments and help Filipino entrepreneurs create unique business identities that will be resilient in the new normal and beyond.

The possibility of having biophilic design at the core of restaurant design received positive responses from consumers. This research has indicated that the public are particularly interested in having nature-based restaurants to help them relax and increase their wellbeing. This is especially true as revealed in the FGD of consumers, with several of them mentioning that nature can help reduce their anxiety. This may be due to people's opportunities to be connected with the restorative powers of nature being generally restricted. Reconnecting with nature is proven to increase wellbeing and is at the heart of biophilia.

5.4 Summary of the Design, Management, and Worker-Care Guidelines

It is recommended that Filipino-run restaurants focus on the concept of the Filipino Wellness (*Kaginhawaan)* when setting up a restaurant business. This concept encapsulates the following key concepts that are vital to create unique identities for Filipino-run restaurants: 1) "Comfort", 2) Empathy, 3) Family-Values, 4) The Concept of Biophilia, and 5) context of the location of the restaurants.

The top five biophilic patterns of: Thermal & Airflow Variability; Visual Connection with Nature; Dynamic & Diffuse Light; Nature of the Space; and Non-Visual Connection with Nature (Smells) should be considered when designing restaurant establishments. These are also prominent in the Focus Group Discussions (FGD) with consumers, who mentioned in particular that viewing nature keeps them calm, and having good lighting adds to their experience. While the other patterns are also important, budget for renovations or building from scratch using biophilic principles should also be taken into consideration when planning these establishments. Filipino restaurants in Thailand are currently a niche market, so while many of the biophilic patterns are important, investors and other stakeholders need to take into consideration the costs and potential benefits of implementing such solutions. The design, worker-care, and management guidelines drafted in this present research study took these factors into account.

Furthermore, empathy – a strong family value in *Kaginhawaan* - received a very strong positive response from both consumers and workers. Both sets of individuals had a very high level of agreement on statements regarding service and empathy that employees are more eager to serve when they are happy, and actively listening to consumers gives better service. On the workers' side, there are more empathic factors that they deemed important to wellbeing (being pleasant, creating an enjoyable dining experience, sharing the feeling of community, and making sure to remember a customer by face and name), due to the nature of their jobs. This is especially true when focusing on the FGD of the workers, as they mention that when customers are happy, they too are satisfied.

5.5 Research Recommendations for Further Studies

For those wishing to take on similar research, the researcher recommends widening the scope of restaurants being surveyed. The Filipino restaurant industry in Thailand is relatively new, which limited the number of restaurants that were available to conduct the study on. Additionally, due to the COVID-19 pandemic, and the resultant temporary downturn in the restaurant industry, the present research

scope was limited to a smaller size than would otherwise have been the case, and also planned biophilic interventions could not be taken and tested under normal restaurant operational conditions.

In particular, the present researcher recommends widening the scope of consumer respondents as well to see if the results remain the same. Furthermore, it would be worthwhile to conducting further study on this topic area in different places globally where OFWs are prominent to see if the findings and conclusions made in this study remain true elsewhere. It is also suggested that the design solutions proposed should be further tested on the consumers through surveys and/or further discussions to fine tune the solutions, and ideally actual interventions should be tested in operational restaurant settings once restaurants are fully operational again.

Despite the restrictions that were in operation, the solutions suggested remain valid due to them being based on previous research findings and the data gathered for this study. It appears that the concept of the *Kaginhawaan* can be creatively applied to Filipino-run restaurant businesses to improve management styles and create a unique brand identity that has empathy, experience, comfort, family values, and connection with nature at its heart that benefits customers and staff alike and reinvents the dining experience.

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APPENDICES

APPENDIX A

Consumers' Survey

Section 1

Perception of Wellbeing in Filipino Restaurants in Bangkok: Consumer Perspective

Good day!

I am Gaille Lorainne D. Marquez, an MSc student undertaking my thesis research at the Design, Business, and Technology Management (DBTM) Program at Thammasat University.

This survey seeks your thoughts on measures that can be taken / are being taken to improve your dining experience and sense of wellbeing when visiting Filipino restaurants in Bangkok.

The feedback received will be used for solely for educational purposes, and any personal details given will be anonymised. Thank you very much in advance for your time!

Section 2

Survey Agreement Form

You are invited to take part in a research project that explores how the wellbeing of consumers can be improved in Filipino restaurant settings in Bangkok. It is intended that the findings of this study may also be applied to the global context.

If you decide to participate, you will be asked to complete the following online survey, which should take about 15 - 20 minutes of your time.

You will also be asked if you would be interested in taking part in an ONLINE focus group discussion on this topic. Any personal information given by yourself will be kept confidential.

Questions

1. I have fully read the Survey Agreement Form and agree to its terms and conditions.
   - O Yes – Please continue to Question 2.

○ No – Thank you for your time. You are not required to answer any more questions.

2. I am willing to participate in a Focus Group Discussion (FGD), and agree to giving my personal contact details to the researcher.

    ○ Yes – Please go to Section 3 before continuing the survey.

    ○ No – Please go directly to Section 4.

Section 3
Contact Information

This section is for those who agree to possibly being selected for a Focus Group Discussion (FGD) in the following months. This information will be kept confidential and used for educational purposes only. Thank you very much for your cooperation!

Questions

1. Name ....

2. Contact details. Please state how you would like me to initially contact you if you are selected for a Focus Group Discussion.

    ○ Email

    ○ Facebook

○ Line

○ Skype

○ Other. Please state ....

Section 4
Personal Information

1. Gender

    ○ Male

    ○ Female

    ○ Transgender

    ○ Prefer not to say

2. Age

    ○ Below 18

    ○ 18 – 25

    ○ 26 – 30

    ○ 31 – 35

    ○ 36 – 41

    ○ 42 – 57

    ○ 58 – 67

    ○ 68 – 76

    ○ 77 – 94

    ○ 95 and over

3. Status in Thailand

    ○ Thai national

    ○ Overseas Filipino Worker (OFW)

    ○ Dependent on an OFW (spouse, child, etc.)

    ○ Filipino Student

    ○ Half Thai-Half Filipino

○ Other. Please state

....

Section 5

Frequency of Restaurant Visits (pre-COVID-19)

1. How often did you go to restaurants?

○ More than once per day

○ Once a day

○ Once a week

○ 2 - 3 days per week

○ Once a month

2. When did you usually go to restaurants?

○ Weekdays (Monday – Friday)

○ Weekends (Saturday & Sunday)

3. How long did you usually spend at restaurants?

○ Half an hour (30 minutes)

○ 1 - 2 Hours

○ 3 - 4 Hours

4. What time did you usually go to restaurants?

○ Breakfast (8:00 - 11:00am)

○ Lunch (11:00 - 1:00pm)

○ Late Lunch (1:00 - 4:00pm)

○ Early Dinner (4:00 - 7:00pm)

○ Late Dinner (7:00 - 10:00pm)

Section 6

Frequency of Restaurant Visits (during-COVID-19)

1. How often do you go to restaurants?

○ More than once per day

○ Once a day

○ Once a week

○ 2 - 3 days per week

○ Once a month

2. When do you usually go to restaurants?

○ Weekdays (Monday – Friday)

○ Weekends (Saturday & Sunday)

3. How long do you usually spend at restaurants?

○ Half an hour (30 minutes)

○ 1 - 2 Hours

○ 3 - 4 Hours

4. What time do you usually go to restaurants?

○ Breakfast (8:00 - 11:00am)

○ Lunch (11:00 - 1:00pm)

○ Late Lunch (1:00 - 4:00pm)

○ Early Dinner (4:00 - 7:00pm)

○ Late Dinner (7:00 - 10:00pm)

Section 7

Your thoughts on Wellbeing in Restaurants

Have you ever considered how restaurants make you feel?

1. What does wellbeing mean to you? Please select the three (3) keywords you think are the most important from the following:

- ○ "Positive relations with others"
- ○ "Comfort"
- ○ "Happiness"
- ○ "Health"
- ○ "Personal growth"
- ○ "Purpose in life"
- ○ "Satisfaction"
- ○ "Empathy"

Is there anything else that you consider important? If so, please state ………….

Your thoughts on how design factors for Filipino restaurants may influence user wellbeing

2. From your own thoughts on wellbeing, please rank the following according to most important to least important to wellbeing in restaurants (7: Most Important, 1: Least Important)

- ○ Furniture, materials and textures
- ○ Lighting
- ○ Music and Sounds
- ○ Smell
- ○ Service
- ○ Food

- ○ Visual Aspect

The following sections use the Likert Scale (strongly disagree to strongly agree) to determine the results.

Section 8

This section examines your thoughts on how incorporating nature elements within the restaurant can affect your dining experience and sense of wellbeing.

Questions

1. Restaurant spaces that help us reconnect with nature are restorative and can positively affect happiness and wellbeing.

- ○ Strongly Disagree
- ○ Disagree
- ○ Neutral
- ○ Agree
- ○ Strongly Agree

2. Biophilic design elements can be used to help restaurants create their own unique identities.

VISUAL CONNECTION WITH NATURE

3. Plants can help reduce stress levels and improve mood.

4. Restaurants that have plants and flowers in them feel more, calming, inviting and homely. They feel safe.

5. Having fresh flowers on my dining table improves my mood, reduces stress, helps me feel relaxed, and increases my enjoyment.

6. The presence of flowers can also help me create better emotional connections with family and friends and improves the dining experience.

7. Having plants in restaurants, and/or outdoor sitting areas, can help with boost mental and physical health, calm emotions, and reduce stress.

8. Having seating that looks onto biophilic features (such as flowers, vegetation, water, etc.) helps make dining experiences more pleasurable and restorative.

LIVING GREEN WALLS AND PARTITIONS

9. Having a living green wall garden within the restaurant can help create a more relaxing and happier dining experience.

10. Indoor wall gardens can reduce/help noise levels by up to 20-30%. They can make for a more relaxing dining experience and help people hear each other better.

OUTDOOR VIEW

11. Incorporating outdoor views into restaurant designs can make the dining experience more interesting. (Outdoor landscaping can enhance the view where appropriate).

Section 9

NON-VISUAL CONNECTION WITH NATURE

SMELLS IN RESTAURANTS

Please answer the following according to your definition of wellbeing.

1. Having scent diffusers with scents, such as lavender, helps me to relax and make for a better dining experience.

2. The aroma of citrus fruits (lemons, limes, and oranges) can boost the spirit, and make me feel happier.

3. The aroma of fresh coffee can keep myself calm and relaxed.

4. The aroma of freshly baked breads makes people think of warmth, comfort, and kindness.

5. Open kitchens, where you can see and hear food being prepared, increases my appetite, and makes the dining experience more personal.

6. Clean washrooms, and good quality and nice smelling hand soaps/moisturisers make me feel that the restaurant is clean and well run.

SOUNDS

Please rate how you think each of the following may contribute to your feeling of wellbeing when dining:

1. Having gentle nature soundtracks playing (running water, wind in trees, birds chirping, etc.,) to create acoustic backdrops can improve the dining experience.

2. Having classical soundtracks in the background can improve the dining experience.

3. Having classical music or soft jazz in the background can improve the dining experience.

4. Having Filipino soundtracks in the background can create a richer dining experience.

5. Having normal music in the background can improve the dining experience.

6. Having acoustic versions of songs in the background can improve the dining experience.

7. Dining without music playing can improve the dining experience.

8. Having a live performance in the background can improve the dining experience.

9. Hearing sounds of kitchen work in the background can improve the dining experience.

THERMAL & AIRFLOW VARIABILITY

9. Having a restaurant space with a good amount of breeze feels refreshing, active, alive, invigorating, and comfortable.

10. Light breezes can help improve my concentration, which in turn increases the dining experience.

PRESENCE OF WATER

9. Having water features within restaurants can create a strong connection with nature.

10. The presence of water features can be restorative, helping me relax and lowering my blood pressure.

Section 10
DYNAMIC & DIFFUSE LIGHT
Lighting in Restaurants

1. Having seating in areas that enable good views of the sky and changing weather can help brighten my mood.

2. Restaurants that are well-lit with natural daylight create an inviting atmosphere that enhances the dining experience and boosts mood.

3. Controlled exposures to natural light can improve the dining experience.

4. Daylit interiors, and the use of artificial lighting that mimics natural daylight, can help people relax, unwind, and feel more like they are at home.

5. The variations in light and shadow that natural and artificial light can create engages the senses, and creates a restorative sense of calm.

6. Having seating in areas that receive good daylight during the day can help brighten my mood and reduce my fatigue.

7. Lighting should be used to make customers look good so that they feel good.

8. Lighting should enable good photographs to be taken of food by smartphones.

9. The night-time use of soft lighting and gentle music in restaurants helps people enjoy their meals more.

10. Careful use of light levels, including the creation of less illuminated areas, and use accent lighting can are areas feel more appealing.

11. The use of real candles, or artificial candles, acting as uplighters, on tables in the evening creates a more positive dining experience and helps make people look at their best.

NATURAL ORGANIC, AND IMPLIED ELEMENTS OF NATURE
Biomorphic Forms & Patterns

1. A restaurant environment with biomorphic forms and patterns (such as natural stone, vines, leaves, etc.) feels interesting and comfortable.

2. Natural patterns within a restaurant environment help me to reduce stress and having a better dining experience.

Material Connection with Nature

1. A restaurant space with natural materials feels rich, warm, and authentic which creates a positive dining experience.

2. A dining space with approximately 45% of wood coverage can help me feel more comfortable and enhance the dining experience.

Section 11
NATURE OF THE SPACE

Restaurant environments that are photogenic make customers more likely to take and share images on social media.

PROSPECT

It is nice for restaurants to have open spaces overlooking areas, such as the kitchen, to see food being prepared and anticipate when it is arriving. It is also nice to see what others are doing if I wish. Such situations make me feel safe and in control especially when dining in a new restaurant.

REFUGE

It is nice for restaurants to have cosy nooks (spaces that provide protection on three sides with a fourth side open to view surroundings) that let dinners have more intimate meals.

EMPATHY, SERVICE AND PERCEIVED WELLBEING

1. Having pleasant restaurant staff who genuinely seem to care about me and my needs is important and can increase my sense of wellbeing.

2. Having restaurant staff being pleasant to me helps improve my mental health and the dining experience.

3. Happy employees smile more, and are more eager to help serve customers.

4. Having staff who actively listen to what you are saying often give better service.

5. Restaurant staff showing empathy towards each other and their other customers also makes me feel good.

6. Feeling seen, respected and well taken care of improves the dining experience.

7. Having an enjoyable dining experience makes me more loyal to the restaurant and want to come back to it more often.

8. I like the concept of the restaurant staff seeming like part of my family, people who care about me.

9. If a member staff remembers my face, and even better my name, it makes me feel special and increases my bond with the restaurant.

10. The body language of staff is important.

11. Having genuinely empathic restaurant staff with good listening skills is important. Emotional connections are important.

EMPATHY AND SOCIAL MEDIA

1. It is nice to be able to keep in contact with a restaurant, and its staff, through social media.

2. I appreciate them communicating with authenticity and empathy.

3. I appreciate them being transparent about what is happening at the restaurant, and any changes they are having to make in real time (i.e. dining, take-away, no-contact delivery, etc).

Section 12

Thank you very much for your time and responses.

I sincerely thank you for your participation in this survey. If you agreed to participate in a Focus Group Discussion, I will be contacting you within two weeks from the posting of this survey.

APPENDIX B

Workers' Survey

Section 1

Perception of Wellbeing in Filipino Restaurants in Bangkok: Workers' Perspective

Good day!

I am Gaille Lorainne D. Marquez, an MSc student undertaking my thesis research at the Design, Business, and Technology Management (DBTM) Program at Thammasat University.

This survey seeks your thoughts on measures that can be taken / are being taken to improve your work experience and sense of wellbeing.

The feedback received will be used for solely for educational purposes, and any personal details given will be anonymised. Thank you very much in advance for your time!

Section 2

Survey Agreement Form

You are invited to take part in a research project that explores how the wellbeing of workers can be improved in Filipino restaurant settings in Bangkok. It is intended that the findings of this study may also be applied to the global context.

If you decide to participate, you will be asked to complete the following online survey, which should take about 15 - 20 minutes of your time.

You will also be asked if you would be interested in taking part in a focus group discussion on this topic. Any personal information given by yourself will be kept confidential.

Questions

1. I have fully read the Survey Agreement Form and agree to its terms and conditions.
   - Yes – Please continue to Question 2.

○ No – Thank you for your time. You are not required to answer any more questions.

2. I am willing to participate in a Focus Group Discussion (FGD), and agree to giving my personal contact details to the researcher.

    ○ Yes – Please go to Section 3 before continuing the survey.

    ○ No – Please go directly to Section 4.

Section 3

Contact Information

This section is for those who agree to possibly being selected for a Focus Group Discussion (FGD) in the following months. This information will be kept confidential and strictly used for educational purposes only. Thank you very much for your cooperation!

Questions

1.   Name: _____

2. Contact details. Please state how you would like me to initially contact you if you are selected for a Focus Group Discussion.

○ Email

○ Facebook

○ Line

○ Skype

○ Other.   Please   state _____

3. Please write your contact details as to how I can reach you: _____

Section 4

Personal Information

1. Gender

    ○ Male

    ○ Female

    ○ Transgender

    ○ Prefer not to say

2. Age

    ○ Below 18

    ○ 18 – 25

    ○ 26 – 30

    ○ 31 – 35

    ○ 36 – 41

    ○ 42 – 57

    ○ 58 – 67

    ○ 68 – 76

    ○ 77 – 94

    ○ 95 and over

3. Which restaurant do you work at?

- ○ Lola's Kitchen
- ○ Viva Filipinas
- ○ Both

4. What is your position?

- ○ Back of House (BOH)
- ○ Front of House (FOH)
- ○ Other
- ○ Prefer not to say

5. How many years have you been in the restaurant industry?

- ○ Less than a year
- ○ 1-3 years
- ○ 4-6 years
- ○ 6-10 years
- ○ More than 10 years

6. Highest level of education achieved

- ○ Less than High School
- ○ High School
- ○ Bachelor
- ○ Master
- ○ Doctorate
- ○ Others: please state:

7. Did you get any kind of formal training or education prior to your current job?

- ○ Yes

- ○ No
- ○ Does not apply

8. Have you attended a culinary school or a hospitality management program?

- ○ Yes [Please also answer Questions 9 and 10]
- ○ No

9. If yes, how much did the program cost?

- ○ Below 334,355.00 THB.
- ○ Between 334,355.00-334,355.00 THB
- ○ Between 334,355.00-1,671,775.00 THB
- ○ Over 1,671,775.00 THB
- ○ Does not apply

10. If you know the actual costs of the program, please state. If it does not apply please write N/A.

11. Do you feel that the culinary school/management training program prepared you for real-life working scenarios?

- ○ Yes
- ○ No
- ○ Does not apply

12. Are you a management or salaried employee?

    ○ Yes

    ○ No

13. Do you have more than one job?

    ○ Yes

    ○ No

14. Do you receive a tipped wage? (This is base wage paid to someone who gets a substantial portion of their earnings from tips).

    ○ Yes

    ○ No

15. How many hours do you work on average per week?

    ○ Under 30 hours

    ○ 30-40 hours

    ○ 40-60 hours

    ○ Over 60 hours

14. What are your weekly earnings? (Primary job after taxes, includes tips)

    ○ Under ฿3,500

    ○ Between ฿3,500 – ฿7,500

    ○ Between ฿7,500 - ฿9,700

    ○ Over ฿9,700

Section 5

General Wellbeing in the Workplace

Please choose the most appropriate answer for the following questions. All information disclosed here will be confidential:

1. What does wellbeing mean to you? Please select the three (3) keywords you think are the most important from the following:

    ○ "Positive relations with others"

    ○ "Comfort"

    ○ "Happiness"

    ○ "Health"

    ○ "Personal growth"

    ○ "Purpose in life"

    ○ "Satisfaction"

    ○ "Empathy"

2. Is there anything else you consider important? If so, please state below. If not, please write N/A.

General Wellbeing Indicators

Please choose the most appropriate answer for the following questions. All information disclosed here will be confidential.

1. I recover quickly after a setback at work.

○ Strongly Disagree

○ Disagree

○ Neutral

○ Agree

○ Strongly Agree

2. When things aren't going as planned, we find a way to course-correct.

○ Strongly Disagree

○ Disagree

○ Neutral

○ Agree

○ Strongly Agree

3. I am comfortable making mistakes at work.

○ Strongly Disagree

○ Disagree

○ Neutral

○ Agree

○ Strongly Agree

4. I am comfortable telling my colleagues, "I don't know" or "I don't understand".

○ Strongly Disagree

○ Disagree

○ Neutral

○ Agree

○ Strongly Agree

5. I have enough energy after work to do what I want and need to do.

○ Strongly Disagree

○ Disagree

○ Neutral

○ Agree

○ Strongly Agree

6. The work I do is intellectually stimulating.

○ Strongly Disagree

○ Disagree

○ Neutral

○ Agree

○ Strongly Agree

7. I have meaningful conversation with someone at work every day.

○ Strongly Disagree

○ Disagree

○ Neutral

○ Agree

○ Strongly Agree

8. I am too tired to concentrate.

○ Strongly Disagree

○ Disagree

○ Neutral

○ Agree

○ Strongly Agree

9. I can "shut off" work when I want to/need to.
- ○ Strongly Disagree
- ○ Disagree
- ○ Neutral
- ○ Agree
- ○ Strongly Agree

10. I am as physically active as I want to be.
- ○ Strongly Disagree
- ○ Disagree
- ○ Neutral
- ○ Agree
- ○ Strongly Agree

11. I have strong relationships with others at work.
- ○ Strongly Disagree
- ○ Disagree
- ○ Neutral
- ○ Agree
- ○ Strongly Agree

12. I often lose track of time during the work day.
- ○ Strongly Disagree
- ○ Disagree
- ○ Neutral
- ○ Agree
- ○ Strongly Agree

13. My colleagues at work encourage me to get and stay healthy.
- ○ Strongly Disagree
- ○ Disagree
- ○ Neutral
- ○ Agree
- ○ Strongly Agree

14. I am financially secure.
- ○ Strongly Disagree
- ○ Disagree
- ○ Neutral
- ○ Agree
- ○ Strongly Agree

15. I can handle major unexpected expense.
- ○ Strongly Disagree
- ○ Disagree
- ○ Neutral
- ○ Agree
- ○ Strongly Agree

16. I do not worry about my financial future.
- ○ Strongly Disagree
- ○ Disagree
- ○ Neutral
- ○ Agree
- ○ Strongly Agree

17. I will have enough wealth to retire.

- ○ Strongly Disagree
- ○ Disagree
- ○ Neutral
- ○ Agree
- ○ Strongly Agree

Section 5

Mental Wellbeing in the Workplace

All information disclosed here will be confidential.

1. Do you feel mental health issues exist in the workplace?

- ○ Yes
- ○ No
- ○ Not Sure

2. Do you personally show symptoms of any of the mental health disorders listed here? Check more than one box if applicable.

- ○ Depression
- ○ Anxiety
- ○ Substance Use Disorder
- ○ Eating Disorder
- ○ Bipolar Disorder
- ○ Schizophrenia
- ○ Not Sure

- ○ Other   (please state):_____
  _____

3. If yes, do/did you feel the symptoms affected your job performance?

- ○ Yes
- ○ No
- ○ Not Sure
- ○ Does not apply

4. If yes, have you told a senior manager about this problem?

- ○ Yes
- ○ No
- ○ Does not apply

5. If yes, have you told others at work, excluding senior management, about this problem?

- ○ Yes
- ○ No
- ○ Does not apply

6. Were you able to speak openly about this problem?

- ○ Yes
- ○ No
- ○ Does not apply

7. If no, what prevented you from speaking openly? Check more than one if applicable.

    ○ Uncomfortable coming forward

    ○ Fear of being misunderstood

    ○ Fear of being fired/shifts cut

    ○ Fear of bullying/teasing

    ○ Fear of appearing weak

    ○ Other

    ○ Does not apply

8. Do you know someone at your job who may be dealing with a mental health issue?

    ○ Yes

    ○ No

    ○ Not Sure

9. If yes, do you know how to approach this person regarding their mental health in a positive manner?

    ○ Yes

    ○ No

    ○ Not Sure

    ○ Does not apply

10. Do you have health insurance?

    ○ Yes

    ○ No

11. If no, why? Check more than one box if applicable.

    ○ Employer does not offer

    ○ Do not qualify (new hire or part-time employee)

    ○ Too expensive

    ○ Prefer not to obtain

    ○ Unaware of benefits

    ○ Other

12. If you do have insurance, does your provider cover mental health services?

    ○ Yes

    ○ No

    ○ Not Sure

    ○ Does not apply

13. Do you feel stressed at work or after your shift?

    ○ Once in a while, but not every shift

    ○ Once in a while, but only at home

    ○ Almost every shift

    ○ Almost every day at home

    ○ Every shift

    ○ All day, every day

    ○ Never

14. What do you think causes the stress? Please list. Examples include

long hours, unmanageable workload, relationships with coworkers, uninspired, etc.

15. What are some of the methods you use to calm yourself? Examples include: reading, talking to coworkers/friends/family, exercise, meditation, spending time in nature, prescription drugs, alcohol, substance abuse, etc.

16. Does music help your productivity and wellbeing in the workplace?
  ○ Yes
  ○ No
  ○ Not sure

17. If yes, please state what kind of music helps with this.

18. If therapy was provided to you as a benefit would you use it? Check more than one if applicable.
  ○ Yes
  ○ No
  ○ Yes, but depends on location
  ○ Yes, but depends on cost
  ○ No, because afraid of coming forward

○ No, don't feel it to be necessary
○ Depends on scheduling conflicts
○ Unsure at the present moment
○ Other

19. Is there anything else you would like to share?

Section 6
Physical Wellbeing in the Workplace

1. As new employees, did you have an introductory course in using kitchen machinery?

2. What physical injuries are the common in the kitchen? Please select the top three (3):
  ○ Knife cuts
  ○ Burn hazards
  ○ Injury from machines
  ○ Slips, trips, and falls
  ○ Lifting injuries
  ○ Head & eye injuries
  ○ Crowded workspace risks
  ○ Chemical hazards
  ○ Fire hazards
  ○ Electric shock

3. What other major injuries are present within the kitchen workspace? Please list them below.

4. Are there specific guidelines on how to treat physical injuries within the workplace?

    ○ Yes

    ○ No

5. If yes, what kind of guidelines are in place to treat physical injuries?

Section 7

Empathy and Management Relations

1. Does management ask for regular feedback from the workers?

    ○ Yes

    ○ No

2. Do you think that your opinion/feedback is listened to, and that management think your opinion matters?

    ○ Strongly Disagree

    ○ Disagree

    ○ Neutral

    ○ Agree

    ○ Strongly Agree

3. How do higher ups deal with problems at work?

4. Do you feel comfortable talking to management about problems at work? (problems with other employees, etc.)

    ○ Very uncomfortable

    ○ Uncomfortable

    ○ Neutral

    ○ Comfortable

    ○ Very comfortable

5. Please add any additional thoughts that you have on this issue.

6. Do you think you have a good relationship with the higher ups?

    ○ Strongly Disagree

    ○ Disagree

    ○ Neutral

    ○ Agree

    ○ Strongly Agree

7. Please add any additional thoughts that you have on the above issue.

8. Do you feel supported by management at work?

    ○ Strongly Disagree

    ○ Disagree

    ○ Neutral

○ Agree

○ Strongly Agree

9. Please add any additional thoughts that you have on the above issue.

10. Do you feel that management is empathetic to your needs as a worker?

○ Strongly Disagree

○ Disagree

○ Neutral

○ Agree

○ Strongly Agree

11. Please add any additional thoughts that you have on the above issue.

12. Do you feel comfortable talking to management about emotional experiences or difficulties?

○ Strongly Disagree

○ Disagree

○ Neutral

○ Agree

○ Strongly Agree

13. Please add any additional thoughts that you have on the above issue.

14. Does management make it a priority to meet and get to know the

employees on all levels as people and not just "as workers"?

○ Strongly Disagree

○ Disagree

○ Neutral

○ Agree

○ Strongly Agree

15. Please add any additional thoughts on the above issue.

16. Does management provide assistance to help address life issues? These may include employee benefit packages, health insurance, financial advice, career coaching, etc.

○ Strongly Disagree

○ Disagree

○ Neutral

○ Agree

○ Strongly Agree

17. Please add any additional thoughts on the above issue.

18. Do you feel that management is empathic to your needs individually?

○ Strongly Disagree

○ Disagree

○ Neutral

○ Agree

○ Strongly Agree

19. Please add any additional thoughts that you have on the above issue.

_____

_____

_____

_____

_____

20. Do you feel like you have a good work-life balance?

- ○ Strongly Disagree
- ○ Disagree
- ○ Neutral
- ○ Agree
- ○ Strongly Agree

21. Please add any additional thoughts that you have on the above issue.

Section 9

Staff Empathy with Customers

1. Being pleasant and caring to the customer and their needs are important, and can increase my sense of wellbeing.

- ○ Strongly Disagree
- ○ Disagree
- ○ Neutral

○ Agree

○ Strongly Agree

2. Please add any additional thoughts that you have on the above issue.

3. Being pleasant to the customers helps me to improve my mental health and gives a better dining experience. It helps me do my job better.

- ○ Strongly Disagree
- ○ Disagree
- ○ Neutral
- ○ Agree
- ○ Strongly Agree

4. Please add any additional thoughts that you have on the above issue.

5. When I am happy, I tend to smile more and are more eager to help serve customers.

- ○ Strongly Disagree
- ○ Disagree
- ○ Neutral
- ○ Agree
- ○ Strongly Agree

6. Please add any additional thoughts that you have on the above issue.

7. Actively listening to customers help me to give better service.

- ○ Strongly Disagree
- ○ Disagree
- ○ Neutral
- ○ Agree
- ○ Strongly Agree

8. Please add any additional thoughts that you have on the above issue.

9. Being empathetic to other members of staff and the customers also makes me feel good.

- ○ Strongly Disagree
- ○ Disagree
- ○ Neutral
- ○ Agree
- ○ Strongly Agree

10. Please add any additional thoughts that you have on the above issue.

11. Taking care of the customers by respecting them and attending to their needs helps to improve the dining experience.

- ○ Strongly Disagree
- ○ Disagree
- ○ Neutral
- ○ Agree

○ Strongly Agree

12. Please add any additional thoughts that you have on the above issue.

13. Creating an enjoyable dining experience makes customers more loyal to the restaurant and want to come back to it more often.

- ○ Strongly Disagree
- ○ Disagree
- ○ Neutral
- ○ Agree
- ○ Strongly Agree

14. Please add any additional thoughts that you have on the above issue.

15. I like the concept of the staff being a family and sharing that feeling of community to the customers (including them in the family).

- ○ Strongly Disagree
- ○ Disagree
- ○ Neutral
- ○ Agree
- ○ Strongly Agree

16. Please add any additional thoughts that you have on the above issue.

17. I make sure to remember the customer's face, and name, if possible, to help them feel more comfortable when dining at the restaurant.
- O Strongly Disagree
- O Disagree
- O Neutral
- O Agree
- O Strongly Agree

18. Please add any additional thoughts that you have on the above issue.

19. I make sure that my body language makes customers' feel comfortable.
- O Strongly Disagree
- O Disagree
- O Neutral
- O Agree
- O Strongly Agree

20. Please add any additional thoughts that you have on the above issue.

21. I make sure to be empathetic and listen to customer's needs. Emotional connections are important.
- O Strongly Disagree
- O Disagree
- O Neutral
- O Agree

O Strongly Agree

22. Please add any additional thoughts that you have on the above issue.

Empathy and Social Media

1. It is nice and important to be able to keep in contact with the customers through social media.
- O Strongly Disagree
- O Disagree
- O Neutral
- O Agree
- O Strongly Agree

2. Please add any additional thoughts that you have on the above issue.

3. It is important to communicate to customers with authenticity and empathy.
- O Strongly Disagree
- O Disagree
- O Neutral
- O Agree
- O Strongly Agree

4. Please add any additional thoughts that you have on the above issue.

5. It is important to make sure that customers are updated with what is happening at the restaurant and any important changes that the restaurants are having to make in real time (i.e. dining, take-away, no-contact delivery, etc.)

- ○ Strongly Disagree
- ○ Disagree
- ○ Neutral
- ○ Agree
- ○ Strongly Agree

6. Please add any additional thoughts that you have on the above issue.

Thank you very much for your time and responses.

APPENDIX C

Interview Questionnaire Guide: Manager-Focused

Good morning/afternoon! Thank you for agreeing to participate in my thesis. Your answers will be of great help in my research. Please note that the answers given will be used for academic purposes only. Please note that the interview will be recorded and transcribed for documentation purposes. Your identity will also be concealed.

Guiding questions for the managers of Viva Filipinas and Lola's Kitchen:

1) What is the background of the restaurant that you oversee?

2) What is the current branding of the restaurant?

3) Kindly share your definition of wellbeing.

4) How does management help to look after the wellbeing of their workers?

5) Do you think empathy is being implemented in the workplace? How so?

6) What guidelines are in place when serving customers?

7) What are your views on restaurants that reconnect with nature?

8) What are your views on restaurants that have empathy and family at its' core brand and values?

9) Please describe your typical workday from the moment you wake up, go to work, and come home.

APPENDIX D

Focus Group Discussion Guide: Consumers

Good day! Before we begin, let us introduce ourselves one by one. I am Gaille Marquez, and I will be moderating the Focus Group Discussion today. *(introductions).* Thank you all for volunteering to be in this discussion.

I will be recording and transcribing this Focus Group Discussion for documentation purposes. Please note that your personal information will be anonymised and that everything said in this discussion will be used for academic purposes only.

The topic of discussion is your perception of wellbeing within Filipino restaurants in Thailand. We will be discussing what wellbeing means to you, and how the restaurant space can help increase this.

The Focus Group Discussion will run for a minimum of forty (40) minutes to a maximum of an hour and twenty (20) minutes. Each participant will be given a chance to answer each question, for a maximum of five (5) minutes each.

Guiding questions for the selected respondents of the study:
1) Kindly share with us your definition of wellbeing.
2) When dining in a Filipino restaurant, how does this affect your wellbeing?
3) In your opinion, what can Filipino restaurants do to increase your sense of wellbeing? This can include service, the actual dining space, story of the brand, or others.
4) Can you share your views on restaurants that help us reconnect with nature?
5) What are your views on restaurants that have empathy and family at its' core brand and values?

APPENDIX E

Focus Group Discussion Guide: Workers

Good day! Before we begin, let us introduce ourselves one by one. I am Gaille Marquez, and I will be moderating the Focus Group Discussion today. *(introductions).* Thank you all for volunteering to be in this discussion.

I will be recording and transcribing this Focus Group Discussion for documentation purposes. Please note that your personal information will be anonymised and that everything said in this discussion will be used for academic purposes only.

The topic of discussion is your perception of wellbeing within Filipino restaurants in Thailand. We will be discussing what wellbeing means to you, and how the restaurant workplace can help increase this.

The Focus Group Discussion will run for a minimum of forty (40) minutes to a maximum of an hour and twenty (20) minutes. Each participant will be given a chance to answer each question, for a maximum of five (5) minutes each.

Guiding questions for the selected respondents of the study:

1) Kindly share with us your definition of wellbeing.

2) In your current working conditions, how does management help you with your wellbeing? Do you feel comfortable talking to management about work and personal problems?

3) In your opinion, what can management do to help you improve your wellbeing in the workplace?

4) Can you share your views on empathy in the workplace? How should it be implemented?

5) What are your views on having empathy and family at the core of workplace values? Is this currently being implemented?

6) Please describe your typical workday from the moment you wake up, go to work, and come home.

APPENDIX F

Restaurant Observation Guide

Restaurant Observation Guide

Name of Restaurant: _____ Peak Hours: _____

Time of Observation: _____ Date of Observation: _____

Dining Area

1. How many customers can be seated at once? How many can be seated indoors? How many can be seated outdoors?

2. Are there plants in the restaurant? Also, are there plants outside the restaurant that its occupants can see?

3. Are there flowers on the dining table?

4. Are there outdoor sitting areas?

5. Are there sitting areas that look out to / onto biophilic features? (flowers, vegetation, water, etc.)

6. Is there outdoor landscaping that helps make the dining experience more interesting?

7. Are there living green wall gardens?

8. Is there space for living green wall gardens?

9. Are there plants hanging from the ceiling? (increase the appeal of an area and also help reduce airborne pollution)

10. What kind of smells are in the restaurant?

11. What kind of sounds are in the restaurant?

12. Is there a good amount of breeze within the restaurant? If not, can one be created?

13. Are there water features within and/or outside the restaurant? [Please list].

14. Are there sitting areas with good views of the sky and changing weather?

15. Is the restaurant well-lit with natural daylight?

16. Can the natural lighting be controlled within the restaurant?

17. Does the restaurant use artificial lighting that mimics daylight?

18. Are there variations of light and shadow created by natural and artificial lighting?

19. Are there sitting areas that receive good daylight?

20. Does the lighting help make the customers look good?

21. Is there lighting for good photographs to be taken of food by smartphones?

22. Are there less illuminated areas using accent lighting?

23. Are there real or artificial candles on tables?

24. Are there biomorphic forms and patterns within the restaurant?

25. Does the restaurant use natural materials within the dining space? (e.g. stone, wood, etc.)

26. Are there open spaces that overlook areas? (e.g. the kitchen, other dining areas, etc.)

27. Are there cosy nooks in the restaurant?

28. How does the staff treat the customers?

29. How do the staff treat each other?

Kitchen Area

1. Is there optimal lighting to work in the kitchen?

2. Are there signs in place for instructions on how to use kitchen equipment?

3. Are there signs in place for instructions on what to do if someone gets physically injured at work?

4. Are there light fixtures which do not work?

5. Are there ventilation hoods over cookers, griddles, deep fat fryers and dishwashers?

6. Are the floors slippery, damaged, or worn?

7. Does water collect on the floor?

8. Is there a freezer room? Can it be opened from the inside?

9. Is there an alarm button in the freezer room?

10. Can counters or workspaces be adjusted for various uses and different users?

11. Is there enough space for proper cleaning equipment?

12. Is it difficult to handle the dirty dishes due to cramped spaces and lack of handling aids?

APPENDIX G

Consumer Focus Group Discussion (FGD) Transcription

Date held: April 28th, 2022

Time held: 5:30pm

Duration of Discussion: 33 minutes 20 seconds

Discussion Hosted Through: Google Meet (Online)

Participants:

Gaille Lorainne D. Marquez (Researcher, Moderator, [G])

Consumer 1, [C1], Male, Millennial, 26 - 30, OFW

Consumer 2, [C2], Female, Millennial, 26 - 30, OFW

Consumer 3, [C3], Female, Gen Z, 18 - 25, OFW

Consumer 4, [C4], Female, Gen Z, 18 - 25, OFW

Consumer 5, [C5], Prefer not to say, Millennial, 31 - 35, OFW

Consumer 6, [C6], Female, Gen X, 42 - 57, OFW

G: Kindly share with us your definition of wellbeing in general.

C1: My definition of wellbeing is experiencing comfort, experiencing things that make life easy, something like that.

C2: Wellbeing for me is like, your personal health, and your awareness about something, like how does it affect you? That's the definition of wellbeing.

C3: So, wellbeing in general I think it's the comfort, and state of being, and the mood or vibe. Like if you vibe. Yeah.

C4: For me, wellbeing is emotional, physical comfort. And also, I think it's unique to everyone. 'Cause wellbeing for somebody is not wellbeing for me I think.

C5: For me, I think that wellbeing should be something that is not offensive. It should be accommodating, and it should provide a sense of safety, and welcoming. It should, can I use the term not offensive? For example, people are belonging to different communities like the LGBTQ+, and then of course we are living in a foreign country, then it should be accommodating to foreigners. Like us. So that would be the sense of wellbeing that I am looking for.

C6: Wellbeing for me is always being safe. Especially now it's still a pandemic. We all know before we go out and when we eat it doesn't matter. As long as the restaurant is clean, and the service is good. But now, whenever I go outside, I have to make sure there are only a few people, so it's really hard for me to go out nowadays.

G: When dining in a Filipino restaurant, how does this affect your wellbeing?

C1: First thing, you're going to look for the food itself. Also, I look to see if the place is comfortable.

C2: At first, dining at a Filipino restaurant, I would always, ALWAYS, look for the aesthetics of the restaurant. Like how does it look like, is it pleasant, is it clean, that's what I'm always looking for. And if the people serving there, if the people who work there are nice, and for me, if it's not clean, if the customer service or the people who work there are rude, all in all, it's not going to please my wellbeing.

C3: I think for me, when it comes to Filipino restaurants, or restaurants in general, I firstly think of the hygiene. That's the most important thing for me. Because you're going to be dining and along with it comes with it the experience of the ambience, and yeah, I agree with the aesthetic thing, it adds up to the dining experience. Comfort, if the seats are comfortable enough for me to sit on, maybe you can chill there for a long, long time right so yeah. I also like reading, so if I actually visit a restaurant, I look for something that has comfy seats, and I want it to smell nice, and a touch of nature like I want to see some plants and green. So yeah, I think that's for me.

C4: Dining in a restaurant. The question is how does it affect my wellbeing right? So, dining in a Filipino restaurant, first I am checking the price range. Because I want to know what to expect from it. So, if technically speaking, if it's a cheaper price range of restaurants, I wouldn't expect much from what I would be perceiving. In this case, of course it will affect me a little bit, it's in the middle. But then, of course if you go to a fancier Filipino restaurant you would expect more, but it depends on what you get instead. So you if you will be expecting more, and what we gave you it's nothing than what you paid for, then my wellbeing will not be as good as what I had expected. So it will really depend on how much it costs. And also, of course it's a Filipino restaurant so it's comfort food for me.

C5: Yeah, and for me I think I would like to just add in because very important elements has been discussed already. Like for example, hygiene, price, sense of comfort. And for me I would just like to say, there should be elements in the restaurant where or the dining place, where it can bring a sense of nostalgia. For Filipino restaurants, I will go there the number one reason is food, it should be comfortable when I eat the food, and it should be clean. And there should be an additional element as to why I go there. Elements that would help me relate to being Filipino. Bringing a sense of nostalgia.

C6: Whenever I go to a Filipino restaurant, I feel like I'm in the Philippines. I feel like I'm at home. I always check if the food is really good because sometimes the Filipino restaurants here are kind of oily sometimes, it's not really authentic. So it's kind of hard to satisfy your palette.

G: In your opinion, what can Filipino restaurants do to increase your sense of wellbeing? This can include service, the story brand, the sense of place, and anything else you think is important.

C1: Well I think most probably, if they provide more comfortable seats, as well as the design of the, the interior design of the restaurant itself.

C2: I have two. Like the ambience of the restaurant and as well as the prices. We are OFWs, we are technically a stranger in a different place and a different country. And

you go to these restaurants, you go to these Filipino restaurants expecting, "Oh, I miss these kinds of food" because we are unable to do it at home because I'm busy working. And then you go to these places thinking that, yeah they're quality food but they're way too expensive for us OFWs in Thailand. And I would also like to share an experience where we were at a restaurant, and the ambience is so dull. And then you look at these prices, and you're just going to think, "Am I paying for this ambience? Is this what I'm paying for?". Especially the lights, I encountered two Filipino restaurants in Bangkok. Parang ililibing na ako sa mga lights, I'm sorry to say, kulang na lang bulaklak. Sabi ko, "Ay!" *[It seemed like I was being buried in lights, sorry to say, the only thing missing was flowers. I said, "ay!"].* But all in all the waitress, the people there are really nice it's just that the lighting. I have a bad eye, I have astigmatism, so it affects my eye. So if the lighting is not good, sasakit na ulo ko *[my head will hurt].* I feel anxious ordering as well, so I think I feel anxious ordering. So if the place is nice, I'm not even going to think about it like, "Parang ang ganda naman" *["Wow it's beautiful"].* You're going to feel comfortable ordering. So first and foremost, I have two. The ambience, including the lights. And the price. Because if I go to this place and it's ugly and it's pricey, I would say that, "I'm paying for this ugly place?". Even though the food is nice, but the first thing is you have to please the eyes. Yung yung pinakaunang sense mo na gagamitin mo when you come to a restaurant *[That is the first sense that you will be using when you come to a restaurant].*

C3: First of all, I agree with [C2]. I think we've been to the same restaurant. So yeah, it's really important for me the lighting because I also have bad eyesight. They need to improve that one. I want to be able to receive the value I am paying for. Like, if I am paying for something this expensive, the experience should also be equal to that. Because we're dining into that restaurant not just for the food right. We're also up for the experience. One of those is the lighting. For the food, it was okay. My mum can cook at home so it's okay for me. But, the lighting and the seats for me are not quite there yet? In terms of comfort. The price was really great. Because one of the chefs, he's my friend, so the service is good. But yeah, just the ambience, the lighting, the comfort of the seats.

C4: Medyo bago pa ako sa Bangkok *[I am still a little new to Bangkok]*. The restaurant, what they can do I guess is perhaps service. So, I think good service goes a long way. Even if the food is not that great, if the service is nice I think it is okay. Also the ambience. If you're paying for this much, I think you should get a parallel service or parallel ambience or interior decoration inside the restaurant. So I think that would lighten up the mood. Especially with nice service and nice ambience I think you would also get nice security for yourself. So if you look at a place that has nice ambience, parang it goes hand in hand with security, like it's clean, it's hygienic. Everything goes in place.

C5: For me, again discussed very important points. I would like to add some generic, but some very personal points. It's personal space. When you are planning a restaurant, make sure that those servers that are bringing the food or even the people who are moving from one table to another, would not be elbowing. There should be a safe space for you to enjoy the food that you ordered. Because if it's poorly arranged, it can destroy the good moment that you have with your food. For me, that triggers some anxiety also. If we are very close to each other, and we don't even know each other.

C6: Whenever I go to a restaurant, I make sure that it's clean. That's the most important thing for me, the cleanliness of the restaurant. And the service. And of course, the food. If the food is not good, then for sure I will be very, very disappointed. Because sometimes, when we are very tired from work and just want to have some fun, and eat good food, especially during the weekends, and if the food is not really good then it would be very disappointing for me. And also the service, the cleanliness as well. Also the waiters as well. The waiters should be really, really, good, and they should know how to take care of their customers.

G: The next question is, can you share your views on restaurants that help us reconnect with nature?

C1: One thing that I have experienced here in Surat Thani, is a place in Khao Sok, wherein the place it's comfortable because you can see nature while eating at the same time.

C2: Like I mentioned, I get anxious when I'm ordering sometimes. Especially when there are lots of people. Not all will come to you. Now that there is COVID, sometimes you have to go to the counter and order. So, pag madaming tao nakakaanxious siya *[So if there is a lot of people, it makes me anxious]*. But if the place is spacious and has lots of plants, it's calming. It lets me breathe. It lets me breathe more. It assures me that there is nothing wrong with it, you can order it's fine, they're not going to see you. Since my focus is mainly on nature, a lot of plants or a lot of ornaments at the restaurant, something like that. It eases my anxiety. It helps me be less anxious when ordering or dealing with other people in the restaurant.

C3: I think for me, it creates a kind of mood. Where you think it's cleaner in that space. And also, it's pleasing to the eye. It really helps your eyes adjust to you know things, so yeah I think that's one. Another thing is hmm, what else. I like plants kasi my mum is a plantita. So yeah, it helps me relax more. And yeah it also takes away anxiety for me.

C4: For me, if yung plant is not masyadong marami, kung baga it doesn't look like a jungle then it's okay with me *[For me, if there is not too many plants, if it does not look like a jungle, then it is okay with me]*. It's relaxing, it feels like there's calmness in that specific place. But if it's too much, everything that is too much is not okay so parang mas nakakaanxious siya for me *[But if it's too much, everything that is too much is not okay so sometimes it makes me more anxious instead]*.

C5: So for me, putting some plants in the restaurant helps to improve the acoustics of the place. 'Cause sometimes there will be restaurants that will play music and then a lot of people are talking so these noises come together. So putting plants will help with the acoustic. In addition, there is a special feeling that plants give to people. And it's a sense of calmness, being connected to nature, and so on. I would like to focus on improving the acoustic of the place, in addition to curtains of course.

C6: For me, if there are plants in the restaurant, I think it is more relaxing. It is more calming, and it will make me less anxious, especially now because of COVID. Actually, I prefer al fresco dining because it's way better to eat outside. Not in air-conditioning restaurants right now.

G: Okay so the last question is, what are your views on restaurants that have empathy and family at its' core brand and values?

C1: Well, I think that is a good edge of a restaurant because if they give value, they will be able to provide good service. If they cater to those values, they would be able to provide good service.

C2: Sometimes, there are two things that I feel, sometimes I feel sad and sometimes I'm happy. 'Cause I'm telling you being away from my family and I'm sitting alone in a family-friendly fast food restaurant in Bangkok and makikita mo, "Oh, magisa lang ako" *[and you will see, "oh, I'm by myself]*. Like everyone's eating and having fun, everyone's celebrating something. But then again, if I'm with my friends, some good memories with the family even though they are far. And they're happily eating. I'm okay with it! But, if family-centred siya, sana budget friendly siya *[if it is family-centred, it should also be budget friendly]*. Sana magkatugma *[It should align]*. If you say family, you're going to eat there as a family. You're going to eat there with lots of people, lots of friends. But if it's not budget-friendly, how can you say it's family-centred? It's going to be expensive. I don't think it would be family-centred if it's not budget friendly. So those two things have to be equal, they have to coordinate with each other. For restaurants to be called family-friendly or family-centred.

C3: I think if they have that kind of core brand and core values, it should really reflect. I agree with **[C2]**, the price, the portion of the meal right? Yung serving niya *[Their serving sizes]*. For how many people will it cater? So if you're paying, let's say, 500 THB for this bulalo, it should also be for 5 people or however many people it's supposed to be. For me for example, I usually dine with my family. I have to go to a restaurant that gives greater portions because my family is quite big. So I need to have that certain value that that is what I'm paying for. Another thing is, I think if they are

family-friendly, the space should be bigger. Because Filipino families they tend to be big. It's not usually a family of 3, or a family of 4. Sometimes even the extended family. So the places should be able to cater to 10 people, so they must have these longer tables or enough chairs.

C4: Okay so, my views on restaurants have empathy and family at its' core is that they are quite flexible. So they should be flexible enough to have empathy. Because having empathy is like relating to someone, even for price or numbers. So I think the more that they are flexible, especially with the service, so for example checking the person's mood before ordering or not interrupting someone while they are having conversations that's also part of it. And with that, if they have empathy and family as their core brand, then I think it's a great restaurant to be in.

C5: If we say empathy, then they have a better understanding of the experiences of their customers or they have seen the perspectives of their customers as they are dining in their place. One observation that I have is that one restaurant can easily promote, "We value family. We are family-oriented". But they do not have the right space in their restaurant that can cater to bigger families or families with younger children. So if they wanted to promote that, they should accommodate these things. For mothers with young kids, they should also have space for mothers to enjoy their food. Free space for the kids to run and play. If they can incorporate that, that means they really understood the experiences of their diners. I think these should be included if they want to show empathy to families.

C6: I really appreciate those family-friendly restaurants because you can enjoy your meal with your loved ones. As long as those restaurants have big chairs, and a space for kids to play while their parents are enjoying their meal, that's one good thing. The service should always be good. And of course, it should always be clean.

G: Thank you so much for your insights on this discussion. The insights will really help with my thesis. I really appreciate your answers.

_____**End of Recording**_____

APPENDIX H

Workers Focus Group Discussion (FGD) Transcription

Date held: April 15th, 2022

Time held: 3:00pm

Duration of Discussion: 25 minutes 43 seconds

Discussion Hosted Through: Face-to-Face (Viva Filipinas)

Participants:

Gaille Lorainne D. Marquez (Researcher, Moderator, [G])

Worker 1, [W1], Male, 31 - 35, OFW

Worker 2, [W2], Male, 31 - 35, OFW

Worker 3, [W3], Female, 31 - 35, OFW

G: Kindly share with us your definition of wellbeing, in general.

W1: Dito sa trabaho namin, is yung makapagwork kami ng masaya, as a position ko dito as a [redacted], yung hindi sila natatakot, kaya sila susunod sa akin is gusto nila yung ginagawa nila and gusto nila yung ginagawa nila and hindi sila napipilitan.

[Here at work, is to work being happy, as my position here as a [redacted], where they [the staff] are not scared. Why they will listen to me is because they like what they are doing and they want to do it and not because they are forced to.]

What about in general, in life?

W1: Ganun din application ko sa buhay. Gawin mo yung nakakasaya sayo. Sabi nga nila maghanap ko ng trabaho na masaya ka, parang hindi ka nagtratrabaho.

[That is also how I apply it to life. Do what makes you happy. As the saying goes, find work that you are happy in, and it will feel like it is not work.]

W2: Agree ako kay sir. Kasi yun dapat, yung walang takot, yung comfortable. Masaya sa trabaho. Yun lang. Gusto ko yung ganun.

[I agree with sir. That is what is supposed to be, no fear, something comfortable. Happy at work. That is it. I like that.]

W3: Sa akin is yung sa health. At saka yung pagiging comfortable sa kahit na ano sa buhay.

[For me is health. And being comfortable with anything in life.]

G: In your current working conditions, how does management help you with your wellbeing? Do you feel comfortable talking to management about work and personal problems?

W1: Yes, kasi nakikinig naman ang management kung anong kinakailangan ng staff. And then nabibigay din naman ng management yun.

[Yes, because the management listens to the needs of the staff. And the management can give it to them.]

W2: Agree din naman po ako. Syempre naman pag may problema, syempre may manager. For example ako may problema ako, dapat sabihin ko sa manager. Kung hindi ko na kaya sa akin. Pero kung kaya ko, ako nalang. Kung hindi, basta yung mga bagay naman na hindi kaya, like sa manager nalang talaga siya nalang talaga yung tanongin ko.

[I agree. Of course, if there are problems, there is also the manager. For example, I have a problem, I should say it to the manager. If I cannot stand it anymore. But if I can handle it on my own, I will do it myself. If not, as long as it is the things that I cannot handle anymore, like if the manager can help I will ask them.]

W3: For me po, depende po sa problem. Kung personal problem, hindi ko na po ioopen sa management pero if about work, ioopen ko as long as hindi kaya ihandle. Pero if kaya ihandle, isarili ko nalang.

[For me, it depends on the problem. If it is a personal problem, I will not open up to management about it but if it is about work, I will tell them as long as I cannot handle it. But if I can handle it, I will keep it to myself.]

G: In your opinion, what can management do to help you improve your wellbeing in the workplace?

W1: Siguro mahalaga diyan, unang una paginggang nila kung anong problema ng staff, ikalawa, isolutionan nila. And then pang dagdag din is yung, para sa akin is magkaroon ng bonding, magkaroon ng teambuilding. Kahit naman yung kumain naman ng sabay sabay, kahit after work or kahit pag day off, lumabas sila yun. Yun ang nakikita ko pwedeng gawin contribution ng management. Para naman sa relationship ng employees nila.

[The most important thing, firstly, is to listen to what the problems of the staff are. Secondly, make solutions. And then one more thing is, for me we should have some sort of bonding, a teambuilding. Even something like eating at the same time, or even after work or a day off, we should go out. That is what I can see management can contribute to. For the relationship of their employees.]

W2: Pinakaimportant siguro sa trabaho ko is yung bonding talaga. Kahit manager ganun, talagang tinuturing na pamilya talaga yung na sa trabaho tayo. Maganda yun.

[The most important thing in work is bonding. Even if you are a manager, it is better if we all look at each other as family at work. That is good.]

W3: For me po, okay po maging open yung management dun sa staff. Para din po yung staff maging open din po sa managers, yung mga kailangan nila sa work. And then, at least every month may meeting para nasasabi po yung mga kailangan sabihin at ishare po. Para na paguusapan.

[For me, management should be open to staff. So that staff can also be open to the managers, especially the things they need for work. And then, a meeting at least every month so that things that need to be said can be shared. So that it gets talked about.]

G: Can you share your views on empathy in the workplace? How should it be implemented?

W1: Siguro yung ganun, magkakaroon ng meeting para marinig yung problema ng bawat staff and employee. (on empathy) Okay naman, masaya naman kami!

[(how should it be implemented) I guess what was said, should have a meeting so that we can hear the problems of the staff and employees. (on empathy) We are good, we are happy here!]

W2: Siguro, kung may problema yung kasama ko, iintintihin ko tapos damayan ko siya. Tapos kung makinig ako sa kanya kung anong problema niya, yun. Damayan ko siya. Basta mga ganun, damayan.

[I guess, if my co-worker has problems, I will try to understand them and try to feel for them. Then I will listen to them about their problems. I will try to understand. Something like that.]

W3: Kailangan mo maging sensitive sa staff if may problema siya. Importante yun sa work, para lahat is okay at comfortable sa work.

[You need to be sensitive to the staff if they have problems. That is important at work, so that everyone is comfortable at work.]

G: What are your views on having empathy and family at the core of workplace values? Is this currently being implemented?

W1: Pag dating yung sa bagay na sinasabi mong family, siguro hindi siya sa lahat ng company. Pero kung iisipin naming dito sa company na to, nanduon yung values ng family katulad ng kailangan din namin makinig sa mga staff kung anong mga kakailangan nila, ano yung mga maitutulong namin sa kanila, ano ipwede namin idamay sa kanila. So dito sa workplace naming ngayon, hindi ko masasabi 100% nanduon, pero siguro na sa 50 to 70%.

[When it comes to family, probably not all companies are like that. But if you think about our company here, we have the values of family like we listen to the staff

about their needs, what we can help with that, what we can do to help. So here at our workplace now, I cannot say that it is 100% there, but it is at 50% to 70%.]

W2: Agree po ako, wala po akong masaydong maidagdag kasi same thoughts lang po kami.

[I agree, I cannot add anything more since we have the same thoughts.]

W3: Sa akin po, pag dating po sa family, hindi po kasi lahat naoopen natin. Diba? Unlike sa family talaga, lahat ng problema na oopen talaga sa kanila. But dito sa work, depende parin sa problem and then kailangan, yung iba naaapply. Especially duon about sa work para okay talaga yung staff and hindi mabigat sa trabaho.

[For me, when it comes to family, we cannot always open up. Right? Unlike with actual family, all our problems are said to them. But here at work, it still depends on the problem. Especially problems about work so that staff is doing good and that it is not affecting their jobs.]

G: Please describe your typical workday from the moment you wake up, go to work, and come home

W1: So sa akin, pag dating sa trabaho, kailangan ko icheck kung ano mga naging job the previous day kung natapos ba or hindi. Ifollow up. And then magcheck kung anong problem dadating. Hanap ng solution bago pa dumating yung problems na yun. So habang umaga hanggang gabi, check, check, check lang sa kung ano paicarry over until the next day.

[For me, when I get to work, I need to check if the work from the previous day is completed or not. Then follow up. And then check if there will be any problems that will come. Find a solution before those problems arise. So from morning till night, check, check, check, and if it's not completed within the day, will carry over the next day.]

W2: Sa akin pag punta ko rito, syempre happy tapos tining tining ako kung anong dapat gawin. Yun, check sa bar kung anong wala. Tapos sabi ko sa manager. Sa akin lang,

parang gusto ko maglinis, kahit saan. As a [redacted], serve ko yung customer dapat talagang ibaby mo sila kasi syempre pag gusto nila yung performance, babalik sila dito.

[For me when I come here, of course I am happy, then I have to see what I need to do. Check the bar, if there are things missing. Then I'll tell the manager. I personally like to clean, anywhere. As a [redacted], I will serve customers, sometimes you really have to baby them because if they like your performance, they will come back here.]

W3: Yung normal routine naming, pagpunta sa work, gagawin mo yung work mo talaga sa araw araw, additional kasi kung ano yung sasabihin ng staff. Check din. Hindi kasi pare-parehas everyday. Depende sa schedule. Depende sa event namin. Normally po dumadating, gumagawa ng paperworks as [redacted]. Tapos as Filipino, kailangan maging multitasker din so all around. Then check ulit, and then yung lang.

[My normal routine, once I get to work, you do the work you have daily, and any additional work according to the staff. Check as well. It is not the same every day. Depends on the schedule. Depends on the event that we have. Normally when I come here, I do paper work as a [redacted]. Then as a Filipino, we need to be multitaskers as well, so all around [for work]. Then check again, and that is about it.]

_____**End of Recording**_____

APPENDIX I

Manager 1 Interview Transcription

Date held: April 8th, 2022

Time held: 3:00pm

Duration of Discussion: 19 minutes 21 seconds

Discussion Hosted Through: Face-to-Face (Viva Filipinas)

Participants:

Gaille Lorainne D. Marquez (Researcher, Moderator, [G])

Manager 1, [M1], OFW

G: I will start the interview now. Again, thank you for agreeing to participate. So, for documentation purposes, I will be recording and transcribing this interview. You can answer in Filipino or English, it's completely up to you where you are more comfortable. So, the first question is, what is the background of the restaurant you oversee?

M1: For the background of this restaurant, it is a Filipino restaurant which, we have two restaurants, Lola's Kitchen and Viva Filipinas. So, it was built in the time of the pandemic, year of 2020. It [Viva Filipinas] started to operate in June 2020. So uhm, okay Tagalog nga nalang.

G: [laughs] go ahead po!

M1: *So nung binuild to, is time ng pandemic and then, because madami kaming Filipino staff, so ayaw naman, we started muna with Lola's Kitchen but yung quota ng Filipino staff namin is malaki. So, parang hindi sapat yung isang outlet lang para duon sa 20 people na Filipinos. Yung may ari, nagthink na, "why we don't build another branch?" para mamaintain yung Filipino staff dito. So, we start to build this Viva Filipinas, June 12, 2020. Right now, in June, we will be 2 years in operations. In*

Viva Filipinas, we serve classic Filipino dishes na sineserve during celebrations kasi itong Viva Filipinas, it is more on celebrations. It is not like Lola's Kitchen. Lola's Kitchen is for homemade Filipino dishes like tinolang manok, sinigang na baboy, but here in Viva Filipinas we concentrate on food for celebrations like escabeche lapu-lapu, pinapatok na bangus, these dishes we don't normally eat for the daily meal. This concept also, sabi ng may ari, sa tagal ng 36 years niya, wala pang venue exclusive for Filipinos lang, so naisip niya, "bakit nga hindi?". So ayun, duon nagcome-up yung concept during the pandemic and then the concept na wala pa dito sa Bangkok na Filipino Events Place. Sa Viva Filipinas we cater baptism, weddings, birthday parties, and corporate meetings. We also hold corporate meetings here.

[It was that time during the pandemic when I started building this restaurant. There were a lot of Filipino staff when we started Lola's Kitchen but the quota of our Filipino staff is too huge for it. One outlet wasn't enough for 20 Filipino employees. The owner thought "why not build another branch?" to help maintain the number of Filipino staff here. So, we started to build this Viva Filipinas, June 12, 2020. Right now, in June, we will be 2 years in operations. In Viva Filipinas, we serve classic Filipino dishes that is usually served during festivals because Viva Filipinas is more about celebrations; unlike Lola's Kitchen. Lola's Kitchen is for homemade Filipino dishes like tinolang manok (Chicken Tinola), sinigang na baboy (Pork Sinigang), but here in Viva Filipinas we concentrate on food for celebrations like escabeche lapu-lapu, pinapatok na bangus, these dishes we don't normally eat for the daily meal. The concept of having a venue exclusive to Filipinos yet to exist so the owner thought "why not?". Thus, the concept of having a Filipino events place was born during the time of Pandemic -- its first ever in Bangkok. Viva Filipinas caters for baptism, weddings, birthday parties, and corporate meetings.]

G: The next questions, medyo na-cover rin ng konti pero what is the current branding of the restaurant?

[The next questions -- which was actually a bit covered already -- what is the current branding of the restaurant?]

M1: The current branding is, what do you mean exactly?

G: So when it comes to branding, paano niyo po minamarket yung sarili niyo? So medyo na-cover nga po like events place po siya, but if you want to go deeper into it, that would be very helpful.

[When it comes to branding, how do you market yourself? It was covered for a bit that it is an events place, but if you want to go deeper into it, that would be very helpful.]

M1: It's more on events nga. We market ourselves as an events place, not like usually dining. Our main point for Viva Filipinas is for events, not normal dining.

G: Okay. So next part, is more on wellbeing po. For you po, what is your definition of wellbeing?

M1: Wellbeing, as a manager or?

G: Just in general, as a person, in life po.

M1: For my opinion, wellbeing is, you're not only focusing on your job you have to balance your work, life, and your social life. So, when it comes to wellbeing, you work in appropriate times, hindi yung sobrang, you have to have time for yourself too. So, for me, that is my opinion for wellbeing. You have to have work-life balance. Hindi yung work lang and wala ka ng social life.

[For my opinion, wellbeing is, you're not only focusing on your job you have to balance your work, life, and your social life. So, when it comes to wellbeing, you work in appropriate times -- not in excess -- you have to have time for yourself too. So, for me, that is my opinion for wellbeing. You have to have work-life balance. Not focusing on purely work to the point that you lack social life.]

G: The next question is, paano niyo po, as management, help to look after the wellbeing of staff?

[The next question is, how do you, as management, help to look after the wellbeing of staff?]

M1: Ah okay. Sige, so for the wellbeing of staff, we give the holidays. Because for me, hindi lang naman din sila nagrerely sa salary. They also need the time for rest. Kasi, yeah, meron ka nga trabaho daily, may na tatanggap ka na salary, they need rest. So we implement the public holidays, the annual leave, yun. Yung yun para sa management.

[Ah okay. So for the wellbeing of our staff, we usually provide holidays. Because for me, they don't just rely on salary. They also need time for rest. You do have work daily, you get your salary, but they still need rest. So we often implement public holidays and annual leaves. That is for the management.]

G: Okay. So next question is, do you think empathy is being implemented in the workplace? And paano?

[Okay. So next question is, do you think empathy is being implemented in the workplace? And how?]

M1: Empathy? Yes, oo. So hindi lang naman kasi yung magstrict ka sa rules mo, you have to dive in sa personal din nila. Kahit sabihin ba lang na trabaho lang walang personalan, but some of them may affect their daily job nila. So you have to dive in sa emotional din nila kung ano talaga yung nararamdaman nila, at kung ano yung problema nila personally. So, yun. Minsan, masasabi mo na hindi mo na problema yun, sa management, pero hindi mo din maano kasi natural na sa Filipino culture na hindi din sila aalahanin eh. Like nuong pandemic, sabi nga ng may ari, ay, "ibobook ko nalang kayo ng ticket, umuwi nalang kayo". Pero, sabi ng 90% ng employees that time is, "ano naman gagawin naming sa Pilipinas?" Wala din naman kaming makukuhang trabaho". They decided to stay here [Thailand]. So, nanduon yung empathy ng may ari, "sige, ipush natin, ilaban natin kahit pandemya". But that 2 years, wala talagang kinita yung dalawang restaurants. Parang survival lang yung naging, para lang may mapasahod lang sila [staff]. Hindi naman yung lugi, as in breakeven lang. Basta lang magbenefit yung bawat isa.

[Empathy? Yes. You don't always have to be strict about your own rules, you must also dive in their personal wellbeing. Even if they say that it's only work, no hard

feelings, but some of them may have their daily job affected. So you have to dive into their emotions -- what they feel -- and get to know their personal problems. Sometimes you may say that these are not your problems, as part of the management, but it's really difficult to not care because it's a Filipino culture to care. Like during the height of the Pandemic, the owner said, "I'll be the one to book your ticket, just go home". But 90% of the employees that time said "and what are we going to do in the Philippines? Jobs aren't waiting for us there either". So they decided to stay here [Thailand]. That is where the empathy of the owner lies, "okay, let's push this, let's fight for it even if we are under the hardships of the pandemic". But for those 2 years, the restaurant had no revenue. We pushed through to survive just for the sake of our staff earning money. We didn't garner immense loss, but rather breakeven. Just to ensure that everyone benefits.]

G: So next questions po is mga sa solutions po, based on sa thesis. So, first question is, what are your views on restaurants that reconnect with nature? What are your first impressions of it? Like would it be good? Things like that.

[So next questions is about solutions based on the thesis. So, first question is, what are your views on restaurants that reconnect with nature? What are your first impressions of it? Like would it be good? Things like that.]

M1: Parang eco-friendly?

[Like eco-friendly?]

G: Yes, pero also like having nature inside the buildings po.

[Yes, but also like having nature inside the buildings.]

M1: For us, we are trying to reduce the use of air conditions, electricity, kasi we know naman that climate change because of the pollution and consuming energy. So for example, these days, walang masaydong tao, so we minimise the consumption of energy. For that, we save also. And we save also for ecofriendly things.

[For us, we are trying to reduce the use of air conditions, electricity, because we know that climate change because of the pollution and consuming energy. So for example,

these days, there is not much customers, so we minimise the consumption of energy.
For that, we save also. And we save also for ecofriendly things.]

G: So, follow-up question po, what are your thoughts po on other restaurants that are aligned with nature? Ano po yung impressions niyo on that? Incorporating nature sa loob ng restaurant?

[So, follow-up question, what are your thoughts on other restaurants that are aligned with nature? What are your impressions on that? Incorporating nature inside restaurants?]

M1: Ay walang problema duon kasi, for me, it is also the proper way of helping nature. Sa ibang restaurant, may ibang concept sila eh. Pwede nila ilagay sa branding nila at sa concept ng restaurant nila yung ganung mga ideas. Kasi sa Viva Filipinas, Filipino restaurant siya, hindi pa siguro ganun yung trending na magkaroon ng ganung koncepto na para sa eco-system natin.

[This isn't a problem, because for me, it is also the proper way of helping nature. In other restaurants, they have other concepts. They may incorporate these concepts and ideas into their branding. At Viva Filipinas, we focus on it being a Filipino restaurant. I feel like it is still not a trend to have that kind of concept to focus on our eco-system.]

G: So siguro follow-up question po ulit duon sa answer niyo, open po kayo to implementing nature aspects po sa restaurant?

[So a follow-up question again regarding your answer, are you open to implementing nature aspects to your restaurants?]

M1: Yes yes, pwede. Open naman kami sa ganung concept. Pero siguro, pagplaplanuhan natin sa interior, sa in terms of food, na hindi natin masaydong matatamaan yung branding ng restaurant.

[Yes yes, it's okay. We're open to concepts like that. But maybe, we need to plan the interior in terms of food such that we don't affect the branding of the restaurant.]

G: Yes po of course. Next question, ano po views niyo on restaurants that implement empathy and family at its' core brand values?

[Yes, of course. Next question, what are your views on restaurants that implement empathy and family at its' core brand values?]

M1: For the family values, hindi naman yun mawawala sa Filipino culture natin, kasi talaga naman yung culture natin is family oriented talaga. Parang likas na yun eh. For example, sa pagconduct naming ng events last 2 weeks, may event kami na baptism. So yung baptism is important duon sa magasawa, parang 9 years na sila hindi magkaanak. So parang very happy sila na na ka pag provide kami ng good service and good event sa pinaka memorable event para duon sa kanilang anak. So parang sa ganung family values, likas na saamin na mag provide ng good service for family events like baptism, or weddings, or birthdays. For empathy naman, regarding naman sa staff, yun nga yung mga nasabi ko, hindi naman namin iniwan, at hindi naman nila kami iniwan. Sa customer naman, nanduon naamin, mapaganda, mabigayan ng magandang service, para magkaroon sila ng memorable na event para sa kanilang special occasion.

[For the family values, it will never disappear as its our Filipino culture, because it is true that our culture is really family oriented. It's natural. For example, among the events conducted for the past 2 weeks, we had an event for Baptism. The Baptism event was so important to the couple because for 9 years, they weren't able to conceive. So they were very happy that we were able to provide good service and a good event for their most memorable event for their child. So things like that align to family values, we ensure that it is natural for us to provide good services for family events like baptism, or weddings, or birthdays. For empathy, regarding our staff, as I said, we never left them and they never left us. Regarding our customers, we really ensure that we provide a good and beautiful service for them to have a memorable event for their special occasion.]

G: Okay po. Last question po, please describe your typical work day from the moment you wake up, then going here, and paguwi niyo. Your journey po throughout the day. What is the general schedule?

[Okay. Last question, please describe your typical work day from the moment you wake up, then going here, and once you go home. Your journey throughout the day. What is the general schedule?]

M1: For me, yung naguumpisa kami, syempre as a manager nanduon yung bigat ng responsibility mo. Nakasalaylay sayo yung sa, parang ba sa barco, ikaw yung kapitan ng barco. Kung ikaw eh malilihis, or kung ikaw maiiba yung daan, may posibilidad na lulubog yung barco. Dadalihin mo sila lahat. So para sa akin, a week? May isang day off lang. Minsan hindi pa nga, kasi kailangan mo mag adjust, kunwari kung walang tao kailangan mo magadjust sa schedule din nila. So for example yung 6 days in a week ko, talagang papasok, ichecheck lahat. Kasi yung dalawang taong ayun eh, as a general manager, purchaser rin ako. Tapos sa accounting, pati HR. Kasi we don't have that admin, kaya talawagan talaga akong general manager kasi general talaga [laughs]. So yung concept na yun ischeschedule ko from Monday, magiging purchaser ka, Tuesday, HR ka, Wednesday magiging accounting ka, then the rest sa operation ka. Ganun yung nagiging routine ko ng 6 days. Pagdating ko sa bahay, siguro, kasi nauuwi ako minsan mga 8 o'clock. Hindi pa matatapos yung day ko nay un, yung iba kong trabaho madadala ko pa ng 8. Siguro, ang magiging pahinga ko nalang para sa sarili ko na walang laptop, na manonood ka nalang ng TV mga 10pm onwards na. Ganun yung nagiging routine ko for 6 days. And then for my day off, kasi ang pagiging manager kasi, hindi mo masasabi na day off mo, day off mo na. On call ka lagi. So, dapat nakastandby palagi yung telephone, so kung may tumawag, you need to answer the call. So yun, siguro sa day off ko, half of the day lang ko naeenjoy yung day off ko. Minsan, hindi mo na rin gustong lumabas. Gusto ko nalang nasabahay, tapos nunood nalang ng TV, order ng pagkain at matulog. Siguro sa gabi, hindi naman every week lalabas ka para mag mall or ano, sa akin mas gugustohin ko pa mag pahinga sa bahay, kumain at matulog. Yung ang preferred ko sa day off ko. Yun duon ko nalang naseseparate ng konti yung workload ko ng 6 days sa isang araw na day off. [laughs]

[For me, when we were starting, of course as a manager the weight of your responsibility is there. It is up to you, like in a boat, you are the captain of that boat. If you are going astray or going in the wrong direction, there is a possibility that your

boat will sink. You will carry all of them. So in a week, I only have one (1) day off. One (1) day off only. Sometimes I even get none because you have to adjust. For example, there are no people available so you have to adjust to their schedule as well. So for example my six (6) days in a week, I'll have to go to work and check on everyone. Because for the past 2 years, as a general manager, I'm also the purchaser. Then even accounting, or even HR. Because we do not have that admin, which is why they call me general manager because my job is really general [laughs]. So for that concept, I reschedule it from Monday -- I bacome a purchaser, on Tuesday -- HR, Wednesday -- I do accounting, then for the rest of the week you proceed to operations. That has been my routine for 6 days. Once I get home, maybe, because I get home sometimes at around 8. My day won't end there, some of my other workload will be carried over until that 8 o'clock. Maybe, my rest for someone who doesn't own a laptop, is to watch TV at around 10PM onwards. That is my routine for the 6 days. And then for my day off, because being a manager, you can't really tell that a day off is really a day off. You'll have to be on-call always. So there, maybe during my day off, I only enjoy half of the day. Sometime you won't even feel like oing out. I just want to stay at home, watch TV, order some food, and sleep. Maybe at night, you don't have to go outside and to go to a mall every week. For me, I would rather stay at home, get some rest, eat, and sleep. That is what I prefer for my day off. That is the only time I get to somehow separate my workload worth 6 days to a day off.]

G: [laughs] that was the last question po. Thank you po again, super useful information po nabigay niyo sa akin today.

[[Laughs] that was the last question. Thank you again, you gave me super useful information today.]

_____**End of Recording**_____

APPENDIX J

Manager 2 Interview Transcription

Date held: April 8th, 2022

Time held: 4:10pm

Duration of Discussion: 22 minutes 23 seconds

Discussion Hosted Through: Face-to-Face (Viva Filipinas)

Participants:

Gaille Lorainne D. Marquez (Researcher, Moderator, [G])

Manager 2, [M2], OFW

G: What is the background of the restaurant that you oversee?

M2: Lola's Kitchen is more of a home-cooked meal restaurant, mas for everyday foods siya. Binukas 'to kasi yung may ari, madaming Filipino staff, mga 20 ata. So inopen ito during the pandemic para they can keep their jobs.

[Lola's Kitchen is more of a home-cooked meal restaurant, it caters to everyday food. This was opened because the owner thought of the many Filipino staff, around 20 of them. This store was opened during the pandemic so they can keep their jobs.]

G: What is the current branding of Lola's Kitchen?

M2: Parang wala masyado, first Filipino restaurant nila. Dati, office ito ng Bangkok Tour. Tapos itong ibaba Lola's Kitchen na talaga. Ayun, homecooked food, pang everyday meals. Ganun lang.

[I don't think there is that much, it was their first Filipino restaurant. It was the office of Bangkok Tour in the past. Then, the lower floor already belonged to Lola's Kitchen. And there, homecooked food, for everyday meals. Just that.]

G: What is the definition of wellbeing to you?

M2: [participant was not comfortable in disclosing the meaning of wellbeing to them, so the question was skipped]

G: How does management help to look after the wellbeing of their workers?

M2: Diba nung pandemic, diba halos nag lockdown. Tapos lahat, nagsara. Hindi naman kami magkakasama dito eh. Itong Lola's, ito yung naging source of income namin. Nung mga panahong apektado talaga tayo sa pandemic. Malaki yung natulong nila, kasi hindi kami nawalan ng trabaho. Kahit hindi talaga kami dito sa Lola's. From iba-iba kami ng hotel. Tapos pinagsama-sama kami dito sa Lola's. Para saakin yun, malaking bagay yung nagawa nila duon sa employees nila. Yun. At the same time, parang tumulong din naman itong Lola's Kitchen, parang nagdodonate din sila yung owner and management. Parang blessing na nagbukas to eh. Actually parang naguumpisa yung pandemic. Pero kami nung una, hindi talaga kami magkakasama. Ako sa hotel talaga nuon.

[During the pandemic, almost everything went into lockdown. Then everything closed. We aren't together here. This restaurant became our main source of income. During the times that we were greatly affected by the pandemic. It was a great help since we weren't laid off. Even if we aren't originally employees of Lola's Kitchen. We came from different hotels. Then we were brought together by the restaurant. For me, this was the best help they gave to their employees. At the same time, the owners and the management of Lola's Kitchen also donated. It was a blessing that this restaurant opened. Actually even before the pandemic started. But before that, we aren't really together. I really came from a hotel before.]

G: Do you think empathy is being implemented in the workplace and how?

M2: Oo. Syempre kasi, hindi mabubuhay ang food industry kung walang tourists. For example itong Lola's Kitchen, nagwell-known siya sa Filipino dishes, or home of the Filipinos kasi dito sa Thailand, hindi pa siya well-known internationally. So nagstart tong Lola's na binuo nila kasi importante talaga siya hindi lang sa isang nation, for example, tayong pilipino hindi lang naman minamarket yung isang Filipino, yung other nations din. So, certainly implement yung empathy. Because how do we bring our food to other nations?

[Yes because the food industry would not be alive if there were no tourists. Take Lola's Kitchen for example, it is well-known for its Filipino dishes or a home for Filipinos in Thailand, even if it is not well-known internationally. So this restaurant started because it is important not only for the nation, for example, we Filipinos don't only market ourselves, but to other nations as well. So, certainly empathy is implemented. Because how do we bring our food to other nations?]

G: What are the guidelines in place when serving customers?

M2: Syempre dapat customer oriented ka. Actually, kahit hindi naman talaga dapat, hindi naman lahat, pero dapat ibigay mo diba? Kasi sabi nga nila, "customer is always right". Diba? Kailan ibigay mo yung best mo pag nagseserve ng isang guest. Kasi importante sa isang guest is satisfaction. So, hindi lang management or kung ano pa man. Ano na yun satisfaction na nila na nakapagbigay na sila ng service, yun ang babalik balikan ng tao. Kasi sa totoo lang naman, yung food natin, easy lang naman lutuin. Pero dahil yung iba, good service sa customer, balik-balikan ka. Yung iba, basta makabenta ka lang. Itanim mo sa isip mo, nanagbebenta ka at the same time, na sasatisfy mo yung customer.

[Of course you have to be customer oriented. Actually, even if you shouldn't, but not all, you should be giving right? As they say, "customer is always right". Right? You should be giving your best when serving a guest. Because what is important is guest satisfaction. So not only management or whatever. It is their satisfaction with the service provided that people usually look and go back for. Because the truth is, our

food is easy to cook. But because of others, like having good service for customers,
they will eventually go back. For others, they just focus on profit. We should engrave
in our minds that you are selling and at the same time, satisfying your customer.]

G: What are your views on restaurants that reconnect with nature?

M2: Diba yung ibang restaurant parang may theme na ganun. Dito kasi parang bahay kubo eh. Pero yung iba talaga yung theme, super tinotodo nila. Nakatuwa. Dito kasi parang gawa lang eh.

[Isn't it other restaurants have a theme? But here its like bahay kubo. But for others
their themes are very extravagant. Funny. Here we just made it that way.]

G: What are your views on restaurants that have empathy and family values in the branding of the restaurant?

M2: Parang lang din yun na mention ko earlier. Super importante siya sa hospitality industry, lalo na sa restaurants. Kailangan mo talaga maging patient, at ma-satisfy yung customer. Kaya super importante talaga yung empathy at family values dito. Yung mga expectations rin kasi, yung ibang mga Filipino yung ugali nila, na ang taas taas ng expectation nila eh hindi naman signature yung mga linuluto namin. Nakakaencounter ka ng mga ganyan tao. Na parang naiinis ka na sa kanila hindi mo na pinapakita. Hindi katulad sa iba, yung kasi sa pilipinong pilipino, ang pangit lang sabihin na parang, "wag kumain dito". Ang pangit lang sabihin, parang yung pagkatao mo, kung ibang lahi hindi sila ganun. May ganun talagang tao. Dapat tibay na loob lang din dito sa industry na ito. Kasi ikompara ko nung na sa fine dining ako, hindi ako masaydong pagod. Kasi may main course, appetisers ganun. Dito kasi papasok ka ng papasok, yung minsan walang reservation ganun. Talagang nakakapagod. Sabi ko naman, "eh kaya naman natin yan, Filipino tayo, tayo pa?" Yun lang yung disadvantage sa mga ganito.

[It's just like what I mentioned earlier. It's super important in the hospitality industry,
especially on restaurants. You really have to be patient, and to satisfy the customer.
This is why empathy and family values are important here. The expectations, other

Filipinos' attitude, their expectations are too high but we don't cook signature dishes. You come across these kind of people. That you really get irritated but you must not show your emotions. Not unlike others, if its purely Filipino, its inappropriate to say "don't eat here". Its just inappropriate to say, like your character, if its from another race they are not like that. There are really people who are like that. One must have grit here in the industry. Because if you would compare it to when I was working at a fine dining restaurant, I'm not that tired. There are main courses, appetizers and the like. Here, everyone just enters, even sometimes there are no reservations at all. It really is tiring. I just say, "we could do this, we're Filipinos aren't we?" This is just the disadvantage to things like this.]

G: Please describe your typical work day from the moment you wake up to when you go to work and back home again.

M2: Maaga ako gumigising, kahit 11:00 nagsisimula dito, gigising ako ng 6am. Tapos, so syempre magluluto ako ng breakfast. Hindi lang kasi ito yung source ng income ko, so kailangan ka rin na extra, so may chinecheck rin akong extra ko. So, dapat ginagawa yun labas ng trabaho ko. Tas syempre, maglalaba pa ako ha. Tas magchecheck sa social media para sa work ganun. Tapos dito, pagdating dito ito trabaho all day. Tapos pagkauwi, medyo late na ako matutulog kasi magchecheck pa ulit ng sa sideline. Yun, tapos tulog na. Dun lang matatapos yung araw, pero matutulog ako ng dati mga 3am ngayon mga 12am na kasi diba preggy ako.

[I wake up early, even if work starts at 11AM here, I wake up at 6AM. Then of course I would be cooking breakfast. This is not my only source of income, so I also need to gain extra, so I have to check my other jobs. So, I should be doing that outside my work. Then of course, I would be doing laundry. Then check my social mediafor work. Then once I get to the restaurant, I work all day. Once I get home, I would stay up late because I would be checking my sideline once again. Then there, I would sleep. This is where I cap my day, but in the past I would go to bed by 3AM but now I go to bed at 12AM because I am pregnant.]

_____End of Recording_____

BIOGRAPHY

Name   MISS Gaille Lorainne D. Marquez

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Publications

Marquez, G. L. D., Jamieson, I. A., Tantiyaswasdikul, K. & Sornsaruht, P. (2022). An
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