

# PREDICTORS of Sustainable Business Growth among Restaurant Businesses in Tagum CITY

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## ABSTRACT

Ensuring stability, high quality, and adopting new technology are the challenges dealing with the restaurant businesses in Tagum City, which have an effect on their future growth. The study intended to investigate the predictors of sustainable business growth among restaurant businesses in Tagum City. It utilized a descriptive-correlational research design with 200 restaurant managers/supervisors of selected dining restaurants in Tagum City. Mean, standard deviation, Pearson r and multiple regression were used to analyze and interpret the gathered data. Results showed that the status of strategic quality orientation of the restaurant business in Tagum City is manifested. Meanwhile, the level technology adoption and the status of sustainable business growth in Tagum City of the restaurant business is evident, which implies that restaurant businesses in Tagum City are implementing practices that support long-term sustainability in terms of economic, social, and environmental aspects. Furthermore, findings showed that strategic quality orientation significantly predicts sustainable business growth. Finally, the regression model indicates that the combined influence of strategic quality orientation and technology adoption can explain the 19 percent of the variation in sustainable business growth.

**KEYWORDS:** *Business Management, strategic quality orientation, technology adoption, sustainable business growth, restaurant industry, Tagum City, Philippines*

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## INTRODUCTION

The sustainable business growth challenges in the businesses has been studied in various research as it requires attention. Tamayo et al. (2013) discussed that in Davao City, business strategies aligned with government policies and market demands are essential components of sustainable business

growth in the food industry. However, the implementation of these business strategies have faced several difficulties. Khan & Naeem (2018) revealed that the failure of the restaurant industry to adopt sustainable practices had led to operational inefficiencies and environmental impacts, affecting the industry's long-term sustainability.

Moreover, sustainable business growth could be not only economically important but also socially. Parsa et al. (2015), emphasize that those restaurants that practice sustainability could enhance their market advantage and operational efficiency which turns into higher profit and having stronger community relations. Further, Chaturvedi et al. (2022) emphasize that sustainable practices in the restaurant sector, such as being environmentally responsible and implementing ethical in business operations enhance community well-being. Furthermore, adopting sustainable practices promotes social equity. This emphasizes the importance of implementing sustainable practices in the restaurant industry that could benefit not only the community but also the environment, through ethical business operation and promoting healthier living conditions.

Various studies have revealed that there is a significant relationship between strategic quality orientation, technology adoption and sustainable business growth. Such as the study of Khan & Naeem (2018) revealed that strategic quality orientation can enhance innovation capabilities within organizations which influence sustainable growth through being competitive and able to adapt market conditions. Additionally, technology adoption significantly influences business sustainability as revealed by Neumeyer et al. (2020) and Al-Emran and Griffy-Brown (2023) that those businesses effectively adopt technology that can better adapt to changes in environment as well as the market demands.

While previous studies have significantly contributed to understanding the relationship between strategic quality orientation and technology adoption on sustainable growth, there is still a gap in the specific application since previous research has often been broader, which does not focus on local setting. This study intends to bridge the gap between global sustainability strategies and local business practices, which could help the local business owners and policymakers to implement such strategies. Through this, it will not only address the gap but also show practical strategies that local businesses can implement to effectively enhance their sustainability practices.

The primary aim of this study was to investigate the predictors of sustainable business growth among restaurant businesses in Tagum City. It first measured the status of strategic quality orientation of restaurant business in Tagum City specifically, leadership commitment, people management; continual improvement; corporate quality culture and customer focus. Second, it measured the level of technology adoption of restaurant business in terms of attitude toward change, product class knowledge, market uncertainty, environmental hostility, switching cost and relative advantage. It also measured the status of the sustainable business growth of restaurant business in terms of economic, social and environmental. Then it tested whether or not there is a significant relationship between strategic quality orientation and sustainable business growth as well as technology adoption and sustainable business growth. Lastly, the study also tested which between the strategic quality orientation and technology adoption best predict sustainable business growth.

## **Theoretical Lens**

This study was anchored on two theories: the Structurational Model of Technology (Orlikowski, 1992) and the Resource-Based View (RBV) (Barney, 1991). Orlikowski's Structurational Model of Technology emphasizes the relationship between technology and organizational behavior which suggest that technological tools and the social actions of organizations influence one another. This model helps explain how strategic quality orientation and technology adoption can dynamically interact with organizational structures to boost sustainable business growth. Meanwhile, the Resource-Based View (RBV) explained how companies use their resources strategically for competitive advantage. According to Barney (1991), firms can sustainably gain competitive advantages if they exploit valuable, rare, inimitable, nonsubstitutable internal resources. In the restaurant sector in Tagum city, this framework implies that strategic quality focus through technology usage stands out as one of the significant internal resources.

This study is guided by the proposition of Khan and Naeem (2018) showing the positive effect of strategic quality orientation on sustainable business growth. A robust strategic quality orientation can impact the businesses ability to change, innovate, and maintain competitive edges. It helps in making the entire business process, from product development to customer service, of consistent high quality and thereby improves the business performance and sustains long-term success.

On the other hand, Neumeyer et al. (2020) stated that technology adoption affects sustainable business growth in that it enables them to make a proper response to the changes in the market as well as has the ability to increase their operational efficiency. There are innovative solutions that could help in the processes and improve the service delivery and business performance that the adoption of technology could make easier to implement.

The predictors of sustainable business growth (dependent variable) are strategic quality orientation and technology adoption (independent variables). Strategic quality orientation has five indicators namely: leadership commitment, people management, continual improvement, corporate quality culture and customer focus. Technology adoption has six indicators namely: attitude towards change, product class knowledge, market uncertainty, environmental hostility, switching cost and relative advantage.

## METHODS

### Research Design

This study employed a descriptive-correlational design to describe the status of strategic quality orientation, level of technology adoption and status of sustainable business growth and to examine the significant relationship between strategic quality orientation and technology adoption with sustainable business growth.

### Research Locale

This study was conducted among the registered restaurants in Tagum City that operate more than a year. The City had more than 100 registered restaurants as of May 2024 (Business Permit and Licensing Division, Tagum City). These restaurants were operating for more than a year in the City. These restaurants are identified as sole and corporation which has mostly 10 to 26 seating capacity.

### Sampling and Respondents of the Study

Purposive sampling technique was used in the selection of the respondents in each identified restaurant based on the criteria set that the respondents occupy managerial position and are employed at least one year with. The respondents of this study were the employees working in managerial positions in the registered restaurant businesses in Tagum City. Moreover, the respondents were two hundred (200) representing each of the identified restaurants.

## **Research Instrument**

The questionnaire that was used is composed of three parts: strategic quality orientation, technology adoption and sustainable business growth. The questionnaire contains fifty seven (57) statements. A five-point likert scale ranging from 5-strongly agree to 1-strongly disagree was used to measure the agreement or disagreement of the respondents in the statements of the variables under study.

The first part shows the first independent variable, which is strategic quality orientation that is adapted from Khan and Naeem, (2018) with a Cronbach's Alpha of 0.918. It consisted of five (5) indicators with 3-5 items per indicator. It comprises nineteen (19) statements with five indicators: Leadership commitment, people management, continual improvement, corporate quality culture and customer focus. The second part shows the second independent variable, which is technology adoption, which is adapted from Peltier et al., (2012) with a Cronbach's Alpha of 0.60 composed of twenty seven (27) statements with six indicators: attitude toward change, product class knowledge, market uncertainty, environmental hostility, switching cost and relative advantage. The questionnaire was validated. It used Likert Scalling Technique using a five-point scale identifying 5 as the highest and 1 is the lowest.

## **Date Gathering Procedure**

The researcher obtained permission to conduct the study from the Dean of the Graduate School of the University of the Immaculate Conception (UIC), Davao City, and secured a research ethics compliance certificate from the UIC-Research Ethics Committee, along with informed consent using REC form 0057. Emphasizing that respondents could complete the survey at their convenience, the researcher wrote to the manager/supervisor of the research locale to administer a hard copy of the survey over one week. This ensured that all qualified respondents participated. The researcher personally oriented the respondents on the study's purpose and provided instructions for completing the survey. Respondents were asked to read and sign an informed consent form (ICF) acknowledging their understanding of the study's objectives, procedures, potential challenges, privacy and confidentiality assurances, and their right to withdraw.

## **Ethical Statement**

The UIC Research Committee evaluated the paper before conducting the survey. The participants' full consent was obtained and they were asked to sign

and read it before the questionnaire was distributed. They were informed that their participation is voluntary and they have the right to withdraw at any time without penalty. The consent form detailed the procedures, some potential risks, and benefits of participation. The researcher fully adhered to the Data Privacy Act of 2012. Thus, she ensured that all information remained confidential. Individual names were replaced with codes to protect their identity as the respondents.

## RESULTS

### Status of Strategic Quality Orientation of Restaurant Business in Tagum City

**Table 1**

*Status of Strategic Quality Orientation of Restaurant Business in Tagum City*

|  | Mean        | SD          | Description |
|--|-------------|-------------|-------------|
| <b>1.1 Leadership Commitment</b>   |             |             |             |
| 1. supporting long-term quality improvement process  | 4.14        | 0.83        | High        |
| 2. considering quality improvement as a way to increase profits  | 4.23        | 0.59        | Very High   |
| 3. guaranteeing the development, introduction and continuous improvement of the quality management system.   | 4.13        | 1.11        | High        |
| 4. interacting with clients, partners and representatives of society.  | 4.07        | 1.15        | High        |
| 5. defining and boosting change in the organization  | 4.09        | 0.61        | High        |
| <b>Category Mean</b>   | <b>4.13</b> | <b>0.43</b> | <b>High</b> |
| <b>1.2 People Management</b>   |             |             |             |
| 1. having strategic human resource management like education, training, and employee involvement schemes as a key performance objective of their company | 4.11        | 0.66        | High        |
| 2. existing employee recognition   | 4.05        | 1.17        | High        |

|   |             |             |             |
|---|-------------|-------------|-------------|
| schemes that support the company quality and performance objectives   |             |             |             |
| 3. aligning performance measurement schemes that support the company quality and performance objectives                               | 4.05        | 0.69        | High        |
| 4. investing on and promoting quality education and training on regular basis that support company quality and performance objectives | 4.24        | 0.86        | Very High   |
| 5. establishing teamwork structures and cooperation among teams that promote learning and innovation                                  | 4.34        | 0.67        | Very High   |
| <b>Category Mean</b>  | <b>4.15</b> | <b>0.37</b> | <b>High</b> |

### 1.3 Continual Improvement

|  |             |             |                  |
|--|-------------|-------------|------------------|
| 1. being committed to continually improve quality at all organizational levels                                   | 4.45        | 0.76        | Very High        |
| 2. working as a team to continuously improve new as well as existing products and services                       | 4.40        | 0.80        | Very High        |
| 3. ensuring that managers of all departments actively initiate and participate in quality improvement activities | 3.98        | 0.90        | High             |
| <b>Category Mean</b>   | <b>4.27</b> | <b>0.46</b> | <b>Very High</b> |

### 1.4 Corporate Quality Culture

*Having ...*

|  |      |      |      |
|--|------|------|------|
| 1. measurable and time-based quality goals in the development of long-term plans | 4.08 | 0.92 | High |
|--|------|------|------|

|  |             |             |                  |
|--|-------------|-------------|------------------|
| 2. an open, trusting organizational wide quality culture having common values, beliefs, etc. | 4.15        | 0.84        | High             |
| 3. quality performance goals and initiatives being communicated to them on a regular basis   | 4.38        | 0.59        | Very High        |
| <b>Category Mean</b>   | <b>4.20</b> | <b>0.33</b> | <b>Very High</b> |
| <b>1.5 Customer Focus</b>  |             |             |                  |
| 1. having an established process for collecting customer complaints                          | 3.84        | 0.55        | High             |
| 2. encouraging customers to submit proposals and suggestions                                 | 4.11        | 0.31        | High             |
| 3. evaluating the degree of customer satisfaction on a regular basis                         | 4.66        | 0.48        | Very High        |
| <b>Category Mean</b>   | <b>4.20</b> | <b>0.33</b> | <b>Very High</b> |
| <b>Overall Mean</b>  | <b>4.19</b> | <b>0.28</b> | <b>High</b>      |

The data in Table 1 represent the status of strategic quality orientation of restaurant businesses in Tagum City. It can be gleaned that the overall mean of strategic quality orientation is 4.19, described as high. This result generally connotes that the strategic quality orientation of restaurant businesses is manifested.

The third indicator, continual improvement, garnered the highest category mean of 4.27, described as very high (very manifested). This result implies that the restaurant businesses in Tagum City are highly committed to continuously enhancing their processes, products, and services to maintain and improve quality across all organizational levels.

The first indicator leadership commitment yielded a lowest category mean of 4.13, high (manifested). It signifies that the restaurant businesses in Tagum City place a considerable emphasis on leadership commitment toward quality improvement.

A company that has a strong focus on quality management practices as mentioned by Ashourijirkol et al. (2022), are better equipped to innovate and maintain long-term growth. This focus on quality creates positive

responsiveness to market changes which is important for sustaining competitive advantage.

This result on the high status of strategic quality orientation supports the finding of Khan & Naeem (2018) that confirms strategic quality orientation is high and manifested through its positive impact on both exploitative and explorative innovation capabilities, as well as sustainable business growth.

## The Level of Technology Adoption of the Restaurant Business in Tagum City

**Table 2**

*The Level of Technology Adoption of Restaurant Business in Tagum City*

|   | Mean        | SD          | Description      |
|---|-------------|-------------|------------------|
| <b>2.1 Attitude towards Change</b>                                  |             |             |                  |
| 1. being achievement oriented.                                      | 4.23        | 1.10        | Very High        |
| 2. being socially oriented.   | 4.47        | 0.78        | Very High        |
| 3. frequently trying new ideas/products                             | 4.51        | 0.72        | Very High        |
| 4. being a risk taker.  | 4.27        | 0.65        | Very High        |
| 5. being competitive by nature.                                     | 4.58        | 2.90        | Very High        |
| 6. considering themselves as a creative person                      | 4.32        | 0.62        | Very High        |
| <b>Category Mean</b>  | <b>4.39</b> | <b>0.60</b> | <b>Very High</b> |
| <b>2.2 Product Class Knowledge</b>                                  |             |             |                  |
| 1. being comfortable using computers.                               | 4.20        | 1.04        | Very High        |
| 2. being knowledgeable about computerized store management systems. | 3.81        | 0.75        | High             |
| 3. having considerable computer experience.                         | 4.18        | 0.84        | High             |
| <b>Category Mean</b>  | <b>4.06</b> | <b>0.54</b> | <b>High</b>      |
| <b>2.3 Market Uncertainty</b>                                       |             |             |                  |
| 1. managing inventory is very difficult. *                          | 1.47        | 0.58        | Very Low         |
| 2. finding it very difficult to set prices. *                       | 1.61        | 0.62        | Very Low         |
| 3. finding it very difficult to determine profit margins.*          | 1.59        | 0.62        | Very Low         |
| <b>Category Mean *</b>  | <b>1.55</b> | <b>0.47</b> | <b>Very Low</b>  |
| <b>2.4 Environmental Hostility</b>                                  |             |             |                  |

|  |  |             |             |                  |
|--|--|-------------|-------------|------------------|
| 1.   | having the hardware/variety business as becoming more complex. *                         | 3.95        | 0.54        | High             |
| 2.   | increasing competitiveness of the hardware/variety business *                            | 3.90        | 0.76        | High             |
| 3.   | believing that customer needs in their company as becoming increasingly complex *        | 4.01        | 0.75        | High             |
| <b>Category Mean</b>   |  | <b>3.95</b> | <b>0.45</b> | <b>High</b>      |
| <b>2.5 Switching Costs</b>                                     |  |             |             |                  |
| 1.   | considering computerized information systems as too difficult to learn *                 | 3.68        | 0.90        | High             |
| 2.   | requiring too much training to have computerized information *                           | 4.07        | 0.70        | High             |
| 3.   | converting to computerized information systems requires a considerable time investment * | 4.03        | 0.74        | High             |
| <b>Category Mean*</b>  |  | <b>3.93</b> | <b>0.49</b> | <b>High</b>      |
| <b>2.6 Relative Advantage</b>                                  |  |             |             |                  |
| <i>In their company, having the computerized systems is...</i> |  |             |             |                  |
| 1.   | <i>being considered as wise investments.</i>   | 3.92        | 0.42        | High             |
| 2.   | <i>becoming essential for store operations.</i>  | 4.04        | 0.51        | High             |
| 3.   | <i>providing a competitive advantages over non-users.</i>                                | 4.01        | 0.55        | High             |
| 4.   | <i>becoming an industry standard.</i>  | 4.05        | 0.65        | High             |
| 5.   | <i>allowing the inventory management more effective</i>                                  | 4.43        | 0.77        | Very High        |
| 6.   | <i>making the setting of prices more effective</i>                                       | 4.31        | 0.75        | Very High        |
| 7.   | <i>making the determination of profit margins more effective</i>                         | 4.47        | 0.76        | Very High        |
| 8.   | <i>making the customer service more effective</i>  | 4.48        | 0.80        | Very High        |
| 9.   | <i>helping manage customer accounts more effective</i>                                   | 4.53        | 0.68        | Very High        |
| <b>Category Mean</b>   |  | <b>4.25</b> | <b>0.28</b> | <b>Very High</b> |
| <b>Overall Mean</b>  |  | <b>3.55</b> | <b>0.20</b> | <b>High</b>      |

The data in Table 2 refer to the level of technology adoption of restaurant businesses in Tagum City. It can be gleaned that the overall mean is 3.55, described as high (evident). This result signifies that the restaurant businesses in Tagum City have a substantial level of technology adoption, this indicates their readiness and proactive approach towards integrating new technologies into their operations.

Technology adoption has been studied by various authors who revealed that it supports long-term growth in businesses. Interestingly, Liu et al. (2020), Peltier, et.al (2012), Santini et al. (2022) and Neumeyer et al. (2020) reveals that technology adoption is primarily because of factors such as customer readiness and perceived usefulness. The customer would likely adopt technology if they are ready and find it beneficial.

The result of the high level of technology adoption affirms the contention of Peltier, et.al (2012), which their study discussed that technology adoption is high through its significant positive impact on business operations and competitive positioning. The evidence shows that with a strong focus on technology adoption are better equipped to innovate and sustain long-term growth.

**The Status of the Sustainable Business Growth of Restaurant Business in Tagum City**

**Table 3**

*Status of the Sustainable Business Growth of Restaurant Business in Tagum City*

|  | <b>Mean</b> | <b>SD</b>   | <b>Description</b> |
|--|-------------|-------------|--------------------|
| <b>3.1 Economic</b>  |             |             |                    |
| 1. having realized a high revenue growth                     | 4.59        | 0.57        | Very High          |
| 2. having consistently increased the company profitability   | 4.27        | 0.79        | Very High          |
| 3. having a noticeable improvement in sales and market share | 4.39        | 0.86        | Very High          |
| 4. having an increasing number of customers is increasing    | 4.61        | 0.71        | Very High          |
| <b>Category Mean</b>   | <b>4.47</b> | <b>0.49</b> | <b>Very High</b>   |

| <b>3.2 Social</b>   |             |             |                  |
|---|-------------|-------------|------------------|
| 1. training and skills development initiatives have been enhanced.                        | 4.09        | 0.53        | High             |
| 2. contributions to corporate social investments have increased.                          | 4.10        | 0.94        | High             |
| 3. having improved the image of their products in the community                           | 4.11        | 0.95        | High             |
| 4. having increased the number of permanent employees                                     | 2.75        | 0.96        | Moderate         |
| <b>Category Mean</b>  | <b>3.76</b> | <b>0.45</b> | <b>High</b>      |
| <b>3.3 Environmental</b>  |             |             |                  |
| 1. being compliant with relevant environmental laws and regulations is maintained         | 4.56        | 0.62        | Very High        |
| 2. following and implementing company-wide environmental policies and procedures actively | 4.16        | 0.64        | High             |
| 3. reducing energy consumption is a prioritized effort                                    | 4.27        | 0.53        | Very High        |
| <b>Category Mean</b>  | <b>4.33</b> | <b>0.43</b> | <b>Very High</b> |
| <b>Over-all Mean</b>  | <b>4.19</b> | <b>0.28</b> | <b>High</b>      |

The data presented in Table 3 show the status of sustainable business growth of restaurant businesses in Tagum City. It yielded an overall mean of 4.19, indicating a high (evident) level. Implies that the restaurant businesses are experiencing sustainable growth.

The first indicator about the economy yielded a highest category mean of 4.47, described as very high (very evident). It signifies that the restaurant businesses in Tagum City have experienced substantial economic growth, which indicates that these businesses have a strong financial health and stability.

The second indicator, social, generated a lowest category mean of 3.76, which is described as high (evident), signifying that the restaurant businesses in Tagum City are actively engaging in social engagement that enhance their community image and contribute to social development.

The status of sustainable business growth of restaurant business in Tagum City is evident. This signifies that these businesses are successfully

implementing practices that support long-term sustainability in terms of economic, social, and environmental aspects. Although it is evident, there are areas that still need improvement, such as consistently increasing the company profitability, increasing the number of permanent employees and following and implementing company-wide environmental policies and procedures.

Adopting sustainable practices such as sourcing locally, reducing food waste, and using energy-efficient appliances can lead to significant cost savings and operational efficiencies. The study of Barros et al. (2021) mentioned that sustainable business practices have proven important for development, because this could improve operational efficiencies and cost savings. Another study by Moya-Clemente et al. (2020) indicate that sustainable business performance is essential for local business development, this will enhance environmental management practices across multiple countries. Focusing on sustainable business performance can improve their reputation, attract customers who are environmentally conscious. This study result showed a high status of sustainable business growth confirms the findings of Khan and Naeem (2018) that sustainable business growth is high, supported by a strategic focus on quality and innovation. This result implies that the restaurant businesses in Tagum City are successfully implementing practices that support long-term sustainability in economic, social, and environmental aspects.

**Significance of the Relationship of Strategic Quality Orientation, Technology Adoption, and Sustainable Business Growth in Restaurant Business**

**Table 4**

*Significance of the Relationship of Strategic Quality Orientation, Technology Adoption and Sustainable Business Growth in Restaurant Business*

|                              |                | <b>Sustainable Business Growth in Restaurant Business</b> |                |                 |
|------------------------------|----------------|---|----------------|-----------------|
|                              |                | <b>r</b>  | <b>p-value</b> | <b>Remarks</b>  |
| <b>Strategic Orientation</b> | <b>Quality</b> | .44   | .00            | Significant     |
| <b>Technology Adoption</b>   |                | .13   | .06            | Not Significant |

The result of the correlation analysis is revealed in Table 4. The data show that strategic quality orientation significantly correlates with sustainable

business growth ( $p < .05$ ). This significant correlation of the strategic quality orientation and sustainable business growth supports the findings of Ashourijirkol et al. (2022) and Khan & Naeem (2018), who revealed that strategic quality orientation significantly correlates to sustainable business growth through enhancing a business's capacity for innovation and adaptability.

On the other hand, technology adoption does not show a significant correlation with sustainable business growth ( $p > .05$ ). It implies that although technology adoption is an important factor, it does not alone significantly drive sustainable business growth. This contrasts the findings of Neumeyer et al. (2020) and Al-Emran and Griffy-Brown (2023), who emphasized there is a positive relationship between technology adoption towards sustainable business. Similarly, this finding too contrasts with the finding of Zhu et al. (2023) (2020) who revealed that technology adoption could influence the sustainability of businesses and competitive advantage.

**Significance of the Influence of Strategic Quality Education, and Technology Adoption on Sustainable Business Growth in Restaurant Business**

**Table 5**

*Significance of the Influence of Strategic Quality Education, and Technology Adoption on Sustainable Business Growth in Restaurant Business*

| <b>Sustainable Business Growth in Restaurant Business</b> |         |      |         |                 |
|---|---------|------|---------|-----------------|
| <b>Singular Influence of the Predictors</b>               | $\beta$ | t    | p-value | Remarks         |
| <b>Strategic Quality Orientation</b>                      | .45     | 6.51 | .00     | Significant     |
| <b>Technology Adoption</b>                                | -.03    | -.39 | .70     | Not Significant |
| Combined Influence of the Predictors                      |         |      |         |                 |
| R <sup>2</sup>  | .19     |      |         |                 |
| F   | 23.33   |      |         |                 |
| p   | .00     |      |         | Significant     |

The result of the regression analysis is presented in Table 5. It can be gleaned that strategic quality orientation could significantly predict the sustainable business growth independently ( $p < .05$ ). However, technology

adoption does not significantly predict sustainable business growth in its independent capacity ( $p > .05$ ). The beta coefficient of .45 connotes that a unit increase in strategic quality orientation results in a .45 increase in sustainable business growth.

In addition, the combined influence of the two independent variables, strategic quality orientation, and technology adoption on sustainable business growth is significant ( $p < .05$ ). As to the regression model, the  $R^2$  of .19 connotes that 19% of the variation in sustainable business growth could be attributed to the combined influence of strategic quality orientation and technology adoption ( $p < .05$ ). This result suggests that 81 percent of other variables that may significantly influence sustainable business growth are not included in the study.

The finding of Ashourijirkol et al.(2022) and Khan and Naeem (2018) which reveals that strategic quality orientation has a significant influence on sustainable business growth through enhancing a business's capacity, innovation and adaptability has supported the finding of this study. Therefore, in order to achieve as well as maintain being sustainable in the long term, having proper orientation towards quality is important.

On the other hand, the result of the technology adoption does not significantly influence the sustainable business growth, contrary to a study by Neumeyer et al. (2020) as well as Al-Emran and Griffy-Brown (2023) where it was found that enhanced technological innovation led to increased efficiency in operation practices that enhance customer trust that leads to sustainable business growth.

## **CONCLUSION**

The result of the study shows that the status of strategic quality orientation of restaurant business in Tagum City is manifested, implying that they are actively implementing quality management practices that enhance their operational efficiencies. Moreover, it is evident that the status of strategic quality orientation of restaurant business in Tagum City is manifested, implying that they are actively implementing quality management practices that enhance their operational efficiencies. Findings also show that sustainable business growth is high, supported by a strategic focus on quality and innovation. This result implies that the restaurant businesses in Tagum City are successfully implementing practices that support long-term sustainability in economic, social,

and environmental aspects. There is a significant relationship between strategic quality orientation and sustainable business growth. This implies that when restaurants establish and maintain quality management practices, they will achieve sustainable business growth. Meanwhile, technology adoption and sustainable business growth shows insignificant, it implies that it may have other external factors, such as economic conditions, customer preferences, and market competition, that impact in adopting the technology. Further findings reveal that to achieve sustainable business growth, technology adoption should be combined with strategic quality practices. This means that the quality management systems and the strategic alignment have to be used so as to fully emphasize the importance of technology adoption.

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