

# The effect of supply condition on the business performance of gasoline stations

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## ***Abstract***

The increase in the number of gasoline stations in San Jose, Occidental Mindoro, prompts an interest in the effects of supply conditions on business performance. This study aimed to determine the level of supply conditions and their relationship with business performance in gasoline stations. Specifically, this study sought to assess the level of supply conditions in gasoline stations in terms of supply schedule, gasoline management, and storage capacity. This study employed a descriptive-correlational research approach. Data were collected from 30 gasoline stations in San Jose, Occidental Mindoro. A researcher-made questionnaire consisting of 38 items on a Likert scale was used as a data collection instrument. The findings of this study revealed that gasoline stations generally exhibit a stable supply condition. Gasoline stations exhibit effective gasoline management practices. Gasoline stations also exhibit effective gasoline management practices. Regarding the business performance of gasoline stations, the findings revealed a very high level, indicating that the overall performance of the gasoline stations in the area is highly commendable. This suggests that stations are effective in maintaining fuel availability, operational efficiency, customer satisfaction, and competitiveness. The findings also revealed a significant relationship between the supply schedule and gasoline management in gasoline stations' business performance. Thus, this study recommends that gasoline station managers continue to improve their gasoline supply schedules and management strategies, as these factors can enhance their business performance and efficiency.

**Keywords:** business performance, gasoline management, supply condition, supply schedule, gasoline station

## The effect of supply condition on the business performance of gasoline stations

### 1. Introduction

In recent years, the number of gas stations in San Jose, Occidental Mindoro, has steadily increased, demonstrating that, for a relatively small and developing town, economic activity and business interest are continually growing. Not only have large, well-established petroleum companies entered the market, but even small-scale entrepreneurs and household owners are attempting to build and operate their own gasoline stations as a stable source of income, with support from the Department of Energy (2023). This trend reflects the rising demand for fuel, driven by population growth, increased vehicle ownership, tourism, and the expansion of transportation services in the municipality. While the growing number of gasoline stations may initially appear beneficial, promoting accessibility, convenience, employment, and local economic development, it may also lead to long-term challenges if not properly managed. One of the major concerns is the possibility of fuel oversupply in the town, which could negatively affect business sustainability and profitability, according to the Philippine Statistics Authority (2022). Provincial Product Accounts: Economic Performance of Occidental Mindoro. PSA Regional Statistical Services Office MIMAROPA.

As gasoline is a product with storage limitations, safety risks, and quality considerations, oversupply may lead to higher operational costs, fuel deterioration, and inventory management challenges (Mäkkä et al., 2024). Gasoline stations that are unable to sell their fuel within an optimal time frame may suffer losses, leading to unmet revenue expectations and financial instability. This situation can create a significant burden for station owners, especially small and newly established operators who may lack sufficient capital, advanced storage facilities, or effective supply management strategies (Petropoulos et al., 2026). Operational risks and sustainability in the retail fuel industry: A study on market saturation. Over time, this may result in business closures, market exit, or consolidation, which could harm the local business environment rather than strengthen it.

For every town, an important factor influencing this situation is that most, if not all, gasoline stations are being supplied by the same fuel supplier or a limited group of suppliers. This uniformity in supply sources limits the competitive advantage that individual gasoline stations could otherwise gain through pricing, fuel availability, or delivery efficiency. Because station owners have little control over supply volume, delivery schedules, and procurement costs, competition among gasoline stations becomes more intense and aggressive in the Philippine Competition Commission. (2020). Issues paper on the liquid fuel industry in the Philippines: Competition and market structure. Instead of competing through improved service quality or innovation, many stations are forced into price-based competition, which reduces profit margins and increases financial pressure on business owners.

Moreover, limited supply options restrict gasoline stations' flexibility to respond to sudden changes in demand, emergencies, or fluctuations in fuel prices. The challenges of fuel supply chains in archipelagic and rural environments: Philippines country study. Any disruption at the supplier level—such as delivery delays, logistical problems, or price increases—directly affects all gasoline stations in the area simultaneously. This lack of supply diversification increases vulnerability and risk, particularly in rural municipalities where alternative suppliers and infrastructure are limited. As a result, supply conditions play a critical role in determining the operational performance and financial outcomes of gasoline stations. National energy trends further influence local fuel supply conditions. According to the Philippine Energy Plan (PEP) 2023, the country's importation of liquefied natural gas (LNG) is projected to rise by 508 percent between 2025 and 2029, representing a sixfold increase. At the same time, domestic supply from the Malampaya gas field continues to decline, signaling a significant shift in the country's energy sourcing strategy. Although LNG is not directly used as vehicle fuel, this growing reliance on imported energy sources reflects broader structural changes in the Philippine fuel supply landscape.

As the Philippines becomes increasingly dependent on imported fuel and energy resources, the country

becomes more exposed to international market fluctuations, price volatility, and geopolitical risks (Agaton, 2022). Increases in global fuel prices, currency exchange rates, and shipping costs may indirectly affect gasoline prices and supply stability, according to Zero Carbon Analytics & the Center for Renewable Energy and Sustainable Technology (CREST). (2023). Additionally, increased competition for port access, higher logistics costs, and rising electricity costs driven by higher power generation costs may further contribute to operational challenges for fuel suppliers. These factors can eventually be passed on to gasoline station owners, especially those operating in rural, geographically distant areas, such as towns.

Furthermore, rural gasoline stations often face unique challenges compared to those in urban centers. These include higher transportation costs, limited infrastructure, smaller customer bases, and reduced economies of scale (Kaiser & Barstow, 2022). When combined with unfavorable supply conditions, such challenges can significantly affect business performance, as measured by sales volume, profit margins, operational efficiency, and long-term sustainability. Understanding how supply conditions interact with these local realities is essential for identifying strategies to help gasoline station owners remain competitive and resilient (Rubio-Andrés et al., 2025). Thus, this study aims to investigate the effects of supply conditions on the business performance and profit margins of gasoline station owners in San Jose, Occidental Mindoro. Specifically, it seeks to examine how supply availability, supplier concentration, delivery reliability, pricing structures, and external energy trends influence operational outcomes. Understanding the impact of the growing number of gasoline stations and the limitations in supply options may help business owners, policymakers, and stakeholders develop more effective supply management strategies. Ultimately, this research aims to inform decision-making that supports sustainable business practices, fair competition, and long-term economic stability in the local fuel industry.

**Statement of the problem** - This study aimed to determine the effect of supply conditions on the business performance of gasoline stations in San Jose, Occidental Mindoro. Particularly, it sought to answer the following questions: (1) What is the level of supply conditions in gasoline stations in terms of supply schedule, gasoline management, and storage capacity? (2) What is the level of business performance of gasoline stations? (3) Is there a significant relationship between the level of supply conditions and the level of business performance of gasoline stations in San Jose, Occidental Mindoro?

**Significance of the Study** - This study will have significant importance for the supply conditions and the business performance status of gasoline stations. The significance of this study lies in understanding the relationship between the level of supply conditions and the business performance status of gasoline stations. The findings of this research will provide valuable insights for several groups, including business owners, gasoline station operators, suppliers, fuel companies, local government, managers, customers, and future researchers. The results of this study will also help entrepreneurs understand how supply conditions influence business performance. Through this research, business owners can ensure consistent product availability, enhance customer satisfaction, manage operational costs effectively, and improve overall profitability. This study will assist gasoline station operators in recognizing the importance of supply conditions and their impact on business performance. By applying the knowledge gained from this research, operators may improve their inventory management practices and customer service, leading to more efficient operations. The findings of this research will also help local government units better understand how regulations, policies, and supply conditions affect gasoline station performance. This knowledge can guide them in creating effective policies that support fair business practices and stable fuel distribution. Suppliers will benefit from this study by gaining insights into how supply conditions affect the operational efficiency and profitability of gasoline stations. Since suppliers play a crucial role in providing fuel products, understanding these relationships can help them improve coordination, reliability, and supply management. This research will help fuel companies understand the connection between supply conditions and business performance. The findings may guide them in maintaining stable fuel supply systems, improving distribution strategies, and ensuring sustainable business growth. The results of the study may help managers and executives make informed decisions and develop effective business strategies. Understanding the impact of supply conditions will help them organize operations more efficiently and improve gasoline station performance. Customers may benefit from this study's results through more stable fuel prices, improved services, and reliable

fuel availability. Better supply management can enhance the overall consumer experience in gasoline stations. This study will serve as a reference for future researchers who wish to conduct similar studies related to supply conditions and business performance. It will provide additional knowledge and guidance for further research in this field.

**Scope and Delimitation of the Study** - This study investigates the effect of supply conditions on the business performance of gasoline stations in San Jose, Occidental Mindoro. It specifically examines supply conditions and how they influence selected indicators of business performance. The scope of the study is limited to gasoline stations within the bayan (town proper) of San Jose, Occidental Mindoro, excluding stations in other barangays or in nearby municipalities. A total of thirty 30 gasoline stations within the bayan area were included in the study. Moreover, the respondents of this research primarily consist of gasoline station employees, as they are directly involved in daily operations and are knowledgeable about supply-related concerns. In cases where access is granted, station managers' opinions may also be included in the data. The study does not include customers, suppliers, or government agencies. Data collection for this research was conducted only from December 2025 to January 2026, and findings were limited to the conditions observed during this time frame.

## 2. Methodology

**Research Design** - This study used a descriptive correlational research design. According to Creswell (2022), descriptive and correlational research designs are quantitative approaches that enable researchers to describe variables and examine statistical relationships between two or more variables without manipulating them. This design is appropriate for studies that aim to identify patterns, problems, or relationships among variables in a real-life setting. In this study, a descriptive approach was used to examine the supply conditions and business performance of gasoline stations in San Jose, Occidental Mindoro. Meanwhile, a correlational approach was used to examine the relationship between supply conditions and gasoline stations' business performance. Through this design, the study aimed to provide a clear understanding of how supply conditions are associated with the overall performance of gasoline stations.

**Respondents of the Study** - The respondents in this study were employees and managers of 30 gasoline stations in San Jose, Occidental Mindoro. There are 45 employees and 45 managers, with a total of 90 respondents who participated in the survey. They were all included since the population is too small.

**Research Instrument** - This study used a researcher-made questionnaire to determine the level of business performance of gasoline stations in San Jose, Occidental Mindoro. A researcher-made instrument was used because no existing or adapted questionnaires specifically measured the variables of this study. The questionnaire consists of thirty-eight (38) items divided into four sections: Supply Schedule – 6 items, Gasoline Management – 6 items, Storage Capacity – 6 items, and Business Performance – 10 items. Respondents indicated their level of agreement with each statement by using a four-point Likert scale, where 4 – Strongly Agree, 3 – Agree, 2 – Disagree, and 1 – Strongly Disagree. To ensure the validity and reliability of the instrument, the researcher-made questionnaire on supply conditions and business performance of gasoline stations was subjected to expert validation. Three experts from the Senior High School Department of the Divine Word College of San Jose reviewed the questionnaire to assess its clarity, relevance, and alignment with the study's objectives. The researchers humbly sought their expertise and feedback to ensure that the questionnaire accurately measures what it is intended to measure. Necessary revisions were made based on the experts' recommendations to improve the instrument's content and validity.

**Data Gathering Procedure** - The researchers first prepared a formal letter requesting permission to conduct the study. The letters were sent to all 30 gasoline stations located in the bayan of San Jose, Occidental Mindoro. After sending the letters, the researchers waited for approval from the gasoline station management. Once permission was granted, the researchers began distributing the researcher-made questionnaires to the gasoline station employees and, where available, the managers. The data collection period commenced in the second week

of December 2025 and concluded in January 2026. The questionnaires were personally administered by the researchers to ensure clarity of instructions and to minimize response errors. The researchers also ensured that the process was conducted without bias, allowing respondents to answer honestly and freely. All completed questionnaires were collected, checked for completeness, and organized for analysis.

**Statistical Treatment of Data** - This study employed descriptive statistics, such as weighted mean, to determine the level of financial behavior and spending habits of senior high school students at Divine Word College of San Jose. Moreover, to determine if there is a significant relationship between the financial behavior and spending habits of senior high school students, Pearson's r moment correlation coefficient was used. It is a statistical measure that assesses the strength and direction of the linear relationship between two continuous variables.

**Ethical Considerations** - Before the study was conducted, the researchers sent a consent letter to each gasoline station owner/manager and staff member to request permission to participate. The letter of consent provides brief information about the researchers' study. The personal information of the owner/manager and staff is not required to be included in the questionnaires to ensure and protect their privacy. However, the gas stations' names are included in the questionnaires. Therefore, only the researchers can see the answers in the survey. Lastly, the researchers used the APA 7th edition style for references.

### 3. Results and Discussions

Table 1 shows the mean level of supply conditions in terms of supply schedule and gasoline management, with an overall mean of 3.22, which is interpreted as High Level. For the supply schedule, its composite mean of 3.26 is interpreted as Very High Level, which means that the supply is highly reliable, as suppliers always deliver the product on time, communicate effectively, and adhere to the delivery schedule. This supports Nowakoski (2016), who emphasized that maintaining baseline supply conditions ensures reliability and fairness in fuel distribution. The statement “Delivery of fuels always arrives on the scheduled date” received the highest mean of 3.62, highlighting that punctuality is the strongest aspect of supply schedule management. Timely deliveries prevent disruptions in station operations and improve efficiency and planning accuracy. This aligns with Ni and Sun (2019), who found that effective supply schedule management and coordinated delivery practices enhance overall business performance.

On the other hand, the statement “Fuel delivery delays rarely occur” recorded the lowest average, 3.00. Though still positive, this shows that minor delays may happen from time to time, hence the need to always keep a watchful eye on this factor. According to Liu et al. (2024), minor delays may affect the efficiency and profitability of the business; hence, there is a need to monitor this factor closely. Based on the results, a well-managed supply schedule positively affects the supply conditions at gasoline stations. This is further supported by Arab and Lashaki (2023), who emphasized that the efficiency of the gasoline supply chain may be improved through proper scheduling and notification of the supply schedule.

**Table 1**  
*Mean Level of Supply Conditions in terms of Supply Schedule, Gasoline Management, and Storage Capacity*

Indicators (Supply Schedule)	Weighted Mean	Verbal Description
1. Deliveries of fuel always arrive on the scheduled date	3.62	Very High Level
2. The supplier follows the delivery timetable	3.20	High Level
3. When there is a sudden change in the delivery schedule due to unexpected circumstances, the supplier immediately notifies us	3.31	Very High Level
4. The delivery volume of fuel is the same as what was ordered by the management	3.19	High Level
5. Fuel delivery delays rarely occur	3.00	High Level
6. The supplier gives us an estimated delivery time before shipping the fuel	3.26	Very High Level
Composite Mean	3.26	High Level

Indicators (Gasoline Management)		
1. Problems with fuel contamination rarely occur.	3.24	High Level
2. Proper gasoline management methods are taught to our employees before performing our fuel-related duties	3.03	High Level
3. Our management uses a system ( logbook, app) to track sales	3.11	High Level
4. Our management chooses a gasoline provider that offers better pricing.	3.27	Very High Level
5. I follow a regular maintenance schedule to improve fuel sales.	3.21	High Level
6. I believe I still need to improve the way I manage the gasoline station.	3.24	Very High Level
Composite Mean	3.18	High Level
Indicators (Storage Capacity)		
1. The area of gasoline storage is properly maintained and safe.	3.00	High Level
2. The storage containers are regularly checked for any damage and levels.	3.58	Very High Level
3. The proper storage for gasoline capacity is essential for safe and effective operations.	3.01	High Level
4. The gasoline storage capacity can handle a sudden increase in gasoline demand	3.27	Very High Level
5. The management is aware of the limits of our gasoline storage tanks or containers.	3.08	High Level
6. There are proper guidelines that must be followed when storing gasoline.	3.32	Very High Level
Composite Mean	3.25	Very High Level
<b>OVERALL MEAN</b>	<b>3.23</b>	<b>Very High Level</b>

Legend: 4,00 - 3.25 Very high, 3.24 - 2.50 High, 2.49 - 1.75 Low, 1.74-1.00 Very low

In addition, the supply condition in terms of gasoline management has a composite mean of 3.18, which is interpreted as a high level. This indicates that supply condition practices related to gasoline station management are generally well implemented and satisfactory. This implies that practices for contamination control, maintenance, pricing strategies, monitoring systems, and operational procedures are consistently maintained to ensure the reliability of the fuel supply. This finding supports Susilawati (2016), who emphasized that efficient inventory and operational management are key determinants of gasoline station performance and help prevent costly stock shortages or excessive inventory. The statement “Our management selects a gasoline supplier with better pricing” received the highest mean, 3.27. Hence, this shows that the management's strategy for selecting gasoline suppliers and its pricing strategy is effective in managing the gasoline station. By selecting the best suppliers, the gasoline station can achieve greater operational efficiency. Indeed, Silva et al. (2024) highlighted the importance of strategic sourcing and working with competent suppliers, such as through Vendor Managed Inventory (VMI), to improve supply chain coordination and reduce operational uncertainties.

Meanwhile, the statement “Proper gasoline management methods are taught to our employees before performing fuel-related duties” received the lowest mean of 3.03. Although still interpreted as High, this suggests that employee training and knowledge development need further strengthening. Proper training also ensures that employees adopt appropriate fuel-handling procedures, maintain fuel quality, and minimize operational risks. This is consistent with the study findings of Ilagan and Perez (2024), which observed that effective management practices and fuel-handling procedures contribute to sustainable operations and shape customer trust and decision-making at gasoline stations. Based on the study findings, it is evident that gasoline management practices are well implemented in maintaining supply conditions. However, training and operational monitoring need to be improved to boost the efficiency of the gasoline station's operations. This is consistent with the findings of Silva et al. (2024), who observed that effective supply chain management practices and supplier-manager coordination enhance stability and reduce operational uncertainties in fuel operations.

The composite mean for supply conditions, in terms of storage capacity, is 3.25, which is interpreted as a Very High level. This indicates that gasoline stations' supply condition management was highly effective in terms of storage capacity. This means that the storage handling, safety, monitoring, and storage tanks of the gasoline stations were well managed, thus ensuring the constant availability of the products. The effectiveness of gasoline station

storage capacity management was very important, as noted by Jou et al. (2023). They noted that the reliability of fuel availability was a very important factor in customer satisfaction. The statement “The storage containers are regularly checked for any damages and levels” obtained the highest mean of 3.58, indicating that monitoring of storage tanks is the strongest aspect of storage management. Regular inspections also prevent fuel leaks, contamination, and safety hazards. According to Baker (2007, as cited in Isiah et al., 2024), knowing the demand and quality at each station helps suppliers meet operational needs more efficiently, reducing the likelihood of conflicts between supply and demand. Conversely, the statement “The area of gasoline storage is properly maintained and safe” received the lowest mean of 3.00 (High). While still satisfactory, this suggests that physical facility maintenance and environmental safety measures require further improvement.

Additionally, maintenance procedures and structural safety checks could be improved to support effective management of storage capacity. This has also been supported by Craig et al. (2016), who emphasized the importance of effective inventory and storage management, as it helps prevent disruptions in the supply chain, thus building trust with customers. Overall, the results clearly indicate that the storage capacity management is highly effective, with inspection procedures being the most effective, while facility maintenance has scope for improvement. This has also been supported by the Supplier Competency and Supply Integration Model by Da Silva et al. (2024), which is highly relevant for the effective management of gasoline stations in San Jose, as supply chain stability is critical.

**Table 2**  
*Mean Level of Business Performance of Gasoline Station*

Indicators	Weighted Mean	Verbal Description
1. There is a high level of customer satisfaction.	3.37	Very High
2. The gasoline station maintains enough fuel inventory to ensure we never run out of product during operating hours.	3.33	Very High
3. Our sales remain steady every day.	3.22	High
4. Our gasoline station consistently meets our daily sales target through reliable fuel availability.	3.18	High
5. Fuel shortages rarely disrupt daily operations.	3.14	High
6. The station's pricing strategy for fuel makes it competitive compared to other gasoline stations.	3.14	High
7. Our gasoline station effectively retains customers by ensuring consistent fuel availability.	3.33	Very High
8. The number of customers is increasing every day.	3.29	Very High
9. The gasoline stations were able to meet their long-term goal.	3.28	Very High
10. The gasoline stations handle the customer's needs.	3.43	Very High
<b>Composite Mean</b>	<b>3.68</b>	<b>High Level</b>

Legend: 4.20-5.00 Very High Level; 3.40 -4.19 High Level; 2.60-3.39 Moderate Level; 1.80-2.59 Low Level; 1.00-1.79 Very Low Level

Table 2 presents the composite mean of business performance for gasoline Stations in the area, which is 3.27, interpreted as a Very High level. This shows that the overall performance of the gasoline stations in the area is highly commendable. This suggests that stations are effective in maintaining fuel availability, operational efficiency, customer satisfaction, and competitiveness. This supports Ni and Sun (2019), who emphasized that efficient supply chain management and demand-side value creation contribute directly to improved operational outcomes and business success. The statement “The gasoline stations handle the customer’s needs” received the highest mean of 3.43, highlighting that customer service is the strongest aspect of performance. Attentiveness to customer complaints and expectations contributes to satisfaction, loyalty, and a steady flow of clients. This aligns with the theory of Supply Chain Management Practices (Aslam et al., 2024), who noted that effective information sharing and responsible operations positively influence customer trust and decision-making. At the same time, the findings of the lowest mean of 3.14 on the statements “The daily operations of the gasoline station are rarely disrupted by fuel shortages” and “The gasoline station’s pricing strategy makes it competitive compared to other gasoline stations” indicate minor areas of improvement further to enhance the business performance of the gasoline station. This was further reinforced by Gupta et al. (2021), who found that the implementation of circular economy practices improves business performance efficiency. Generally, the findings revealed that the gasoline stations in San Jose have very high business performance, especially in the areas of customer services and operational

reliability, which was further reinforced by Ching et al. (2021), who stated that the implementation of eco-innovation strategies improves the sustainable business performance of an organization in various aspects, such as the economic, social, and environmental dimensions.

**Table 3**  
*Correlation Coefficients and p-values for Hypothesis Testing(H<sub>0</sub>)*

Variables	Correlation Coefficient	Effect Size	Critical value	t-value	P-value	Interpretation
Supply Condition (Schedule) → Performance	0.303	0.092	1.994	2.697	0.009	Significant
Supply (Gasoline Condition Management) → Performance	-0.249	0.062	1.994	2.180	0.032	Significant
Supply Condition (Storage Capacity) → Performance	-0.022	0.000	1.994	0.189	0.851	Not Significant

Legend: p-value < 0.001 Highly Significant

p-value < 0.05 Significant

Table 3 presents the results of the correlation analysis, which tested the hypothesis that there is no significant relationship between supply condition and business performance. The findings show different results across the three indicators of supply condition: supply schedule, gasoline management, and storage capacity. For Supply Schedule and business performance, the correlation coefficient is  $r = 0.303$  with a p-value of 0.009, which is less than 0.05. This indicates a significant positive relationship between delivery schedule and business performance. Although the coefficient of determination ( $r^2 = 0.092$ ) indicates a small effect size, it shows that improvements in delivery schedules can enhance performance, as timely and reliable delivery helps maintain fuel availability and increase customer satisfaction. For Gasoline Management and business performance, the correlation coefficient is  $r = -0.249$ , and the p-value is 0.032, which is less than 0.05. The effect size is  $r^2 = 0.062$ , indicating that only 6.2 percent of the variation in performance is attributable to gasoline management practices. It can be seen that variation in management practices has a small effect on performance, specifically on storage Capacity and Business Performance.

On the other hand, Storage Capacity has a correlation coefficient of  $r = -0.022$  and a p-value of 0.851, which is greater than 0.05; hence, the relationship is not significant for business performance. The effect size  $r^2 \approx 0.000$  indicates that the difference in business performance is not attributable to differences in storage capacity. This shows that although proper storage mechanisms are vital to the safety of gasoline stations, they do not directly affect their overall business performance. Based on the results obtained, the following conclusions have been drawn: supply schedule and gasoline management are significantly related to business performance, whereas storage capacity is not. This conclusion is consistent with the arguments of Ni and Sun (2019) that efficient supply scheduling and demand-side value creation significantly affect business performance outcomes.

#### 4. Conclusions

Based on the findings, gasoline stations exhibit a very high level of supply scheduling, indicating that gasoline supply is well managed and reliable. This is because gasoline stations can operate continuously through effective supply management. In addition, gasoline stations have high levels of gasoline management practices, which implies that their management is effective. The study also shows that gasoline stations have a very high level of storage capacity management, indicating that storage facilities are well maintained to support gasoline supply. Moreover, no significant relationship was found with storage capacity, indicating that the availability of storage facilities does not affect the business performance of gasoline stations. The findings also showed a significant relationship in the supply schedule of gasoline management, indicating that the supply schedule of gasoline has a positive effect on the business performance of gasoline stations.

**Recommendations** - Based on the study's findings and conclusions, the following recommendations are proposed. The owners and managers of gasoline stations may maintain their organized and reliable gasoline supply schedules by improving coordination and communication with their suppliers to ensure an uninterrupted gasoline

supply. Their gasoline station management may also improve by enhancing their inventory monitoring systems and operational procedures, and by ensuring that their employees are properly oriented and trained in gasoline management and handling. In addition, employees at gasoline stations may continue to improve and regularly inspect their storage facilities to ensure that their storage tanks are safe and functional enough to support uninterrupted gasoline supplies. Although storage capacity was not found to affect business performance, gasoline stations may still maintain proper standards for their storage facilities to avoid operational risks and comply with regulatory requirements. Moreover, gasoline station managers may continue to improve their gasoline supply schedules and management strategies, as these factors can enhance their business performance and efficiency. Furthermore, future researchers may explore other factors affecting business performance, such as marketing strategies, competition, pricing policies, and customer service quality, to provide a broader understanding of the determinants of performance.

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