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FASTFOOD CHAIN BUSINESSES' INVENTORY MANAGEMENT STRATEGIES, CUSTOMER SATISFACTION AND BUSINESS PERFORMANCE

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The Researchers

DEDICATION

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ABSTRACT

Effectively managing stock is essential for keeping operations running smoothly, providing better customer experience, and boosting overall business performance in fastfood chains. The study explored how inventory management strategies impact customer satisfaction and business performance. It was conducted in Ozamiz City and involved 285 randomly selected customers and 106 employees from various fast-food chains. Researchers used questionnaires to collect data, focusing on inventory management, customer satisfaction, and business performance. Using *Mean, Standard Deviation, and Spearman Rho Analysis* revealed a moderate negative correlation between inventory management strategies and customer satisfaction and business performance. These findings highlight the importance of aligning inventory management with customer needs and business goals to maintain efficient operations. The study concludes that a significant relationship exists between inventory practices, customer satisfaction, and business performance. It recommends that fast-food chains adopt customer-focused inventory strategies to meet customer expectations better. Efforts to improve business performance also include more than just implementing various inventory management strategies. Businesses should also strive for customer satisfaction as it propels business performance.

Keywords: *ABC classification, business performance, customer satisfaction, economic order quantity, inventory management strategies, just-in-time*

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Chapter 1

INTRODUCTION

Rationale of the Study

Proper inventory management is crucial for ensuring a consistent supply of stock when there is a surge in demand to ensure efficient business performance while providing smooth operations, minimized costs, and quality services (Anade et al., 2023). Even with its importance, inventory management remains a major challenge, especially in the fast food industry. International fastfood chains and manufacturing companies strive to balance demand and supply, as managing inventory is complicated (Rusmawati & Soewarno, 2021). The intrinsic uncertainties in demand and supply posed a significant challenge for supply chains in achieving optimal inventory replenishment. The intrinsic uncertainties in demand and supply posed a significant challenge for supply chains in achieving optimal inventory replenishment.

Inventories are the firm's current assets, with a resale value that brings revenue after cost expenses (Rodrigo et al., 2020). Inventories are resources a business keeps on hand to meet both current and future needs (Stevenson, 2011). Inventory comes in various forms, including raw materials, work-in-progress (WIP), and finished products. Raw materials are items that still need to be processed. WIP refers to materials still in production, and finished goods are items that have completed processing and are ready for sale. How a company manages its inventory is crucial to its financial health, success, and future survival (Umair et al., 2019). Inaccurate inventory tracking disallowed brands from fulfilling orders timely and accurately, leading to customer dissatisfaction. As a result, businesses lose their market position (Kolawole et al., 2019). When demand

and supply are not properly balanced, excess inventory or stock shortages are experienced (Narkhede & Rajhans, 2019).

Many companies improve their productivity and efficiency by cutting production costs and adopting inventory management strategies. These strategies involve different systems and methods to track inventory orders (Eze & Uchenu, 2021). These strategies guide the businesses on the number of goods to reorder, when they should be done, the frequency of the orders, and the proper safety stock to be maintained. For fast food chains in India, inventory management strategies are important to avoid stock out and wastage due to excess inventory (Ghosh, 2019). In this vein, most companies keep safety stocks to deal with the problem of stock depletion, but the area of interest of this study is the fast-food industry, which has a very limited shelf life (Ghosh, 2019). In a manner, inventory management maximizes the availability of goods while reducing the stocks on hand (Al-Momani et al., 2020; Eggers, 2020). These techniques help prepare a strategy for improving the business performance of various fastfood chains.

In Pakistan, the integration of Just-in-Time (JIT) into the operational performance of fast-food restaurants helps to decrease cost and firm lead time while increasing customer satisfaction by lowering prices. It also helped to grow the company's market share and can help minimize the customer delivery schedule. Proper planning of the safety stock and replenishment cycle is one of the most important drivers of effective inventory management (Bautista & Young, 2020). In Malaysia, inventory is organized by order volume through the ABC method, which can sometimes result in overstocking items that are becoming less popular. Nizam and Nordin (2022) point out that factors such as customer service, inventory control, and product traceability majorly impact consumer buying choices in the fast-food sector

Customers are the lifeblood of every business. Thus, companies constantly strive to preserve the best stocks to satisfy customers' demands (Chebet & Kitheka, 2019) while competing to retain clients, ensure quality of service, and enhance customer satisfaction (Elmedulan, 2024). However, individual differences make customer satisfaction difficult to achieve. Consumers are diverse and always seek value for their money (Chicu et al., 2019; Hirata, 2019; Rita et al., 2019). Customer satisfaction reflects how well the product experience aligns with the buyer's expectations for value (Razak & Shamsudin, 2019). It compares what customers expect and how they feel after using the product. When customer expectations are met, customers are satisfied. However, they are unsatisfied when it does not meet customer expectations (Yuhelmi et al., 2021). Initially, inventory management focused on managing overstock and stockouts of raw materials, work-in-progress, and finished goods, but over time, it evolved to focus more on customer satisfaction (Tarurhor & Osazevbar, 2021). Effective inventory management improves customer satisfaction (Djohan, 2023). In the case of Ghana, inventory management strategies must be enhanced to boost customer happiness, as satisfied customers are more likely to stay loyal. This quest is also realistic in fastfood chain industries. In China, customer satisfaction, loyalty, and happiness in fast-food restaurants are driven by improved quality of food, service, and the physical environment, as these factors directly impact customer behavior (Zhong & Moon, 2020). On the other hand, in Harare, Zimbabwe, manufacturing companies reported using different inventory management systems, affecting their overall business performance. The majority of respondents, totaling 70%, used JIT in managing and minimizing their inventories to ensure that they make the products available whenever the customers need them on time which could improve business performance (Muchaendepi et al., 2019). One of the critical metrics that

organizations continuously strive for is business performance, which is influenced significantly by the quality of service and the overall environment.

In the Philippines, like in many other countries with a lower GDP per capita, a large portion of household spending goes towards food (Lansangan, 2023). These fast-food restaurants draw in city dwellers by offering delicious food, quick service, clean surroundings, and affordable prices (Lansangan, 2023). However, customer satisfaction is a crucial factor for business success, among which product availability, prices, and food quality play a crucial role. Business owners have come to understand that positive customer feedback is vital for running a business successfully in the long run (Chun & Nyam-Ochir, 2020). However, in today's fast-paced and competitive market, ensuring adequate product availability, affordable prices, and good quality food are essential for keeping customer satisfaction levels high.

Despite extensive research on inventory management strategies and how they affect customer satisfaction and business performance, a knowledge gap was identified, particularly when understanding how these variables are closely related. The existing review of Literature about the association between inventory management systems, such as their strategies employed, customer satisfaction, and business performance of manufacturing businesses and other retail outlets, revealed that optimal stock should be maintained to satisfy the needs of customers and the industry. Thus, a study needs to explore the connection between inventory management strategies, customer satisfaction, and business performance among selected fastfood chains in Ozamiz City. This sentence is clear but could be more formal. Less busy fast food chain branches were selected to facilitate the distribution of survey questionnaires.

The significance of this study extends across various sectors and areas. This study offers insights into how inventory management strategies influence customer

satisfaction, consumer buying behavior, and business performance. This study seeks to explore the correlations among these variables. Furthermore, the findings of this study help business managers, aspiring entrepreneurs, and fast-food chains to optimize their inventory management strategies to be more resilient and responsive in meeting evolving customer demands. At the same time, it offers remarkable opportunities for future researchers to explore new dimensions and contexts related to the study area.

Theoretical Framework

This study is based on John Krafcik's Lean Theory (1988) and Eliyahu Goldratt's Theory of Constraints (1984).

This study will explore how inventory management strategies, customer satisfaction, and business performance are related to franchise fast food chains. The study focuses on *inventory management* as the independent variable, which involves determining the right amount of stock to maintain and keeping track of the inventory on hand (Agboyi & Ackah, 2015). Meanwhile, the dependent variables in this study are *customer satisfaction* and *business performance*. *Customer satisfaction* is the extent to which the product produced by the organization meets or exceeds what the customer expects (Agboyi & Ackah, 2015). In comparison, *business performance* is defined through the lens of the customer as how the franchise fast food chains meet their customer's demands, expectations, and satisfaction.

Lean theory reduces waste in a manufacturing environment at every process stage (Bonatsos, 2019). The main goal is to minimize waste, reduce the need for large inventories, and deliver quality at the lowest possible cost (Čiarnienė & Vienažindienė, 2012). Lean principles are derived from the Japanese manufacturing industry. The

leading automaker of the world, Toyota Production System, adopted it to waste and provide overall customer value (Panigrahi, 2021).

Waste is categorized into seven types: overproduction, waiting, transportation, over-processing, excessive inventory, defects, and unnecessary movement (Kumar et al., 2022). Overproduction generally occurs when industry products produce more than what is demanded, affecting the system. Waiting occurs when time is wasted while one task waits for another to finish, disrupting the smooth flow of operations. Transportation involves wasting time and resources moving materials between locations, which can lead to over-processing—doing more than the customer actually needs. Excessive inventory waste refers to idle stock, waiting to be used. Lean manufacturing uses different techniques to minimize defects in the production process. Additionally, any unnecessary movement by people or equipment that does not add value to the product or service is considered wasted motion.

The core principles of lean manufacturing focus on constant improvement, a strong commitment to delivering customer value, and a strict focus on activities that directly support the organization's goals (Kolasani, 2023). The primary goal of any manufacturer is to ensure customer satisfaction, which can be achieved by providing a high-quality product on time and at a fair price (Palange & Dhatrak, 2021). Lean Manufacturing Theory provides an empirical framework for understanding the impacts of cost savings, cost efficiency, and overall operational effectiveness to ensure customers are happy and satisfied.

The efficient utilization of inventory management in departmental stores in Karachi, Pakistan, indicated that a lean inventory system helps a company become more efficient by reducing waste and spotting problems more easily (Khan & Siddiqui, 2019). It can improve the flow of operations by lowering management and coordination

costs. At the same time, it helps reduce lead times for work-in-progress items and streamlines the production process when a lean management system is utilized.

This theory is reinforced as a tool for analyzing competitive strategies that collectively highlight the well-established implementation of the Lean Manufacturing Theories across retail and manufacturing sectors. Lean Manufacturing Theory could further strengthen theory applicability in waste reduction, cost savings, and operational efficiency, leading to better alignment of products to meet the different needs of customers.

Meanwhile, the theory of constraints is a management philosophy created by Dr. Eliyahu Moshe Goldratt in 1984 and introduced in his book *The Goal*. (Mabin & Balderstone, 2020). This theory suggests that focusing on constraints is the key to profitability and success. This theory can be used in production, logistics, supply chain, distribution, project management, accounting, research and development, sales, marketing, and more (Şimşit et al., 2014). It assumes that the system's constraint affects production (Urban & Rogowska, 2018). The concept of theories of constraint can be summarized into two. First, every system has at least one limitation; second, these limitations present chances for improvement (Rahman, 1998).

Additionally, the theory of constraints is a comprehensive approach created to help individuals and organizations better understand their challenges, come up with innovative solutions, and implement them effectively (Mabin & Balderstone, 2003). According to Goldratt's theory, identifying bottlenecks in a system is crucial for boosting productivity and profitability across the entire production process (Urban & Rogowska, 2018). With this, organizations can achieve their goals while meeting consumers' demand, avoiding stockouts, and reducing lead times. Bottleneck, as

defined in the study of Zofio et al., 2023, is the weakest point or the limitation that slows down the system's performance or the production process.

It is crucial to keep inventory management flowing smoothly throughout the production process because it acts as a tool to support continuous improvement (Panigrahi et al., 2015). The theory of constraints offers a clear approach for identifying and addressing limitations, helping to improve efficiency through having fit inventory control practices to improve organizational performance and address these constraints.

Meanwhile, inventory problems in the aerospace industry utilized the theory of constraints to identify and address issues in material management systems, helping to uncover the root causes or conflicting actions (Chou et al., 2014). Similarly, a study by Panigrahi et al. (2021) on inventory management and the performance of manufacturing firms highlights that applying this theory can bring multiple benefits, including higher profits, reduced lead times, increased capacity, a focus on critical areas, and lower inventory levels.

Together, these studies show how the Theory of Constraints can be applied in various industries. They indicate the theory's capability to increase throughput, improve efficiency, enhance focus, and continuous improvement. By determining the bottlenecks in the supply chain, the production process can keep up with demand or optimize warehouse capacity. Furthermore, by ensuring that all other inventory management processes support the optimal functioning of the identified constraint, they can work closely with suppliers to ensure that deliveries are timed to support the constraint, minimizing excess inventory and avoiding stockouts.

Conceptual Framework

Inventory plays a crucial role in every businesses' daily operation. It ensures the organization has sufficient inventory to meet customer demand (Aanyu, 2019). Most customers are satisfied when suppliers meet their orders on time (Lunkunse, 2016). Inventory is assets that allow the organization to continue operating its production processes, including materials acquisition, work-in-progress, and finished goods (Hassan, 2021). With proper management of inventory, organizations can prevent possible inventory stock out and fulfill their customers' demands quickly and accurately.

Inventory Management in Djohan's (2023) study is defined as monitoring product availability, determining when to purchase, and removing obsolete products. It also stated that product availability is a way inventory management creates customer satisfaction. It indicates accurate ordering, storing, and properly utilizing the organization's inventory (Lin, 2019). In a manufacturing business, inventory is considered one of their significant assets, and a considerable amount of capital is being tied up (Amahalu et al., 2018). Thus, effectively managing the inventory is essential for the organization to meet customer demands and expectations. Implementing proper inventory strategies enables businesses to offer products at a lower cost and of high quality.

In Nigeria, supermarkets' inventory management and customer satisfaction strongly impact customer satisfaction as they efficiently deliver customer service (Ogonu et al., 2016). This paper focuses on three specific inventory strategies: Just in Time, ABC Analysis, and Economic Order Quantity.

Just in Time is a method that understands how necessary a particular product is to keep manufacturing (Chebet & Kitheka, 2019). It is described by Mankazana et al.,

(2020) in its study as having the proper supply and producing the products when needed. The primary goal of this method is to eliminate waste while reducing overall production costs and ensuring the timely delivery of goods to customers (Uzoamaka & Chukwuemeka, 2021). Additionally, the impact of practicing Just in Time toward customer satisfaction revealed that JIT not only improves the firm's performance, profitability, and competitiveness but also promotes customer satisfaction. Moreover, the practice of JIT in the Local fastfood restaurants in Jordan strongly impacts its operational business performance (Sharabati & Al - Janabi, 2019).

Meanwhile, *ABC Analysis* facilitates identifying inventories that form a vast inventory cost. This strategy is measured based on its value to the organization. Item A consists of inventories that hold a more excellent value and produce higher sales while constituting a smaller portion of the inventory. Item B items generate average sales and comprise a slightly more critical portion of inventory than item A . These items are periodically checked to determine whether they will be part of either Item A or C . Items C are inventories of low importance. They constitute a considerable percentage of the total number of items yet contribute only a tiny part of the overall value (Aanyu, 2019). These items are typically less likely to be monitored, as inventory levels may be adjusted less frequently (Atukwase, 2018). ABC analysis is a well-known strategy by Pareto principle to determine the items that need to be prioritized by the management (Poi et al., 2022). Utilizing ABC Analysis in managing inventory satisfies the customer (Rukiya & Kibet, 2019).

Economic order quantity is the ideal quantity to order that keeps inventory costs low. With this strategy, the item demand and lead time are known and constant, preventing inventory shortages and stockouts (Adato, 2022). EOQ is an order quantity that aims to reduce the cost between reordering and the holding cost (Kehinde et al.,

2020). EOQ is an effective strategy for maximizing profit and increasing customer satisfaction (Samal et al., 2022). Within the context of public institutions, economic order quantity and customer satisfaction have a significant relationship, indicating that keeping too much inventory resulted in inefficient operation; those who kept an optimal amount of inventory were efficient in their business performance because of EOQ.

Customer satisfaction is crucial for any business as it drives them to success. Customers are organizations' assets since businesses cannot survive without them. Customer satisfaction is measured by how frequently an organization offers products and services that exceeds customer expectations (Aanyu, 2019). Buyers are satisfied when the organizations that produce and distribute goods deliver them when the customer needs them (Rashid, 2016). Farooqui and Alwi (2019) revealed in their study that ambiance, price, and quality food positively influence customer satisfaction. This study determined three constructs: price, food quality, and product availability.

One of the factors considered when patronizing a product is *price*. Price refers to the monetary value set for each product and service customers must pay. Additionally, it is a value offered in exchange for satisfaction (Faroqui & Alwi, 2019). The practice of JIT inventory strategy decreases cost and lead time which effectively contribute toward customer satisfaction while relatively maintaining prices (Ali et al., 2024). It was confirmed in Hanaysha (2016) study that in restaurant industry, price is considered as one of the criteria in assessing customer satisfaction. In addition, affordability and reasonableness of price in line with the quality received greatly influence customer satisfaction (Bernarto & Purwanto, 2022).

Meanwhile, *food quality* is considered crucial in the restaurant industry. It is essential to meet and satisfy the customers' needs and expectations as it encompasses the food taste, freshness, and temperature when it is served (Rajput & Gahfoor, 2020).

Ideally, customers evaluate food quality as to its freshness, taste, and appearance (Petresseu et al., 2019). Offering a wide range of menus is vital for businesses to employ resilient inventory strategies to meet customers' demands timely (Mujasi, 2021). Benrit & Trakulmaykee (2016) find food quality as the critical predictor of customer satisfaction, which indicates that the quality of the product served could contribute to fully satisfied customers.

Product availability is operationally defined as whether a particular item is in stock and set to meet customer demand. Having efficient inventory management in the restaurant industry ensures that products are regularly available to fulfill customer demand and avoid stock shortages that negatively impact customer satisfaction. Product Consistency is essential to cater to customer demands and expectations (Sihombing D, 2024). Customer satisfaction is the business's primary driver, which could be affected by the lack of product availability. Therefore, proper inventory management is necessary. (Biswas et al., 2017). In addition, Mwangi's (2022) study reveals that higher product availability boosted customer satisfaction. Benavides (2022) also revealed that product availability drives customer satisfaction.

Inventory management is crucial in attaining higher customer satisfaction levels and improving performance (Atnafu et al., 2018). It indicates that inventory management strategies positively impact business performance. Inventory management strategies affect business performance, employees' productivity, and timely product delivery. Business performance can be measured in terms of financial and non–financial measures (Mbugi & Lutego, 2022). Non–financial measures include service quality (Phan et al., 2021). In this study, the focus is on non–financial measures of business performance as perceived by the customers of the franchise fast food chains, which include quality service and physical environment. The attainment of customers'

expectations of quality service and its environment results in the continuity of customers in the restaurant and can positively affect brand image (Efren et al., 2023).

The broad definition of quality is excellence or superior compared to others. Quality service is based on the customer's judgment as to the superiority or excellence of the product received (Shinde et al., 2018). When service quality is high, it meets customer expectations, influencing buying decisions (Vardhan, 2021). In addition, service quality is considered an essential factor for a business to be distinct from others as it improves business performance (Phan et al., 2021). ABC Analysis helps reduce inventory investment while increasing service levels or filling orders out of available inventories (Ali et al., 2020).

Another aspect that contributes to the performance of the business is the physical environment. It comprises all the elements inside and out of the fast-food chains. Meanwhile, setting an appropriate price strategy is crucial as it will directly affect customers' satisfaction and expectations of food, service, and environmental quality. A restaurant's physical environment plays a massive role in creating its image, shapes customer perception of the business, and directly influences overall satisfaction (Zhong & Moon, 2020). It encompasses tangible and intangible elements, including lighting, temperature, scent, atmosphere, and music (Hanaysha, 2016).

A well-maintained physical environment helps a business retain its customers while attracting new ones. Customers' perceptions of the food, atmosphere, and service are linked strongly with them emotionally. Factors like ambiance, designs, and social interactions with the staff significantly impact customer behavior (Zhong & Moon, 2020). The studies of Amir (2021) and Rahman et al. (2020) showed that there is fierce competition in the industry. Thus, maintaining an appealing environment gives customers unique experience, giving the business a competitive advantage.

Conclusively, effective inventory management strategies employed in an organization postulate an optimal number of inventories that would likely meet customers' demands, thus achieving satisfaction and improved business performance. Moreover, it reduces the chances of experiencing inventory stockouts and spoilage. Inventory management is necessary for business operations and customer satisfaction (Sajtiprasert, 2014). Effective inventory management affects different departments, such as marketing and finance. However, inefficient inventory management slows the operation, declines customer satisfaction, and increases operation costs (Okwaro et al., 2017). Understanding these variables will allow organizations to enhance their performance and achieve customer satisfaction.

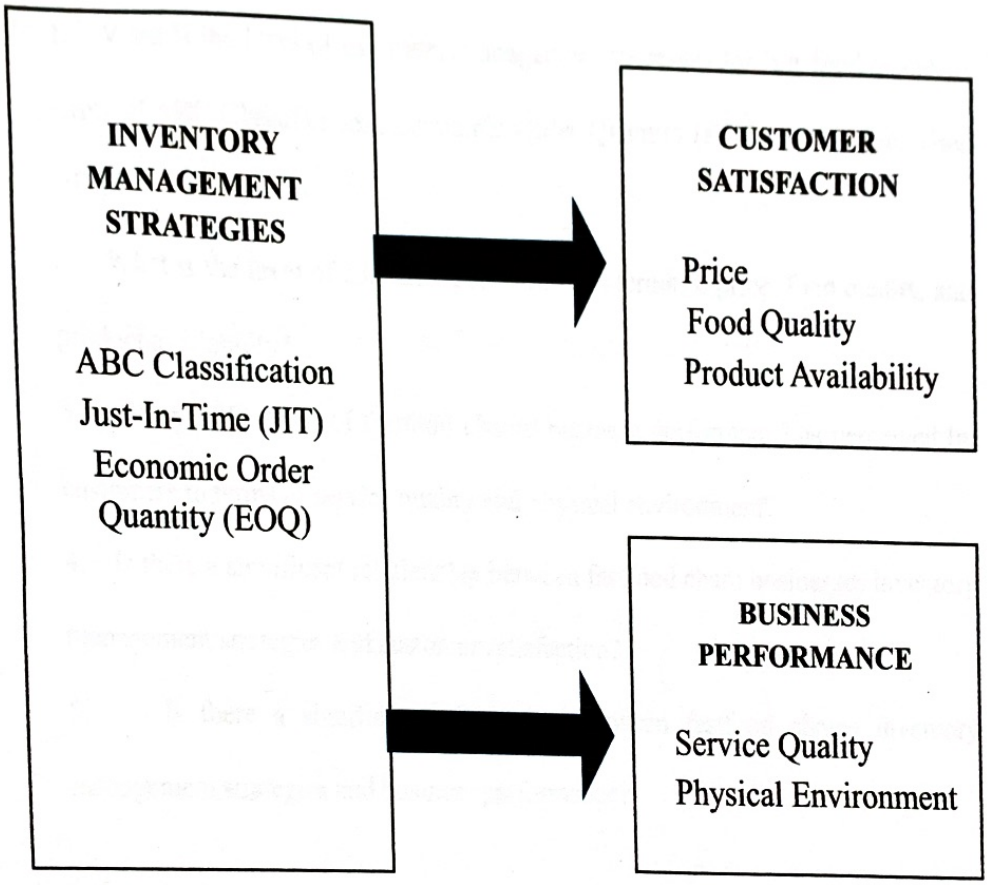


Figure 1. Schematic Diagram of the Study

Statement of the Problem

This study explored the significant relationship between Inventory Management Strategies, Customer Satisfaction, and Business Performance among selected fastfood chains in Ozamiz City. Specifically, this study sought to answer the following research questions:

1. What is the level of inventory management strategies for fast food chains in terms of ABC Classification, Economic Order Quantity (EOQ), and Just-in-Time (JIT)?
2. What is the level of customer satisfaction in terms of price, food quality, and product availability?
3. What is the level of fastfood chains' business performance as perceived by customers in terms of service quality and physical environment?
4. Is there a significant relationship between fastfood chain businesses inventory management strategies and customer satisfaction?
5. Is there a significant relationship between fastfood chains inventory management strategies and business performance?

Null Hypothesis

Ho1: There is no significant relationship between fast food chain businesses' inventory management strategies and customer satisfaction.

Ho2: There is no significant relationship between fast food chains' inventory management strategies and business performance.

Chapter 2

METHODOLOGY

Design

This study employed a quantitative research approach integrating a descriptive correlational research design. A descriptive correlational research design described the variables and measured the extent of the relationships between and among the variables (Aprecia et al., 2022). The research design integrated descriptive-correlational to ascertain the relationship between inventory management strategies, customer satisfaction, and business performance without manipulating these variables. This design was relevant for this study as it examined the significant relationship between inventory management strategies, customer satisfaction, and business performance among selected fastfood chains in Ozamiz City.

Setting

The study was conducted in Ozamiz City, one of the cities located in the province of Misamis Occidental, Philippines. Considering its strategic location, it is regarded as the center of trade and commerce. Thus, the focus of this study was the selected fast-food chains within the city. Ozamiz City belongs to Misamis Occidental province, considered one of the fastest-growing provinces in the Northern Mindanao region, with a growth rate of 7.4% in 2022 (Philippine Statistics Authority, 2022). With 14 municipalities and 3 cities, including Ozamiz City, the predominantly services-based economy of the province contributes enormously to the country's Gross Domestic Product (GDP) growth. The city food manufacturing sector provides a distinctive context for determining the relationship between inventory management strategies toward customer satisfaction and business performance.

Respondents

The respondents include managers, employees, staff, and customers of selected fast food chains within the City of Ozamiz, and they are selected based on convenience sampling by the researchers. The sample size for customers was determined using Raosoft, having a 1,100 customer population and 285 respondents. Meanwhile, the target sample size for employees was also determined using the Raosoft calculator. The minimum sample size required is 106, with a response distribution of 50% for a confidence level of 95% and a margin error of 5%. It is composed of 22 employees from Chowking (21%), 51 employees from Jollibee (48%), and 33 employees from McDonald's (31%).

Furthermore, the respondents were divided into 40% from managers, staff and employees and 60% from customers. The employees were chosen based on these criteria: (1) Currently working as a manager, staff, or employee in one of the fast food chains in Ozamiz City to ensure the data reflects current practices and experiences; (2) At least 6 months of working experience, considering that they already have a comprehensive understanding of the inventory management strategies of the fast food chain, and; (3) Must be 18-65 years old, to ensure demographic diversity and relevance to the typical employee base. Moreover, customers were chosen based on these criteria: (1) They must be customers of either one of the fast food chains in Ozamiz City who have purchased their products; (2) They must be 18-65 years old to ensure a diverse sample that represents the typical customer base, and; (3) They must have been customers of the fast food chain for at least a month to ensure they have recent and relevant experience. However, those not meeting the inclusion criteria were excluded as study respondents.

Instruments

The following instruments were used to collect data from the respondents.

A. Demographic Profile of the Employees. This checklist includes questions related to the demographic profile of the employees, such as their age, work classification, and years of service.

B. Demographic Profile of the Customers. This checklist includes questions related to the demographic profile of the customers, such as their age and years of experience with the products/services of the different fastfood chain businesses in Ozamiz City.

C. Inventory Management Strategies Questionnaire. This is a four point-Likert scale questionnaire adapted from Jenifer Aanyu (2019). The questionnaire consists of three (3) constructs and 13 statements (Appendix C).

In determining the inventory management strategies integrated by fastfood chain businesses, the following scale was used:

Responses	**Continuum**	**Interpretation**
4 - Strongly Agree (SA)	3.25-4.0	Very High (VH)
3 - Agree (A)	2 50-3.24	High (H)
2 - Disagree (D)	1.75-2.49	Low (L)
1 - Strongly Disagree (SD)	1.0-1.74	Very Low (VL)

D. Customer Satisfaction Questionnaire. This is a four-point Likert scale questionnaire that was adapted from Hasbullah, et al. (2021), Chian (2020), and Añonuevo (2015). The questionnaire comprises one (3) constructs and 15 statements (Appendix D).

In determining customer satisfaction towards the different fast food businesses, the following scale was used:

Responses	Continuum	Interpretation
4 - Strongly Agree (SA)	3.25-4.0	Very High (VH)
3 - Agree (A)	2 50-3.24	High (H)
2 - Disagree (D)	1.75-2.49	Low (L)
1 - Strongly Disagree (SD)	1.0-1.74	Very Low (VL)

E. Business Performance Questionnaire. This four-point Likert scale questionnaire was adapted from Hasbullah et al. (2021) and Chian (2020). The questionnaire consists of one (2) constructs and 10 statements (Appendix E).

In determining the business performance of the fast-food chains, the following scale was used:

Responses	Continuum	Interpretation
4 - Strongly Agree (SA)	3.25-4.0	Very High (VH)
3 - Agree (A)	2 50-3.24	High (H)
2 - Disagree (D)	1.75-2.49	Low (L)
1 - Strongly Disagree(SD)	1.0-1.74	Very Low (VL)

Data Collection

Prior to conducting the study, the researchers obtained permission from the Dean of the College of Business and Management and were conferred by the research adviser. After the approval was sought, the researchers also sought approval from the manufacturing managers to conduct the study. Once the approval is granted, the

researchers will give informed consent to the selected respondents, including the justification and objectives of the study. Data collection involves online and face-to-face surveys to accommodate manufacturing managers, staff, employees, and customers' preferences and availability. Online surveys were distributed via email to reach a broader audience efficiently, while face-to-face surveys ensured inclusivity. The administered survey spanned two months, providing enough time for data collection and follow-up with respondents. After the questionnaire distribution, they were collected, tallied, analyzed, and interpreted.

Ethical Consideration

The researchers considered the Bell and Bryan (2011) research ethical protocols. Research participation was purely voluntary. Respondents have the right to refuse participation at any time and can change their minds even after initially agreeing on the terms of participation and signing the consent form. Informed consent was given to the respondents to ensure they were acquainted with the study's research objectives. There was no penalty for refusing participation in this study, which did not affect any relationship with the researchers. Respondents were allowed to review any information they provided and omitted during the study upon declining or withdrawing their participation.

In addition, a consent letter was given to ensure that the respondents (employees and customers) of legal age were informed of the benefits, implications, and institutional approval of participating in the study. Complete anonymity was strictly observed to protect the privacy and confidentiality of the personal information of the respondents who agreed to participate in this study. Therefore, their names were kept confidential and replaced by numbers to represent the fast food chain's employees' responses regarding their knowledge of inventory management strategies. Customers'

names were also kept confidential and replaced by numbers to represent their answers regarding their satisfaction and knowledge about the business performance of the fast food chains. Proper credits were given, credible and reliable sources were utilized, results were presented transparently, and research findings were interpreted accurately.

Data Analysis

This study utilized the following statistical tools to analyze and interpret the data collection:

Weighted Mean and Standard Deviation. These tools determined customer satisfaction and fastfood chains' business performance.

Spearman Rho. This statistical tool assessed the significance of the relationship between fastfood chain businesses' inventory management strategies, customer satisfaction, and business performance.

Chapter 3

RESULTS AND DISCUSSION

Level of Inventory Management Strategies for Fastfood Chains

Table 1 shows the level of inventory management strategies for fast food chains, specifically in terms of ABC Classification, Economic Order Quantity (EOQ), and Just-in-Time (JIT). The results revealed that fast food chains' overall inventory management strategies were rated as Very High (M=3.517; SD=0.4318). It suggested a vigorous application of the approach across the fast-food chains in Ozamiz City and exhibited a strong inclination for inventory management methods. The results imply that these strategies are crucial to fast food operations. This shows that fast food chains approach things differently, even though the industry values efficient inventory management. It suggests room to improve consistency and provide better employee training to ensure the same strategies are applied uniformly across all chains. Meanwhile, regarding its respective constructs, the ABC Classification scored the highest (M=3.545; SD=0.4728), followed by EOQ (M=3.519; SD=0.4689), while JIT scored the lowest (M=3.489; SD=.4528), but all are still classified as Very High.

The findings showed that fast food chains using inventory management strategies demonstrated a vigorous application of ABC Classification, which has a high mean score and standard deviation (M=3.545; SD=0.4728), indicating that fast food chains heavily rely on this method to categorize inventory into critical and non-critical items. This high application level prioritizes items that significantly impact costs and customer satisfaction. Relying on ABC Classification underscores the importance of smart inventory management in staying competitive in the fast-food industry. Additionally, the intense application of ABC Classification by fast-food chains serves

as the best practice in inventory management. This approach supports cost efficiency and reinforces a customer-focused strategy that drives satisfaction and loyalty in a highly competitive market.

Secondly, the Economic Order Quantity (EOQ) method revealed that fast food chains adopt this technique to optimize their ordering process and reduce holding costs. The high mean score and standard deviation (M=3.519; SD=0.4689) for EOQ underscores its importance in managing stock levels and aligning supply with demand. Moreover, this also suggests that fast food chains effectively integrate this method into their inventory systems, possibly leveraging technology to automate calculations and streamline implementation. By incorporating EOQ into their inventory strategies, these chains can enhance supplier relationships by ensuring timely and predictable ordering patterns, fostering reliability, and reducing lead times.

Lastly, the Just-In-Time (JIT) inventory management has the lowest mean score and standard deviation (M=3.489; SD=.4528); although this still falls in the "Very High" range, the slight dip suggests that fast food chains might be cautious in fully implementing JIT, given its reliance on accurate demand forecasting and the potential risk of stock outs. The slight hesitation to fully embrace JIT may indicate a measured approach by fast food chains to balance its benefits, such as reduced holding costs, with its risks, including potential disruptions in supply or delays in deliveries. The slightly lower average score for JIT highlights the need for a well-rounded approach to managing inventory effectively.

The findings from the study corroborate with the existing literature that strategies like ABC Classification, EOQ, and JIT are established as best practices in optimizing inventory while maintaining flexibility and meeting customer demand. They play a crucial role in fast-paced industries like fast food, where accurate inventory

management is vital to keeping costs low and ensuring customers are happy. ABC Classification is widely recognized as an efficient way to categorize inventory by value, helping businesses focus on high-impact items. Recent studies confirm that prioritizing "A" items contributes significantly to revenue and allows companies to optimize inventory costs and manage resources better, particularly in sectors with complex supply chains like fast food (Atukwase, 2018). These findings reinforce that fast food chains benefit from using ABC analysis to maintain high-value items while minimizing excess stock, ultimately improving cost efficiency.

Conversely, Economic Order Quantity (EOQ) is a practical tool to help businesses determine the best order size, balancing meeting demand and minimizing ordering costs. Implementing EOQ reduces overstock and stockouts, which is critical in the fast food industry, where demand can be unpredictable (Adato, 2022). The study demonstrates that EOQ helps streamline purchasing decisions and reduce storage costs, directly supporting the findings in Table 1 that fast food chains maintain high EOQ scores, reflecting consistent application in inventory management. The findings further confirm that Just-In-Time (JIT) inventory is in line with recent improvements in inventory management, focusing on reducing holding costs by ensuring supplies arrive only when needed. This strategy can be beneficial for fast food chains but may introduce risks of stockouts if not well-coordinated. Literature indicates that JIT, although highly efficient, requires robust supplier relationships and real-time tracking capabilities, which can be challenging to maintain consistently (Chebet & Kitheka, 2019). The moderate variability in JIT scores from Table 1 echoes these challenges, as some fast-food chains may struggle with the coordination needed for JIT to be effective.

Thus, the study inferred that fast food chains effectively use ABC Classification and Economic Order Quantity (EOQ) to manage their inventory, focus on high-value

items, and optimize order quantities to reduce costs and avoid stockouts. The variability in Just-In-Time (JIT) scores indicates challenges with maintaining the tight coordination required for this strategy, which can lead to inconsistencies. Moreover, the variability across inventory management strategies implies a need for more standardized training and guidelines on employees to enhance consistent application across fast food chains, helping to reduce operational costs and improve efficiency.

Table 1

Level of Inventory Management Strategies for Fast Food Chains in terms of ABC Classification, Economic Order Quantity (EOQ), and Just-in-Time (JIT)

(n=106)

Constructs	M	SD	Interpretation
ABC Classification	3.545	.4728	Very High
Just-In-Time (JIT)	3.489	.4528	Very High
Economic Order Quantity (EOQ)	3.519	.4689	Very High
Inventory Management Techniques	**3.517**	**.4318**	**Very High**

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

Level of Customer Satisfaction in terms of Price, Food Quality, and Product Availability

Table 2 shows customer satisfaction with price, food quality, and product availability. Overall, customer satisfaction was rated Very High (M=3.431; SD=0.4529). It suggests that customers had a positive view of the fast-food chain's prices, food quality, and the availability of its products. The high rating indicates that factors like price, food quality, and product availability significantly shape customers' satisfaction. The low customer satisfaction standard deviation (SD=4259) shows the

consistency of their enjoyed level of satisfaction. Food quality has the highest mean, and standard deviation (M=3.525; SD=0.4652) was rated Very High. Price has second to the highest mean (M=3.432; SD=0.5016) rated Very High. Product availability was also rated very high, with the lowest mean and standard deviation (M=3.337; SD=0.5159).

The findings revealed that the customer considers the three dimensions that positively contribute to high customer satisfaction. The three constructs were rated very high. A high average score (M=3.525) shows that food quality is the critical factor influencing customer satisfaction. This suggests that the food served by fast food chains generally meets or surpasses customer expectations. These businesses need to prioritize food quality in their operations, as it significantly boosts customer satisfaction and drives overall success.

Moreover, the price mean score (M = 3.432) is lower than the mean of food quality, which is still high, suggesting that customers variably perceive prices as reasonable and favorable. Price gives a balance between food quality and product availability. Setting competitive prices while providing the customers the exceptional value impacts customer satisfaction. Even if prices are fair and suitable to its market, it will not increase customer satisfaction despite the product availability if the quality offered is poor. In addition, the mean score (M = 3.337) of product availability is slightly lower than food quality and price, indicating that it is least likely to affect customer satisfaction. They are satisfied with product availability but sometimes encounter unavailability, which does not significantly affect satisfaction. Customers are still willing to eat at their preferred fast food despite the unavailability of the products. However, there is still a need to address the cause of product unavailability.

Furthermore, the standard deviations show the spread of the customer's response. The highest standard deviation indicates the spread of the customer's response, which results in inconsistency, while the lowest standard deviation indicates the consistency of the customer's response regarding each construct. Overall, it is evident from the customer satisfaction standard deviation (SD=0.4529) that most customers are satisfied without much variability in the fast food chains' price, food quality, and product availability of the fast food chains. The product's availability shows the most significant variability (SD = 0.5159), suggesting that customer responses vary widely. Other customers are still willing to eat at their preferred fast food chains despite the unavailability of the products, while others are not, which affects the satisfaction level. In addition, the price standard deviation (SD=0.5016) shows variability in customers' responses. Customers perceived the price offered to be equated to the quality of food, and others perceived prices as more expensive than those of other food chains. On the other hand, food quality has the slightest variation (SD=0.4652), meaning that customers generally feel the food quality at the fast food chains consistently meets or exceeds their expectations, leading to higher satisfaction.

The results in Table 2 align with previous research, emphasizing the impact of price, food quality, and product availability on customer satisfaction. According to Hasbullah et al. (2021), product pricing is crucial in shaping customer satisfaction, highlighting its importance in driving positive customer experiences. Customers feel satisfied with the product when it is worth their money. Also, prices comparable to the food's quality satisfy customers, as Zardi et al. (2019) noted. In addition, Mwangi (2022) pointed out in their study how the availability of products impacts customer satisfaction. The findings revealed that customer satisfaction increased when products were more readily available.

Benavides (2022) highlighted that having the right products available is vital to ensuring customer satisfaction. Businesses need to focus on the products they offer. Similarly, Benrit and Trakulmaykee (2016) discovered that food quality is crucial in determining customer satisfaction. Zardi et al. (2019) also found that the higher the quality of the product, the greater the satisfaction customers feel. Maintaining consistent product quality across all locations is vital for restaurants. Lastly, Norawati et al. (2021) concluded that customers are satisfied when the product meets their expectations.

On the other hand, it will dissatisfied customers if it fails to meet their expectations. The three factors studied were found to impact customer satisfaction. These results are consistent with Ali et al.'s (2024) study, which showed that effective inventory management reduces costs and lead time, leading to lower prices and greater customer satisfaction. Also, it decreases the chance of overstocking inventory, affecting food quality. It also helps prevent stockouts and reduces spoilage, ensuring that products are delivered to customers on time (Singh & Singh, 2013).

The study backs John Krafcik's Lean theory (1988), highlighting the need for ongoing improvement, prioritizing customer value, and focusing on activities and organizational goals (Kolasani, 2023). The high average score for food quality suggests that the business is meeting customer expectations. Lean theory suggests continuous improvements, which customers perceive inconsistently, to enhance satisfaction. The findings support the focus of lean theory to deliver maximum value to customers. Moreover, Goldratt's constraint theory (1984) endorsed the inconsistency of product availability. This theory argues that the key to success is for management to overcome limitations or constraints (Şimşit, Günay, & Vayvay, 2014). Product availability is the primary focus of improvement in fast food chains. With its lowest mean and highest

standard deviation among the three constructs, it is evident that the product's availability is considered a constraint that limits and affects the satisfaction level. Thus, addressing the constraint can improve satisfaction and provide customers with the best experience.

The study suggests that price, food quality, and product availability are key factors that influence customer satisfaction. Improving these aspects can enhance the overall customer experience, leading to higher satisfaction. Furthermore, maintaining the proper inventory level is essential to ensure that it is used in its fresh state and to avoid any spoilage that results in food availability to meet the customers' demands. Understanding these constructs and the importance of inventory strategies can significantly influence customer choices and satisfaction. Moreover, it will help food chains to be more competitive in the market.

Table 2

Level of Customer Satisfaction in terms of Price, Food Quality, and Product Availability

(n=285)

Constructs	M	SD	Interpretation
Price	3.432	.5016	Very High
Food Quality	3.525	.4652	Very High
Product Availability	3.337	.5159	Very High
Customer Satisfaction	**3.431**	**.4259**	**Very High**

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

Level of Fastfood Chains Business Performance as Perceived by Customers in terms of Service Quality and Physical Environment

Table 3 highlights the factors related to service quality and the physical environment that customers believed impacted their satisfaction, with an overall rating of Very High (M=3.457; SD=0.4364). The very high rate reflects the positive experience with fast food chains. The customers feel that employees are valuing them. The fast food chain environment gives a comforting feeling to the customers. The low standard deviation suggests that the fast food chains' business performance as perceived by the customers is consistent, affecting satisfaction levels aside from food quality, price, and product availability. The physical environment received the highest average rating and variation (M=3.497; SD=0.4775), while service quality had the lowest (M=3.418; SD=0.4971). Both ratings are considered very high, reflecting customers' overall positive experience at the fast food chain.

Table 3 asserts that the customers positively find service quality and physical environment indicators of business performance. Customers put more emphasis on the physical environment and the business performance of the fast food chains, which is evident with its higher mean (M=3.497). The environment is vital in shaping the overall customer experience, alongside other factors like food quality and pricing. For fast food chains, creating a comfortable atmosphere with the right temperature, lighting, and space is essential, influencing whether customers will return. Additionally, service quality significantly contributes to a positive experience, with a high rating of 3.418. Being responsive and attentive to customers helps fast food chains meet their needs and makes them feel valued, enhancing the overall experience. The low standard deviation of the two constructs reflects the consistency of the business performance of the fast

food chains as perceived by the customers. Maintaining quality service and an appealing environment helps the business stay competitive and adds value to customer experience.

The results in Table 3 align with previous research, emphasizing the importance of service quality and the physical environment in improving business performance and adding value. This study examines explicitly non-financial aspects of business performance. Phan's (2021) study also highlights that service quality is a crucial factor that sets a business apart from its competitors and contributes to its overall performance. Moreover, customer quality service expectations can influence buying decisions (Vardhan, 2021). Amir (2021) and Abdul Rahman et al. (2020) found fierce competition in the industry; thus, maintaining an appealing physical environment gives customers a unique experience and a competitive advantage.

Similarly, Eren et al. (2023) suggest that meeting customers' expectations regarding service quality and the restaurant's atmosphere leads to customer loyalty, which can positively impact the restaurant's brand image. In their study, Rajput & Gahfoor (2020) found that the physical environment contributes to the longevity of customer relationships with the fast food chain. Thus, it must be given attention and not be overlooked.

Currently, no studies directly connect inventory management strategies with business performance based on non-financial measures. However, research suggests that non-financial factors, such as customer satisfaction, are closely linked to business performance in fast-food chains. For example, Amir's (2021) study found that service quality and the physical environment significantly impact customer satisfaction. Similarly, Rahman et al. (2019) highlighted that service quality, the physical

environment, and food quality, availability, and price greatly influence customer satisfaction levels.

The study suggests that the quality of service and the physical environment are crucial factors in assessing business performance from the customer's perspective. These elements are essential in building and sustaining customer relationships while providing a competitive edge for fast-food chains. Even though they aren't directly linked to inventory management strategies, these factors still deserve attention. They can significantly influence business operations and the overall customer experience, as people consider not only the food quality but also the environment and service when choosing where to dine.

Table 3

Level of Fast Food Chains Business Performance as Perceived by Customers in terms of Service Quality and Physical Environment

(n=285)

Constructs	M	SD	Interpretation
Service Quality	3.418	.4971	Very High
Physical Environment	3.497	.4775	Very High
Business Performance	**3.457**	**.4364**	**Very High**

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

Significant Relationship between Fast Food Chain Businesses' Inventory Management Strategies and Customer Satisfaction

The Spearman Rank Correlation Coefficient examined the relationship between fast food chains' inventory management strategies and customer satisfaction. The results in Table 4 revealed a moderate, negative correlation between the two. Specifically, the correlation coefficient was -0.196, with a p-value of 0.044, suggesting

a significant connection. This negative correlation implies customer satisfaction decreases as fast-food chains focus more on inventory management. Although effective inventory management is vital for operational success, these strategies must align with customer expectations to maintain long-term satisfaction and loyalty. By adopting a balanced and flexible approach to inventory management, fast food chains can meet their operational goals and customer needs, fostering a competitive edge in the industry.

In fast food chain businesses, focusing solely on efficient inventory techniques such as minimizing stock approaches may lead to product unavailability during peak times, negatively impacting customer experience. In the fast food industry, customer satisfaction depends more on consistently providing exemplary service and availability than having an efficient inventory system. The moderate correlation yet significant ($p = 0.044$) relationship between the two implies that customer satisfaction in this sector may depend more on other factors like service speed, food quality, and physical ambiance rather than on the precise management of inventory. While fast food chains need to manage inventory efficiently to control costs, they should also focus on customer-friendly practices to meet demand and improve overall satisfaction.

The results in Table 4 confirm previous research showing that inventory management strategies have a complex effect on customer satisfaction. By using efficient approaches like Just-in-Time (JIT) and other lean methods, companies can lower costs and ensure products are available when needed, which helps boost customer satisfaction by reducing the chances of stockouts. However, challenges with JIT coordination can negatively affect customer experiences if stock availability is not aligned with demand. The highlights of how lean inventory techniques, including JIT, positively correlate with customer satisfaction when successfully implemented, as these methods ensure products are available without excessive delays, thus enhancing

customer trust and loyalty (Sharabati & Al-Janabi, 2020). Furthermore, more recent analyses indicate that while efficient inventory management can improve operational effectiveness, its direct influence on customer satisfaction may vary based on industry-specific demands and consumer expectations (Lunkunse, 2016). In fast-paced sectors like fast food, real-time inventory visibility and order accuracy are crucial in maintaining satisfaction levels, as noted by studies on inventory transparency, which stress that clear information on stock availability builds customer trust and reduces dissatisfaction associated with stockouts (Aanyu, 2019). Therefore, while inventory management is vital, these studies support the finding that customer satisfaction depends more on balancing inventory efficiency with meeting immediate customer demand. The study disproves the null hypothesis, which suggested no meaningful connection between the inventory management strategies of fast food chains and customer satisfaction.

The study suggests that inventory management can improve customer satisfaction by reducing stockouts. However, meeting real-time demand and quick service expectations can make it challenging to balance inventory efficiency and customer experience. While efficient inventory practices are crucial, product availability, speed, and service quality play a more significant role in customer satisfaction in the fast food industry. Therefore, combining customer-focused strategies with inventory management could help fast-food chains better meet customer expectations. Additionally, while techniques like ABC Classification, EOQ, and JIT are essential for operational efficiency and cost control, they don't directly impact customer satisfaction in fast food. Ultimately, the study highlights a moderate negative correlation, suggesting that while inventory strategies improve operations, they may not

fully address fundamental customer needs, like consistent availability and timely service.

Table 4

Relationship between Fast Food Chain Businesses Inventory Management Strategies and Customer Satisfaction

(n=285)

Inventory Management Techniques	r-value	p-value	Interpretation
Customer Satisfaction	-.196*	.044	Moderate Negative Correlation/Significant

Note: 1). Perfect Negative Correlation (-0.61 to -1.00), Strong Negative Correlation (-0.31 to -0.60), Moderate Negative Correlation (-0.11 to -0.30), No Correlation (0.00), Weak Positive Correlation (0.01 to 0.10), Moderate Positive Correlation (0.11 to 0.30), Strong Positive Correlation (0.31 to 0.60), and Perfect Positive Correlation (0.61 to 1.00)

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

Significant Relationship between Fastfood Chains Inventory Management Strategies and Business Performance

Table 5 highlights a notable link between the inventory management strategies of fast food chains and their business performance. The results indicate that these strategies negatively and significantly affect business performance. Specifically, the two have a moderate negative correlation, with a Spearman rank correlation coefficient (r-value) of -.214. This relationship is statistically significant, as shown by a p-value of .028. The moderate negative correlation suggests that certain inventory management strategies might have a detrimental effect on business performance. Some strategies integrated to reduce costs may lead to stockouts, which significantly affect the performance of the business. While inventory management strategies help minimize costs, they should be well-distributed with factors that affect business performance.

Inventory management strategies allow inventory clerks to identify and arrange items significantly affecting inventory costs. By integrating various inventory management techniques, employees save time trying to locate certain goods and speed up the process of providing services to customers. However, efficiency and cost reduction strategies may reduce product availability since products are kept in lower quantities to reduce storage costs. Inventory management strategies that prioritize efficient inventory may create a heavier workload for staff. Some employees may be constantly organizing stock records or checking inventory levels, which can distract them from prioritizing customer needs. The correlation analysis between the independent and dependent variables suggests that improving inventory management strategies leads to declining business performance. This unexpected negative impact indicates that inventory management strategies may not be as beneficial for performance as previously thought. As a result, the second null hypothesis (H02), which claimed no significant relationship between inventory management strategies and business performance in fast food chains, is rejected.

The findings align with Goldratt's (1984) Theory of Constraints, which suggests that every system is limited by at least one constraint that affects its overall performance. By focusing on the non-financial constraints of business performance, such as service quality and physical environment, fast food chains may find solutions to improve the customer experience and increase their overall business performance. This study also proves the Lean Manufacturing Theory of John Krafcik (1988), which encourages continuous improvement through gradual change by improving both business performance and customer experience.

This research aligns with the findings of Mujasi (2021), who examined inventory management practices and operational performance in fast food restaurants,

specifically at Java House Uganda. His study suggests that Just-in-Time inventory management doesn't significantly impact operational performance. The findings indicated that other attempts to enhance their customer service would diminish operational performance. This is because inventory management strategies require additional expenditures to match customer demands. Mukula's (2023) study aligns with Mujasi's (2021) findings, showing that the Just-In-Time (JIT) supplier strategy and quantity strategy have little to no impact on operational performance. In other words, the supplier strategy could lead to decreased operational efficiency.

The study's findings, however, conflicted with Mankazana's (2020) research, which concluded that inventory management and supply chain positively affect organizational performance. It is also contradicted by the study of Chibet and Kitheka (2019), which states that EOQ positively affects firm performance. Implementing JIT can help reduce the bullwhip effect caused by inaccurate demand forecasts, improve machine setup times, and lead to better production planning. A study by Ali et al. (2024), which aligns with research by Chibet and Kitheka (2019), looks at how JIT affects operational performance in global fast-food restaurants in Pakistan. Their findings show that JIT positively impacts operational performance by boosting productivity and profitability through waste reduction and faster response times in production processes.

The study suggested that inventory management strategies might harm business performance. Strategies concentrated on efficiency and reduced costs may harm the aspects of a business that customers value. It includes a pleasant ambiance, attentive service, and dependable product availability. Inventory management strategies that prioritize minimizing costs may strain staff resources. It may leave them preoccupied with constant inventory checking and restocking.

Consequently, they may need more time to engage with customers or provide mindful service, which could lead to customers feeling overlooked and undervalued. Reduced product availability due to strict inventory control can result in understock and delay, which can be particularly damaging in competitive markets where customers can easily find alternatives. This correlation highlights the importance of fast food chains considering customers when implementing inventory management strategies. While business performance and operational efficiency are essential for cost management, they must be balanced with strategies that meet and exceed customer expectations.

Table 5

Relationship between Fastfood Chains Inventory Management Strategies and Business Performance

(n=285)

Inventory Management Techniques	r-value	p-value	Interpretation
Business Performance	-.214*	.028	Moderate Negative Correlation/Significant

Note: 1). Perfect Negative Correlation (-0.61 to -1.00), Strong Negative Correlation (-0.31 to -0.60), Moderate Negative Correlation (-0.11 to -0.30), No Correlation (0.00), Weak Positive Correlation (0.01 to 0.10), Moderate Positive Correlation (0.11 to 0.30), Strong Positive Correlation (0.31 to 0.60), and Perfect Positive Correlation (0.61 to 1.00)

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

Chapter 4

SUMMARY OF FINDINGS, CONCLUSION, AND RECOMMENDATIONS

Summary

In a highly competitive industry, businesses strive to deliver the best possible customer experience to keep them loyal and stay ahead of the competition. A study titled "Fast Food Chain Businesses' Inventory Management Strategies, Customer Satisfaction, and Business Performance" explored how fast food chains' inventory management strategies impact customer satisfaction and overall business performance, as seen from the customers' perspective. The study specifically seeks to answer the following research questions:

(1) What is the level of inventory management strategies for fast food chains in terms of ABC Classification, Economic Order Quantity (EOQ), and Just-in-Time (JIT)?; (2) What is the level of customer satisfaction in terms of price, food quality, and product availability?; (3) What is the level of fast food chains' business performance as perceived by customers in terms of service quality and physical environment?; (4) Is there a significant relationship between fast food chain businesses' inventory management strategies and customer satisfaction?; (5) Is there a significant relationship between fast food chains inventory management strategies and business performance?

The study utilized a descriptive correlational research design. The data were gathered in Ozamiz City through a survey questionnaire and Google forms administered by one hundred six (106) employees and two hundred eighty-five (285) customers of the fast food chains through convenience sampling. The statistician employed the Mean, Standard Deviation, and Spearman rank correlation coefficient for data analysis.

The findings highlighted the importance of customer satisfaction, the strongest predictor of business performance. With a moderate negative correlation between inventory management strategies and customer satisfaction and business performance, it must be given importance as it is statistically significant to provide customers with the highest level of satisfaction.

Findings

Here are the key findings from the study:

1. Fast food chains prioritize inventory management strategies like ABC Classification, Just in Time, and Economic Order Quantity. This suggests that these strategies are popular because they help fast food chains effectively meet customer demands.
2. Customers were delighted with the prices, food quality, and availability of products. Aside from the cost and availability of products, customers value the food quality most.
3. Customers rated the business's performance highly, particularly regarding service quality and the physical environment. The study relied on non-financial measures, and the low standard deviation indicates that the company consistently performed well. It suggested that the mentioned constructs positively add more value to customer's experience and level of satisfaction.
4. The findings implied that fast food chains' inventory management strategies have a moderate negative correlation and significant relationship with customer satisfaction. Effective inventory management is vital for fast food chains to prevent stockouts, reduce waste, and control costs. It's also

essential to consider factors that directly impact customer satisfaction. The goal is to balance efficient inventory practices and meeting customer expectations.

5. Inventory management strategies of fast food chains have a moderate negative correlation and are statistically significant toward business performance. Inventory management focuses on the efficiency of the operations. Fast food chains must carefully evaluate their adopted strategies to ensure they will not negatively impact the business performance. It highlights the need for balance between the strategy and business performance.

Conclusion

Here are the conclusions based on the study's findings:

1. Fast food chains typically make substantial use of inventory management strategies like ABC Classification, Economic Order Quantity (EOQ), and Just-in-Time (JIT) to keep costs low and ensure high customer satisfaction.
2. The fast food chain's customers are generally satisfied with the prices, food quality, and product availability, suggesting that they believe the value of their purchases aligns with the quality of the food and that menu items are consistently in stock.
3. Fast food chains demonstrate outstanding business performance regarding service quality and physical environment, showing that positive experiences and an appealing climate improve customer value.
4. The research reveals a clear negative impact of fast food chains' inventory management practices on customer satisfaction. The study emphasizes the

importance of balancing inventory management and meeting customer expectations. Fast food chains could improve customer satisfaction by adopting inventory strategies that focus more on the needs and expectations of their customers.

5. There is a significant negative correlation between inventory management strategies and business performance. Implementing inventory management strategies focused on operational efficiency among fast food chains should be balanced with factors that affect business performance.

Recommendations

Here are some suggestions for future research based on the conclusions of this study:

For Fastfood Chain Businesses

1. Consider integrating more customer-centered practices in their inventory management approach. It could use real-time demand forecasting tools to adjust stock levels dynamically, ensuring high-demand items remain available during peak times to enhance customer satisfaction.
2. Prioritize training programs for employees that are focused on standardizing inventory practices, especially for methods like ABC Classification, Economic Order Quantity (EOQ), and Just-In-Time (JIT). By creating clear guidelines and offering comprehensive training, fast food chains can reduce variability in ABC Classification, EOQ, and JIT applications, thus minimizing stockouts and ensuring a more consistent customer experience.

For Future Researchers

1. Broaden this study to include fast food chains from different cities, regions, or countries to explore how cultural or economic factors influence the relationship between inventory management, customer satisfaction, and business performance. This expansion would provide insights into how operational efficiency meets varying customer expectations across markets.

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APPENDIX A

Employees Demographic Profile

Directions: Please mark your corresponding answer with a CHECK (✓).

Age

- ☐ 18-25
- ☐ 26-30
- ☐ 31-35
- ☐ 36-40
- ☐ 41-45
- ☐ 46 or above

Work Classification

- ☐ Manager
- ☐ Supervisor
- ☐ Inventory Clerk
- ☐ Order Takers

Years of Service

- ☐ Less than 1 year
- ☐ 1-5 years
- ☐ 6-10 years
- ☐ 11-15 years
- ☐ 16-20 years
- ☐ 21 years or above

APPENDIX B

Customers Demographic Profile

Directions: Please mark your corresponding answer with a CHECK (✓).

Age

- ☐ 18-25
- ☐ 26-30
- ☐ 31-35
- ☐ 36-40
- ☐ 41-45
- ☐ 46 or above

Which fast food restaurant in Ozamiz City do you prefer to visit?

- ☐ Jollibee
- ☐ McDonalds
- ☐ Chowking

APPENDIX C

Inventory Management Strategies Questionnaire

Adapted-Modified from Jenifer Aanyu (2019)

Purpose: This questionnaire aims to determine the inventory management strategies employed by fast food chains in Ozamiz City.

Directions: Please read carefully each statement and put a CHECK (✓) mark that will best suit your answer.

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

STATEMENTS	4 SA	3 A	2 D	1 SD
ABC Analysis				
1. I use the ABC Analysis inventory management technique to identify inventory items which greatly impact overall inventory costs.				
2. I am able to arrange goods according to their profitability with the use of ABC Analysis.				
3. I save time and speed up planning in my organization with the help of ABC Analysis, impacting customer satisfaction.				
4. I find that ABC Analysis improves my store's layout and management, thereby enhancing customer satisfaction.				
Economic Order Quantity Inventory Management Technique (EOQ)				

1. I find that my total inventory holding cost and ordering cost minimized with the use of EOQ.				
2. I apply EOQ when the demand for products remains the same over the years.				
3. I can minimize the cost for acquiring inventory, leading to stable prices for customers, which affects customer satisfaction.				
4. I find that my ordering cost is constant and the economic order quantity time is fixed, which directly impacts customer satisfaction.				
Just In Time Inventory Management Strategies				
1. I take Just in Time into consideration to retain high levels of customer satisfaction.				
2. I have a cost of zero waste in using Just in the time inventory management technique.				
3. I ensure that the materials I need arrive just in time before production starts by using the Just in Time technique.				
4. I can eliminate the possibility of making mistakes in the production process by using just-in-time technique.				
5. I maintain just enough materials at the right place and time to make just the right amount of a given product.				

APPENDIX D

Customer Satisfaction Questionnaire

Adapted-Modified from Chian (2020), Hasbullah, et al. (2021), and Añonuevo (2015)

Purpose: This questionnaire aims to assess the customers' satisfaction based on their experiences with the products and services offered by fast food chains in Ozamiz City.

Directions: Please read carefully each statement and put a CHECK (✓) mark that will best suit your answer.

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

STATEMENTS	4 SA	3 A	2 D	1 SD
Price				
1. I find the price offered suitable for the category of menus provided at the fast food restaurant.				
2. I believe the price of the product offered is reasonable.				
3. I think this restaurant offers the best possible price plan that fulfill my needs.				
4. I feel that the quality of the product at the fast food restaurant is comparable to the price offered.				
5. I think this restaurant provides superior pricing options compared to other fast food restaurants.				

Food Quality				
1. I find the food served hot and fresh.				
2. I find the food served tasty and flavorful.				
3. I think fresh ingredients are used in preparing the foods.				
4. I think the restaurant offers a variety of menu items.				
5. I think the food presentation is visually appealing.				
Product Availability				
1. I am still willing to eat at my most preferred fast food chain despite a limited product offering.				
2. I will be sad if my favorite meal is not available.				
3. I would rather go to another fast food chain if there is a limited menu in my favorite fast food chain.				
4. I would still eat with my family and friends in my most preferred fast food chain.				
5. I will find unavailable products in other fast food chains.				

APPENDIX E

Business Performance Questionnaire

Adapted-Modified from Hasbullah, et al. (2021) and Chian (2020)

Purpose: This questionnaire aims to assess the business performance of the fast food chains based on the experiences of the customers with their products and services offered in Ozamiz City.

Directions: Please read carefully each statement and put a CHECK (✓) mark that will best suit your answer.

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

STATEMENTS	4 SA	3 A	2 D	1 SD
Service Quality				
1. I think the fast food restaurant provides efficient and fast service.				
2. I think the restaurant shows a sincere interest in solving customer's problems.				
3. I think the staff give personal attention to customers.				
4. I think the employees at the fast food restaurant are happy to assist.				
5. I think the staff are consistently courteous.				
Physical Environment				
1. I think the interior design and decorations of the restaurant are visually appealing.				

2. I think the furniture of the restaurant is clean.				
3. I find the temperature in the restaurant comfortable.				
4. I think the seating arrangements in the restaurant are comfortable and give me enough space.				
5. I think the restaurant's lighting and colors create a sense of ambience.				

APPENDIX F

MISAMIS UNIVERSITY
Ozamiz City
COLLEGE OF BUSINESS AND MANAGEMENT

INFORMED CONSENT FORM

Researchers/Investigators:
Name: SAQUIN, BELLY GRACE M.
ETOM, JENESSA J.
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Course: BACHELOR OF SCIENCE IN ACCOUNTANCY

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Research Title:

FASTFOOD CHAIN BUSINESSES' INVENTORY MANAGEMENT STRATEGIES, CUSTOMER SATISFACTION AND BUSINESS PERFORMANCE

PART 1. INFORMATION SHEET	
Introduction	Good day! We are Belly Grace M. Saquin, Jenessa J. Etom and Rhoda May O. Tapdasan the researchers/investigators of the study entitled "Fasftood Chain Buinessess' Inventory Management Strategies, Customer Satisfaction and Business Performance." We are BSA students at Misamis University in Ozamiz City. We will conduct the research with employees and customers of selected fastfood chains (Jollibee, Mcdonalds and Chowking) in Ozamiz City as our participants/respondents. In this vein, we respectfully seek your voluntary participation, being qualified to give your informed consent to participate in this study. Before you decide whether to participate or not in this study, please read the succeeding information about the study and feel free to ask questions anytime should there be anything you do not understand or want to clarify. If you agree to answer the survey questionnaires and interview, you will be asked to affix your name and signature on this form for which you will be given a copy.

Purpose	The purpose of this study is to describe and explore the relationship of inventory management strategies in enhancing customer satisfaction within the fastfood chain sector in Ozamiz City. By addressing the gap in the current research that mainly focuses on healthcare and retail industries, this study provides novel insights into the relationship of inventory management strategies and customer satisfaction. The findings of this study will offer valuable ideas for the management of various businesses, entrepreneurs, and future researchers to optimize their inventory management strategies to be more resilient and responsive in meeting the evolving customer demands and contribute to the existing body of knowledge.
Type of Research Intervention	This study will be conducted through questionnaires. The research intervention will involve the collection of data through surveys administered face-to-face and online google forms.
Selection of Participants/ respondents	The selection of the participants/ respondents is based on the following inclusion criteria for employees: (1) Currently working as a manager, staff, or employee in one of the fast food chains in Ozamiz City to ensure the data reflects current practices and experiences. (2) At least 6 months of working experience, considering that they already have a comprehensive understanding of the inventory management strategies of the fast food chain. (3) Must be 18-65 years old, to ensure demographic diversity and relevance to the typical employee base. Additionally, here is the inclusion criteria for customers: (1) They must be customers of either one of the fast food chains in Ozamiz City, who have experienced their products and services. (2) Must be 18-65 years old, to ensure a diverse sample that represents the typical customer base. (3) They must have been customers of the fast food chain for at least a month to ensure they have recent and relevant experience.
Voluntary Participation	Your participation has to be voluntary and will not affect your situation or status in any way, including your relationship with the researchers. You are free to decide if you will take part or not. If you decide to participate, you are free not to answer any questions that you do not prefer to answer.
Procedure	The participants will be given ample time to answer the questionnaire. The researcher will transcribe the questions to be used for the analysis of the data. The Information and data provided by you as a participant will be utilized for this study alone and will be treated with the utmost confidentiality.

Duration	The gathering of data through the survey forms will last for 5 to 10 minutes after you receive the questionnaire.
Risk and Discomforts	The respondents will be protected from physical, social, or economic risks. In case the items in the survey instrument are too personal and make you feel uncomfortable, you may decline to answer any or all questions and may terminate your involvement at any time you choose.
Benefits	Participating in this study will provide valuable insights into enhancing customer satisfaction within the fast food chain sector in Ozamiz City. This study provides novel insights into the relationship of inventory management strategies and customer satisfaction. The findings of this study will offer valuable ideas for the management of various businesses, entrepreneurs, and future researchers to optimize their inventory management strategies to be more resilient and responsive in meeting the evolving customer demands and contribute to the existing body of knowledge.
Reimburse ment	There will be no monetary expenses or costs on your part as a respondent, nor any monetary compensation for your participation in this study.
Confidential ity of Data	Only the researcher will have access to the information and responses of the participants. The personal identifying information of the participants will only be used for research analysis and will be treated with the utmost confidentiality. During the study, all data will be kept locked. Secure filing cabinet, of which will be discarded 6 months after the publication of the results.
Sharing of Findings	The results of this study will be presented during the research final defense of the researchers. Also, the research findings may be shared through publications and conferences with the assurance that the identities of the respondents will remain confidential.
Rights to Refuse or Withdraw	You are free to withdraw or terminate participation at any stage of the study, without the need to give any reason. You will not be penalized in case of termination of participation.
Who to Contact (Kinsa ang Kontakon)	Should there be any queries as a parent, you can contact the researchers through the following details:

Name of the Researchers: Belly Grace M. Saquin

Jenessa J. Etom

Rhoda May O. Tapdasan

Cellphone Number/s: 09386860162

Gmail: bellygracesaquin@gmail.com

STATEMENT BY THE RESEARCHERS

(PAGPADAYAG SA NAGTUON)

I will read the Information sheet to the potential participant. With the best of my ability, I make sure that the participant will understand the questions.

I can assure that the participant will be given an opportunity to ask questions about the study, and all the questions raised will be answered fully. I can likewise assure that the participant will not be coerced into giving consent that must be free and voluntary.

A copy of this Informed Consent Form will be provided to the participant.

Print Name of Researchers:

BELLY GRACE M. SAQUIN

JENESSA J. ETOM

RHODA MAY O. TAPDASAN

PART II. CERTIFICATE OF CONSENT

This research entitled "Fastfood Chain Businesses' Inventory Management Strategies, Customer Satisfaction and Business Performance" by Belly Grace M. Saquin, Jenessa Etom and Rhoda May Tapdasan with the aim of gathering information and data pertaining to the inventory management strategies, customer satisfaction and business performance of the fastfood chains in Ozamiz City. Since the study involves employees and customers of selected fastfood chains (Jollibee, McDonalds and Chowking), I am chosen as one of the participants/respondents.

I have read the foregoing Informed Consent Form, or it has been read to me. I had the opportunity to ask questions, which were subsequently answered fully. I consent voluntarily to be a participant of this study.

Print Name of Participant (Ngalan sa Partisipante):_____

Signature of Participant (Pirma sa Partisipante): _____

Date: [MM/DD/YYYY] _____

If Illiterate

If the respondent is illiterate, a witness who is literate will sign. The respondent will choose him/her and who is without connection with the researcher or the research group to attest this undertaking. The respondent will affix his thumb print.

_____

Name and Signature of the Witness

Thumb mark

APPENDIX G

Sample of Filled-out Questionnaire

Customer Demographic Profile

Directions: Please mark your corresponding answer with a CHECK (✓)

Age
- ☐ 18-25
- ☐ 26-30
- ☒ 31-35
- ☐ 36-40
- ☐ 41-45
- ☐ 46 or above

Which fast food restaurant in Oxamis City do you prefer to visit?
- ☒ JolliBee
- ☐ McDonalds
- ☐ Chowking

Customer Satisfaction Questionnaire

Adapted-Modified from Chiao (2020), Hasiholan, et al. (2021), and Adwiaswara (2019)

Purpose: This questionnaire aims to assess the customers' satisfaction based on their experiences with the products and services offered by fast food chains in Oxamis City.

Directions: Please read carefully each statement and put a CHECK (✓) mark that will best suit your answer.

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

STATEMENTS	4 SA	3 A	2 D	1 SD
Price				
1. I find the price offered suitable for the category of menus provided at the fast food restaurant.	✓			
2. I believe the price of the product offered is reasonable.		✓		
3. I think this restaurant offers the best possible price plus that fulfill my needs.	✓			
4. I feel that the quality of the product at the fast food restaurant is comparable to the price offered.	✓			
5. I think this restaurant provides superior pricing options compared to other fast food restaurants.		✓		
Food Quality				
1. I find the food served hot and fresh.		✓		
2. I find the food served tasty and flavorful.		✓		

Business Performance Questionnaire

Adapted-Modified from Hasiholan, et al. (2021) and Ulfiar (2020)

Purpose: This questionnaire aims to assess the business performance of the fast food chains based on the experiences of the customers with their products and services offered in Oxamis City.

Directions: Please read carefully each statement and put a CHECK (✓) mark that will best suit your answer.

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

STATEMENTS	4 SA	3 A	2 D	1 SD
Service Quality				
1. I think the fast food restaurant provides efficient and fast service.	✓			
2. I think the restaurant shows a sincere interest in solving customer's problems.		✓		
3. I think the staff give personal attention to customers.	✓			
4. I think the employees at the fast food restaurant are happy to assist.	✓			
5. I think the staff are consistently courteous.	✓			
Physical Environment				
1. I think the interior design and decorations of the restaurant are visually appealing.	✓			
2. I think the furniture of the restaurant is clean.	✓			
3. I find the temperature in the restaurant comfortable.	✓			
4. I think the seating arrangements in the restaurant are comfortable and give me enough space.	✓			
5. I think the restaurant's lighting and colors create a sense of ambience.	✓			

Employee Demographic Profile

Directions: Please mark your corresponding answer with a CHECK (✓).

Age
- ☒ 18-25
- ☐ 26-30
- ☐ 31-35
- ☐ 36-40
- ☐ 41-45
- ☐ 46 or above

Work Classification
- ☐ Manager
- ☐ Supervisor
- ☐ Inventory Clerk
- ☒ Order Takers

Years of Service
- ☐ Less than 1 year
- ☒ 1-5 years
- ☐ 6-10 years
- ☐ 11-15 years
- ☐ 16-20 years
- ☐ 21 years or above

Inventory Management Strategies Questionnaire

Adapted-Modified from Jenifer Aanya (2019)

Purpose: This questionnaire aims to determine the inventory management strategies employed by fast food chains in Oxamis City.

Directions: Please read carefully each statement and put a CHECK (✓) mark that will best suit your answer.

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

STATEMENTS	4 SA	3 A	2 D	1 SD
ABC Analysis	✓			
1. I use the ABC Analysis inventory management technique to identify inventory items which greatly impact overall inventory costs.	✓			
2. I am able to arrange goods according to their profitability with the use of ABC Analysis.	✓			
3. I save time and speed up planning in my organization with the help of ABC Analysis, impacting customer satisfaction.		✓		
4. I find that ABC Analysis improves my store's layout and management, thereby enhancing customer satisfaction.		✓		

Economic Order Quantity Inventory Management Technique (EOQ)				
1. I find that my total inventory holding cost and ordering cost minimized with the use of EOQ.		✓		
2. I apply EOQ when the demand for products remains the same over the years.	✓			
3. I can minimize the cost for acquiring inventory, leading to stable prices for customers, which affects customer satisfaction.		✓		
4. I find that my ordering cost is constant and the economic order quantity time is fixed, which greatly impacts customer satisfaction.	✓			
Just In Time Inventory Management Strategies				
1. I take Just in Time into consideration to retain high levels of customer satisfaction.		✓		
2. I have a cost of zero waste in using Just in the time inventory management technique.		✓		
3. I ensure that the materials I need arrive just in time before production starts by using the Just in Time technique.	✓			
4. I can eliminate the possibility of making mistakes in the production process by using just-in-time technique.	✓			
5. I maintain just enough materials at the right place and time to make just the right amount of a given product.		✓		

APPENDIX H

Approved Letter to Gather Data

Misamis University
H.T. Feliciano St., Ozamiz City 7200 Philippines
College of Business and Management

Dear Sir/Ma'am:

Blessed day!

As part of the requirements for the course Accounting Research, the third-year students of Misamis University, taking up a Bachelor of Science in Accountancy would like to ask your permission to allow us to conduct a study entitled "Fast Food Chain Businesses' Inventory Management Strategies, Customer Satisfaction, and Business Performance". This survey will last approximately 5-10 minutes and will be scheduled at a time convenient for the respondents. Partaking in the survey is entirely voluntary, and there are no known or presumed risks associated with taking part in this study.

In this vein, we respectfully ask your permission to be one of our respondents, being qualified to give your informed consent to take part in this study. Rest assured that the gathered data from you will remain confidential and be used for academic purposes only.

Your approval is much appreciated. We believe that you are with us on our journey in fulfilling this requirement. We would like to appreciate your cooperation and support in this research endeavour.

Sincerely,

BELLY GRACE M. SAQUIN
Lead Researcher

Noted by,

MR. JOSEPH GLENN J. LAPUT
Research Adviser

Approved By:

DR. EFREN J. BARILLO, CPA
Dean, College of Business and Management

APPENDIX I

Paper Presentation Committee Recommendation

Misamis University
Ozamiz City 7200
College of Business and Management

PAPER PRESENTATION COMMITTEE RECOMMENDATIONS

☒ Proposal Defense
☐ Oral Defense

Date : June 10, 2024
Time Started : 2:00 PM

Name of Candidate	:	MS. BELLY GRACE M. SAQUIN MS. JENESSA J. ETOM MS. RHODA MAY O. TAPDASAN
Degree Program	:	Bachelor of Science in Accountancy
Adviser	:	Mr. Joseph Glenn Laput
Chairman	:	Dr. Gilda L. Busorio
Statistician	:	None
Editor	:	None
Committee Members	:	Dr. Renzitelo Alf P. Carpio Mr. Arniel M. Elmedulan Jr., MBA

The gist of the study was presented by the candidate within 5 minutes.

SUGGESTIONS/RECOMMENDATIONS:

Title:
FAST-FOOD CHAIN BUSINESSES' INVENTORY MANAGEMENT STRATEGIES, CUSTOMER SATISFACTION AND BUSINESS PERFORMANCE

Chairman		
Dr. Gilda L. Busorio	**Title** • For the title, focus on fast-food chains business instead of selected manufacturing businesses. • Utilize customer satisfaction and business performance as the dependent variables. **Chapter 1** • For the Conceptual Framework, define the added variable and the constructs conceptually and operationally. • For the schematic diagram of the study, add constructs you are going to measure under customer satisfaction and business performance.	**Signature**

	• For the statement of the problem, remove spaces between ABC Classification, Economic Order Quantity and Just-in-Time.	
mittee Members		
Renzitelo Alf P. rpio	**Title** • Reconstruct the title into FAST-FOOD CHAIN BUSINESSES' INVENTORY MANAGEMENT STRATEGIES, CUSTOMER SATISFACTION AND BUSINESS PERFORMANCE. **Chapter 1** • For the introduction, follow these elements: Paragraph 1: Encapsulate or discuss the problem or background of the study that will encompass the title. Paragraph 2-5: Provide a significant discussion as to how fast-food industries from other countries utilized approaches for inventory management strategies. Discuss the relationship and findings of your variables. Next Paragraph: Establish a clear gap and rationale of the study. Final Paragraph: Present the significance of the study in different areas or sectors. Remove space in between paragraphs. • For the Conceptual Framework, add business performance but it will operationally define in the lens of the customers. • For the schematic diagram of the study, spell out the inventory management strategies. • For the schematic diagram of the study, add business performance as another dependent variable under the independent variable of fast-food businesses' inventory management strategies. **Chapter 2** • For the research instruments, separate the presentation of the instruments according to the variables. **References** • For the references, follow 7th edition format.	
: Arniel M. Elmedulan , MBA	**Title** • For the title, include Business Performance as a dependent variable. **Chapter 1** • For the rationale of the study, add some discussion on added variable.	

	• For the schematic diagram of the study, spell out the inventory management strategies and add constructs under customer satisfaction and business performance. **Chapter 2** • For the Setting, elaborate Ozamiz City as the center of trade in the province of Misamis Occidental. • For the respondents, include how to choose your respondents and name of the fastfood chains.	

Adjourned: 2:30 PM

Recorded by:

RHODA MAY O. TAPDASAN
Recorder

NOTED:

DR. EFREN J. BARILLO
Dean, College of Business and Management

CONFORME:

MS. BELLY GRACE M. SAQUIN
MS. JENESSA J. ETOM
MS. RHODA MAY O. TAPDASAN
Candidate

APPENDIX J

Statistical Results

1. What is the level of inventory management strategies for fast food chains in terms of ABC Classification, Economic Order Quantity (EOQ), and Just-in-Time (JIT)?

Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
ABC Classification	106	2.0	4.0	3.545	.4728
Just-In-Time (JIT)	106	2.2	4.0	3.489	.4528
Economic Order Quantity (EOQ)	106	2.0	4.0	3.519	.4689
INVENTORY MANAGEMENT TECHNIQUES	106	2.2	4.0	3.517	.4318
Valid N (listwise)	106				

2. What is the level of customer satisfaction in terms of price, food quality, and product availability?

Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
Price	285	1.8	4.0	3.432	.5016
Food Quality	285	1.0	4.0	3.525	.4652
Product Availability	285	2.0	4.0	3.337	.5159
CUSTOMER SATISFACTION	285	1.7	4.0	3.431	.4259
Valid N (listwise)	285				

3. What is the level of fastfood chains' business performance as perceived by customers in terms of service quality and physical environment?

Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
Service Quality	285	2.0	4.0	3.418	.4971
Physical Environment	285	1.8	4.0	3.497	.4775
BUSINESS PERFORMANCE	285	2.0	4.0	3.457	.4364
Valid N (listwise)	285				

4. Is there a significant relationship between fastfood chain businesses inventory management strategies and customer satisfaction?

Correlations

			INVENTORY MANAGEMENT TECHNIQUES	CUSTOMER SATISFACTI-ON
Spearman's rho	INVENTORY MANAGEMENT TECHNIQUES	Correlation Coefficient	1.000	-.196*
		Sig. (2-tailed)	.	.044
		N	106	106
	CUSTOMER SATISFACTION	Correlation Coefficient	-.196*	1.000
		Sig. (2-tailed)	.044	.
		N	106	285

*. Correlation is significant at the 0.05 level (2-tailed).

5. Is there a significant relationship between fastfood chains inventory management strategies and business performance?

Correlations

			INVENTORY MANAGEMENT TECHNIQUES	BUSINESS PERFORM-ANCE
Spearman's rho	INVENTORY MANAGEMENT TECHNIQUES	Correlation Coefficient	1.000	-.214*
		Sig. (2-tailed)	.	.028
		N	106	106
	BUSINESS PERFORMANCE	Correlation Coefficient	-.214*	1.000
		Sig. (2-tailed)	.028	.
		N	106	285

*. Correlation is significant at the 0.05 level (2-tailed).

APPENDIX K

Documentation

Research Proposal

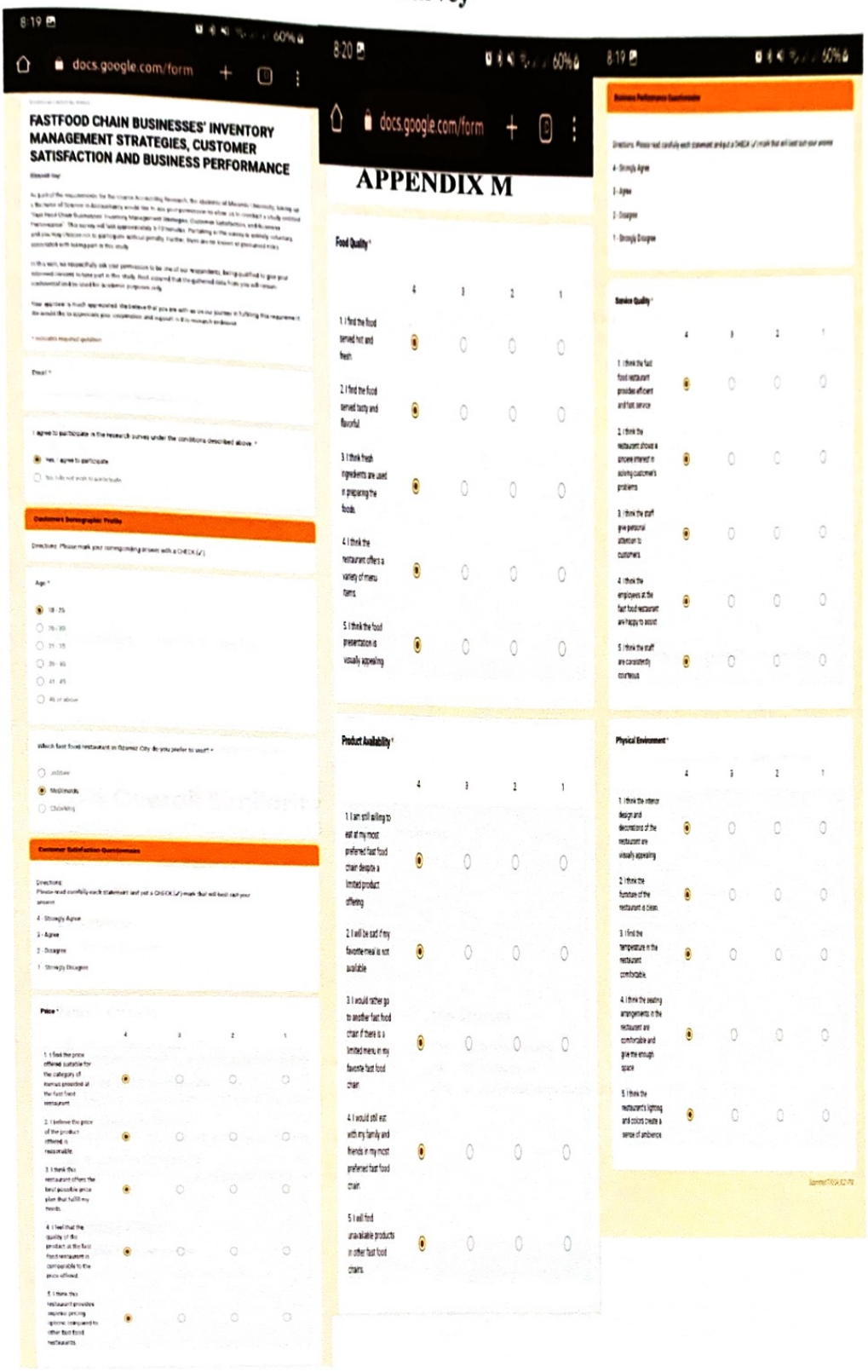


Research Defense



APPENDIX L

Survey



APPENDIX M

APPENDIX M

Plagiarism Test Result

BELLY GRACE M. SAQUIN.docx

Misamis University

Document Details

Submission ID
trn:oid:::28447:72813199

Submission Date
Dec 2, 2024, 9:42 AM GMT+8

Download Date
Dec 2, 2024, 9:51 AM GMT+8

File Name
BELLY GRACE M. SAQUIN.docx

File Size
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60 Pages

13,617 Words

83,748 Characters

26% Overall Similarity

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Filtered from the Report

- Bibliography

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- 197 Not Cited or Quoted 21%
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Integrity Flags

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APPENDIX N

Grammarly Test Result

grammarly Report: FASTFOOD CHAIN BUSINESSES' INVENTORY MANAGEMENT STRATEGIES, CUSTOMER SATISFACTION ...

FASTFOOD CHAIN BUSINESSES' INVENTORY MANAGEMENT STRATEGIES, CUSTOMER SATISFACTION AND BUSINESS PERFORMANCE

by Exekiel Albert Yee Tulio

General metrics

71,184	9,963	520	39 min 51 sec	1 hr 16 min
characters	words	sentences	reading time	speaking time

Score

99

This text scores better than 99% of all texts checked by Grammarly

Writing Issues

93	24	69
Issues left	Critical	Advanced

Plagiarism

This text hasn't been checked for plagiarism

CURRICULUM VITAE

Belly Grace M. Saquin
Accountancy

Purok 4, Digu-an, Ozamiz City 7200 Misamis Occidental
0961600348
Student ID: 1901389
bellygracesaquin@gmail.com



PERSONAL INFORMATION

DATE OF BIRTH	November 8, 2002
PLACE OF BIRTH	MHARS Medical Center
AGE	22 years old
RELIGION	Iglesia Filipina Independiente
SEX	Female
CIVIL STATUS	Single
LANGUAGE/S SPOKEN	Bisaya, Filipino, and English

EDUCATIONAL ATTAINMENT

TERTIARY	Misamis University Bachelor Science in Accountancy 2021 – Present
SENIOR HIGH SCHOOL	Misamis University Accountancy Business and Management 2019 – 2021
JUNIOR HIGH SCHOOL	Labinay National High School 2015 – 2019
PRIMARY SCHOOL	Gregorio A. Saquin Elementary School 2008 – 2015

CURRICULUM VITAE

Jenessa J. Etom
Accountancy

Purok Mauswagon, Tinago, Ozamiz City 7200
Misamis Occidental
09619364791
Student ID: 2021647
jenessa.jumalon.etom@gmail.com



PERSONAL INFORMATION

DATE OF BIRTH	September 09, 2003
PLACE OF BIRTH	Misamis Community Hospital
AGE	21 years old
RELIGION	Roman Catholic
SEX	Female
CIVIL STATUS	Single
LANGUAGE/S SPOKEN	Bisaya, Filipino, and English

EDUCATIONAL ATTAINMENT

TERTIARY	Misamis University
	Bachelor Science in Accountancy
	2021 – Present
	Ozamiz City National High School
SENIOR HIGH SCHOOL	Accountancy Business and Management
	2019 – 2021
JUNIOR HIGH SCHOOL	Ozamiz City National High School
	2015 – 2019
PRIMARY SCHOOL	Ozamiz City Central School
	2008 – 2015

CURRICULUM VITAE

Rhoda May O. Tapdasan
Accountancy

Poblacion, Kapatagan Lanao del Norte, 9214
09090617992
Student ID: 2100344
tapdasan.rhodamay@gmail.com



PERSONAL INFORMATION

DATE OF BIRTH	May 9, 2003
PLACE OF BIRTH	Poblacion, Kapatagan Lanao del Norte
AGE	21 years old
RELIGION	Roman Catholic
SEX	Female
CIVIL STATUS	Single
LANGUAGE/S SPOKEN	Bisaya, Filipino, and English

EDUCATIONAL ATTAINMENT

TERTIARY	:	Bachelor of Science in Accountancy Misamis University Ozamiz City 2021 - Present
SECONDARY	:	Junior High School and Senior High School Kapatagan National High School Kapatagan, Lanao del Norte 2015 – 2021
PRIMARY	:	Kapatagan East Central School Kapatagan, Lanao del Norte 2009 – 2015