

Marketing strategy, service quality, and sales performance of restaurants in San Jose, Occidental Mindoro

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Abstract

This study examines the relationship between marketing strategy, service quality, and sales performance in selected restaurants in San Jose, Occidental Mindoro, consisting of 93 employees and 183 customers. It explores how various marketing approaches and service standards impact Cavana, Red Tomato Modern Italian, El Sorbetero's business performance, Kusina ni Lea, Seasons Hotel and Convention Center, and Grandiya's Venue and Restaurant. Utilizing a quantitative research design, data were gathered through surveys conducted with restaurant owners, managers, staff, and customers. Since most of the respondents strongly agree with the questionnaire provided, the restaurants' products are served with good quality, are quite budget-friendly, and are visibly accessible. Findings suggest that restaurants implementing well-structured marketing strategies and maintaining a high-service quality experience have greater customer retention, enhanced sales performance, and a more decisive competitive advantage. The study highlights consumer preferences, emphasizing the importance of customer feedback in shaping service improvements and marketing efforts essential for growth and sustainability. The results offer valuable insights for restaurant owners and managers in refining marketing approaches and service delivery to improve profitability and operational efficiency. By integrating effective marketing with superior service quality, restaurants can build a strong market presence, attract more customers, and ensure long-term success in a highly competitive food service environment. This research contributes to the growing body of knowledge in business administration, particularly in marketing and service management. It is a practical guide for entrepreneurs and professionals in crafting informed decisions and plans. Thus, restaurants may maintain cleanliness and proper sanitary procedures, which are essential for attracting and retaining their customers.

Keywords: marketing strategies, service quality, sales performance, customer satisfaction, cleanliness and sanitation

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1. Introduction

Restaurants are a dynamic and competitive industry that relies on the strategic balance of marketing efforts with prime service quality to guarantee customer satisfaction and loyalty (Diaz, 2023). In today's market, especially in smaller, geographically distinct areas like San Jose, Occidental Mindoro, it's all about who stands out through effective marketing and superior service quality to drive sales performance and business sustainability. Moreover, restaurants always fight a losing battle against changing customer preferences, higher competition, and even external factors such as changes in supply chains and dynamics of labor market levels (Kotler & Keller, 2016). In the food service industry, customers evaluate the product standard and the service quality they receive during their dining experience. As a result, when consumers value the dining experience highly regarding intellectual and motivational attributes, process-related factors include a takeaway order system, an order tracking system, and food preparation time. People-related factors include focusing on customers' special requests, peer group influence, and making them feel special. Physical environment: walking space, restaurant architecture, and directional signals; performance-related factors: food provided at a suitable temperature, meal presentation, and portion size at the restaurant. The researchers created one model for service quality characteristics (Vasani et al., 2024).

Food quality, service quality, pricing strategy, and ambiance all impact customer retention in different restaurants, with customer happiness as a mediating element (Al-Tit, 2025). Customer satisfaction grew dramatically due to improved meal quality and price strategies. In addition, service quality and ambiance did not substantially impact consumer satisfaction. Furthermore, cultural similarities bolstered the link between food quality and consumer happiness. Finally, customer satisfaction has a significant impact on client retention. This study gives valuable insights for Indonesian restaurant operators in Taiwan, emphasizing the importance of service quality and restaurant environment, food quality, and price in promoting customer happiness and increasing retention (Mujahida et al., 2024).

San Jose, Occidental Mindoro, is a growing hub for tourism and local dining experiences, attracting regular customers and tourists alike. With such a diverse customer base, it becomes increasingly vital for restaurant owners and managers to develop a deep understanding of how their marketing strategies and service delivery affect their sales outcomes (Candelario et al., 2023). The role of marketing strategies, such as promotional campaigns, menu innovations, and customer relationship management, combined with quality-of-service speed, efficiency, and staff demeanor, forms the basis of this study's investigation. The previous organizational structure prioritized stakeholders and carried out all operations to their satisfaction. With the advent of globalization and many countries lowering their market entry barriers, competition has increased dramatically, causing changes in many facets of corporate operations and management decisions. As a result, firms pursuing sustainability prioritize customers in their operations, and many managerial decisions are also shifting to them. Unlike product-oriented enterprises, service-oriented sectors are among the world's largest, with growth measured by volume, complexity, and sophistication. This study explores the relationships among marketing strategies, service quality, and sales performance in the restaurant industry, particularly in San Jose, Occidental Mindoro. As the researchers examined the elements, this study provided insights into how restaurant businesses can achieve competitive advantage, sustain profitability, and enhance customer loyalty.

Statement of the Problem - This study aimed to determine the effect of marketing strategy and service quality on the sales performance of restaurants in San Jose, Occidental Mindoro. Specifically, this study sought to answer the following questions: (1) What is the level of marketing strategies employed by restaurants in terms of product, price, place, and promotion? (2) What is the status of service quality of restaurants in terms of cleanliness and

sanitation, and customer service? (3) What is the level of sales performance of restaurants in San Jose, Occidental Mindoro? (4) Is the level of sales performance significantly affected by marketing strategy and service quality?

Significance of the Study - This study offers substantial contributions to various stakeholders in the restaurant industry, particularly in San Jose, Occidental Mindoro: restaurant owners and managers. Insights from this research will help local restaurateurs refine their marketing approaches and improve service quality, ultimately leading to enhanced customer satisfaction and improved sales performance. By understanding the direct and indirect effects of marketing and service quality, owners can make informed decisions to optimize business operations. Marketing and Sales Personnel. This research highlights the critical role that marketing strategies play in influencing restaurant sales. Marketing and sales personnel can use the findings to align their promotional efforts more effectively with customer preferences, market demands, and the restaurant staff. By focusing on service quality, the study will show how the staff's performance, attitude, and efficiency contribute to customer satisfaction and retention. Competitors and Peers. The findings of this study will be valuable for benchmarking purposes, allowing competitors and peers in the restaurant industry to evaluate their marketing strategies and service quality practices. Suppliers and Vendors. As partners in the supply chain, suppliers and vendors will benefit from understanding their role in restaurants' marketing and operational success through the collaboration of academic researchers and industry experts. The study will add to the existing body of literature on service quality, marketing strategies, and sales performance, particularly in the context of restaurants in geographically distinct areas such as Occidental Mindoro, for future researchers. The study will serve as a guide and related literature to future researchers that could give them some knowledge about the sales performance of the restaurants in San Jose, Occidental Mindoro.

Scope and Delimitation of the Study - This study focuses on the marketing strategies, service quality, and performance of selected locally owned and independent restaurants in San Jose, Occidental Mindoro, specifically examining the four P's of marketing: product, price, place, and promotion. Data were gathered from a range of respondents, including customers (regulars, first-time visitors, and occasional diners), restaurant staff (shift managers, kitchen personnel, and front-of-house staff), management and marketing personnel (general managers, sales and marketing managers, and owners), as well as suppliers, vendors, and industry experts. The study is limited to six existing establishments in San Jose, Occidental Mindoro—Season's Hotel and Restaurant, Grandiya Venue and Restaurant, Kusina ni Leah, Cavana, El Sorbetero, and Red Tomato—operating from September to February 2025. It excludes fast-food chains and franchises to focus on the challenges and opportunities faced by small and medium-sized enterprises (SMEs) in the local setting.

2. Methodology

Research Design - This study used a descriptive-correlational design to determine the level of marketing strategy, service quality, & sales performance. Moreover, a correlational design determined the relationship among the three variables.

Respondents of the Study - The respondents of this study were the customers & employees of Season's Hotel and Restaurant, Grandiya Venue and Restaurant, Kusina ni Leah, Cavana, El Sorbetero, and Red Tomato. They were very knowledgeable about the operation of the restaurant. Moreover, out of 121 employees, the computed sample size was 93, while for the number of customers, out of 346, the computed sample size was 183. The sample size was calculated using Slovin's formula with a 5% margin of error and a 95% confidence level. In addition, the respondents were chosen randomly to avoid any biases.

Research Instrument - The main instrument of this study was an adapted questionnaire developed by Suratos (2022). The researchers used the 4-point Likert scale to obtain the respondents' responses. To determine the applicability and content of the adapted questionnaires to the variables, expert validity was applied. The experts came from the senior high and college departments of the DWCSJ. The researchers followed the experts' comments and suggestions.

Data Gathering Procedure - The researchers made a formal letter for the respondents to answer the questionnaire and asked for permission from the respondents if they were willing to participate in this study. The letter was also checked by the research adviser and the college dean; after approval, the researcher distributed the survey questionnaires to gather data. The survey questionnaires are printed and distributed physically and collected within 3-4 weeks to gather all the data from online & face-to-face surveys.

Statistical Treatment of the Data - To treat the data, the researchers used weighted means to determine the level of marketing strategy, service quality, & sales performance of the restaurants in San Jose, Occidental Mindoro. Moreover, Pearson's r-moment correlation and regression analysis were used to determine the relationship between the variables.

Ethical Considerations - The researchers sought validation of the research questionnaires from the research advisor and experts from DWCSJ, and they were approved. Then, the researchers give the consent letter to the respondents so that they have a clear and concise understanding of their participation in this research study; they are free to decline the request for participation. The respondents accepted the request, and the researcher clarified that their participation is voluntary, that the data is managed with strict confidentiality, and that their identity and responses are not shared with anyone. To publicly recognize their work, the researchers cite the authors using the APA 7th edition.

3. Results and Discussions

Table 1

Mean Level of Marketing Strategy employed by the Restaurants in terms of Product, Price, Place, and Promotion

INDICATORS (Product)	Weighted Mean	Interpretation
1. The restaurant's product is good quality and served hot/cold.	3.57	High Level
2. The restaurant has a variety of products that most customers would order.	3.75	High Level
3. The restaurant offers products that are in demand.	3.64	High Level
4. The restaurant caters to the suitable products based on customers' preferences.	3.27	High Level
5. The restaurant's product is well served with good packaging.	3.40	High Level
COMPOSITE MEAN	3.52	High Level
INDICATORS (Price)		
1. The restaurant offers discounts to loyal customers.	3.09	Moderate Level
2. The bulk/bundle pricing is implemented in the restaurant.	3.15	Moderate Level
3. The pricing strategy is based on the restaurant's competition-based pricing.	3.12	Moderate Level
4. The restaurant offers different combos that match my budget.	3.20	Moderate Level
5. The restaurant has budget meals/savers that suit students.	3.21	Moderate Level
COMPOSITE MEAN	3.15	Moderate Level
INDICATORS (Place)		
1. The restaurant is accessible to me.	2.64	Moderate Level
2. The restaurant has a drive-through option if I am on rush.	1.42	Very Low Level
3. The restaurant provides spacious parking spaces for the guests.	3.24	Moderate Level
4. We have access to complimentary WiFi of the restaurant.	3.22	Moderate Level
5. The restaurant offers both indoor and outdoor dining options.	3.54	Very Low Level
COMPOSITE MEAN	2.81	Moderate Level
INDICATORS (Promotion)		
1. I can see promotional advertisements through flyers and signages.	3.58	High Level
2. Transpo Advertising (Signs on Public Transportation) was used to promote the restaurant's products and/or services.	3.50	High Level
3. The restaurant frequently posts on social media regarding store updates.	3.61	High Level
4. The restaurant had promos with events to boost people's engagement.	3.61	High Level
5. The restaurant gives away fliers to passing customers.	3.50	High Level
COMPOSITE MEAN	3.54	High level

Legend: 3.25–4.00 High Level, 2.50–3.24 Moderate, 1.75–2.49 Low Level, 1.00–1.74 Very Low Level.

Table 1 presents the mean level of marketing strategy employed by the selected restaurants in San Jose, Occidental Mindoro, evaluated in terms of product, price, place, and promotion. The product and promotion

strategies obtained high mean scores among these components, while price and place received moderate ratings. In terms of product, the weighted mean of 3.52 indicates that the restaurants are highly consistent in offering quality food that meets customer expectations in terms of variety, presentation, and taste. This supports the findings of Ramaraj (2017), who noted that perceived food quality significantly influences customer satisfaction and behavioral intentions in the restaurant industry. His study revealed a 50% positive correlation between meal quality and customer satisfaction, suggesting that product excellence remains a strong determinant in shaping customer loyalty and repeat patronage. On the other hand, the price strategy had a weighted mean of 3.15, interpreted as a moderate level. This suggests that while the restaurants generally offer budget-friendly menus, pricing is not necessarily the primary factor influencing customer choice. According to Porcheva & Bozev (2022), pricing strategies prioritizing value-based approaches tend to deliver better profitability than those based solely on competition or cost. Additionally, Sales et al. (2024) emphasized that discounts and promotions can effectively persuade customers to engage with a brand, even if pricing is not consistently low. This insight explains why some customers were drawn to the food offerings when discounts were applied, despite pricing being a secondary consideration. Moreover, the place component recorded a mean score of 2.81, also classified under the moderate level. This implies that while the locations of the restaurants are generally acceptable, there are notable limitations in terms of physical accessibility and convenience features, such as the availability of drive-throughs or diversified seating arrangements. Erkmén (2019) pointed out that a restaurant's location and ambiance significantly influence customer perceptions and overall dining satisfaction. Similarly, Rajput & Gahfoor (2020) found that customers are more likely to favor conveniently located restaurants, especially near workplaces, offering a pleasant dining atmosphere and menu diversity. Lastly, the promotion aspect achieved the highest weighted mean of 3.54, indicating a high level of effectiveness. This result suggests that the restaurants actively utilize various promotional tools such as social media platforms, printed flyers, signage, and event-based advertising to attract and retain customers. As highlighted in the study by Abdeelhamied (2013) and Mobarak et al. (2022), sales promotions are an essential marketing tactic in the food industry to influence consumer decisions. However, the study also warns that the effectiveness of promotions may diminish once the campaign ends, potentially offsetting gains if not sustained by ongoing efforts. In summary, the findings suggest that while the selected restaurants have successfully implemented product quality and promotional campaigns, there is a need for improvement in pricing strategies and physical setup to enhance overall marketing effectiveness and customer experience.

Table 2

Mean Level of Service Quality in the Restaurants in terms of Cleanliness & Sanitation and Customer Service

INDICATORS (Cleanliness & Sanitation)	Weighted Mean	Interpretation
1. The food was served with quality, as it was clean and dirt-free.	3.52	High Level
2. No pests are seen around the restaurant.	3.78	High Level
3. The restaurant frequently checks the area for insects in the surroundings.	3.54	High Level
4. The restaurant never had a complaint about cleanliness.	3.78	High Level
5. The management/admins always remind the crew to wash & sanitize their hands before coming near the food/products.	3.68	High Level
COMPOSITE MEAN	3.62	High Level
INDICATORS (Customer Service)		
1. The restaurant has a high rating and good recommendations on an online platform	3.55	High Level
2. The restaurant offers loyalty cards to the guests.	3.59	High Level
3. The restaurant offers complimentary food for special occasions, such as a free birthday cake.	3.46	High Level
4. The restaurant offers a suggestion box and reviews & feedback through physical and online platforms.	3.55	High Level
5. The management offers an immediate response to the customer's concern.	3.73	High Level
COMPOSITE MEAN	3.58	High Level

Legend: 3.25–4.00—Very Highly Evident; 2.50–3.24—Moderate Level; 1.75–2.49—Low Level; 1.00–1.74—Very Low Level

Table 2 shows the service quality of the restaurants in terms of cleanliness & sanitation and customer service. The results indicate a composite mean of 3.62 for cleanliness and sanitation, corresponding to a high level. This

suggests that the hygiene standards in the surveyed restaurants are well maintained and observable by customers, which is a critical factor influencing their decision to return and dine. The restaurants demonstrate a strong commitment to food safety through regular cleaning, staff hygiene practices, and no customer complaints about cleanliness. This aligns with the findings of Nderitu & Mutinda (2024), who emphasized that maintaining a clean environment significantly improves customer satisfaction and loyalty. Cleanliness is essential for enhancing dining experiences and reducing foodborne illnesses, especially in less-developed areas where poor hygiene contributes to significant health issues. Regarding customer service, the data reveals a composite mean of 3.58, which is also interpreted as a high level. This reflects that restaurant staff effectively attend to customer needs, resulting in high satisfaction ratings. The use of loyalty programs, complimentary offerings during special occasions, and open feedback channels illustrate the restaurants' proactive approach to building customer relationships and improving service delivery. Quick responses to customer concerns further reinforce their commitment to service excellence. These findings are supported by Averina et al. (2023), who stated that sustainable employee performance, which involves consistent efforts to align personal growth with organizational goals, is essential in the service industry. Restaurants that invest in staff development and create supportive work environments are more likely to retain skilled employees and provide consistent, high-quality customer service. Overall, cleanliness and customer service emerged as strong components of service quality, contributing to positive customer experiences and repeat patronage in San Jose's restaurant industry.

Table 3

Mean Level of Sales Performance of Restaurants

INDICATORS	Weighted Mean	Interpretation
1. I am satisfied with the food that they serve.	3.80	High Level
2. I enjoy staying in their fast food while eating.	3.82	High Level
3. The staff serves me with respect during my visit.	3.79	High Level
4. I am happy due to the ambiance of the surroundings.	3.73	High Level
5. I will recommend the fast food to my family, friends, and colleagues.	3.68	High Level
6. I receive my order within a reasonable time.	3.79	High Level
7. I am satisfied with my overall experience in this fast-food restaurant.	4.00	High Level
8. The food quality meets my expectations.	3.38	High Level
9. My order was accurate and complete.	3.38	High Level
10. The fast food is clean and well-maintained.	4.00	High Level
COMPOSITE MEAN	3.58	High Level

Legend: 3.24-4.00 – Very Highly Evident; 2.50-3.24 – Moderate Level; 1.75-2.49 – Low Level; 1.00-1.74 – Low Level

Table 3 indicates the mean level of the restaurant's sales performance, with a composite mean of 3.58, a high level. All indicators weighted mean ranges from 3.68 to 4.00, which shows that the restaurant's operation was in good condition. They already get their return on investment, which indicates that the restaurant's operation and performance are well managed. The data suggests that restaurants consistently meet their sales targets through effective strategies such as targeted advertising campaigns, suggestive selling, and diverse promotional techniques. Seasonal promotions and special occasion-based offers have also contributed to high sales during peak periods. Furthermore, by catering to specific market segments such as students and offering budget-friendly menus, the restaurants demonstrate adaptability and strategic planning to sustain and improve sales performance. As Ahmed et al. (2023) state, the success of restaurants relies on carefully planned advertising campaigns and pricing strategies that are customized to fit the unique needs of each restaurant and its specific market. Restaurants use a variety of strategies to achieve strong sales performance in a competitive market. By investing in advertising and managing costs effectively, they aim for precise, measurable results, such as increased market acceptance and higher sales (Nuseir et al., 2023). Maintaining high product quality and connecting with the right customer base also play a key role in holding onto market share and tackling marketing challenges.

Table 4 shows the correlation coefficient and p-values for hypothesis testing. Based on statistical results, the restaurant's sales performance is not significantly affected by the marketing strategy in terms of price and promotion, with corresponding p-values of 0.631 & 0.583, respectively. This indicates that the customers are not basing their price and promotion on choosing where to dine, and it is not affecting the sales performance of the

restaurants since customers are choosing to eat in the restaurant. However, the product & place of restaurants are proven to be significant; this means that customers' beliefs and purchasing decisions are greatly influenced by the quality and accessibility of the restaurant offerings, which are thought to assess the qualities and values of the product. Based on this assessment, customers determine the worth of a company's name and goods. It is one of the key factors that determines whether a product or business as a whole succeeds. Moreover, customers' beliefs and purchasing decisions are greatly influenced by the data, which is thought to assess the qualities and values of the product. Based on this assessment, customers determine the worth of a company's name and goods. It is one of the key factors determining whether a product or business succeeds (Rajput & Gahfoor, 2020). In addition, the sales performance of restaurants is significantly affected by cleanliness & sanitation but not affected by customer service. This indicates that customers are considering the restaurant's cleanliness & sanitation when choosing where to dine, which reflects the restaurant's sales performance. In contrast, customer service is not observable by the customer when they consider when to eat, and it does not affect sales performance. In addition, Taştan & Soylu (2023) added that the last customer you serve will likely make another purchase from you shortly. This isn't just a coincidence; it's a direct outcome of the rapport you've developed by superior customer service. Take good care of your customers, and they will come back. Take good care of the goods, and they won't. Customer service also assists clients in being satisfied with a specific brand of goods and services launched by the business. It keeps the clients informed about recently released products and services.

Table 4

Correlation Coefficients and p-values for hypothesis testing

Variables	Correlation Coefficient	Effect Size (r^2)	Critical value	t-value	P-value	Interpretation
Marketing Strategy & Sales Performance						
Marketing Strategy (Product) → Sales Performance	0.096	0.099	1.976	15.092	0.048	Significant
Marketing Strategy (Price) → Sales Performance	-0.099	0.976	1.976	8.339	0.631	Not Significant
Marketing Strategy (Place) → Sales Performance	0.090	0.008	1.976	19.365	0.049	Significant
Marketing Strategy (Promotion) → Sales Performance	-0.042	0.002	1.976	0.550	0.583	Not Significant
Marketing Strategy → Sales Performance	-0.74	0.006	1.976	0.971	0.333	Not Significant
Service Quality & Sales Performance						
Service Quality (Cleanliness & Sanitation) → Sales Performance	0.434	0.189	1.976	6.301	0.001	Highly Significant
Service Quality (Customer Service) → Sales Performance	0.113	0.013	1.976	1.487	0.139	Not Significant
Service Quality → Sales Performance	0.271	0.073	1.976	3.681	0.001	Highly Significant

Legend: *pd*: p -value < 0.001 Highly Significant ; p -value < 0.05 Significant

4. Conclusions

Based on the study's findings, the researchers conclude the following: As reflected in the data gathered, customers in the fast food industry in San Jose, Occidental Mindoro, were happy with the service provided by the industry staff. Customers generally praised the speed of service, which directly added to their overall satisfying experience. It demonstrates that how employees behave significantly impacts how clients view the caliber of services. The findings show that fast-food restaurants gain from providing online services since they meet the needs of their customers, who want quick service. Customer satisfaction, as reflected by the fact that most customers strongly agree, indicates that satisfying the customers in the fast-food industry was achieved. Customer service is significant to the business growth of each fast-food sector in San Jose, Occidental Mindoro. A statistically significant link between customer satisfaction and customer service indicates that greater customer

satisfaction is closely related to enhanced customer service. Among all the service-related factors assessed, the availability of mobile/online ordering options is the sole one that significantly influences business growth. This suggests that service speed, staff personality, and customer service may not directly affect business growth.

Recommendations

The results described above lead to the following suggestions: The management team may maintain good staff and customer relationships to continue the growth of the business, which could lead to much bigger success. The management may concentrate on improving its service, given the fact that it has a significant impact on customer satisfaction. The management may prioritize hiring and retaining employees with good interpersonal skills. The management needs to enhance and refine the mobile/online ordering system to accommodate the increasing need for convenience. The staff may be allowed to train, attend seminars, and attend workshops to enhance their capabilities in doing their job in the fast-food industry. The management may maintain the good rating of the business, which could attract more customers. To enhance customer satisfaction, management may prioritize improving their customer service quality. This can be achieved by training employees in problem-solving and effective communication skills. Given that this aspect has shown a considerable influence on business growth, it is recommended that companies focus on developing and upgrading their online and mobile ordering systems. Rather than solely emphasizing employee demeanor or the speed of service, resources could be more effectively allocated towards technology-driven convenience. Future researchers may take time to discover more on the daily operation of a business that leads them to higher sales than their competitors.

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