Journal of Management Studies and Development
Vol. 4, No. 03, pp. 211-226
journal.iistr.org/index.php/JMSD
DOI: 10.56741/jmsd.v4i03.1123

The Relationship of Business Management Practices on Financial Performance

Evidence from Quick-Service Restaurants in Mandaluyong, Philippines

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ARTICLE INFO

Article history
Received 16 June 2025
Revised 23 July 2025
Accepted 31 July 2025

ABSTRACT

The Philippines has a thriving food service business encompassing many facilities, including restaurants, fast-food chains, cafes, and tiny booths and kiosks. Economic growth and employment are of profound importance in the fast-food industry. The study aims to investigate the significant and positive relationship between business management practices and financial performance. To examine the relationship between business management practices and financial performance as factors, a correlational research design and Pearson's r were utilized in the research process. Due to the study's limitations, other researchers might consider examining other variables through causal-comparative research. The study's outcomes indicate that methods about finance, human resources, marketing, and operations have a statistically positive and significant relationship with financial performance. These restaurants are considering addressing more difficulties or utilizing a paper to further develop their strategies and practices to improve their economic performance.

Keywords
Fast Food Chains
Financial Performance
Management Practices
Philippines
Quick-Service Restaurants

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Introduction

Regarding the hotel and tourism sectors of the service industry, quick service restaurants (QSRs) and fast food centers (FFCs) are crucial components of the overall gastronomic experience. They also play an essential part in the hospitality business. For businesses to recover from the effects of the pandemic, they must embrace new management styles for their companies and rethink how they conduct business. It is interesting to note that the global epidemic improved customer service and drove online meal delivery growth. The industry classification for the category is quick-service restaurants (QSR), which includes the most common types of eateries, such as Jollibee, McDonald's, and Kentucky Fried Chicken. Customer service is one of the most important aspects of any restaurant offering quick service. During this post-pandemic period, when digital technology is becoming more innovative, online marketing has become the most essential factor in determining sales growth and profitability for many quick-service restaurants [7]. These changes have had a particularly significant impact on QSRs, which are distinguished by their fast-paced operations and reliance on technology. As a result, traditional business models have had to undergo a reevaluation.

While research has shown the impact of financial management [6], human resource practices [4], and marketing strategies [7] on organizational performance, many of these studies have focused on large-scale industries or general SME populations rather than sector-specific dynamics such as those in the QSR industry. For example, studies have demonstrated that sound financial practices are positively correlated with profitability and long-term sustainability [2], [8], and that strategic HRM contributes significantly to financial outcomes [4], [5]. Additionally, marketing relationships and customer engagement remain vital to achieving market success and improving economic performance in emerging markets [7]. However, existing studies may not have yet conducted a comprehensive investigation into the specific influence that business management methods have on financial performance in localized locations such as Mandaluyong City, particularly in the industry of quick-service restaurants.

To better understand the situation, researchers were required to explore how business management techniques across various domains, including finance, human resources, marketing, and operations, affect the financial performance of quick-service restaurants in Mandaluyong City during the post-pandemic period. The need for such an investigation aligns with previous findings that emphasize the multidimensional nature of performance, incorporating both financial and social elements [3], and the continuing importance of governance and business practices in developing economies [1].

Literature Review

A. Finance Practices on Financial Performance

Finance practices include the methods, approaches, and tools companies use to manage their financial resources. These practices often evaluate economic and financial stability, maximize profitability, and minimize risk exposure. Kitonga [6] conducted a cross-sectional survey to determine the relationship between financial practices and financial performance in the shipping industry in Kenya. The results revealed that shipping companies implemented various financial management practices that positively influenced their financial performance. A multivariate regression model confirmed a significant positive correlation between effective financial management and improved financial outcomes.

These findings are consistent with previous literature highlighting the importance of sound financial strategies in enhancing firm performance [2], [8]. Companies that adopted structured and strategic financial management approaches reported superior returns and stronger financial positions. Based on these findings, it is recommended that management teams in various sectors, including quick-service restaurants, prioritize the adoption and continuous refinement of financial management practices. By implementing proven financial strategies, organizations can enhance their financial sustainability and improve overall performance metrics [3], [6].

H1: Finance Practices of Quick-service Restaurants in Mandaluyong City have a significant and positive relationship with Financial Performance.

B. Human Resource Practices on Financial Performance

Small businesses play a crucial role in economic development in emerging economies, implementing effective strategies vital for their success. Chinyamurindi et al. [4] examined the interplay between business strategy and human resource management (HRM) practices on financial performance, emphasizing HRM as a mediating factor. An analysis of data from 401 small businesses in South Africa's Eastern Province, using correlation and regression techniques, revealed a strong direct relationship between business strategy and financial outcomes. This relationship was significantly enhanced when effective HRM practices were in place, underscoring the importance of integrating HRM into strategic planning to improve economic performance. These findings provide valuable insights for small business owner-managers aiming to optimize their organizational strategies for better results.

Similarly, HRM practices are critical to organizational success in the financial sector, which relies heavily on human capital for service delivery. Khalumba [5] investigated the influence of HRM on the financial performance of Kenya's 43 licensed commercial banks. Using primary data from semi-structured questionnaires and secondary financial reports from the Central

Bank of Kenya, the study employed SPSS-based descriptive statistics and correlation analysis. The findings indicated that many banks faced challenges such as inadequate human resource planning, ineffective recruitment and selection processes, and insufficient training programs. Key HRM practices such as recruitment and selection, reward management, training and development, career planning, and employee relations were shown to have a significant impact on financial performance. The study recommended that banks align strategic HR planning with organizational goals, implement robust recruitment policies, establish periodic performance appraisals, and adopt proactive reward and training systems to boost employee productivity and financial outcomes [5].

H2: Human Resource Practices of Quick-service Restaurants in Mandaluyong City have a significant and positive relationship with Financial Performance.

C. Marketing Practices on Financial Performance

Rebiazina et al. [7] investigated the long-term effects of relationship marketing (RM) practices on the market and financial performance of companies in emerging markets, with a particular focus on Russia over 13 years (2008–2020). Utilizing data from 229 Russian firms through the Contemporary Marketing Practices (CMP) survey and official financial statistics, the study found that RM practices significantly enhance market positioning and economic outcomes. Moreover, product development (PD) positively influenced marketing performance, with competitor orientation as a mediating variable, suggesting an indirect pathway to improved business performance. The study further revealed that the effectiveness of PD varies depending on a firm's return on assets (ROA), emphasizing the importance of aligning product strategies with financial benchmarks. These findings highlight RM as a critical factor for sustained business success in emerging markets, advocating for integrated marketing strategies that harmonize RM efforts with product development and competitive intelligence.

In parallel, Alam et al. [as cited in 7] conducted a literature-based study exploring the role of a firm’s innovation capabilities in shaping business, marketing, and financial performance. Their review affirmed that innovation capabilities significantly influence marketing and business performance, contributing to stronger financial results. These studies emphasize the strategic value of marketing-oriented practices and innovation in driving firm performance, particularly in dynamic and competitive emerging market contexts.

H3: Marketing Practices of Quick-service Restaurants in Mandaluyong City have a significant and positive relationship with Financial Performance.

D. Operations Practices on Financial Performance

Operational practices such as Total Quality Management (TQM), Just-in-Time (JIT), ISO certification, and outsourcing are commonly regarded as influential drivers of both operational

efficiency and financial performance. However, recent evidence suggests that the effectiveness of these practices may vary depending on industry-specific contexts and strategic implementation. Duarte et al. [as cited in 7] examined the relationship between selected operational practices and financial performance, focusing on profitability and growth, using a sample of 1,200 firms in São Paulo, Brazil. The results revealed that the expected positive association between operational practices and financial performance was not consistently observed. In particular, outsourcing was significantly correlated with a decline in both profitability and growth, while ISO certification exhibited a weaker but still adverse effect on growth.

Moreover, the study highlighted significant interaction effects between operational practices and industry types, suggesting that the impact of such practices is highly contingent upon contextual factors. These findings challenge the assumption that best practices in operations always lead to favorable financial outcomes. Instead, they underscore aligning operational strategies with specific industry conditions and organizational goals. As emphasized in earlier research, such as that on financial [6], HR [5], and marketing [7] practices, a one-size-fits-all approach may not yield optimal results. Therefore, firms must evaluate operational practices' strategic relevance and contextual fit before implementation. Further research employing robust methodologies is needed to clarify the mechanisms and conditions under which operational practices translate into financial benefits.

H4: Operations Practices of Quick-service Restaurants in Mandaluyong City have a significant and positive relationship with Financial Performance.

E. Financial Position on Financial Performance

Atulkap [cited in 7] investigated the influence of different financial statements on performance evaluation in development and investment banks, specifically the statement of financial position and the income statement. The study focused on Turkish development and investment banks from 2015 to 2020 and applied multi-criteria decision-making (MCDM) techniques to assess the sensitivity of performance rankings to the choice of financial statement data. Utilizing the Entropy method for criterion weighting and the Technique for Order of Preference by Similarity to Ideal Solution (TOPSIS) for evaluation, the study examined ranking consistency through the Spearman rank correlation coefficient. The results indicated a high correlation between performance evaluations based on the two financial statements, demonstrating no significant difference in rankings regardless of which document was used.

This finding suggests that, within the banking sector, both financial statements provide statistically similar and reliable bases for performance assessments, offering evaluators methodological flexibility without sacrificing accuracy. The consistency of results supports the

robustness of financial performance analysis methods, aligning with broader literature that emphasizes the value of sound financial practices for organizational success [2], [6], [8]. For practitioners and analysts, these findings validate the interchangeable use of core financial reports in MCDM-based evaluation frameworks, especially in sectors where reporting formats or data accessibility might constrain methodological choices.

F. Profitability on Financial Performance

Bottazzi et al. [2] compared two critical dimensions of firm performance: profitability and productivity. Drawing from a comprehensive panel dataset of Italian firms across manufacturing and service sectors between 1998 and 2003, the study examined these performance metrics' distributional properties and persistence over time. A key research innovation was incorporating a credit rating index, enabling a more nuanced understanding of how economic performance relates to financial conditions and access to external credit. The study explored the complex interrelationships among profitability, productivity, and firm growth using parametric and non-parametric analytical techniques.

One of the most compelling findings was that firms exhibiting higher efficiency and profitability did not necessarily demonstrate faster growth rates. This pattern persisted across industries irrespective of the firms' financial stability, suggesting that even high-performing enterprises may lack sufficient market incentives or managerial drive to scale up operations. The study concluded that although profitability and productivity remain fundamental indicators of firm performance, they do not reliably predict growth trajectories. Instead, internal organizational dynamics or external market constraints may play a more dominant role in shaping a firm’s expansion decisions. These insights challenge conventional assumptions and highlight the limitations of relying solely on performance-based indicators to stimulate firm growth. For policymakers and stakeholders seeking to enhance firm development, the findings underscore the need for broader strategies that address structural and behavioral barriers. Financial health indicators, such as credit ratings, are valuable tools for generating more holistic and realistic assessments of firm behavior and potential [2].

G. Liquidity on Financial Performance

Working capital management is a critical component of organizational finance, focused on managing short-term assets and liabilities to ensure liquidity and operational efficiency. Its core objectives are to enhance profitability while preventing insolvency. In a recent study, Sogomi et al. [8] investigated the relationship between working capital management, liquidity, and financial performance among small and medium enterprises (SMEs) in Kenya. Through a comprehensive review of relevant academic literature and empirical analysis, the study concluded that ineffective working capital management can lead to the failure of even

otherwise successful firms. The findings align with a broad scholarly consensus that supports a strong positive correlation between effective working capital practices and improved financial performance.

The research further emphasized that working capital management is essential for profitability, financial stability, and business sustainability. Neglecting this area may expose firms (particularly SMEs) to liquidity risks threatening their long-term viability. Key components such as liquidity ratios, leverage, firm size, and other financial indicators were identified as integral to the broader framework of sound working capital management. These elements should be strategically incorporated into economic planning and control mechanisms to optimize overall performance. The insights from this study reinforce the view that working capital management is not a peripheral activity but a central pillar of financial strategy, especially in resource-constrained environments like emerging markets [8].

Materials and Methods

This quantitative study aimed to help understand and assess the relationship between business management practices and the financial performance of quick-service restaurants in Mandaluyong City. The research approach that was employed was a correlation approach. A thorough validation and reliability testing were conducted to ensure the accuracy and consistency of the research instrument used in this study. The questionnaire was initially subjected to content validation by a panel of experts in business management, financial analysis, and research methodology. These experts reviewed the instrument to assess its relevance, clarity, and appropriateness in capturing the constructs related to business management practices and financial performance. Feedback from the validators was used to revise ambiguous items, align questions with the research objectives, and improve overall clarity and coherence. Following the validation phase, a pilot test was conducted involving a small sample of respondents representative of the target population. The data collected from the pilot test were subjected to reliability analysis using Cronbach's Alpha, a statistical measure used to assess the internal consistency of the questionnaire items. The reliability test yielded a Cronbach's Alpha score of 0.97, indicating a high level of reliability. A Cronbach's Alpha value of ≥ 0.90 is considered excellent, suggesting the instrument consistently measures the constructs it intended to assess. The high reliability score confirms that the survey tool is dependable and that its components are internally consistent across various indicators of business management practices (finance, HR, marketing, and operations) and financial performance (financial position, profitability, and liquidity). This rigorous validation and reliability testing process enhances the credibility and trustworthiness of the research findings, providing a solid foundation for data interpretation and analysis. A correlational approach is

descriptive quantitative research that examines possible relationships among the variables. Also, the correlation research design is another way of assessing the relationship between variables. Precisely, it measures the extent of the correspondence between the ordering of two random variables.

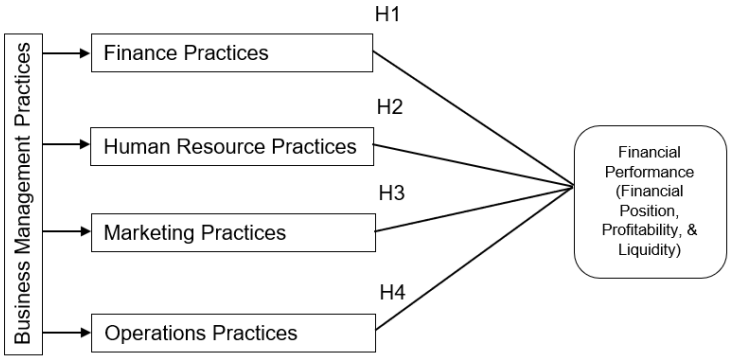


Figure 1. Research Paradigm

The survey questionnaire consists of two parts. The first part pertains to the respondents' demographic profile. Using frequency and percent distribution based on Age Group, it shows that the primary age group respondents range from 25 25-to 24 years, which corresponds to 135 respondents or 50.75% of the overall population; on the other hand, individuals aged 65 years old and above show a lack of representation of older employees in QSR, which exhibited zero. Based on Sex, it was revealed that females surpass men in leadership roles, corresponding to 144 individuals or 54.14%. On the other hand, 122 individuals, or 45.86%, are male. Based on the classification, it was revealed that the managerial role exhibited the highest frequency and percentage at 91 and 34.21%, indicating a significant presence of middle management. In contrast, the executive role shows the lowest frequency and percentage, recorded at 5 and 1.88% respectively, and based on the Company, it was revealed that Jollibee, Chowking, Dunkin, and Potato Corner each represent 4.55% of the total sample, reflecting their significant market presence. KFC (3.79%) ranks closely, while Pick-up Coffee, Bonchon, McDonald's, Popeyes, and Shawarma Shack exhibit customer preferences ranging from 2.27% to 3.03%. Based on Store and Location, it showed 76 stores, making up 28.57% of the total population. Shangrila has 22 stores, which represent 8.27%. Shaw Center Mall and SM Mega Mall each had 19 stores, corresponding to 7.14%. Other stores, like Starmall, Greenfield, 500 Shaw, SM Cherry, and SM Hypermarket, had fewer stores, with percentages ranging from 3.01% to 5.26%. Based on Years of Service, it was revealed that the highest percentage of respondents (31.58%) have been with the organization for 1-2 years, closely followed by those with 2-5 years of experience (28.95%). Employees with less than one year of service represent 22.18%, suggesting a significant influx of new hires. Conversely,

merely 9.40% of employees have 5-7 years of tenure, while an even lesser proportion (7.89%) have been with the organization for over 7 years.

Part two of the research instrument peratins to business management practices in terms of finance, human resource, marketing, and operations, including the three key determinants of financial performance such as financial position, profitability, and liquidity which is answerable by a 5-point likert scale 1 = Far below standards, 2 = Below standards, 3 = Meets standards, 4 = Above standards, and 5 = Far above standards. See Table 1.

Table 1. Frequency and Percentage Distribution

	Total Mean	Total Standard Deviation	Verbal Interpretation
Business Management Practices			
2.1 Finance Practices	4.06	0.88	Above Standards
2.2 Human Resource Practices	4.13	0.82	Above Standards
2.3 Marketing Practices	4.01	0.87	Above Standards
2.4 Operations Practices	4.22	0.79	Far Above Standards
Financial Performance			
2.5 Financial Position	4.12	0.80	Above Standards
2.6 Profitability	4.09	0.80	Above Standards
2.7 Liquidity	4.09	0.82	Above Standards

Table 1 shows the frequency and percentage distribution of business management practices and financial performance among the quick-service restaurants in Mandaluyong City, using mean and standard deviation measures, alongside verbal interpretations. The results revealed that all assessed business management practices were classified as “Above Standards,” with Operations Practices revealing the highest total mean score of 4.22 and relatively low standard deviation (SD = 0.79), thereby interpreted as “Far Above Standards.” This suggests that the operational practices are powerful among the respondents. Finance Practices (M = 4.06, SD = 0.88), Human Resource Practices (M = 4.13, SD = 0.82), and Marketing Practices (M = 4.01, SD = 0.87) are all interpreted as “Above Standards”, emphasizing a generally favorable perception of business management practices across domains. This supports the idea that a holistic application of sound management practices contributes positively to business stability and growth. The results also fall under the “Above Standards” category regarding financial performance. Financial Position (M = 4.12, SD = 0.80), Profitability (M = 4.09, SD = 0.80), and Liquidity (M = 4.09, SD = 0.82) suggest that firms maintain solid financial health, reflecting efficient asset management, revenue generation, and the ability to meet short-term obligations. These indicators reinforce the theory that good management practices translate into positive financial outcomes [3]. The consistency in standard deviations (ranging from 0.79 to 0.88) implies relatively low response variability, which points to a shared perception of effective practice implementation across firms surveyed. These findings align with previous literature

underscoring the interconnectedness of management competencies and financial performance [1],[3]. Overall, the results from Table 1 provide empirical support for the strategic importance of integrated management practices in ensuring financial viability and long-term competitiveness.

Table 2 presents the hypothesis testing results analyzing the relationship between various business management practices (finance, human resources, marketing, and operations) and financial performance indicators (financial position, profitability, and liquidity).

Table 2. Hypothesis Testing Results

	Correlations	Interpretation	P - value	Remarks	Decision
Finance Practices					
Financial Position	.548	Positive	0.000	Significant	
Profitability	.555	Positive	0.000	Significant	H1 Accepted
Liquidity	.579	Positive	0.000	Significant	
HR Practices					
Financial Position	.593	Positive	0.000	Significant	
Profitability	.608	Positive	0.000	Significant	H2 Accepted
Liquidity	.608	Positive	0.000	Significant	
Marketing Practices					
Financial Position	.636	Positive	0.000	Significant	
Profitability	.616	Positive	0.000	Significant	H3 Accepted
Liquidity	.619	Positive	0.000	Significant	
Operations Practices					
Financial Position	.586	Positive	0.000	Significant	
Profitability	.593	Positive	0.000	Significant	H4 Accepted
Liquidity	.558	Positive	0.000	Significant	

The analysis utilizes correlation coefficients and p-values to determine the strength and significance of relationships. Across all management domains, the results reveal statistically significant positive correlations with each financial performance indicator ($p = 0.000$), indicating that improvements in business practices are strongly associated with enhanced financial outcomes. For Finance Practices, the correlation coefficients with financial position ($r = .548$), profitability ($r = .555$), and liquidity ($r = .579$) are all positive and significant, supporting H1. This affirms that sound financial management improves fiscal health and liquidity, enhancing stability [3]. Human Resource (HR) Practices also show a strong relationship with financial outcomes: financial position ($r = .593$), profitability ($r = .608$), and liquidity ($r = .608$), all with p-values < 0.001. These findings validate H2, confirming that effective HR strategies, such as talent retention, employee engagement, and skill development, contribute to better financial performance. The strongest correlations were observed in Marketing Practices, particularly with financial position ($r = .636$), followed by profitability ($r = .616$) and liquidity ($r = .619$). These results support H3, suggesting that aggressive or strategic marketing initiatives directly and substantially affect firm performance. This aligns with prior studies emphasizing the financial returns from brand positioning and customer

relationship management [3]. Lastly, Operations Practices also yield significant positive correlations: financial position (r = .586), profitability (r = .593), and liquidity (r = .558), thereby validating H4. This supports the idea that streamlined and efficient operational processes underpin financial efficiency and risk mitigation. Table 2 provides compelling statistical evidence that improved business management practices lead to better financial performance. These results offer practical implications for Mandaluyong City's quick-service restaurants that aim to enhance financial performance and economic growth.

Results

The following results were obtained after gathering, polishing, and analyzing the data. A Frequency and Percentage Distribution and Pearson correlation coefficient were used in the study to investigate the interrelationships of the variables: finance, human resource, marketing, and operations practices, including the three key determinants of financial performance: financial position, profitability, and Liquidity.

Table 3 shows business management practices and financial performance statistics, focusing on the total mean scores, standard deviations, and corresponding verbal interpretations.

Table 3. Descriptive Statistics of Business Management Practices and Financial Performance

Variable	Total Mean	Standard Deviation	Verbal Interpretation
Finance Practices	4.06	0.88	Above Standards
Human Resource Practices	4.13	0.82	Above Standards
Marketing Practices	4.01	0.87	Above Standards
Operations Practices	4.22	0.79	Far Above Standards
Financial Position	4.12	0.80	Above Standards
Profitability	4.09	0.80	Above Standards
Liquidity	4.09	0.82	Above Standards

Finance Practices has a 4.06 total mean and 0.88 standard deviation, and it attained "Above Standards" regarding verbal interpretation. Human Resource Practices has a 4.13 total mean and 0.82 standard deviation, and it attained "Above Standards" for verbal interpretation. Marketing Practices has a 4.01 total mean and 0.87 standard deviation, and it attained "Above Standards" regarding verbal interpretation. Operations Practices has a 4.22 total mean and 0.79 standard deviation, and it attained "Far Above Standards" regarding verbal interpretation. Its three key determinants of financial performance are financial position, which has a 4.12 total mean, 0.80 standard deviation, and attained "Above standards" for verbal interpretation. Profitability has a 4.09 total mean, 0.80 standard deviation, and attained "Above Standards" for verbal interpretation. Liquidity has a 4.09 total mean and 0.82 standard deviation, and it attained "Above Standards" for verbal interpretation.

Table 4 shows the statistics of business management practices and financial performance, focusing on the correlation, interpretation, p-value, and corresponding remarks. Finance, Human Resource, Marketing, and Operations practices indicated a significant and positive relationship on financial performance, including three key determinants of financial performance: Financial Position, Profitability, and Liquidity, which are all correlated and positive and significant.

Table 4. Correlation Between Business Management Practices and Financial Performance

Variables Compared	Correlation Coefficient	p-Value	Interpretation	Remarks
Finance Practices ↔ Financial Performance	Positive & Significant	< 0.05	Significant Relationship	Statistically significant
HR Practices ↔ Financial Performance	Positive & Significant	< 0.05	Significant Relationship	Statistically significant
Marketing Practices ↔ Financial Performance	Positive & Significant	< 0.05	Significant Relationship	Statistically significant
Operations Practices ↔ Financial Performance	Positive & Significant	< 0.05	Significant Relationship	Statistically significant
Financial Position ↔ Profitability	Positive & Significant	< 0.05	Significant Relationship	Statistically significant
Financial Position ↔ Liquidity	Positive & Significant	< 0.05	Significant Relationship	Statistically significant
Profitability ↔ Liquidity	Positive & Significant	< 0.05	Significant Relationship	Statistically significant

Discussion

The findings from the analysis reveal significant interrelationships between business management practices (specifically finance, human resources, marketing, and operations) and the three primary indicators of financial performance: financial position, profitability, and liquidity. Using frequency and percentage distributions, total mean scores, and Pearson correlation coefficients, the study provides empirical evidence of how these functional domains contribute to the financial health of quick-service restaurants (QSRs) in the post-pandemic era.

A. Business Management Practices and Financial Performance

The descriptive results indicated that all business management practices evaluated in the study were rated "Above Standards" or "Far Above Standards." Notably, operations practices received the highest mean score of 4.22, suggesting that streamlined operational workflows, possibly driven by innovations such as TQM, JIT, and digital integration, are perceived as the most impactful area [7], [22]. This aligns with Duarte et al. [as cited in 7], who found that operational practices influence profitability, albeit with industry-specific variations.

Human resource practices scored a mean of 4.13, reinforcing existing literature which emphasizes that effective HRM, including recruitment, training, and employee engagement,

plays a pivotal role in enhancing financial outcomes [4], [5], [12]. This supports Khalumba's findings [5], which revealed a strong correlation between HR strategy and profitability in Kenyan banks, and further aligns with Armstrong and Taylor [11], who assert that human capital development is critical for sustained performance.

Finance practices, with a mean of 4.06, also demonstrated a robust influence on financial outcomes. As Kitonga [6] and Bottazzi et al. [2] highlight, sound financial management enables organizations to maintain profitability, mitigate risks, and allocate resources efficiently. Effective financial decision-making also supports liquidity and capital structure optimization, a conclusion echoed in studies by Ross et al. [9] and Pandey [10], who emphasize the importance of liquidity ratios and risk management for performance enhancement.

While slightly lower in mean score (4.01), marketing practices still held strong "Above Standards" ratings. The significant positive correlation between marketing practices and financial performance mirrors findings by Rebiazina et al. [7], who confirmed that relationship marketing and competitor orientation significantly influence firm performance in emerging markets. Alam et al. [7] and Keller [13] underscore the role of brand positioning and marketing capabilities in boosting financial metrics like ROA and ROI.

B. Financial Performance Determinants

In assessing financial performance, all three indicators (financial position, profitability, and liquidity) attained "Above Standards" verbal interpretations, with financial position rated highest at 4.12. These findings affirm the importance of financial diagnostics in business sustainability, particularly in the food service sector, which faces volatile operational costs and demand uncertainty [3], [15].

The positive and statistically significant correlation between all business management practices and the financial performance indicators indicates strong interdependence. For instance, effective working capital management (a finance practice) directly supports liquidity and profitability, as emphasized in the study by Sogomi et al. [8] and consistent with the theories of Deloof [16], who found a strong correlation between shorter cash conversion cycles and higher profitability among SMEs.

Interestingly, this study's high alignment between HRM and profitability supports Chinyamurindi et al. [4], who found HRM to mediate the strategic-performance linkage. The Spearman correlation in Atulkap's study [7] also confirms that both financial statements (income and position) can be reliably used to evaluate such performance outcomes, strengthening the validity of these measures.

C. Synthesis with Broader Literature

The current study's results resonate with the work of Kaplan and Norton [17], who argued for the balanced scorecard as a strategic performance management tool that integrates financial and non-financial indicators. Additionally, the notion that financial health does not always guarantee firm growth [2] raises important implications for interpreting high profitability scores in isolation. Strategic intent, managerial incentives, and market conditions must also be considered, as pointed out by Teece et al. [18] in their dynamic capabilities theory. Moreover, the interconnectedness of management functions and financial outcomes supports an integrated management approach advocated by Wheelen and Hunger [19] and further explored by Hill, Jones, and Schilling [20] in the context of strategic competitiveness.

D. Implications for Quick-Service Restaurants (QSRs)

These findings are especially relevant for QSRs in post-pandemic economies. The significant impact of operations and HRM on financial performance indicates a need for ongoing investment in workforce development, digital transformation, and customer experience management [21], [22]. Furthermore, financial practices such as cost control, cash flow monitoring, and capital planning remain foundational to survival and growth. The consistent impact across all performance determinants suggests that a holistic and synergistic management strategy is most effective for navigating uncertainty and ensuring long-term viability.

Conclusion

This study employs a correlational approach based on the results, utilising Frequency and Percentage Distribution & Pearson R, business management practices including finance, human resource, marketing, and operations that interrelate with financial performance alongside financial position, profitability, and liquidity as measurements, and the business management practices have a significant and positive relationship with financial performance. Using Cronbach's Alpha, the construct validity and reliability results show that all indicators match the criteria and are rated "Excellent". The study was tested using Pearson R and found that Finance, Human Resource, Marketing, and Operations practices had a significant and positive relationship with Financial Performance, which includes financial position, profitability, and liquidity as metrics. The hypothesis testing results also revealed a significant positive relationship with Financial Performance. Thus, Hypotheses H1, H2, H3, and H4 are accepted.

Conflict of Interest

The authors should declare that there is no conflict of interest.

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