

Tourism Social Enterprise Sustainability Scale in the Context of Community Stakeholders

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Abstract

This study aims to explore and investigate the different underlying factors that may influence tourism social enterprises sustainability in South Cotabato. To achieve this main objective, the researcher employs quantitative research approach under exploratory factor analysis (EFA) to quantify latent variables, thematic variables, and the relationships among the variables through rotated component analysis. Based on the results, the study reveals four (4) distinct factors, each representing a unique set of characteristics. Factor 1 emphasizes a holistic perspective, encompassing organizational culture, social impact, and the ability to create opportunities. Factor 2 highlights the importance of personal growth, adaptability, and organizational structure. Factor 3 focuses on the work environment, organizational values, and expectations, aligning with community development and social change principles. Factor 4 underscores the importance of personal career achievements, leadership skills, and confidence. These findings provide a structured framework to understand the complex interplay of factors that influence career decisions and entrepreneurial activities in tourism social entrepreneurship. Thus, the theoretical implications of the study contribute to the academic understanding of social entrepreneurship, while the practical implications offer valuable guidance for both practitioners and stakeholders in the tourism social entrepreneurship sector. The identified factors can inform strategic decision-making, support programs, educational initiatives, and policy development, ultimately fostering more successful and impactful social enterprises in the tourism industry.

Keywords: *Tourism; Social Enterprise; Sustainability; Quantitative Research; Exploratory Factor Analysis; Philippines*

INTRODUCTION

The landscape of tourism underwent a transformation, where the desire for exploration converged with environmental stewardship and community empowerment. Many tourism social enterprises (TSEs) emerged, deeply rooted in local communities, considering factors such as their geographical locations, the scale of their operations, and their social missions. Within this dynamic interplay, the concept of sustainable tourism social enterprises shone brightly. These visionary ventures not only ensured their sustainability but also ignited a global wave of sustainable practices. It became a narrative where profit and purpose intertwined, challenging the status quo of the industry (Aquino et al., 2018). Tourism social entrepreneurship (TSE) is described as an innovative strategy in tourism development, characterized by its dedication to addressing local social challenges, optimizing the positive effects of tourism, and fostering lasting positive change within society (Aquino, Schänzel and, Lück 2020). This approach was supported by enhanced resource utilization, knowledge exchange, and the visionary initiatives of social entrepreneurs. TSE was put into practice through the operation of tourism social enterprises, which were businesses oriented towards tourism with a commitment to promoting constructive social changes, often at the community level, socioeconomic hurdles (Flores, 2022), the necessity for a holistic approach, and geographic constraints. Yet, it was essential to

acknowledge and tackle these obstacles while comprehending the significant sustainability elements in to fully utilize the capabilities of tourism social enterprises (TSEs) in enhancing the welfare of tourism destinations and local communities.

A separate study conducted by Kummitha et al. (2021) accentuated the significance of tourism social entrepreneurship (TSE) in advancing the socio-economic well-being of local communities and simultaneously bolstering the growth of the tourism sector. Social enterprises within the realm of tourism, primarily functioning in rural regions, tackle the complex issues encompassing socio-economic disparities, political factors, and environmental deterioration (Sanjeev and Birdie 2019). Moreover, success in TSEs was influenced by psychological empowerment through tourism and sociological factors such as social capital and community networks (Kummitha et al. 2021). Aligning with the principles of social entrepreneurship, TSEs employed market-driven mechanisms to fund social and environmental impact, prioritizing the welfare of local communities over global corporations (Reinke 2019).

Additionally, TSEs remain steadfast in their commitment to fostering value within local communities while safeguarding the environment, all while contributing to the sustainable development of tourism destinations. This approach integrates socio-economic progress and environmental conservation initiatives (Dahles et al., 2019). In situations where conflicts arise between economic development, social welfare, and environmental sustainability, TSEs often prioritize the latter as a means to address social concerns and ecological preservation. Notably, TSEs reinvest their financial gains to educate communities on environmental conservation. Numerous environmental non-profit organizations, including the World-Wide Fund for Nature, and entities such as the International Ecotourism Society, have launched numerous ecotourism projects in developing and underdeveloped countries, aligning with a conservation-focused enterprise approach (Kummitha et al. 2021).

In a similar vein, tourism social entrepreneurs employ market-based strategies to bring about livelihood improvements in local communities and disseminate business models among stakeholders. It has been unequivocally established that TSE enterprises pursue a dual mission aimed at achieving both economic sustainability and environmental conservation, thereby serving as pivotal contributors to local community development (Dahles et al. 2019). Similarly, within the tourism sector, ecotourism initiatives are recognized as an alternative avenue for rural development due to their capacity to simultaneously contribute to environmental preservation, provide economic benefits to rural populations, and deter rural-to-urban migration. In essence, ecotourism initiatives hold the potential to fulfill at least two vital objectives: the creation of employment opportunities within rural communities and the conservation of both social and environmental sustainability (Kummitha et al. 2021).

As discussed by Alamene et al. (2021), social entrepreneurship revolved around balancing economic and environmental concerns, with key success factors including strong leadership, market orientation, and a balanced organizational culture. These elements collectively contributed to the sustainability of TSEs, emphasizing their pivotal role in promoting ethical tourism, poverty alleviation, and environmental conservation. Furthermore, demographic factors such as age, gender, and education level (Kara and Mkwizu, 2020) significantly influenced the definition of the tourism market and consumer behavior, thereby impacting the strategies employed by TSEs. Moreover, TSEs had to adeptly identify market opportunities and harness the power of social innovation (Fujimoto 2021) to align with market orientation. Additionally, their operations could be profoundly influenced by local legislation (Alamene et al., 2021).

In the Philippines, Flores (2022) stressed the potential demographic advantage of the youth bulge, which, if effectively harnessed, could have led to economic dividends but might have resulted in adverse consequences without sufficient economic opportunities. The unmet human needs and threats to stability posed obstacles to achieving human development, growth, and prosperity, challenges that social enterprises could have helped address.

A recent study conducted in collaboration between the British Council, the Philippine Social Enterprise Network (PhilSEN), with support from the European Union (EU) and the United Nations Economic and Social Commission for Asia and the Pacific (ESCAP), revealed that there were approximately 164,473 social enterprises in the Philippines, constituting 17% of the total 987,974 registered companies. These social enterprises operated in the country with a primary focus on creating employment, poverty alleviation, community improvement, and the empowerment of marginalized groups. Among these social enterprises, 70% were categorized as micro, small, and medium-sized enterprises (MSMEs), 23% were non-government organizations, and 6% were cooperatives. Despite their significance, most of these social enterprises remained constrained in terms of size and scale due to critical challenges related to access to capital, innovative financial mechanisms, limited knowledge of the social enterprise ecosystem, and a lack of comprehensive impact data (ADB, 2019).

Promoting the sustainability of tourism social enterprises was not only pivotal but also served as an "implementation mechanism" for long-term community development, addressing issues related to social capital and economic development. By prioritizing factors such as strong leadership, market orientation, and a balanced organizational culture, these enterprises could not only thrive but also contribute significantly to broader goals like poverty reduction and environmental preservation (Alamene et al., 2021). This emphasis on sustainability factors held particular importance in regions like South Cotabato, where long-term positive economic and social outcomes could be achieved through the sustained success of TSEs, aligning with the objectives set forth by the Tourism Promotions Board Philippines (2023).

In essence, the Tourism Promotions Board Philippines (2023) accentuated that South Cotabato was characterized by its abundant natural beauty and diverse cultural heritage, laying the foundation for a significant endeavor that presented both formidable obstacles and promising prospects: the long-term viability of social companies in the tourism sector. In light of the global imperative for sustainable tourism practices, the province of South Cotabato found itself at a critical juncture, presenting an intriguing opportunity for examining and promoting the sustainability of tourist social enterprises in the area.

With a comprehensive understanding of the background and significance of tourism social enterprises, including their role in sustainability and the challenges they face, it is imperative to explore into the existing literature to identify the key factors that contribute to the sustainability of these enterprises. This literature review will critically examine previous research and scholarly works related to tourism social enterprises, their sustainability factors, and their impact on local communities and destinations.

According to the Department of Trade and Industry's data report, the Philippine Statistics Authority's 2022 List of Establishments (LE) documented a total of 1,109,684 business enterprises operating in the Philippines. Out of these, 1,105,143 (99.59%) were classified as Micro, Small, and Medium Enterprises (MSMEs), while 4,541 (0.41%) were categorized as large enterprises. Among the MSMEs, micro-enterprises made up the majority at 90.49% (1,004,195), followed by small enterprises at 8.69% (96,464) and medium enterprises at

0.40% (4,484). The primary sectors with the highest number of MSMEs in 2022 included Wholesale and Retail Trade, Repair of Motor Vehicles and Motorcycles (546,863); Accommodation and Food Service Activities (158,113); Manufacturing (133,504); Other Service Activities (71,145); and Financial and Insurance Activities (50,782). These sectors collectively accounted for approximately 86.90% of the total number of MSME establishments.

In terms of geographical distribution, the majority of MSMEs were concentrated in the National Capital Region (NCR) with 204,844 (18.54%) establishments, followed by Region 4-A (CALABARZON) with 163,710 (14.81%), Region 3 (Central Luzon) with 139,912 (12.66%), Region 7 (Central Visayas) with 79,689 (7.21%), and Region 6 (Western Visayas) with 75,553 (6.84%). These top five regions collectively accounted for about 60.06% of the total number of MSME establishments in the country. This concentration is closely linked to economic activity and population size in these regions. Collectively, these MSMEs were responsible for generating a total of 5,607,748 jobs, representing 65.10% of the country's total employment. Micro enterprises were the largest contributors, accounting for 32.69% of these jobs, followed by small enterprises at 25.35%, while medium enterprises lagged at 7.06%. Large enterprises, in contrast, generated a total of 3,006,821 jobs, representing 34.90% of the country's overall employment (DTI, 2022).

With this context in mind, the study primarily focused on one of the regions within the Mindanao district, specifically Region XII in South Cotabato, which served as our research locale. Region XII was situated in the South-Central part of Mindanao and was part of Soccsksargen, an acronym that stood for South Cotabato, Cotabato, Sultan Kudarat, and Sarangani, along with five cities, including General Santos, Cotabato, Koronadal, Tacurong, and Kidapawan. South Cotabato consisted of 11 municipalities and 1 component city. It was a province in the Philippines located in the Soccsksargen region in Mindanao, and it was home to businesses practicing social entrepreneurship. Social enterprises in this region delivered more than just commercial value; they also created additional social value that often fueled the passion of social entrepreneurs. However, measuring this social value could be challenging, making it difficult to communicate the bottom line to investors, donors, or the community at large. Additionally, the region boasted a wealth of culturally diverse individuals who were empowered and providers of world-class high-value crops, fisheries, minerals, and tourism products and services.

Furthermore, there was a need for a framework for Tourism Social Enterprises (TSE) in South Cotabato arising from the province's growing tourism industry, characterized by its rich culture, adventure sports, ecotourism, and agri-based sites. Investors were drawn to the province's potential in various sectors, including farm tourism, MICE (Meetings, Incentives, Conferences, and Exhibitions) tourism, tourism travels and tours, events management, and infrastructure support for museums and cultural parks. In 2022, tourist arrivals reached 2,033,197, marking a significant 53.78% year-on-year increase. However, with this boom came tangible and intangible problems. Tangible challenges included waste management issues, with South Cotabato generating 321.9 tons of waste daily, presenting an opportunity for green ventures such as waste-to-energy projects. Intangible issues encompassed the need for cultural preservation and community engagement to ensure equitable benefits and prevent potential cultural tensions. Despite the promising prospects, the establishment of a TSE framework was essential to guide sustainable development, mitigate environmental impacts, and foster positive socio-cultural outcomes (Doguiles, 2023).

On the other hand, community development played a critical role in fostering economic progress and engaging the capable and potential members of society, as emphasized by Aziz and Zulkifle (2023). This approach was grounded in holistic principles that encompassed empowerment, human rights, inclusion, social

justice, self-determination, and collective action. Through community development initiatives, individuals within a community could gain greater empowerment, enabling them to recognize and confront conditions and structures that led to disempowerment and negatively affected their well-being. In essence, it equipped community members with the tools to challenge and overcome the obstacles hindering their growth and prosperity.

As highlighted by Koliou et al. (2020), the concept of community resilience gained increasing attention in recent research. This resilience was defined as the ability of a community to utilize and develop its resources to thrive within an environment marked by change, uncertainty, unpredictability, and surprises. Cafer et al. (2019) stressed the importance of enhancing the general resilience of communities, recognizing that the capacity to withstand and adapt to challenges was vital. Furthermore, Cavaye and Ross (2019) underlined the strong interconnection between community development and community resilience, suggesting that community development served as the foundation upon which community resilience was built.

In light of the literature's findings that linked psychological factors to tourism participation, it was essential to recognize the significance of this connection. Psychological empowerment, as exemplified by tourists' recognition of a community's natural resources and culture, fostered self-esteem and pride (Shafieisabet and Haratifard, 2020). This aligned with the social identity theory, which underscored the importance of shared values and affiliation in motivating individuals (Scheepers and Ellemers 2019).

Moreover, Kara and Mkwizu (2020) acknowledged the role of demographic factors in understanding tourism behavior. Age, gender, education, income, and nationality were key sociodemographic factors that influenced travel behavior. Sociodemographic factors exert a significant influence on tourists' travel motivation, shaping their preferences and travel patterns. In addition, it has predominantly explored push and pull factors among youth travelers in Kenya and those journeying to Taiwan, there have been additional investigations into the complex relationships between sociodemographic variables and travel motivation. These inquiries have extended to diverse groups, including cruise passengers bound for China, visitors to national parks, and individuals traveling to sacred destinations for religious purposes. The existing literature underscores the pivotal role of sociodemographic factors in forecasting the travel behaviors and choices of tourists. (Kara and Mkwizu, 2020).

In light of the cumulative findings and discussions from these studies, it becomes evident that demographic factors are instrumental in understanding travel motivation, particularly among leisure tourists. In the specific context of Tanzania, several such factors, including age, gender, and family size, have demonstrated their influence on travel motivation. Whether it is the quest for intellectual stimulation, social experiences, mastery competency, or avoidance of certain stimuli, these sociodemographic variables play a pivotal role in shaping the motivations and preferences of both local and international leisure tourists exploring the diverse landscapes and attractions of Tanzania (Kara and Mkwizu, 2020). Recognizing these factors was crucial in comprehending consumer attitudes toward tourism products or services.

Moving forward, Alamene et al. (2021) emphasized that social enterprises (SEs) have gained recognition for their remarkable contributions to local community development, often outperforming traditional profit-focused organizations in this regard (Graikioti, Sdrali & Klimi Kaminari, 2020). These social entrepreneurs exhibit a unique capacity to offer innovative, sustainable, and effective solutions, surpassing the efforts of both governments and for-profit entities. In addition to their distinctive approach, SEs possess the ability to

collaborate with various stakeholders to drive social change and foster economic growth and sustainability within local communities. Their initiatives go beyond mere economic objectives and extend to assisting disadvantaged populations, promoting economic inclusion, improving employability, raising the standard of living among community residents, reducing crime, alleviating poverty, and addressing pressing environmental issues (Rawhouser, Cummings & Newbert, 2019).

While the successes of traditional enterprises have been extensively studied in various contexts, including business-to-business e-markets in the United Kingdom and emblematic hotels in Spain, the critical factors contributing to the success of SEs have gained attention in recent research. Notably, studies have been conducted on critical success factors for Small and Medium-Sized Enterprises (SMEs) in different countries, such as the United States of America, China, and the Middle East, highlighting factors ranging from individual characteristics to business environment considerations (Al-Tit, Omri & Euch, 2019). These wide arrays of critical success factors for SMEs includes individual factors like owner/manager attributes and personal financial needs, business characteristics such as size and innovation capabilities, and management-related elements like commitment and organizational culture. Moreover, the study underscored the importance of business support, capital availability, and the overall business environment.

In a study focusing on SEs in India, Satar and John (2019) identified critical success factors that encompassed individual and organizational factors, including business planning skills, leadership, innovative financing, and human capital. Government support was also recognized as a vital component of SE success, highlighting the collaborative nature of SEs in driving social change.

Additionally, Graikioti, Sdrali, and Klimi Kaminari (2020) conducted empirical research on the sustainability factors of social cooperative enterprises in Greece. Their findings indicated that critical success factors in this context included elements such as social economy, government policy, members' personality, organizational culture, and financial support. The study emphasized the importance of integrated support provided by communities, groups, and governments to foster the success of social cooperative enterprises. From a broader viewpoint, Tourism Social Entrepreneurship (offers a promising avenue for addressing the social and environmental challenges associated with traditional tourism in developing countries. TSEs aimed to utilize local resources and promote sustainability while enhancing the well-being of the communities they engaged with (Dahles et al., 2020). Unlike the private sector, which often prioritized profit over community welfare, and non-profit organizations, which might have lacked the business acumen needed for sustainable tourism development, TSEs sought to strike a balance. They involved local communities not just as beneficiaries but as participants, co-creators, partners, and entrepreneurs in the tourism initiatives they undertook.

Furthermore, TSEs were instrumental in fostering inclusive business models that prioritized local community involvement, empowering them to actively engage in the tourism industry (Dahles et al., 2020). This approach represented a shift away from the traditional top-down models in which communities were mere recipients of benefits. Instead, TSEs worked in tandem with local stakeholders, demonstrating the importance of an ethical mindset, such as embracing values associated with a feminist ethic of care, in their relationship development (Higgins-Desbiolles, 2020).

In fact, research had shown that TSEs had the potential to empower local communities, particularly in developing countries, and various studies had shed light on the nuanced ways in which these enterprises could engage with and involve local populations (Dahles et al., 2020; Higgins-Desbiolles, 2020). However, the

focus of the then-current research had primarily been on how TSEs operated in established communities. There was a dearth of knowledge regarding innovative strategies to foster community participation and empower local communities at the preliminary stage of TSE development (Fujimoto, 2021). Hence, there remained a critical need to explore and implement effective governance and leadership practices to ensure the spread of TSE as an innovative solution for sustainable and community-centered tourism.

On the other hand, community development had long been a focus within the tourism industry, as industry growth often occurred within community settings. To establish sustainable businesses in various regions worldwide, alternative and community-centric approaches to tourism development were recommended as characterized into social value creation, social innovation, and sustainable social transformation (Fujimoto, 2021). These initiatives exemplified TSE's potential to drive social change and transformation at the neighborhood level.

In the pursuit of sustainable development, fostering broad public engagement in decision-making processes proved to be essential. Furthermore, there existed an escalating demand for novel forms of participation, particularly in the context of environmental impact and development. This encompassed the necessity for individuals, groups, and organizations to partake in environmental impact assessments and contribute to decisions that could potentially influence their communities (Mensah, 2019).

Furthermore, social entrepreneurs operated across a spectrum of domains on a global scale, encompassing health, education, agriculture, energy, and the environment. They delivered a wide array of products and services, with a pronounced emphasis on serving marginalized or economically disadvantaged segments of society. Frequently, these market segments were deemed less lucrative, and governmental support often fell short in addressing their needs. Consequently, there was a growing recognition among businesses, governments, non-governmental organizations (NGOs), and international donor agencies of the substantial societal benefits that could be derived from backing social entrepreneurship endeavors. Within this context, this study put forward TSE, particularly social enterprise, as a valuable "implementation mechanism" for advancing long-term community development.

Explicitly, previous studies made significant contributions to understanding the sustainability factors of tourism social enterprises and their promotion. Nevertheless, there were several notable research gaps that needed further investigation. First, there was limited research that delved into the specific socio-demographic factors affecting the sustainability of tourism social enterprises, despite the acknowledgment of their significance (Kara and Mkwizu, 2020). Second, while studies had explored the success factors of tourism social enterprises, there was a need for more in-depth analysis into how these factors interacted and their relative importance across different operational models and business activities within the tourism sector (Aquino et al., 2020). Additionally, there was a dearth of research examining the impact of social innovation on the market orientation of tourism social businesses and its alignment with the social value proposition for local communities (Baratta et al., 2022).

Addressing these research gaps contributed to a more comprehensive understanding of how to enhance the sustainability of tourism social enterprises and their positive impact on local communities and economies. Specifically, this study evolved an alternative multidimensional scale and platform by identifying the factors for tourism social enterprises' sustainability in the view of community stakeholders that definitely helped the

communities and the neighboring areas in South Cotabato attain the objectives of social enterprises, particularly in alleviating poverty while maximizing the benefit and turnover.

Hence, the study sought to present substantial results on several elements that could affect the sustainability of tourism social enterprises in South Cotabato. This study also aided social enterprises, operators, entrepreneurs, and individuals in South Cotabato by assisting them in enhancing and obtaining sustainable tourist social enterprises that may reduce poverty in the province of South Cotabato.

The primary goal of this research was to investigate the Tourism Social Enterprise activity in South Cotabato and determine how sustainable it was. As a consequence of this research, recommendations were made on how to ensure the sustainability of TSEs in South Cotabato. As a result, the findings of this study assisted social entrepreneurs in South Cotabato in promoting social services, mobilizing resources to aid and alleviate poverty, and developing alternative approaches to improve sustainability. Significantly, this provided new insights into TSE sustainability and what to expect in terms of ensuring sustainable services for social development and poverty alleviation.

In particular, the specific objectives of this research endeavor were twofold. First and foremost, the aim was to identify and comprehensively examine the various underlying factors that caused the creation of tourism social enterprises (TSEs) in South Cotabato. Secondly, this research sought to establish an innovative and alternative multidimensional scale and plan for measuring and ensuring the attainment of sustainability among tourism social enterprises in South Cotabato. This novel approach aimed to provide a robust TSE sustainable framework for evaluating the effectiveness and impact of these enterprises in achieving their sustainability goals.

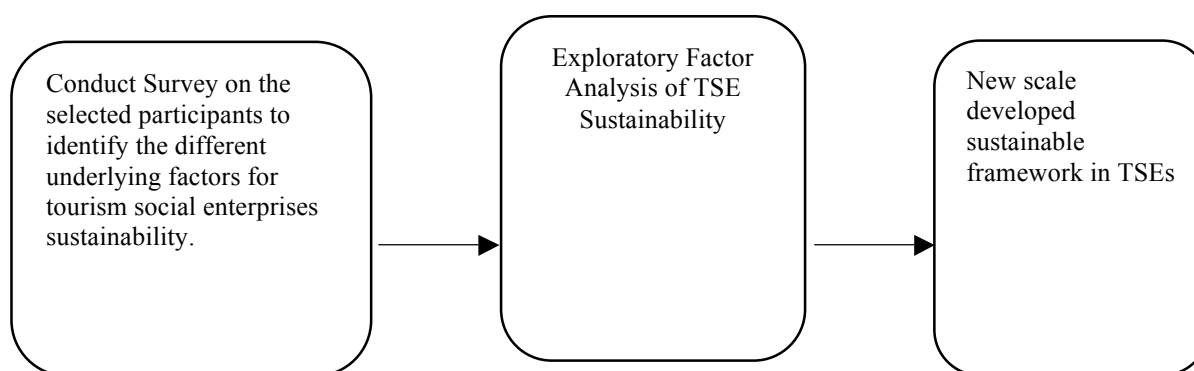
This study utilized the empirically proven Behavioral Theory of Social Entrepreneurship (Ebrashi, 2013; cited in Prasetyo & Kistanti, 2020) to examine the contextual factors influencing social ventures and sustainable development, with implications for public wealth sustainability. The theory, validated and applied, focuses on three key constructs shaping the intentional formation of social entrepreneurs: attitudes, subjective norms, and perceived behavioral control. These constructs align with Ajzen's (1991) Theory of Planned Behavior, incorporating insights from Praswati, Sari, and Murwanti's (2022) research. The study considered diverse influencing factors, spanning personal and psychological aspects, sociological and demographic factors, environmental considerations, expected values, situational variables, and organizational characteristics. By adopting the Behavioral Theory of Social Entrepreneurship in conjunction with these factors, the study aimed to investigate its impact on achieving sustainability in tourism social enterprises (Praswati et al., 2022).

Moreover, the study also anchored from the Sociological Entrepreneurship Theory of Landstrom (1991). As mentioned by Gabriel (2022). It was an entrepreneurship theory that mainly focused on society's social frameworks. In addition, the theory had determined four social frameworks that could be regarded as entrepreneurial opportunities: social networks, life course stage, ethnic considerations, and population ecology. Social networks were related to developing social relationships and bonds to promote trust rather than opportunism. Meanwhile, the life course stage involved evaluating the life situations, conditions, and characteristics of individuals interested in entrepreneurship. On the other hand, ethnic identification could be regarded as the sociological background of people that drove their decision to be entrepreneurs, particularly those who were classified as marginalized groups. Through entrepreneurship opportunities, these groups might have opted to make their lives more successful and better. Whereas, population ecology considers

environmental factors as vital players for business survival that must be anticipated and could lead to sustainability.

As mentioned by Garcia (2021), other relevant theories could be associated with social entrepreneurship. These theories included the Economic Theory, asserting the idea that the economy and entrepreneurship were intertwined together, with economic conditions becoming the major and ultimate consideration to realize sustainable growth and development. Another was the Entrepreneurship Innovation Theory, stating that entrepreneurs did not primarily operate businesses to make their lives better and successful, but in a wider view, the services they offered to the public could enable economic and societal development at large, wherein being creative and innovative were considerably the key factors in achieving growth, more profits, and new production methods.

Based on the objectives and theories, Figure 1 displays the relationships between the variables of the study as the conceptual framework of the study. The framework showed that the researcher surveyed the sustainability of tourism social enterprises. Then, the data underwent exploratory factor analysis (EFA) to understand the factors that contributed to the development of TSEs, which led to the creation of an alternative multidimensional scale and a Tourism Social Enterprise Sustainable framework.



□ Figure 1. Conceptual framework of the study

The figure above illustrated that the sustainability of tourism social enterprises (TSEs) was shaped by various factors, including psychological, sociological, and demographic elements. The research process involved surveying to identify these underlying factors among selected participants. The survey aimed to uncover different aspects contributing to the sustainability of TSEs, encompassing psychological, sociological, and demographic elements. After collecting the data, an Exploratory Factor Analysis (EFA) was performed to unveil key components and relationships among the identified factors. The EFA provided valuable insights into how these factors were interconnected and influenced the sustainability of TSEs. Hence, the ultimate aim of this research was to create a new and comprehensive scale for effectively measuring the sustainability of TSEs. This innovative scale considered the multifaceted nature of TSEs, taking into account psychological, sociological, and demographic dimensions.

In relation to the significance of the study, the findings had the potential to offer significant benefits to various stakeholders, starting with existing and aspiring tourism social entrepreneurs. First, the findings of this study could have benefited existing and aspiring tourism social entrepreneurs by providing them with valuable insights into the factors that influenced the sustainability of their enterprises. Armed with this knowledge, they could have made informed decisions and developed strategies to enhance the long-term viability of their ventures.

Second, this study could have served as a guide for understanding how to support and promote sustainable tourism social enterprises for government agencies, tourism boards, and other relevant organizations. The alignment of policies and initiatives with the identified sustainability factors could have fostered an environment conducive to the growth of these enterprises, which, in turn, could have contributed to economic development and poverty alleviation.

Third, the study's emphasis on sustainable tourism social enterprises could have had a direct positive impact on local communities in regions like South Cotabato. Fourth, international and NGOs working in the field of social development and poverty alleviation could have used the insights from this study to inform their programs and interventions. It could have helped them tailor their support to enhance the sustainability of tourism social enterprises and maximize their positive impact on communities. Given this information, it could have served as the foundation for strengthening their programs and interventions on sustainable social entrepreneurship.

The study's findings could have also served as a reference for future researchers, particularly in the field of tourism social enterprise, in achieving the goal of sustainable community development. Furthermore, this might have motivated institutions, communities, and other academic institutions because it would have guided them in developing a curriculum geared toward social entrepreneurship, provided empirical literature on social entrepreneurship, and served as the foundation for further and extensive research on social entrepreneurship.

METHODS

- This study employed the mixed method of research, specifically the sequential exploratory factor analysis (EFA). EFA was a versatile multivariate statistical technique employed to uncover data structures with minimal assumptions, which made it a valuable tool in theory development and result validation (Watkins, 2018). Furthermore, EFA served as a means of reducing variables, effectively delineating the quantity of latent variables (referred to as factors) and establishing the fundamental structural model for a group of variables. It involved speculation about an underlying, often unmeasured factor, predicted the factors that influenced responses to observable variables, and facilitated the description and identification of distinct factors while accommodating measurement unreliability. EFA found its main application in aiding researchers in quantifying the latent constructs that underlay a set of items (variables) and offered a powerful technique for clarifying the variation among items (variables) by consolidating them into a smaller number of newly derived variables (factors), effectively condensing information. Additionally, EFA played a pivotal role in elucidating the content and meaning of factors (latent constructs) (Suhr, 2023).

□ Research Respondent

A total of 12 TSE from South Cotabato were questioned, and their comments were used to create a survey questionnaire to complete the EFA process. The survey questionnaire's validity was assessed using the Content Validity Ratio (CVR) by ten professional validators from the fields of business, entrepreneurship and tourism. In the survey questionnaire, a 5-point Likert scale was employed to assess respondents' responses to the various items supplied in the instrument.

The study questionnaire was distributed to 263 respondents from various Tourism Social Enterprises in the Province of South Cotabato. For this research, the researcher only considers 10 key municipalities of the province, South Cotabato, that will comprise the population for the study. The following are Banga, Lake Sebu, Norala, Polomolok, Santo Niño, Surallah, T'boli, Tampakan, Tantangan, and Tupi. The social entrepreneurs who work within the Tourism industry from these municipalities are also the only ones who can participate in the survey. All of the personal information collected in conjunction with the study, will be kept completely confidential, from the uninvolved. The Kaiser-Meyer-Olkin measure of sampling adequacy and Bartlett's test of sphericity were used in this study to determine the suitability and sufficiency of the sample size. Meanwhile, this study used a data reduction method called principal component analysis (PCA) to determine the barriers to TSE sustainability. Nonetheless, Percentage of Variance and Orthogonal Rotation using Varimax were utilized in this study to evaluate which factors should be kept for rotation. The survey was conducted from the last week of April 2023 to May 2023. The researcher sees to it that answering the survey instrument did not affect their time answering entrepreneurial activity.

Design and Procedure

Moreover, the initial phase of the EFA procedure involved the creation of a straightforward questionnaire designed to explore the broad factors and circumstances potentially influencing the phenomenon under investigation, namely, the establishment and sustainability of TSEs. These questions were deliberately open-ended, encouraging respondents to enumerate as many relevant factors as possible. To ensure the questionnaire's validity, it underwent assessment by ten recognized experts within the field, employing the Content Validity Ratio (CVR) method. Following validation, the survey was distributed to two representative social enterprise practitioners from each of the ten key municipalities, totaling twenty representatives in the preliminary EFA. These municipalities included Banga, Lake Sebu, Norala, Polomolok, Santo Niño, Surallah, T'boli, Tampakan, Tantangan, and Tupi.

In determining the responses, the Likert Scale was used. A five-point scale was applied, with each point corresponding to the statement to a Likert element. At every point, there was an equivalent scale and interpretation shown below.

<i>Score</i>	<i>Scale Range</i>	<i>Description</i>	<i>Qualitative Interpretation</i>
5	4.21 - 5.00	Strongly Agree	Highly influenced
4	3.41 – 4.20	Agree	Moderately influenced
3	2.61 – 3.40	Neither agree or disagree	Slightly influenced
2	1.81 – 2.60	Disagree	Somewhat influenced
1	1.0 – 1.80	Strongly Disagree	Less influenced

In this study, the researcher employed statistical tools, specifically Exploratory Factor Analysis (EFA) and Cronbach's alpha, to rigorously process and analyze the data. The preliminary probing survey, conducted initially, utilized EFA to identify common factors and circumstances relevant for further investigation. This initial EFA guided the selection of specific factors and circumstances to explore in greater depth during subsequent stages, which involved a larger sample size.

The EFA, a crucial analytical method, was utilized to thoroughly investigate and determine the factors that significantly influenced the formation and sustainability of tourism social enterprises. To collect data on these factors, a structured survey was designed using a Likert scale-based questionnaire. Each factor and circumstance identified through the EFA was evaluated using this survey instrument.

To determine the appropriate sample size for the survey, the researcher employed Slovin's formula. This formula was applied to ensure that the study's sample size was statistically representative and sufficient for meaningful analysis.

$$n = \frac{N}{(1 + Ne^2)}$$

where,

n = The number of respondents for the study

N = The population size of TSSE's from Region XII

e = The margin of error

The data in this study were meticulously examined and reported using a validated measurement scale. To achieve this, appropriate statistical methods and the Exploratory Factor Analysis (EFA) technique were employed. As pointed out by Koyuncu & Kiliç (2019), document analysis is a valuable technique known for its cost-effectiveness, accessibility to qualified resources, and the absence of the need for personal interaction with study subjects. However, it's worth noting that document analysis may introduce certain biases into the findings and is limited to well-known or recognized works. It can also provide only indirect information in some cases, face challenges in accessing resources, have an inadequate sample size, and involve coding difficulties (Bailey, 1982).

The data analysis was a critical component of this study, serving to summarize and scrutinize the statistical results regarding the factors that influenced the formation and sustainability of TSEs. This rigorous analysis aimed to provide substantial evidence and develop a validated measurement scale, which was essential for the establishment of a sustainable framework for TSEs.

In relation to the statistical treatment of data, the primary focus of this research was on tourism social enterprises (TSEs), which was chosen due to the limited existing studies conducted in the Philippines. For the research involving EFA, various visual representations, including line charts with clustered columns and markers, factor numbers, factor extraction techniques, factor frequencies and percentages, total variance explained, and average sample size, were employed to present the results effectively. Additionally, the tables included frequencies and percentages related to the performance of tests such as Bartlett, Kaiser-Meyer-Olkin (KMO), and scree plot tests, factor loading, and factor naming.

EFA stands for Exploratory Factor Analysis. This was used to determine the TSE factors.

- *Analysis of Data Reduction.* This was used to condense the multidimensional data set.
- *The Keiser-Meyer-Olkin (KMO) test.* This was used to determine the sufficiency of data sampling.
- *Bartlett's Sphericity Test.* To test the null hypothesis that the correlation matrix is an identity matrix, it was used. A correlation matrix that was the same suggested that the variables were unrelated, making factor analysis difficult.
- *The initial Eigenvalue (1.0).* This was used to determine how much variance in the observable variables a factor explains. Any factor with an eigenvalue of one explains less variance than a single observable variable.
- *VARIMAX Rotation:* This technique was used to reduce the number of variables with significant loadings on each component while also striving to reduce tiny loadings even further.

The results will be analyzed using (1) the Kaiser-Meyer-Olkin measure of sampling adequacy, (2) Bartlett's test of sphericity, to determine the suitability and adequacy of the sample size, and (3) principal component analysis to effectively identify the factors with significant effect on TSE empowerment.

Ethical Consideration

The most important ethical concern addressed in this study was the participants' identities and the information linked with them. From an ethical standpoint, the interview data collection technique was not anonymous because the individuals who completed the survey questionnaire had already been identified before the study was conducted. Nonetheless, their identities were kept private. Most significantly, the data information was handled with confidence. Before and after the survey, participants were assured of their confidentiality. To further maintain confidentiality, the names of all participants were not included in the survey form.

Voluntary Participation. The participation of the respondents was completely voluntary and anonymous to protect their privacy, and information was provided whenever the respondents did not understand before deciding whether to participate or not in the study. Respondents' names did not appear anywhere, and no one except the researcher knew about respondents' specific answers. If confidential, the researcher assigned a number to the responses, and only the researcher had the key to indicate which number belongs to which respondent.

Privacy and Confidentiality. In line with the purpose of protecting the rights of the study participants, all the information gathered from this study was kept private and confidential.

Informed Consent Process. The survey questionnaire utilized in this study was clear and comprehensible, and the researcher made sure that the respondents were fully aware of the benefits the school may have gained

from the study. The survey was conducted with the approval of the concerned school authorities, as well as the permission of the respondents themselves.

Risks. This research did not involve high-risk situations that the population may have experienced in the area of physical, psychological, or socioeconomic concerns. It protected and secured the rights of the individuals in the study.

Benefits. The results of this study could have helped the teachers, as the findings of this study would have given them new information for planning and implementing new methodologies based on the recommendations. Additionally, students would have had a better perspective on how to consider the factors that could affect their social skills. Lastly, administrators of the language curriculum could have also gained new insights from this study, as they had long been exploring new mechanisms and factors to enhance the teacher's competence in facilitating the social skills of the students.

Plagiarism. The researcher made sure that the correct and accurate way of citing ideas from other writers and scholars was fully observed. To achieve this, this paper underwent grammar and plagiarism checking via Grammarly and Turnitin software.

Fabrication. As this study was based on several existing studies, the researcher made sure that she did not fabricate any information from her literature. Thus, all the information presented was carefully written and cited. All sources used in this study came from reliable journals and other scholarly works.

Falsification. This research complied with the citation rules set forth by the APA 6th edition citation format, ensuring there were no misrepresentations of work or alterations of any data gathered in the study. The data and information obtained were presented in the most accurate way of writing.

Conflict of Interest. The conflict of interest (COI) was carefully managed in this study, with no trace of COI observed. There were no conditions in which professional judgment concerning primary interests, such as the participants' welfare or the validity of the research, was influenced by secondary interests, such as financial or academic gains or recognitions.

Deceit. The writings in this paper did not utilize any form of untruthfulness to harm the welfare of the respondents. All the information written was checked and validated by a panel of experts.

Permission from Organization/Location. The research was conducted with formality and clear adherence to ethical standards. A formal letter was sent to the authorities of the Division of Davao Oriental, and the research was only conducted after receiving approval from the authorities.

Authorship. Lastly, this study considered authorship qualifications in the conduct of the study. The researcher, with the help and guidance of the research adviser, had substantially contributed to the conception and design,

acquisition of data, and analysis and interpretation of data. The researcher and adviser collaboratively drafted the article and revised it critically for important intellectual content. Both had contributed to the study, leading to the publication of the research.

RESULTS AND DISCUSSIONS

This chapter focused on the presentation, analysis, and interpretation of statistical data results, using the information obtained from the quantitative survey. The researcher conducted the multivariate analysis particularly exploratory factor analysis to determine the relationships of the underlying factors that influence tourism social enterprises sustainability.

Sampling adequacy and multidimensionality tests

Table 1: *Sampling adequacy and multidimensionality tests for Tourism Social Enterprise*

Kaiser-Meyer-Olkin Measure of Sampling Adequacy				0.812
Bartlett's test				
	χ^2	df	Sig. (p-value)	
	3541.228	903	< .001	

Kaiser-Meyer-Olkin (KMO) and Bartlett's Test of Sphericity were used to determine the sample size's adequacy and suitability for factor analysis. A KMO score greater than 0.5 indicates that the sample size is acceptable for factor analysis (Ul Hadi et al., 2016). On the other hand, a more conservative KMO score of 0.6 with a substantial Bartlett's Test of Sphericity (0.05) value indicates that the data is sufficient to proceed with factor analysis (Lee Chan and Idris, 2017). Table 2 reveals that the sample size has a KMO score of 0.812 and Bartlett's Test of Sphericity rating of 903 with a p-value of 0.001. This indicates that the sample size is acceptable for factor analysis.

While tables 2 to 5 indicated, the various thematic variables derived with its corresponding factor loading values. The main emergent themes were career ambition and personal fulfillment, work environment and organizational culture, entrepreneurial background, support, and motivation, and enterprise expectations and goals for factor one (1) to five (5) respectively.

Table 2: Thematic variables with Factor Loadings for Factor 1

Thematic variables	Factor Loadings	Rank
Factor 1: Career Ambition and Personal Fulfillment		
Personal Career Milestone and Achievement	0.637	1
Personal Challenge and Sense of Achievement	0.582	2
Managerial Skills Confidence	0.492	3
Awareness of Beneficial Connections	0.491	4
Creating Opportunities for Self and Others	0.482	5
Leadership Skills Confidence	0.468	6
Life Purpose and Societal Contribution	0.420	7

Network of Potential Partners	0.415	8
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Based on the results, personal career milestone and achievement has the highest factor loading value of 0.637. This indicated that it was strongly associated with the factor. It suggested that individuals who strongly agreed with this statement viewed the formation of the enterprise as a significant personal achievement and career milestone. This reflected a strong sense of ambition and personal fulfillment in the context of their career. While the network of potential partners, even though it still contributed to factor 1, had a relatively lower factor loading of 0.415. It meant that individuals who considered the network of potential partners were also aligned with career ambition and personal fulfillment, but to a slightly lesser extent.

The strong association between personal career milestones and social entrepreneurship aligned with the concept of entrepreneurial motivation and ambition. Kummitha et al. (2021) had highlighted the importance of social entrepreneurship in advancing socio-economic well-being and the growth of local communities, which suggested that individuals viewed their involvement in social entrepreneurship as a significant career milestone and personal achievement.

Table 3: *Thematic variables with Factor Loadings for Factor 2*

Thematic variables	Factor Loadings	Rank
Factor 2: Work Environment and Organizational Culture		
Work-Life Balance Support	0.525	1
Alignment with Organizational Mission and Vision	0.510	2
Safe and Inclusive Workspace	0.480	3

Clear Organizational Structure and Responsibilities	0.465	4
Impact of Changing Work Conditions	0.430	5
Changes in Beliefs and Values Due to Social Enterprise	0.419	6
Value for Worker Ideas and Cooperative Environment	0.419	7

In the obtained results, the item support for work-life balance had exhibited the highest factor loading, standing at 0.525, indicating a robust connection with the factor in question. This suggested that individuals who strongly agreed with this statement perceived the enterprise as actively promoting and facilitating work-life balance, underscoring its significance within the organizational culture. Additionally, the items related to changes in beliefs and values due to the social enterprise, as well as the appreciation for worker ideas and a cooperative working environment, while not as strongly loaded as some, still displayed a positive association with factor 2. The former item pertained to how the social enterprise influenced the beliefs and values of the organization, implying that those who observed such an impact were closely linked to factor 2, highlighting the potential cultural impact of the enterprise on the organization's core principles. Meanwhile, the latter item underscored the value attributed to worker ideas and the encouragement of a collaborative work atmosphere. This emphasized the importance of fostering cooperation and recognizing the contributions of workers within the organization, aligning with factor 2's emphasis on the work environment and organizational culture. Collectively, these findings enriched our understanding of the cultural and organizational dimensions within the work environment of the social enterprise.

The emphasis on work-life balance in the context of social entrepreneurship resonated with the idea that social enterprises prioritized the well-being of their employees and the community. The literature mentioned that TSEs fostered value within local communities while also contributed to the sustainable development of tourism destinations. This aligned with the notion that work-life balance was actively promoted within TSEs (Dahles et al., 2019)

Table 4: *Thematic variables with factor loadings for factor 3*

Thematic variables	Factor Loadings	Rank
Factor 3: Entrepreneurial Background, Support, and Motivation		
Entrepreneurial Family Background	0.588	1
Previous Business Experience	0.586	2
Family Support in Enterprise	0.561	3
Government Encouragement to Start	0.542	4
Personal Satisfaction and Motivation	0.536	5
Public Interest and Motivation	0.474	6

According to the results, the element "entrepreneurial family background" had emerged with the highest factor loading within factor 3, signifying a robust correlation with this factor. This had suggested that individuals with a familial history of entrepreneurship closely aligned themselves with the entrepreneurial context, support, and motivation encapsulated by factor 3. This particular item had underscored the considerable influence of one's family history on their entrepreneurial aspirations and motivational drive.

On the other hand, public interest and motivation had displayed the lowest factor loading at 0.474 within factor 3. This had implied that individuals who prioritized public interest and motivation in their entrepreneurial endeavors had still been linked to the overarching theme of entrepreneurial background, support, and motivation represented by factor 3. This had suggested that public interest and motivation could

serve as compelling driving forces for individuals who had embarked on entrepreneurial activities aimed at benefiting society.

The strong correlation between entrepreneurial family background and this factor was in line with the influence of one's personal history on their entrepreneurial aspirations. The literature supported this by emphasizing how TSEs often functioned in rural regions and were linked to socio-economic progress, which could be influenced by family history (Kummitha et al., 2021).

Table 5: Thematic variables with factor loadings for factor 4

Thematic variables	Factor Loadings	Rank
Factor 4: Enterprise Expectations and Goals		
29 Social Impact Expectations	0.530	1
27 Profit Expectations	0.510	2
28 Financial Autonomy Expectations	0.489	3

As per the results, social impact expectations had emerged with the highest factor loading within factor 4, having a strong correlation with this factor at a value of 0.530. This indicated a robust connection, suggesting that individuals who held expectations related to the social impact of the enterprise had closely aligned themselves with the overarching theme of enterprise expectations and goals encapsulated by factor 4. This specific item had underscored the significance of including a broader societal impact as an integral component of one's expectations and objectives.

Conversely, financial autonomy expectations had recorded the lowest factor loading, with a value of 0.489. This had implied that individuals who had harbored expectations concerning the financial independence and self-sufficiency of the enterprise had been in close alignment with the overarching theme of enterprise expectations and goals represented by factor 4. Achieving financial autonomy had stood out as a pivotal goal for individuals who had operated within the realm of their enterprise.

The significance of social impact expectations aligned with the principles of social entrepreneurship in TSEs. The literature indicated that TSEs employed market-driven mechanisms to fund social and environmental impact, prioritizing the welfare of local communities and a broader societal impact (Reinke, 2019). The emphasis on societal impact and expectations in your findings reflected the objectives of TSEs. Furthermore, the importance of sustainability factors in social entrepreneurship was also supported. It highlighted the role of factors like psychological empowerment, leadership, market orientation, and organizational culture in the sustainability of TSEs. It underlined the multifaceted nature of sustainability and how it involved economic and environmental concerns (Alamene et al., 2021).

In relation to the thematic variables specified above, the extracted elements with respect to the factors in pursuing tourist sustainability social enterprise using Principal Component Analysis (PCA) were observed. These were provided in tables 6 which indicted the rotated component matrix with its corresponding factor analysis.

Table 6 *Rotated Component Matrix*

Component Matrix				
	Factors			
	1	2	3	4
Personal Career Milestone and Achievement	.473	-.395	-.105	-.311
Personal Challenge and Sense of Achievement	.486	-.430	-.102	-.186
Managerial Skills Confidence	.419	-.448		-.101
Awareness of Beneficial Connections	.526	-.256	-.165	

Creating Opportunities for Self and Others	.517	-.243	-.328	-.114
Leadership Skills Confidence	.415	-.423		
Life Purpose and Societal Contribution	.530	-.318		
Network of Potential Partners	.410	-.225	-.125	-.103
Impact of Changing Work Conditions	.421		.272	.278
Clear Organizational Structure and Responsibilities	.532	.210	.280	.250
Work-Life Balance Support	.492	.133	.435	-.154
Safe and Inclusive Workspace	.492		.481	
Value for Worker Ideas and Cooperative Environment	.388	.137	.493	-.165
Alignment with Organizational Mission and Vision	.413	.207	.308	-.437
Changes in Beliefs and Values Due to Social Enterprise	.549	.159	.264	-.123

Government Encouragement to Start	.562	.282	-.262	-.161
Family Support in Enterprises	.475	.482	-.208	
Entrepreneurial Family Background	.504	.376	-.248	
Previous Business Experience	.436	.271	-.348	
Public Interest and Motivation	.424	.398	-.275	
Personal Satisfaction and Motivation	.368	.575	-.231	
Profit Expectations	.528	-.309		.360
Financial Autonomy Expectations	.381	-.184		.527
Social Impact Expectation	.379			.560

Based on the results of a rotated component analysis, which revealed the relationships between the original variables (survey items or questions) and the extracted components (factors). Each value in the matrix represented the correlation between the variables and the factors.

Factor 1 showcased a wide array of associations between the surveyed variables and this specific factor. Two distinct categories emerged based on the loadings:

Positive Loadings: Variables with notably higher positive loadings on factor 1 included an array of aspects such as awareness of beneficial connections (0.526), creating opportunities for self and others (0.517), life purpose and societal contribution (0.530), clear organizational structure and responsibilities (0.532), work-life balance support (0.492), safe and inclusive workspace (0.492), value for worker ideas and cooperative environment (0.388), alignment with organizational mission and vision (0.413), changes in beliefs and values due to social enterprise (0.549), government encouragement to start (0.562), family support in enterprises (0.475), entrepreneurial family background (0.504), previous business experience (0.436), public interest and motivation (0.424), personal satisfaction and motivation (0.368), profit expectations (0.528), financial autonomy expectations (0.381), and social impact expectation (0.379).

Negative Loadings: In contrast, variables with notably higher negative loadings on factor 1 encompassed personal career milestone and achievement (-0.473), personal challenge and sense of achievement (-0.486), managerial skills confidence (-0.419), leadership skills confidence (-0.415), and network of potential partners (-0.410).

Factor 1 historically represented a comprehensive perspective encapsulating diverse facets related to both one's career and entrepreneurial ventures. This perspective encompassed a wide spectrum of elements, including the cultivation of beneficial connections, the creation of opportunities for personal and communal development, the pursuit of a life purpose intertwined with societal contributions, and the emphasis on pivotal organizational attributes like a clear structure and the promotion of work-life balance. In addition, this comprehensive perspective valued the contributions of workers and the creation of a collaborative working environment. Furthermore, it included a strong alignment with an organization's mission and vision, a readiness for change, the influence of social enterprise, and the impact of government and family support. The historical analysis also considered aspects such as an entrepreneurial family background, past business experiences, public interest and motivation, personal satisfaction, profit expectations, financial autonomy expectations, and a pronounced emphasis on social impact expectations. These historical findings suggested that individuals who historically scored high on factor 1 adopted a comprehensive approach to their careers and entrepreneurial pursuits, placing significant emphasis on factors tied to organizational culture, social impact, and the ability to create opportunities.

Relatively, factor 1 represented a holistic perspective that encompassed diverse aspects of one's career and entrepreneurial journey, with a strong focus on organizational culture, social impact, and the creation of opportunities. This perspective resonated with the literature's emphasis on the transformative potential of social enterprises to address unmet human needs and contribute to human development and prosperity (Flores, 2022). These social enterprises often prioritized creating employment, alleviating poverty, improving communities, and empowering marginalized groups (ADB, 2019). The high positive loadings on attributes such as awareness of beneficial connections, creating opportunities for self and others, work-life balance support, safe and inclusive workspace, and value for worker ideas and cooperative environment in Factor 1 aligned with the principles of social entrepreneurship within tourism social enterprises (TSEs), as discussed by Kummitha et al. (2021). TSEs frequently placed a strong emphasis on social and environmental impact and fostered a supportive work culture, all of which were reflected in Factor 1.

For factor 2, the following results on both positive and negative loadings were as follows:

Positive Loadings: In Factor 2, several variables exhibited higher positive loadings, including personal challenge and sense of achievement (0.486), awareness of beneficial connections (0.526), creating opportunities for self and others (0.517), impact of changing work conditions (0.421), clear organizational structure and responsibilities (0.532), and personal satisfaction and motivation (0.575).

Negative Loadings: Conversely, Factor 2 displayed higher negative loadings for other variables, such as personal career milestone and achievement (-0.395), managerial skills confidence (-0.448), leadership skills confidence (-0.423), life purpose and societal contribution (-0.318), network of potential partners (-0.225), value for worker ideas and cooperative environment (-0.165), alignment with organizational mission and vision (-0.437), changes in beliefs and values due to social enterprise (-0.123), government encouragement to start (-0.161), family support in enterprises (-0.208), entrepreneurial family background (-0.248), previous business experience (-0.348), public interest and motivation (-0.275), profit expectations (-0.309), financial autonomy expectations (-0.184), and social impact expectation (-0.560).

The above findings on Factor 2 highlighted the importance of variables related to personal challenges, an awareness of beneficial connections, the ability to create opportunities, adaptability to changing work conditions, maintaining a clear organizational structure with defined responsibilities, and personal satisfaction and motivation. This suggested that individuals who scored higher on Factor 2 tended to place a stronger emphasis on personal growth, their ability to adapt to changing work conditions, and the effectiveness of organizational structure in their past experiences and entrepreneurial endeavors.

As Factor 2 underlined the importance of personal growth, adaptability, and effective organizational structure in past career and entrepreneurial pursuits. This perspective was consistent with the literature's focus on the significance of robust leadership, market orientation, and conducive organizational culture in advancing the sustainability of tourism social enterprises (Alamene et al., 2021). The prominence of personal challenge and sense of achievement and creating opportunities for self and others in Factor 2 aligned with the principles of community involvement and empowerment, as discussed in the literature.

In Factor 3, several indicators displayed higher *positive loadings* such as impact of changing work conditions (0.272), clear organizational structure and responsibilities (0.280), work-life balance support (0.435), safe and inclusive workspace (0.481), value for worker ideas and cooperative environment (0.493), alignment with organizational mission and vision (0.308), changes in beliefs and values due to social enterprise (0.264), profit expectations (0.360), financial autonomy expectations (0.527), and social impact expectation (0.560).

Conversely, Factor 3 exhibited higher negative loadings for variables such as managerial skills confidence (-0.101), life purpose and societal contribution (-0.318), and public interest and motivation (-0.275).

The meant that Factor 3 was characterized by attributes related to the impact of changing work conditions, the presence of a clear organizational structure with well-defined responsibilities, support for work-life balance, the establishment of a safe and inclusive workspace, recognition of the value of worker ideas and a cooperative environment, alignment with the organizational mission and vision, as well as expectations related to beliefs, values, profit, financial autonomy, and social impact. This factor represented individuals

who prioritized aspects associated with the work environment, organizational values, and their expectations regarding the impact of their endeavors.

Generally, Factor 3 placed emphasis on factors related to the work environment, organizational values, and expectations in the past. This resonance with the literature underscored the role of social enterprises in community development and their potential to drive social change (Alamene et al., 2021). The concentration on work-life balance support and safe and inclusive workspace was consistent with the literature's emphasis on inclusive business models and community engagement within the tourism sector in the past. Furthermore, these findings also aligned with the literature's stress on fostering value within local communities and creating a safe and inclusive workspace in TSEs (Dahles et al., 2019).

When it comes to the next factor, Factor 4 offered an intriguing perspective based on the loadings of the involved variables. It was predominantly characterized by significant positive loadings on variables such as personal career milestone and achievement (0.473), managerial skills confidence (0.448), network of potential partners (0.476), and leadership skills confidence (0.415). These results indicated that individuals who scored higher on Factor 4 placed a substantial emphasis on personal career achievements, had confidence in their managerial skills, valued the creation of a network of potential partners, and exhibited strong leadership skills.

In contrast, factor 4 also featured variables with considerably high negative loadings, including personal challenge and sense of achievement, awareness of beneficial connections, life purpose and societal contribution, impact of changing work conditions, work-life balance support, alignment with organizational mission and vision, government encouragement to start, family support in enterprises, entrepreneurial family background, previous business experience, public interest and motivation, profit expectations, financial autonomy expectations, and social impact expectation. These negative loadings indicated that individuals who scored high on Factor 4 tended to de-emphasize or assign lower importance to these particular aspects in their career and entrepreneurial pursuits.

The results on factor 4 emphasized a strong focus on personal career achievements and leadership skills while indicating a lesser emphasis on elements such as personal challenges, awareness of beneficial connections, life purpose, the influence of changing work conditions, work-life balance, alignment with organizational mission and vision, government and family support, entrepreneurial background, previous business experience, public interest, profit expectations, financial autonomy expectations, and social impact expectations in the context of their careers and entrepreneurial activities.

Consequently, factor 4 highlighted the significance of personal career achievements, leadership skills, and confidence while de-emphasizing other aspects in the past. This observation corresponded to the literature's discussion of the critical success factors for social enterprises, including individual factors such as business planning skills and leadership (Satar and John, 2019). It also aligned with the literature that underscored the diverse nature of critical success factors for Small and Medium-Sized Enterprises (SMEs) in different countries (Al-Tit, Omri & Euchi, 2019). Furthermore, these findings aligned with the literature's recognition of the role of strong leadership and market-based strategies in TSEs (Kummitha et al., 2021) in the past.

Meanwhile, indicated in table 8 is the latent roots criterion of the extracted factors. Personal and psychological factor is the primary factor that helps tourism social entrepreneurship sustainability with an

SumSq. Loadings value of 7.641 and a proportion variance of 0.178. Meanwhile, Sociological Factor with a sumsq. Loadings value of 1.985 with proportion variance of 0.046. demographic factor followed next with sumsq. loadings value of 1.147 with a Proportion variance of 0.251. Finally, expected values followed with sumsq. loadings value of 1.061 and a proportion variance of 0.275.

Table 7 Latent Roots Criterion of the Extracted Factors

	SumSq. Loadings	Proportion var.	Cumulative
Personal and Psychological Factor	7.641	0.178	0.178
Sociological Factor	1.985	0.046	0.224
Demographic Factor	1.147	0.027	0.251
Expected Values	1.061	0.025	0.275

Thematic analysis has been performed to come up with the best measures or concepts that would best depict the clustered factors as revealed in Figure 2. Thus, based on the results, personal and psychological factors, sociological factors, demographic factors, and expected values are the factors that might help the tourism social enterprise become sustainable in South Cotabato.

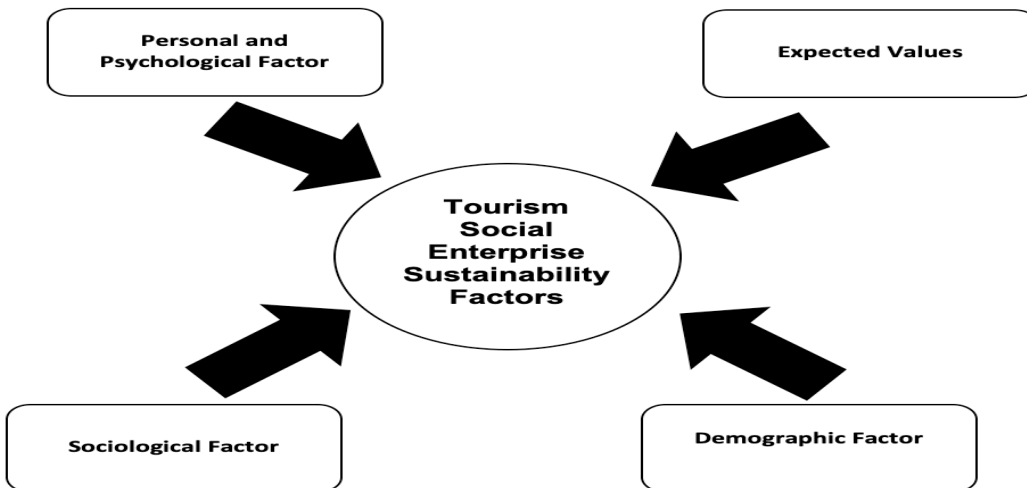


Figure 2. Thematic Framework on Factors in Tourism Social Enterprise Sustainability Factors in South Cotabato.

This conceptual framework shows tourism social entrepreneurship for sustainable community development as a method and procedure led by tourism social entrepreneurs involving with the local population, organizations, and leaders, shaped by local contextual factors and external (macro-environmental) forces, assisted through social enterprises establishing social innovation and market-based methods, mobilized by using and outsourcing the neighborhood capital, and established on capacity building.

CONCLUDING REMARKS AND IMPLICATIONS

Concluding Remarks

Based on the results of the study, the following conclusions were drawn: The results of the exploratory factor analysis (EFA) and the subsequent rotated component analysis have offered valuable insights into the underlying themes and structures within the surveyed variables. Through EFA, a preliminary understanding of how these variables might cluster was obtained. The rotated component analysis further refined and clarified these relationships.

The EFA revealed that the surveyed variables could be organized into four distinct factors, each representing a unique set of characteristics. These factors were subsequently labeled as Factor 1, Factor 2, Factor 3, and Factor 4. Factor 1 emphasized a holistic perspective, encompassing elements related to organizational culture, social impact, and the ability to create opportunities. This factor was consistent with the existing literature on social enterprises and their transformative potential, aligning with their mission to address unmet human needs and promote human development and prosperity.

Factor 2 highlighted the importance of personal growth, adaptability, and organizational structure, underscoring the significance of strong leadership and organizational culture in the context of tourism social enterprises. This factor resonated with the literature's focus on community involvement and empowerment, key principles in the sustainability of these enterprises.

Factor 3 placed its emphasis on the work environment, organizational values, and expectations. This factor closely aligned with the literature on social enterprises' role in community development and social change, emphasizing the significance of inclusive business models and community engagement within the tourism sector.

Factor 4 highlighted the importance of personal career achievements, leadership skills, and confidence while de-emphasizing other aspects. This factor was in line with the literature on critical success factors for social enterprises and the role of strong leadership in entrepreneurial endeavors.

Therefore, the thematic variables derived from the EFA and rotated component analysis provide a structured framework to understand the complex interplay of factors that influence individuals' career and entrepreneurial approaches. These findings not only help us comprehend the multifaceted nature of career decisions and entrepreneurial activities but also offer valuable guidance for stakeholders seeking to support

and nurture individuals and entrepreneurs in their quests for success and meaningful impact in their respective domains.

Implications

Based on the conclusions drawn from the exploratory factor analysis (EFA) and rotated component analysis, several recommendations could be made: Existing tourism social entrepreneurs may consider incorporating the insights gained from these factors into their business strategies. They may prioritize holistic approaches to their enterprises, emphasizing organizational culture, social impact, and opportunity creation. Additionally, a focus on personal growth, strong leadership, and community involvement can be central to their operations, aligning with the principles of empowerment and sustainability in social entrepreneurship.

Furthermore, aspiring entrepreneurs in the tourism sector may take these factors into account when planning their ventures. They could aim to develop a strong organizational culture, emphasize personal growth, and adopt inclusive business models that foster community engagement. Leadership development and confidence-building could be integral parts of their entrepreneurial journey, as these factors are key to achieving success in the field.

In addition, stakeholders, such as government agencies, investors, and support organizations, might consider providing resources and support that align with the identified factors. This includes funding and programs that foster a holistic perspective, personal growth, and community involvement. They could also prioritize nurturing strong leadership and entrepreneurship skills among individuals and organizations in the tourism social entrepreneurship sector. Through these initiatives, stakeholders can contribute to the growth and sustainability of enterprises that address unmet human needs and promote human development and prosperity in the tourism industry.

Finally, future research might focus on further validating the identified factors and exploring their relationships with various outcomes, such as the long-term success and impact of tourism social enterprises. This could involve longitudinal studies to understand how these factors evolve over time and contribute to sustainability in the tourism sector.

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