

## **Front Cover Page**

**DURBAN UNIVERSITY OF TECHNOLOGY  
A FRAMEWORK TO FACILITATE SOCIAL ENTREPRENEURSHIP AS A TOOL FOR SUSTAINABLE  
TOURISM ECONOMIES IN BERGVILLE – OKHAHLAMBA MUNICIPALITY**

**SIMISO LINDOKUHLE MABASO**

**MAY 2024**

## **Second Page: Title Page**



**A FRAMEWORK TO FACILITATE SOCIAL ENTREPRENEURSHIP AS A TOOL FOR SUSTAINABLE  
TOURISM ECONOMIES IN BERGVILLE – OKHAHLAMBA MUNICIPALITY**

Submitted in fulfilment of the requirements of the  
degree of Doctor of Philosophy In Management Sciences Specialising in

*Tourism and Hospitality*  
in the  
Faculty of Management Sciences  
at the Durban University of Technology

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**MAY 2024**

**APPROVED FOR FINAL SUBMISSION**

Supervisor: Durban University of Technology (signature):

Date: 18/3/2024

## DECLARATION

I, undersigned, hereby declare, except where indicated that the work contain in this thesis is my own, and that the references, to the best of my knowledge are accurately reported.

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SIMISO LINDOKUHLE MABASO

## DEDICATION PAGE

I dedicate this work to my loving family, whose unwavering support and encouragement have been the cornerstone of my journey towards achieving this PhD. To my parents, my mother Mrs DG Nyoka, and my late aunt Mrs. V. Nyoka, along with all my uncles, especially Rev. J. Nyoka, whose prayers have borne fruit, your sacrifices and unwavering belief in me have illuminated my path. To my partner, Nqobile Mabaso, your patience, understanding, and endless encouragement have sustained me through the challenges of doctoral study. And to my siblings, as well as my child, Mhlabawakhe Mabaso, and all my nieces and nephews, your joyful presence has brought balance and perspective to my academic pursuits. This accomplishment is as much yours as it is mine.

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I would also like to acknowledge and express my gratitude to Mr. J Nyoka, my uncle, for his unyielding faith in my capabilities and his continuous push for me to strive for excellence, this is for malume wami (ijazi elibovu, as you referred to it). Although my late aunt, Mrs. V Nyoka MaShandu, is no longer with us, her memory and the love she showered upon me will forever serve as a source of inspiration and motivation. You are loved, malumekazi wami.

I am also deeply grateful to my colleagues and friends who have been a part of my life during this journey. Your friendship, collaboration, and support have been invaluable, and I cherish the moments shared with each one of you.

Finally, I would like to express my utmost gratitude to my promoter, Professor DC Hlengwa. Your guidance, expertise, and unwavering support have been pivotal in shaping the success of this endeavor. Your mentorship has not only enriched my academic journey but also inspired me to reach for greater heights.

To NE Zondi, my colleague, isandla sidlula ikhanda nceku.

I acknowledge the help and assistance given by the following people and institutions: Tourism establishments of Bergville who participated in the study, and government representatives from oKhahlamba Municipality and the honourable Mayor Vikizitha Mlothswa.

## ABSTRACT

This study investigated the role of social entrepreneurship as a tool in fostering sustainable tourism economies in Bergville – Okhahlamba Municipality. Social entrepreneurship (SE) was founded in the 1970s as a social movement to tackle the matters of social unsustainability and injustice rather than profit maximization. SE is viewed as a reactionary innovative reform, and a revolutionary movement aimed at big structural transformations by substituting one or many large social organizations with people leveraging combined expertise and resources to oppose or overturn what they think is socially unviable, unjust and damaging. SE has been applied to tourism in a number of countries globally. While the primary purpose of tourism businesses is to maximize their financial gains, ever shifting global goals, customer demands and stakeholder pressures force tourism businesses commit to meeting social responsibilities as well. Tourism Social Entrepreneurship (TSE) has been hailed for contributing to the preservation of traditional knowledge and practices of indigenous communities; enhancement of environmental sustainability; job creation, poverty reduction, and the overall improvement of the quality of life of especially rural communities. In South Africa, tourism development does not seem to have worked in addressing poverty reduction, because poverty reduction has not been placed at the heart of the tourism agenda and propoor tourism.

The study adopted a pragmatic paradigm mixing both quantitative and qualitative methods to data collection, analysis and interpretation. The sample was composed of 35 tourism operators found in the area of study, as well as a government representative responsible for tourism in the area. Data were collected using a questionnaire composed of both quantitative and qualitative questions, as well an interview conducted with the government representative. The study found that there was a modest adoption of TSE in the area, and a good understanding of the business model and its potential benefits. The study also discovered that there were numerous challenges that TSEs were facing that could be addressed through better coordination of the actor-networks, government support, and determination of operators to continuously improve themselves and the operations of their businesses.

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<b>Abbreviation</b>	<b>Term</b>
SE	Social Entrepreneurship
TSE	Tourism Social Entrepreneurship
UNWTO	United Nations World Tourism Organization
CSR	Corporate Social Responsibility
SEDA	Small Enterprise Development Agency (SEDA)
DTI	Department Of Trade And Industry
NEPA	Ntsika Enterprise Promotion Agency
DSBD	Small Business Development
RFIS	Retail Financial Intermediaries
BEE	Black Economic Empowerment
LBSCS	Local Business Service CENTRES
MACS	Manufacturing Advice Centres
CSIR	Centre For Scientific And Industrial Research
ANT	The Actor-Network Theory
SCOT	Social Construction Of Technology

# CHAPTER 1

## INTRODUCTION AND ORIENTATION TO THE STUDY

### 1.1 INTRODUCTION

This chapter introduces the study by presenting rationale, stating the problem and hypotheses, presenting the aim, objectives and research questions. The chapter further presents a summary of the research methodology, introduces the setting of the study, defines important concepts taken from the title, and end by presenting the structure that the thesis followed. This is in line with the suggestion by Viète (2021); Lempriere (2019) that the introductory chapter establishes the niche by situating the study in a broader context, creates a clear rationale, and explains the significance of the study. The introductory chapter helps visualise the whole doctoral journey by identifying the gap and explaining how the study will close such a gap in literature (Trafford & Leshem 2008).

Tourism is promoted as a vehicle for development by different governments and development agencies (Khan, Bibi, Lorenzo, Lyu & Babar, 2020). This demonstrates the overarching goals of social entrepreneurship and tourism, such as to address social problems whilst maximising the benefits and minimising the negative externalities of tourism to host communities, eradicating socio-economic problems through social value creating ecosystems, as SE practices concentrate on social and financial asset formation (Portales, 2019). Aquino, Lück and Schänzel (2021) point out that social entrepreneurship is a market-based strategy aimed at positively transforming communities and society for developing sustainable tourism. Community development is not a new agenda in tourism, given that the development of the industry is observed to occur within community settings, alternative and community-centric approaches to tourism development have long been advocated with the objective of having a sustainable industry in various locations worldwide (Snihur, Yuliya & Thomas, 2018). These initiatives underscore the potential of tourism social entrepreneurship (TSE) to induce social change and transformation at a community level. This study suggests TSE as a strategy for sustainable community development,

implying that social entrepreneurship could become an important tool for sustainable development of destinations. It is for this reason that this study is conducted in the rural area of Bergville, in the KwaZulu Natal Province to develop a framework to facilitate social entrepreneurship as a tool for sustainable tourism economies.

## **1.2 RATIONALE FOR THE STUDY**

Tourism occurs within and utilises local assets and conditions. This means that local communities should be at the forefront of tourism entrepreneurship (Karanda & Toledano, 2012; Waligo, 2015) which could present opportunities for bottom-up approaches to development and poverty alleviation especially in remote rural communities (Gao & Wu, 2020; Waligo, 2015). Social enterprises sell products or services to provide income and livelihood opportunities to disadvantaged local communities as a way to limit the leakage of resources to big corporations and multinational companies as is often the case in the tourism industry (Reinke, 2018). Pollock (2015); Hanafiah and Zulkifly (2019) observe that tourism is one of the fastest growing industries, accounting 1.5 billion arrivals in 2019, 10% of jobs globally (UNWTO, 2019), and US\$9.630 trillion in 2019 prior to COVID-19 (Statista, 2023). However, the impact of tourism spending in host communities remains insufficient to even cover the costs. Widespread diffusion of tourism products and significant returns could be achieved through social enterprises or cooperatives that would give them the required advantage to compete with bigger corporations (Hernández-Carrión, Camarero-Izquierdo & Gutiérrez-Cillán, 2020; Pollock, 2015).

Social entrepreneurship is motivated primarily by its potential to address socio-economic problems or needs that are unmet by government and the private sector in a way that is generally congruent with market forces. Such businesses usually start small and local, and grow to have global relevance (Copenhagen Business School, 2020/2021). In a study conducted in Cambodia, Dahles, Khieng, Verver and Manders (2020) argued that TSE has an important role to play in the adoption of financially sustainable strategies to achieve social aims and responsible development of tourism. Yet, little is known about how tourism-based social enterprises engage with local communities, which Kyriakou, Belias, Dalla, Varsanis and Rapi (2016) regarded as

lagging behind even in practice. Celebi, Pirnar and Erisas (2020) posit that SE has as its critical issue, the improvement and wellbeing of societies. It focuses on social problems rather than profit maximisation and is especially important due to the socio-economic local benefits as cultural integration and employment opportunities it brings. In their study conducted in Croatia, Radić, Jukić and Roje (2020) contended that SE could become an important vehicle for sustainable development of destinations, and a means of product diversification and long-term environmental, social and economic sustainability. However, Celebi et al. (2020); Radić et al. (2020) further argue that as a relatively new field of study, literature on SE is still limited. Further, Chandra and Kerlin (2021) noted that the majority of published social entrepreneurship research come from North American or Europe, meaning that many other social entrepreneurial practices, models, mindsets, and policies from outside of the America or Europe have gone unnoticed or under reported. In support, Wanyoike and Maseno (2021) highlighted that while academic interest in social entrepreneurship in South Africa and across Africa is growing, its research remains relatively nascent and fragmented. This study aimed to add to reports about TSE that take place in the rural areas of KwaZulu Natal.

### **1.3 RESEARCH PROBLEM STATEMENT**

Hilde Schwab, chair of the Schwab Foundation for Social Entrepreneurs, stated that social entrepreneurship combines the mission, dedication and compassion to equip the most vulnerable and marginalised populations of society with business principles and the best techniques from the private sector (Moloi-Motsepe, 2021). In support, Hernández-Carrión, Camarero-Izquierdo and Gutiérrez-Cillán (2020) argued that widespread diffusion of tourism products and significant returns could be achieved through social enterprises that would give operators required access to markets and economies of scale to compete with bigger corporations. A study conducted by The Red Cube in 2019 on the size of social entrepreneurship in South Africa discovered that only 27.9% of all enterprises nationally were social (The Red Cube, 2020: 30). In addition, Lovasic and Cooper (2020); The Red Cube (2020: 30) pointed out that the uptake of social entrepreneurship as a business model has been slow in KwaZulu Natal accounting only for 12.8%, with Gauteng leading at 41.5%. The concept of social

entrepreneurship in tourism, which historically didn't prioritize poverty reduction (Toerien, 2020), now offers opportunities for gaining expertise, international recognition, empowering local entrepreneurs and communities in travel destinations, fostering their development, and facilitating access to markets (Toerien, 2020) opines that social entrepreneurship in tourism, which originally did not have poverty reduction as its agenda (Toerien, 2020), would provide access to expertise and international visibility, empower entrepreneurs and communities in travel destinations, accelerate their growth and provide them with access to markets. Dahles et al. (2020) argued that TSE has an important role to play in the adoption of financially sustainable strategies to achieve social aims and the responsible development of tourism. Further, De Lange and Dodds (2017) observed that there was still a lack of hospitality and tourism SE projects and hospitality and tourism social entrepreneurship projects and businesses, that were not recognised or there was a lack of awareness of them. It is for this reason that this study was undertaken to fill the gap in knowledge and literature, especially on social entrepreneurship as it applies to tourism.

### **1.3.1 Hypotheses**

Hypotheses were used in this study because of its mixed approach. The following hypotheses relate to the quantitative part of this study.

***Null hypothesis:*** There is no correlation between each of the dimensions (benefits and impact; challenges and barriers; support and impact)

***Alternate hypothesis:*** There is a significant correlation between each of the dimensions.

## **1.4 AIM OF THE STUDY**

De Lange and Dodds (2017) observed that there was a lack of hospitality and tourism social entrepreneurship projects and businesses, because they were either not recognised, or there was a lack of awareness of them, and that there was still a lack of literature on hospitality and tourism social entrepreneurship projects. It is for this reason that this study was undertaken to fill the gap in knowledge and literature especially on social entrepreneurship as it applies to tourism. Therefore, the primary

aim of this study was to develop a framework to guide and support the development and sustenance of social entrepreneurship in the area of Bergville, uKhahlamba District of uThukela Municipality in KwaZulu Natal (Figures 1-1 and 1-2). The study further aimed to investigate the applicability of tourism social entrepreneurship as a community development approach particular in rural communities. The overarching research question was: What is the framework that can be used to facilitate sustainable social tourism entrepreneurship in Bergville?

#### **1.4.1 Research objectives**

The research was guided by the following objectives:

- To evaluate different social entrepreneurship development literature and theoretical frameworks.
- To highlight the stage of development of social tourism entrepreneurship in the Bergville area.
- To determine the socio-economic contribution of social tourism entrepreneurship in Bergville.
- To identify the challenges faced by social tourism entrepreneurship in Bergville.
- To establish the role played by government in facilitating and supporting social tourism entrepreneurship.
- To develop a framework to facilitate sustainable social tourism entrepreneurship in Bergville. This framework will contribute to knowledge by highlighting network players regarded as important in promoting TSE, as well as the respective roles they are expected to play.

The objectives were developed from the aim of the study, so they serve as milestones towards the achievement of the aim. Further, the objectives were converted into research questions that would be used to generate questions for participants.

#### **1.4.2 Research Questions**

The following are the research questions that this thesis attempted to answer and they are aligned to the research objectives.

- What literature and theoretical frameworks underpin social entrepreneurship?

- What is the stage of development of social tourism entrepreneurship in the Bergville area?
- How could be the socio-economic contributions of social tourism entrepreneurship in Bergville?
- What are the challenges faced by social tourism entrepreneurship in Bergville?
- What role is the government expected to play in facilitating and supporting social tourism entrepreneurship?

## **1.5 SUMMARY OF RESEARCH METHODOLOGY**

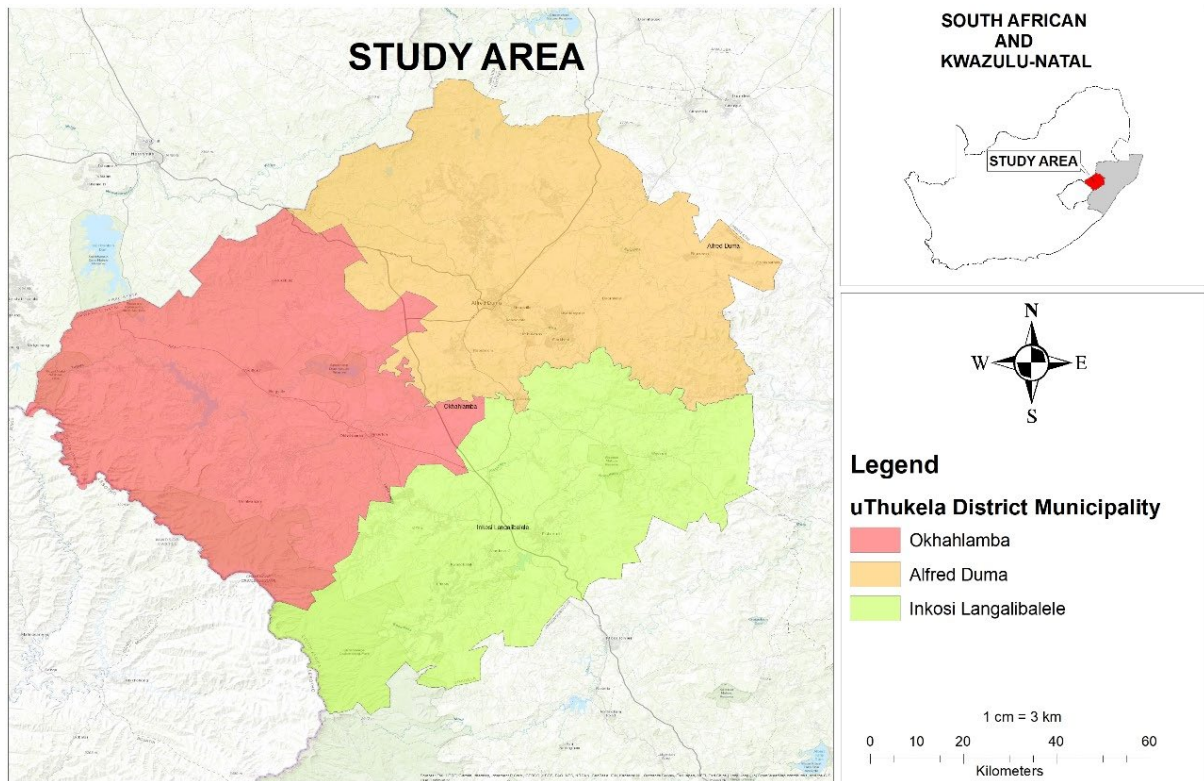
This study adopted the pragmatic research paradigm. Pragmatism embraces a plurality of methods as this study proposed to use. It is based on the proposition that researchers should use methodological approaches that work best for the particular research problem and research objectives (Kaushik & Walsh, 2019). The study employed an aware mixture of qualitative and quantitative methods.

The population parameters are defined in terms of geographic location (Bergville, oKhahlamba Municipality), the line of business (tourism operators) and government representative that deal with tourism businesses. Bless, Higson-Smith and Kagee (2006); Babbie and Mouton (2003) define population as the entire set of objects or people who are the focus of the research and about which the researcher wants to make some generalisations. Sampling is about getting a smaller group or subset of the population to study to enable the findings to be generalisable to the population (Sapsford, 2007; Richard & Morse, 2007). For this study a non-probability, purposive sampling technique was used to select a key informant from government representatives to collect qualitative data from through interviews. In the case of tourism operators, a census sample was used to collect data as there was a total of 35 tourism operators in the demarcated area of study.

## **1.6 STUDY AREA**

The study area was Bergville, situated in the mountainous region of KwaZulu Natal which lies between Lesotho, Free State and Ladysmith (Mnambithi). Bergville is a small town regarded as the gateway to the Drakensberg, which is a world heritage site

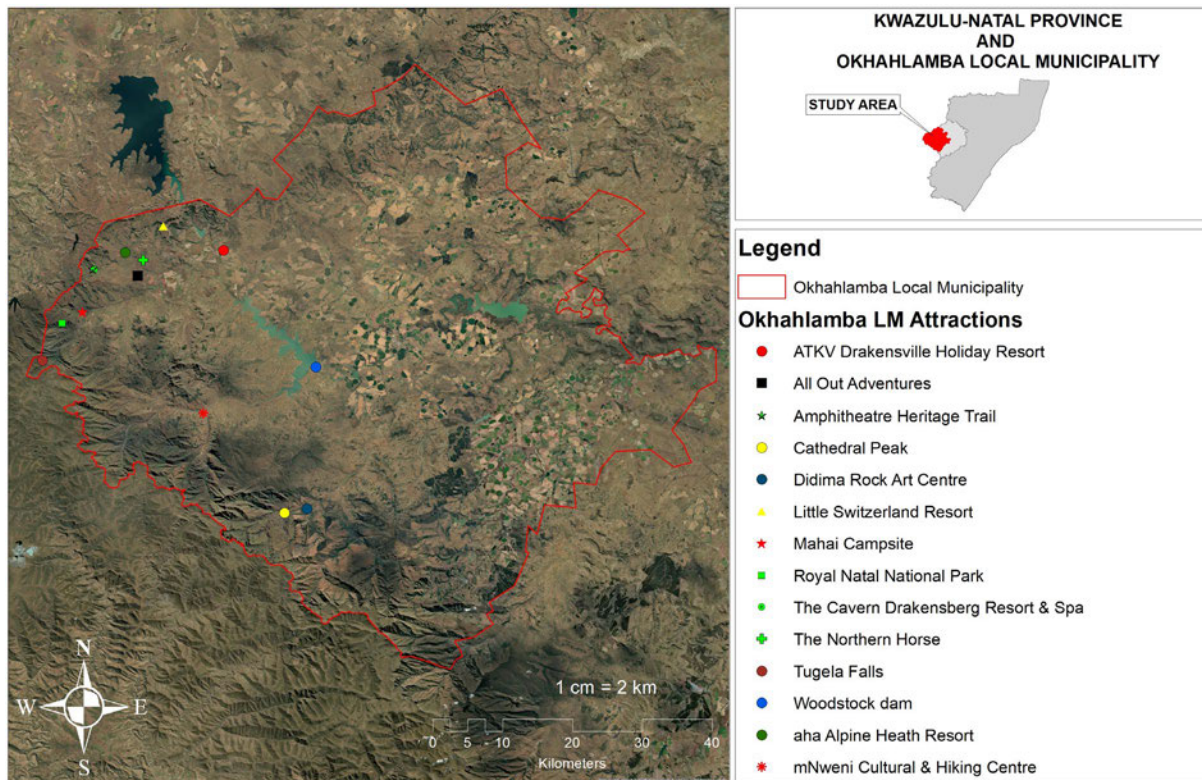
and a reputable tourist destination. Bergville falls under Okhahlamba District of uThukela Municipality. Figure 1-1 illustrates the location of OKhahlamba Local Municipality within UThukela District Municipality of KwaZulu Natal. This region has a high tourism potential for the local, national and international visitors as it is surrounded by many tourism facilities. Figure 1-2 shows the location of Bergville within oKhahlamba District of UThukela.



**Figure 1-1: Map of uThukela District municipality of the province of KwaZulu Natal**

Source: Google Maps (2021)

UThukela is made of Okhahlamba, Alfred Duma and Inkosi Langalibalele local municipalities. As illustrated in Figure 1-2, Bergville is located in Okhahlamba Local Municipality. In the vicinity of Bergville there is the Royal National Park, Sterkfontein Dam, Woodstock Dam and a network of roads making it easy to access.



**Figure 1-2: Map of oKhahlamba Municipality showing the some attractions**

Source: Google Maps (2021)

## 1.7 DEFINITION OF CONCEPTS

The following concepts warrant definition because they anchor the research topic and permeate both the research problem and objectives, thus forming the conceptual framework of this study. The title of this study is: A framework to facilitate social entrepreneurship as a tool for sustainable tourism economies in Bergville, Okhahlamba Local Municipality. The concepts were defined because they are part of the title and they inform the conceptual framework.

### 1.7.1 Social entrepreneurship

Social entrepreneurship (SE) is a process in which is used to develop innovative solutions to immediate social, environmental, and economic problems in destinations

by mobilizing the ideas, capacities, resources, and social agreements needed for the destination's long-term social transformation from within and outside (Sheldon et al., 2017). Patient and Takawira (2021); Barberá-Tomás, Castelló de Bakker and Zietsma (2018); Defourney and Nyssens (2016) posit that social entrepreneurship refers to a range of practices and discourses involving the creation of new and innovative organisations or enterprises to meet social needs and improve services in areas, such as poverty reduction. Social entrepreneurship has been portrayed as a (Aquino et al., 2021; Günzel-Jensen, Siebold, Kroeger & Korsgaard, 2020) catalyst for socio-economic change and an instrument for countering externalities that conventional profit-driven big enterprises bring to society (Avetisyana & Rosseb, 2019; Logue, Pitsis, Pearce & Chelliah, 2018). This can be accomplished through social enterprises, which embrace plans of action intended for local communities to derive sustainable livelihoods through leveraging multiple expertise and resources (Bull, 2021).

### **1.7.2 Tourism social entrepreneurship (TSE)**

Aji (2020) posits that the framework for social tourism entrepreneurship uses social value creation, social innovation and sustainability through minimising negative externalities of tourism. Jarrar (2022) speaks of establishing an ecosystem of actor-network, characterised with comprehensive information, covering all stakeholders, identification and use of up-to-date data and ongoing projects and initiatives through the value and effectiveness of cooperation and social capital. Hernández-Carrión et al. (2020) view TSE as a strategy to promote widespread diffusion of tourism products and reap significant returns through social enterprises that afford smaller operators' economies of scale to compete with bigger corporations.

### **1.7.3 Tourism social entrepreneur**

Tourism social entrepreneurs are seen as change agents in a destination's ecosystem. They are tourism operators who bring their vision, characteristics and ideas to solve the local socio-economic problem through the transformation of the tourist destination into a cooperative ecosystem. Tourism social entrepreneurs could be residents of the destination or someone from outside the destination who knows it well, and who sees a solution to one or more of its problems and operating within the tourism sector either in tours, transportation, attractions, events, accommodation, or food and beverage (Buzinde, Shockley, Andereck, Dee & Frank, 2017).

#### **1.7.4 Framework**

A framework is a real or conceptual structure intended to serve as a support or guide for the building of something that transforms the structure into something useful (Lutkevich, 2020). The Merriam Webster Dictionary (2022) defines a framework as a basic conceptual structure of ideas, a skeleton, an openwork, an architecture, a frame and an edifice. The main aim of this study was to develop a framework to guide and support the development and sustenance of TSE in the area of Bergville.

#### **1.7.5 Sustainable tourism economies**

Sustainable tourism is defined by the International Labour Organization (ILO) (2017) as tourism that promotes social justice, economic development and environmental integrity. It is a commitment to increasing local prosperity by maximising the contribution of tourism activities at a destination. To be sustainable, tourism growth must benefit locals, tourism businesses, employees and visitors. Economies encompass all activities related to production, consumption and trade of tourism goods and services in an area (Investopedia, 2022), while also protecting the integrity of the natural environment.

### **1.8 THE STRUCTURE OF THE THESIS**

#### **Chapter 1 – Introduction**

This chapter describes the research problem, explains the rationale for the study, states the aim, research question, objectives and sub-questions, provides a summary of the research methodology, describes the setting of the study, defines important concepts and outlines the structure of the study.

#### **Chapter 2 – Literature review**

This chapter provides the conceptual framework as derived from the title, research problem and aim of the study. It also helps to locate this study within the fields of social entrepreneurship and tourism.

### Chapter 3 – Theoretical framework

Chapter three explores the theory that underpin the study. It provides models relating to the theory, as well as provide justification for the theoretical choice made.

### Chapter 4 – Research methodology

This chapter provides in-depth details of, and justification for the methodological choices made by the researcher in order to satisfy the requirements of the research objectives and ultimately the aim of the study. It details how data were collected and analysed to answer the research questions. This chapter also explains the population, sample, instruments, procedure for data collection and analysis and ethical considerations that were observed.

### Chapter 5 – Data presentation, analysis and interpretation

This chapter presents, analyses and interprets the results. Chapter five also lays foundations for the findings, contribution, conclusions and recommendations made in chapter 6.

### Chapter 6 – Conclusion and recommendations

Chapter 6, is the final chapter used to conclude the study. It presents theoretical findings from the literature search, as well as empirical findings in alignment with the research objectives. In this chapter, the researcher also forwards the framework to facilitate social entrepreneurship as a tool for sustainable tourism economies in Bergville, Okhahlamba Local Municipality as the contribution of the study. This chapter also presents the limitation of the study and areas for further research.

## **1.9 CONCLUSION**

This chapter provided an overview of the context, rationale and significance of the study. It identified the gap in the literature and practice by outlining the research problem. It stated the aim, research objectives and questions that guided the study, and introduced the study area. A brief overview of the research methodology as well as the outline of the whole thesis were provided. As discussed in this chapter, the fields of social entrepreneurship in general and tourism social entrepreneurship in particular,

are still at the beginning stages. Consequently, literature on TSE is still limited providing the gap that this study planned to contribute in filling. Chapter 2 locates the study within the fields of social entrepreneurship and tourism through an in-depth review of existing literature that form the conceptual framework of the study.

## CHAPTER 2

### CONCEPTUAL FRAMEWORK

#### 2.1 INTRODUCTION

A conceptual framework is used to explain the natural progression of the phenomenon under investigation (Adom, Hussein & Agyem, 2018). It is linked to concepts, illustrates how concepts link in an attempt to address the research aim, and (Ngulube, 2018) binds the research together. In agreement, Shikalepo (2020) argues that a conceptual framework is a result of bringing together some related concepts to give a broader understanding of the phenomenon being studied, a view supported by Chukwuere (2021); Collins and Stockton (2018) when stating that a conceptual framework provides the map on the literature composition within the study. This chapter provides a framework of how the phenomenon of social entrepreneurship has been explained, and its applicability to the field of tourism.

According to Peredo and McLean (2006), social entrepreneurship (SE) is a well-established innovative approach to dealing with complex social needs. SE is hailed as a hybrid business model, where social value creation is intertwined with profitability, providing financial instruments and volumes that ensure survival even during crises times (Mahato, Blasco & Prats, 2023), while also creating value for the community (Sharifi-Tehrani, Seyfi & Zaman, 2022). Gupta, Chauhan, Paul and Jaiswal (2020) view social entrepreneurship as a catalyst for social change. Social enterprises sell products or services to provide income and livelihood opportunities to disadvantaged local communities to limit the leakage of resources to big corporations and multinational companies as is often the case in the tourism industry (Reinke, 2018). SE is used in many economies and fields as a strategy to consciously pursue socio-economic objectives as it plays the role of a change agent creating and sustaining social value, innovative adaptation and learning together (Mottiar, Boluk & Kline, 2018). Gupta *et al.* (2020) further opine that the economic value created by SE cannot be easily separated from the social benefits, as social and commercial activities unite

and become intertwined in an actor-network gamut. Seidman and Chahine (2015) argue that social entrepreneurs are members of the community trying to facilitate change by amalgamating resources and people to address local socio-economic needs using expertise uniquely theirs.

(Toerien, 2020) opines that SE in tourism would provide access to expertise and international visibility, accelerate growth and provide the network with access to market. In agreement, Vinodan and Meera (2021) state that SE operating a for-profit model is often construed as sustainable and appropriate in the context of tourism. However, Lovasic and Cooper (2020) point out that the uptake of social entrepreneurship as a business model has been slow in KwaZulu Natal accounting only for 12.8% with Gauteng leading at 41.5%. This study looked into social entrepreneurship within the field of tourism to develop a framework to facilitate social entrepreneurship as a tool for sustainable tourism economies in Bergville, Okhahlamba Municipality.

## **2.2 CONCEPTUAL FRAMEWORK**

According to Van der Waldt (2020) the term concept refers to a mental image or abstraction of a phenomenon. Concepts summarize ideas or observations about the characteristics and phenomena under study. It is important to clarify concepts derived from the title of a study by means of a thorough literature review. As conceptual defines the key concepts and variables of a study, explores and indicates their relationships in the form of a diagram that is used as a roadmap that helps the reader understand how different concepts are interrelated (Salawu, Shamsuddin, Bolatitio & Masibo 2023). Conceptual frameworks are structures used to explain the natural progression of the study (Camp, 2001). It is linked with the concepts, empirical research and important theories used in promoting a systematic gathering of information. The conceptual framework of this study was derived from the title 'A framework to facilitate social entrepreneurship as a tool for sustainable tourism economies in Bergville, Okhahlamba Municipality.' These concepts defined in chapter form the conceptual framework of this study: social entrepreneurship; tourism social entrepreneurship; tourism social entrepreneur; framework; sustainable tourism economies. These

concepts informed the methodology selected, theory used to underpin the study, as well as the questions used to collect data from participants. The relationship between these concepts is mapped put in Figure 2.1 that follows:

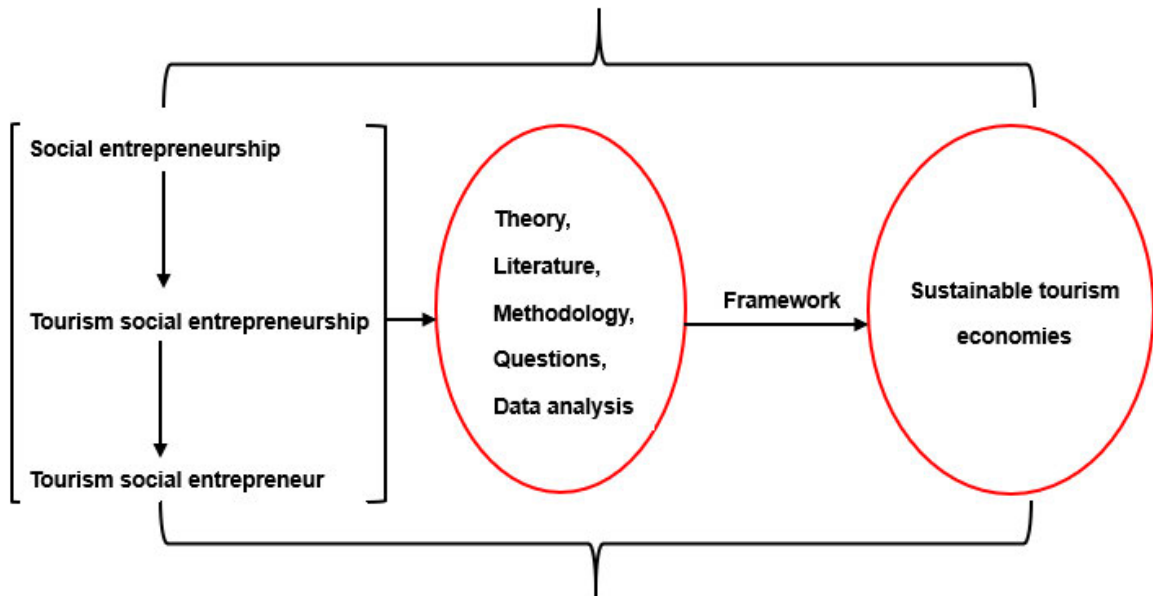


Figure 2.1: Conceptual framework

Figure 2.1 is an illustration of the relationship between the main concepts of the study, how they informed the selection of the theory, methodology as well as the questions used to collect data. The conceptual framework also shows the link between the concepts, theory, methodology, subsequent framework and the sustainability of tourism economies in the study area. In chapter 1 social entrepreneurship was defined as a process used to develop innovative solutions to immediate social, environmental, and economic problems in destinations by mobilizing the ideas, capacities, resources, and social agreements needed for the destination's long-term social transformation from within and outside. Further, it is seen as a range of practices and discourses involving the creation of new and innovative organisations or enterprises to meet social needs and improve services in areas, such as poverty reduction, and a catalyst for socio-economic change and an instrument for countering externalities that conventional profit-driven big enterprises bring to society. These can be accomplished through social enterprises, which embrace plans of action intended for local communities to derive sustainable livelihoods through leveraging multiple expertise

and resources. Figure 2-1 shows that social entrepreneurship is a bigger field, and tourism social entrepreneurship is a sub-section and tourism social entrepreneurs are players within TSE. Further, Figure 2-1 shows that these concepts determine the selection of suitable theories that can be used to buttress such studies (as the Actor Network Theory was selected for this study), determine methodological choices as well as the nature of questions to ask the participants to collect data. Following data analysis, a framework is developed to facilitate and support the implementation of TSE. The framework will hopefully strengthen TSE which will lead to sustainable tourism economies in the area. This conceptual framework informed the literature reviewed for this study, nature of data gathered, data analysis, and consequently the findings presented in chapter 6.

### **2.3 SOCIAL ENTREPRENEURSHIP**

Social entrepreneurship (SE) was founded in the 1970s as a social movement to tackle the matters of social unsustainability and injustice rather than profit maximization. The expression “social entrepreneur” was primarily cited in 1972 by Joseph Banks in his formative work known as “The Sociology of Social Movements,” in which he used the word to explain the necessity for use of managerial skills to solve societal anomalies as well as to unravel business contests. Social entrepreneurship is motivated primarily by its benefit to address social problems or needs that are unmet by the government and the private sector in a way that is generally congruent with market forces. It focuses on social problems rather than profit maximization, and is especially important for tourism due to cultural integration and employment opportunities it brings. Social enterprises usually start small and local, but also grow to have global relevance (Copenhagen Business School, 2020/2021). Celebi, Pirnar and Erisas (2020) posit that social entrepreneurship (SE) has as its critical issues the improvement and well-being of societies. In their study conducted in Croatia, Radić, Jukić and Roje (2020) contend that SE could become an important vehicle for the sustainable development of destinations and a means of product diversification and long-term environmental, social, and economic sustainability.

According to Kirzner (1973), entrepreneurship centres on finding a disparity between specific needs and resources, setting up a resourceful enterprise, focusing on business growth, and striving for greater opportunities to continually innovate and yield rational results. SE provides the opportunity for reviewing entrepreneurship, by developing new managerial types with different results (DasGupta, 2017; Dahlin, Chuang & Roulet, 2018). According to Clark, Algoe and Green (2018), social entrepreneurs address market breakdowns, not just linked up with price instabilities or the failure of individuals to gain access to specific services or commodities, but they focus on market implosion about the range of goods, innovation, and redistributive fairness (Dilham, Sofiyah & Muda, 2018; Ibrahim & Mustapha, 2019). Littlewood, Ciambotti, Holt and Steinfield (2022) point out that SE and innovation are in fact two sides of the same coin. Whether they are aimed at the development of new products and services, systemic changes or for the benefit of communities, they are mechanisms to create and implement solutions to sustainable development challenges. In agreement, Drucker (2001) argues that what distinguishes SE from other types of entrepreneurship is that they aim at reaching a social function. Both conventional enterprise and SE are collectively valuable. Social value in SE is the overt and main driver, because SE encompasses social businesses, social enterprise capital, and social commitment (Robinson, 2006).

Entrepreneurship according to Mody and Day (2014), is regarded as a critical factor in tourism development, both regionally and globally. Tourism entrepreneurs provide strategic support for maintaining business development. They contribute to the Gross Domestic Product (GDP), abolish social impasses by increasing fiscal growth and the overall development of a country. Tourism entrepreneurs transform the supply of leisure and recreational opportunities through job creation to productive and sustainable growth (Ibrahim & Mustapha, 2019). The widespread diffusion of tourism products and significant returns could be achieved through social enterprises or cooperatives that would give operators the required access to markets and economies of scale to compete with bigger corporations.

### **2.3.1 Social Entrepreneurship in international context**

Globalization has played a significant role in shaping the international context of social entrepreneurship. With increased connectivity and information sharing, social

entrepreneurs have been able to learn from, and collaborate with peers worldwide (Mair & Marti, 2020). Literature often highlights the importance of cross-cultural understanding and the adaptation of business models to local contexts to ensure effective impact (Dacin, Dacin & Matear, 2021). SE has gained significant attention in an international context as a means of promoting sustainable development and addressing social issues (Dees, 2001; Mair & Martí, 2006; Nicholls & Cho, 2006). SE involves the use of innovative approaches to create social value, including new business models, partnerships, and community engagement (Santos, 2012). According to Austin et al. (2006), SE has the potential to transform traditional economic models and address complex social challenges, such as poverty, inequality, and environmental degradation.

Governments play a critical role in supporting SE social and creating an enabling environment for its growth (Mair & Martí, 2006; Nicholls & Cho, 2006). However, government policies and regulations can also create challenges for SE, particularly in developing countries where regulatory environments can be unpredictable and inconsistent (Dorado, 2006). Successful SE initiatives have emerged in various countries, including Colombia, Brazil, India, and South Africa, highlighting the potential for social entrepreneurship to create positive social and economic impacts (Austin *et al.*, 2006). Government policies and institutional support remains crucial in fostering a conducive environment for SE to thrive (Saiz-Alvarez *et al.*, 2021). Countries that offer supportive legal frameworks, financial incentives, and access to resources tend to have a more vibrant SE ecosystem (Defourny & Nyssens, 2020). Peredo & McLean (2019), state that governments and institutions may provide funding opportunities specifically tailored to social entrepreneurs, allowing them to access capital for start-up costs and expansion. Financial support can be instrumental in driving innovative solutions to social problems. Access to resources such as training, mentoring, and networking opportunities is essential for the growth and sustainability of social enterprises (Kim, Hall & Mody, 2020). Government institutions can establish programs that offer capacity-building workshops, mentoring schemes, and access to business development services. Such initiatives can enhance the skills and knowledge of social entrepreneurs and increase their chances of success.

SE is also gaining traction in the tourism industry as a means of promoting sustainable development and community empowerment (Sarroukh & Pernecky, 2014). Hotels, in

particular, have the potential to contribute to by engaging in activities that benefit local communities, such as sourcing products and services locally and providing employment and training opportunities (Kanellou & Spathis, 2013; Kibicho & Kimenyi, 2014). However, SE faces numerous challenges, including limited access to capital, a lack of supportive infrastructure, and limited networks (Santos, 2012). Additionally, measuring social impact and achieving financial sustainability can be difficult, as SE often involves addressing complex and long-term social issues (Dees, 2001; Mair & Martí, 2006). That being said, SE Social remains a promising approach to addressing social issues and promoting sustainable development in an international context. To achieve its potential, SE requires ongoing support and collaboration between various stakeholders, including government, the private sector, civil society, and communities themselves (Nicholls & Cho, 2006; Sarroukh & Pernecky, 2014).

### **2.3.2 Importance of social entrepreneurship**

SE is a relatively new field, and as such, it is still evolving. However, the importance of this business model has been recognized by various stakeholders, including governments, NGOs, and the private sector. According to Austin, Stevenson and Weiskillern (2022), SE has the potential to catalyse systemic change and address complex social problems that traditional approaches have failed to resolve. At its heart, SE aims to provide innovative solutions to unsolved social problems, while placing the creation of social value to improve the lives of people and enhance their well-being. Researchers in this field have emphasized its importance from various angles. For example, Mair and Marti (2006: 36) provided researchers with a platform for SE to challenge, and rethink concepts and assumptions that exist in other areas of management and economic research, making SE an important area to research. Similarly, Nagler (2007) praised SE for its contributions to economic development policy. SE has been hailed for its capacity to increase socio-economic value due to increased job creation that attracts disadvantaged segments, innovation, and the provision of social capital. Social business has been commended as the elective to prepare social merchandise and administrations to society at expansive. A social business visionary is known to be the specialist behind these advancements in SE (Peredo & McLean, 2006:63; Harding & Crowling, 2006). The exercises of these social business visionaries are altogether vital in circumstances where government offices

have fizzled or are incapable to provide much required assets and administrations such as work, wellbeing care and instruction (Peredo & McLean, 2006:63).

The 2006 Diamond Report uncovered that 3.2 of 6.2 percent of the work populace comprised of social business people (Harding & Cowling, 2006:13). These discoveries highlight the significance of social enterprise globally. According to Chell and Tracey (2022), social entrepreneurs are driven by a passion to make a difference and are not bound by traditional approaches to problem-solving or profit generation. This results in the development of innovative and effective solutions to social issues. SE also plays a critical role in promoting sustainable development. As noted by Doherty, Haugh and Lyon (2021), social entrepreneurs are focused on creating long-term solutions that are financially sustainable, environmentally responsible, and socially inclusive. By addressing social problems through sustainable and inclusive approaches, social entrepreneurs can help to create a more equitable and sustainable future. Moreover, SE has the potential to drive economic growth and development. As highlighted by Zahra, Newey and Li (2022), SE can create new markets, generate employment opportunities, and promote innovation, all of which can contribute to economic growth and development.

According to Mair and Marti (2021), SE provides a platform for individuals to develop and test new ideas, processes, and products that can create positive social change. These innovations can have a significant impact on society, leading to improved social, economic, and environmental outcomes. SE also has the potential to bridge the gap between the private and public sectors. As noted by Hockerts and Wüstenhagen (2021), social entrepreneurs can work collaboratively with governments, NGOs, and the private sector to address social problems in a more coordinated and effective manner. This can lead to more efficient and sustainable solutions that benefit all stakeholders. As highlighted by Haigh, Walker and Bacq (2021), social entrepreneurs can create networks of individuals and organizations that share a common vision of creating positive social change. These networks can foster trust, cooperation, and collaboration, leading to more significant impact and better outcomes. Moreover, SE has the potential to promote gender equality and women's empowerment.

According to Al-Abdin *et al.* (2022), women social entrepreneurs can address gender-based inequalities by creating new opportunities for women challenging traditional

gender roles. Consequently, SE can promote civic engagement and democratic participation. According Zahra and Wright (2021), SE can provide participants with a platform to engage in civic and political activities and contribute to democratic processes, which can lead to greater political and social inclusion, encourage organizational change (Seham Ghalwash, Ahmed Tolba & Ismail, 2017: 270), and more robust and resilient democratic institutions. When sustainable tourism economies are responsibly managed, they offer economic improvement to host communities (Ajibade & Khayundi, 2017; Cant & Rabie, 2018). This influence makes virtually all the nations globally willing to develop their tourism sector (Jili, Masuku & Selepe, 2017; Petersen, 2018; Swapi, 2019).

### **2.3.3 The socio-economic contribution of tourism social entrepreneurship**

While the primary purpose of tourism businesses is to maximize their financial gains (Sheldon et al., 2017), ever shifting global goals, customer demands and stakeholder pressures force tourism businesses commit to meeting social responsibilities as well (Zaremohzzabieh *et al.*, 2019; Sharifi-Tehrani, 2022). TSE has been recognized as a key contributor to economic development in many countries (Mair & Marti, 2006; Sobaih, 2020). A number of studies have evaluated the economic contribution of tourism social entrepreneurship, highlighting its potential to create jobs, generate income, and stimulate economic growth in local communities (Hall *et al.*, 2012; Hughes & Lugosi, 2013; Prowse, 2013). Numerous studies have evaluated the socio-economic contribution of TSE, particularly in terms of employment generation and poverty alleviation. For instance, a study by Osorio and Rojas (2021) revealed that TSE initiatives in Colombia have contributed to the creation of employment opportunities in rural areas and to the improvement of the quality of life of local communities. Similarly, a study by Mitra and Gurtoo (2019) found that TSE ventures in India have contributed to the empowerment of marginalized communities by providing them with opportunities for skill development and income generation. A study by Fara, Azmat and Bhatti (2021) found that TSE in Pakistan has contributed significantly to poverty reduction and job creation. Noya and Clarence (2019) found that TSE in Spain has had a positive impact on local economic development. TSE has also been found to promote inclusive economic growth by empowering marginalized communities and promoting local ownership of tourism development (Hjalager &

Richards, 2019). This is because TSE often involves local community members in the design, implementation, and management of tourism projects, thus giving them a sense of ownership and control over their economic futures (Woods, 2010). This was supported by a study by Narayanan and Rajasekar (2020) which found that TSE in India has empowered women by providing them with employment opportunities and economic independence.

Furthermore, TSE has been found to contribute to the preservation of cultural heritage and the enhancement of environmental sustainability, particular in rural areas. A study by Torres-Delgado *et al.* (2020) revealed that TSE initiatives in Mexico have contributed to the preservation of traditional knowledge and practices of indigenous communities. Additionally, a study by Wu *et al.* (2021) found that TSE ventures in China have contributed to the enhancement of environmental sustainability by promoting responsible tourism practices. However, some studies have also highlighted challenges in evaluating the socio-economic contribution of TSE. For instance, a study by Kayat and Hussain (2020) revealed that there is a lack of systematic evaluation of the impact of TSE initiatives, particularly in terms of long-term sustainability and scalability. Additionally, a study by Go *et al.* (2019) found that the lack of standardized indicators for measuring the socio-economic impact of TSE initiatives hinder the comparison of outcomes across different destinations and contexts.

Social entrepreneurs in the tourism industry can promote sustainable tourism practices, such as responsible waste management, conservation of natural resources, and preservation of cultural heritage (Dellaert, 2019). This can have a positive impact on the local community by promoting a sense of pride in their cultural and natural resources and encouraging responsible behaviour among tourists. Additionally, TSE can contribute to the development of local communities by creating jobs and promoting economic growth (Weaver & Jepson, 2020). However, it is important to note that the socio-economic contribution of tourism social entrepreneurship is not without its challenges. For example, social entrepreneurs in the tourism industry may struggle to access funding and resources necessary for their ventures to succeed (Li, Liu, & Song, 2020). Additionally, they may face stiff competition from established tourism businesses and may struggle to attract customers (Brouder & Teixeira, 2018). The success of TSE ventures may be heavily influenced by the regulatory and policy

environment of the destination. For instance, government policies that promote tourism development without considering the needs and interests of local communities can create challenges for social entrepreneurs (Hjalager, 2018). This can be seen in cases where tourism development has resulted in the displacement of local communities or the destruction of natural and cultural resources (Savelli & Bellini, 2018). Therefore, there is a need for policies that support and encourage sustainable TSE and that take into account the social, cultural, and environmental context of the destination.

#### **2.3.4 Social Entrepreneurship in South Africa**

Like entrepreneurship, social entrepreneurship has resonated with South Africa. Its impact is reflected in the rankings provided by the Global Entrepreneurship Monitor (GEM), (2009). GEM explained the economic performance of countries in three phases, namely: factor-based economy, efficiency-based economy and innovation-based economy (Bosma *et al.*, 2009: 5). The first stage classification, factor-based economy, is where a country competes based on its factor endowments (such as unskilled labour and natural resources). Efficiency-based economies are those that are much more productive and industrialized with average growth rates. Innovation-driven economies are well-established economies where industrial growth has reached its maximum potential. According to the GEM (2009), South Africa is classified as an efficiency-oriented economy (Bosma *et al.*, 2009: 21). These rankings mean that SE in South Africa is at medium growth. As pointed out by Herrington *et al.* (2010:105), each country's business activity is reflected by its stage of economic development.

Toerien (2020) argues that in South Africa, conventional social investment approaches to poverty reduction have largely been unsuccessful as about 55.5 per cent remain below the poverty line (World Bank, 2020). SE has become increasingly important in South Africa as a means of addressing socio-economic challenges and promoting inclusive and sustainable development. South Africa faces a range of socio-economic challenges, including high levels of unemployment, poverty, and inequality. SE has emerged as a promising approach for addressing these challenges, by creating jobs, improving access to basic services, and promoting community development. According to Chinyamurindi and Vermeulen (2021), SE in South Africa is characterized

by a diverse range of network actors, including non-profit organizations, social enterprises, and impact-driven businesses. One of the key strengths of SE social in South Africa is its ability to promote community development and social inclusion. As highlighted by Modise and Pooe (2021), social entrepreneurs in South Africa are increasingly working in marginalized communities, developing innovative solutions to address their specific needs. This can help to promote social cohesion and reduce social inequalities.

Moreover, SE in South Africa is also playing a critical role in job creation and economic development. According to Matsheng and Mjoli (2021), social enterprises in South Africa have created over 200,000 jobs, and are contributing to the development of local supply chains and value-added products. This can help to stimulate economic growth and promote sustainable development. As highlighted by Mathe and Motsatsi (2021), social entrepreneurs in South Africa are increasingly developing solutions to address climate change, biodiversity loss, and other environmental issues. This can help to promote environmental sustainability and contribute to the achievement of the Sustainable Development Goals (SDGs). However, SE in South Africa also faces a range of challenges (discussed in chapters 5 and 6), including limited access to finance and markets, regulatory barriers, and a lack of supportive infrastructure. As noted by Vilakazi *et al.* (2021), these challenges can limit the scalability and impact of social enterprises, and hinder their ability to achieve sustainability and long-term viability. To address these challenges, there is a need for greater collaboration and support among stakeholders, including government, private sector, and civil society. Makoni and Van der Vaart (2021), supports the idea of partnerships between these actors as a means to unlock new sources of funding, provide access to markets, and facilitate knowledge sharing and capacity building, thus creating a more enabling environment for SE in the country.

Ramabodu (2021) argues that there is also a need to address the gender gap in social entrepreneurship in the country. Women remain underrepresented in SE, with limited access to finance, networks, and resources. This can limit the potential impact of SE as women represent a higher percentage of the population, and hinder the achievement of gender equality and women's empowerment. To address this challenge, there is a need for targeted support and interventions that address the specific needs of women social entrepreneurs in South Africa. As noted by Nkosi and

Van der Vaart (2021), this could include targeted funding schemes, mentorship and networking opportunities, and capacity building programs. Such interventions could help to promote gender equality and empower women as drivers of social and economic change.

In the same breath, Moloi-Motsepe (2021) pointed out that SE, combined with local innovation and technology, can create meaningful change and recovery in Africa and many developing nations. SE has been portrayed as an instrument for countering the externalities of conventional profit-driven big enterprises bring to society (Avetisyana & Rossb, 2019), because it is structured as an instrument to limit the negative impacts that big organisations can have on local communities and environments (Logue, Pitsis, Pearce & Chelliah, 2018). This can be accomplished through social enterprises, which embrace plans of action intended for local communities to derive sustainable livelihoods. Social undertakings can connect to and work in various businesses. Participating in some type of social undertaking produces surpluses that are utilized to convey both financial and social results (Bull & Ridley-Duff, 2019). Defourney and Nyssens (2016) state that SE includes a range of practices and discourses such as: the creation of new and innovative organizations or enterprises to meet human needs and improve services in fields, poverty reduction, health care, child protection, disability rights and environmental sustainability. SE is regarded as a catalyst for employment, economic development and social change (Günzel-Jensen, Siebold, Kroeger & Korsgaard, 2020). SE encompasses the qualities and behaviours associated with business entrepreneurs, however working in a community to help and care rather than to make a profit, which is being done through different ventures aiming to impose a socio-economic change which will inherently strengthen individual wealth and add value to the community. In accordance with those utterances, the achievement is thus deduced and measured through social rather than economic improvements (Schaltegger, Wagner, 2011).

## 2.4 SOCIAL ENTREPRENEURSHIP WITHIN THE TOURISM INDUSTRY

SE in the tourism context is becoming increasingly popular as a means of promoting sustainable development and positive social impact in local communities. Several studies have explored the potential of TSE to create economic, social and environmental benefits (García-Morales *et al.*, 2021; Kang & Schuckert, 2020; Pacheco & Leca, 2020). According to Lee and King (2020), TSE involves the creation of innovative and sustainable business models that address social and environmental issues in the tourism industry, while also generating profits. However, like SE in other economic sectors, TSE faces challenges that militate against the viability and sustainability of such ventures. The need for capital, lack of institutional support and regulatory frameworks, and insufficient marketing and promotion strategies are among the challenges identified in previous research (Jalaludin *et al.*, 2021; Lashley & Crick, 2020; Lindberg & Hansson, 2021). Furthermore, social entrepreneurs in the tourism industry must balance the need for financial viability with their social and environmental objectives, which can create tensions and conflicts in trying to balance the trade-offs (Brouder & Teixeira, 2018; Nhamo *et al.*, 2019). Despite these challenges, TSE has been shown to have positive impacts on local communities, including job creation, poverty reduction and community development (López-Guzmán *et al.*, 2021; Pacheco & Leca, 2020; Sánchez-Cañizares *et al.*, 2021). In addition, TSE can lead to the preservation of cultural heritage and environmental resources through sustainable practices (Fennessy & Jameson, 2021; Kang & Schuckert, 2020). To facilitate successful TSE, there is a need for supportive institutional frameworks and policies that encourage the creation and growth of social ventures in the tourism industry (Brouder & Teixeira, 2018; Lindberg & Hansson, 2021). Government support can include financial assistance, regulatory frameworks, and capacity building programmes (Jalaludin *et al.*, 2021; Lashley & Crick, 2020). Collaborations between social entrepreneurs, community stakeholders and academic institutions can also help to create a supportive environment for TSE (López-Guzmán *et al.*, 2021; Nhamo *et al.*, 2019).

The widespread diffusion of tourism products and significant returns could be achieved through social enterprises or cooperatives that would give operators the required

access to markets and economies of scale to compete with bigger corporations (Hernández-Carrión, Camarero-Izquierdo & Gutiérrez-Cillán, 2020; Pollock, 2015). In a study conducted in Cambodia Dahles, Khieng, Verver & Manders (2020) argued that TSE has an important role to play in the adoption of financially sustainable strategies to achieve social aims and the responsible development of tourism. Barbera, Stamm and DeWitt (2018) stated that SE seeks to offer effective and sustainable solutions to many social problems. Adapting this logic to island tourism, would aim at venturing outside a conventional setting of mainstream tourism businesses and reconverting available possibilities into opportunities and reconsidering tourism development from a renewed perspective. Thus, SE as a sustainable solution to island tourism management seems to be a viable option when the fundamental of this emerging concept is analysed (Choi & Majumdar, 2014). Tourism, in many developing countries, has been used as a strategy for poverty alleviation. Countries use it as a structure that creates direct and indirect socio-economic impacts on local communities of a concern destination (UNWTO, 2016). This is because it has been regarded as the largest and fastest-growing economic sector in the world. Some countries only rely on it to boost the GDP, unlike countries that also have mineral resources and other forms of economic activities like agriculture (Dredge, 2017). Tourism is promoted as a vehicle for development by different governments and development agencies (Frank, Suess-Reyes, Fuetsch & Kessler, 2019). This demonstrates the overarching goal of SE and tourism, which is eradicating societal problems through economic and social value-creating activities. Given that the development of the industry is observed to occur within community settings, alternative and community-centric approaches to tourism development have long been advocated to have a sustainable industry in various locations worldwide (Yuliya, Llewellyn, Thomas, Garud & Phillips, 2021). These initiatives underscore the potential of TSE to induce social change and transformation at a community level.

#### **2.4.1 Socio-economic contribution of tourism social entrepreneurs**

Tourism entrepreneurs contribute to reducing the rate of unemployment in the communities they care about (Amra, Hlatshwayo & McMillan, 2013; Anderson, Potočnik & Zhou, 2014). Tourism social entrepreneurs can offer employment opportunities required by the growing population as they produce employment even when large corporations are retrenching (Nze, 2016). Tourism Social Entrepreneurs

help the community they serve to start sustainable businesses and move people out of poverty, by encouraging aspiring people to believe in themselves and seize opportunities (Barbier & Burges, 2017; Bansal, Garg & Sharma, 2019). They present at seminars to impart competencies and empower people to build healthier lives for themselves and their societies (Ogunola, 2018; Heggen, Sandset & Engebretsen, 2020).

Tourism social entrepreneurs are drivers for inspiration who create value and contribute to sustainable development through their innovative business models and the creation of employment opportunities. They advocate for diversity and inclusion on behalf of underrepresented groups. By taking part in Corporate Social Responsibility (CSR), they care for and support the development of the environment where they operate. They provide infrastructural facilities to the community and other services such as healthcare, education and other social needs (Fitzgerald & Muske, 2016; Morais & Ferreira, 2020). SE is transnationally accepted as an indispensable influence in encouraging and reaching economic growth and development, as well as in the prevalent conception of wealth and employment (Okyere, 2016). According to Fink *et al.* (2020), TSE can contribute to a more sustainable tourism industry by promoting responsible tourism practices, environmental conservation, and social inclusion. Moreover, tourism social entrepreneurs play a vital role in preserving and promoting local culture and heritage (Prahalad & Hammond, 2016). By offering unique experiences and promoting cultural tourism, social entrepreneurs can contribute to the revitalization of traditional crafts and cultural practices, as well as the preservation of local identity. Furthermore, the development of sustainable tourism initiatives by social entrepreneurs can contribute to the diversification of tourism products and experiences, which can enhance the attractiveness of destinations and lead to increased visitor numbers (Stronza & Gordillo, 2017).

However, TSE faces many challenges that may hinder its contribution to the socio-economic development of destinations. Jamali *et al.* (2021) opined that just like other economic sectors, tourism social entrepreneurs face challenges related to funding and financial sustainability, regulatory barriers, lack of access to markets and distribution channels, and inadequate support infrastructure. In addition, the lack of recognition and support from the government and other stakeholders can also be a significant challenge (Huybers & Bennett, 2019). To address these challenges, various strategies

can be employed such as partnerships with various stakeholders, (government, non-profit organizations, and tourism industry stakeholders) (Jha and Gursoy, 2020). Furthermore, creating a supportive ecosystem that provides training, mentoring, and networking opportunities can enhance the capacity of tourism social entrepreneurs and enable them to overcome challenges related to human resources and skills development (Chakraborty & Makkonen, 2021).

#### **2.4.2 Stage of development of tourism social entrepreneurship**

TSE has become a growing phenomenon in recent years, with numerous examples of successful ventures around the world. However, the stage of development of TSE can vary greatly depending on the context and location of the ventures. In a study on TSE in developing countries, Jamaludin, Saad and Adnan (2021) identified these three stages of development: nascent, developing and mature. In the nascent stage, TSE is just emerging and there are few cases of successful ventures. The developing stage is characterized by an increase in the number of TSE ventures and a growing interest in the field. Finally, the mature stage is marked by the consolidation of the field, with established networks, support systems, and policies in place to promote tourism social entrepreneurship (Jamaludin *et al.*, 2021). According to Mair and Marti (2006), SE is in its early stages of development and requires more research and attention to understand its full potential. In the context of tourism, social entrepreneurship is also considered to be in its early stages of development (Gretzel & Sigala, 2021). However, it has shown significant growth and potential in developing countries, such as Indonesia (Lau, 2021) and Peru (Acosta-Ballesteros *et al.*, 2020). Furthermore, the stage of development of TSE varies across different regions and countries. For example, in Europe, TSE is a relatively new phenomenon, and it is in its initial stages of development (Robinson & Novelli, 2018). In contrast, in Asia, TSE has shown significant growth, with several successful ventures in Indonesia, Vietnam, and Cambodia (Amir *et al.*, 2019).

The stage of development of TSE also depends on the level of support and funding provided by governments and other organizations. In countries where there is significant support for SE, such as the United States and Canada, the stage of development of TSE is relatively advanced (Wang *et al.*, 2020). In contrast, in developing countries where there is limited support for SE, the stage of development of TSE is still in its early stages (Khazanah *et al.*, 2020). Some individuals are into

business to better the value or their way of living, while some desire to work for themselves and a few see an opportunity in the market they cannot ignore (Peredo & Wurzelmann, 2015; Kimbu & Ngoasong, 2016). Usually, the passion to implement business as a way of making an optimistic difference stirs an entrepreneurial feeling in them, and this can be referred to as SE (Mottiar, 2016). SE as noted by Aquino, Lück and Schänzel (2018) involves setting up purpose-based businesses that contribute some or their entire proceeds toward promoting a particular cause to give their shoppers a reason after each buying. Regardless of this, SE is a motivating way to create a positive difference while at the same time making a profit. Nzama and Ezeuduji (2020), view TSE as a method of doing business for a social purpose. This style of entrepreneurship aims to boost the profits of an entrepreneur while increasing their positive influence on a certain social matter. Regardless of the stages or evolution in which tourism social entrepreneurs operate, the idea holds that they must be incredibly able to adaptable to changes when trying to solve the challenging issues in the environment (Kunene, Mashau & Nyawo, 2022).

### **2.4.3 Challenges faced by tourism social entrepreneurs**

Tshikovhi and Shambare (2015) noted that regardless of the dominant part fulfilled by tourism social entrepreneurs, they continually confront challenges such as organizational skill; the problem of capital and bad entree to markets; destitute infrastructural services; the shortage of technical know-how; and high tariffs or taxes. Other challenges include financial sustainability, which is essential for the long-term success of their ventures (Dumitru *et al.*, 2020). Limited access to financing and funding sources, coupled with a lack of financial management skills, can pose significant obstacles for tourism social entrepreneurs (Müller *et al.*, 2020). Another significant challenge is the lack of supportive regulatory frameworks and policies (Yamada & Hirano, 2019). In many countries, regulations and policies are not tailored to the needs of social enterprises, making it difficult for tourism social entrepreneurs to navigate legal and regulatory barriers (Osei-Kofi *et al.*, 2020). Moreover, a lack of understanding and recognition of the social and environmental impact of tourism by policymakers and stakeholders can further hinder the growth and sustainability of tourism social enterprises (Cortes-Rico *et al.*, 2021). Human resource management is another challenge faced by tourism social entrepreneurs, particularly in the areas of

recruitment and retention of qualified personnel (Garcia-Gonzalez *et al.*, 2019). Many tourism social enterprises operate in remote or rural areas where there may be a limited pool of qualified candidates for employment. This can pose challenges for maintaining quality standards and ensuring the delivery of positive social and environmental impacts. Another significant challenge is the need to balance social and environmental objectives with economic sustainability (Acar & Acar, 2019). Tourism social entrepreneurs often face the tension of balancing the need to generate revenue with the desire to achieve social and environmental goals. This requires careful planning and management to ensure that the social and environmental impacts of tourism are not compromised in the pursuit of financial gain.

In addition, tourism social entrepreneurs also face challenges related to marketing and branding. Many of these enterprises operate in niche markets, which can make it difficult to reach target audiences and differentiate themselves from competitors (Cunha & Rego, 2019). Moreover, the lack of access to marketing and branding resources can further limit the ability of tourism social enterprises to raise awareness and generate demand for their products and services. Despite the part played by the social entrepreneurs and the backing they receive from the government, the failure rate among these operators remains high (Ngubane, 2015; Strydom, 2017; Sibande, 2019). Many businesses fail before really getting started because they are not prepared with the capital it takes to operate a business. A considerable number of entrepreneurs have little or no access to institutional credits (Jili, Masuku & Selepe 2017). This has encumbered the scale of processes of SE and many countries have accepted the strategies meant at upgrading their financial situations such as liberalization of the financial markets, the creation of lending institutes and at times the invention of strategic actions that coerce monetary organizations to allot a certain percentage of their loaning collection to the entrepreneurs. The reason that a large number of entrepreneurs are mostly sole proprietors, banks view them as high risk (Petersen, 2018; Makwara, 2019).

Among the challenges confronted by TSE is the lack of assistance from key stakeholders. The representation of an upright leader is not to only have a vision, but to convey that vision to people in a manner that makes them want to come with entrepreneurs on a journey. Establishments short of well-thought-out, long-term, and short-term objectives will fail since they do not have strong feat standards along the

way (Nwokolo, 2015; Regilme, 2021). Entrepreneurs are bound to fail if they are unable to figure out who their clients are, what they need and how to get it to them (Aasheim, Li & Williams, 2019). To survive and achieve success, entrepreneurs and their workers must be aware of the dynamic forces of opposition in their business and build up skills and experiences that will give them a viable benefit. The operatives of SMMEs must scan and be able to explain environmental changes, primarily the scope of existing and forthcoming competition. This will enable them to uphold their business's feasibility, together with performance. Other challenges include inaccessibility of infrastructural amenities, unreliable energy supply, absence of water supply, bad condition of the road network and erratic telecommunication services among others (Abdul-Mohsin, 2020). The achievement of SMMEs is commonly in danger as many entrepreneurs do not have the needed skills and competence to maintain their businesses. They lack good experience in management practices (Akhmetshin & Osadchy, 2015; Al saad, Mohammad & Ismail, 2017; Calderon-Monge, Pastor-Sanz & Garcia, 2020). Inadequate education was observed as one of the hurdles to an entrepreneurs' success (Muriithi, 2017). A dearth of management knowledge, skills and experience by the entrepreneur, managers and operatives can be aligned to a lack of education and training. Knowledge from education and training assist in emerging managerial competencies which are essential for the existence and the development of a business enterprise. According to Ikebuaku and Dinbabo (2018); Majuru (2019), a lack of education and guidance lower the management ability of SMMEs.

Recently, COVID-19 pandemic had a severe impact on the tourism industry, and this impact has extended to tourism social entrepreneurs. Gretzel and Sigala (2021) highlight that the pandemic has presented new challenges for social entrepreneurs in the tourism industry, specifically in the areas of financial sustainability and access to markets. The decline in tourism activity caused by the pandemic had a significant effect on the financial resources available to SE ventures. Without revenue, many social entrepreneurs have struggled to maintain their businesses, leading to a potential loss of jobs and livelihoods. Additionally, travel restrictions and border closures limited the ability of tourism social entrepreneurs to access international markets, further exacerbating the financial challenges they face (Gretzel & Sigala, 2021). Furthermore, some SE ventures had to adapt their business models to survive during the pandemic.

For example, the use of online platforms and virtual experiences increased to compensate for the lack of in-person tourism (Nunkoo *et al.*, 2021). However, the shift to virtual experiences may not be feasible or viable for all SE ventures, particularly those in rural areas with limited internet connectivity or technology infrastructure (Khoo-Lattimore *et al.*, 2020). This highlights the need for government and private sector support to address the digital divide and ensure that all tourism social entrepreneurs can adapt to the changing landscape. In addition to financial challenges and adapting to the new virtual landscape, tourism social entrepreneurs face other significant challenges during the pandemic. These include issues related to health and safety, social distancing, and changing regulations and policies (Stephanie & Szivas, 2021). The need to comply with health and safety regulations and adapt to changing policies has put additional pressure on SE ventures, which may not have the resources to invest in new technologies or processes. The researcher believes that the framework that the study aims to advance will address some of the challenges faced by the tourism social entrepreneurs.

## **2.5 SOCIAL ENTREPRENEURSHIP AND RURAL ECONOMIES**

SE plays a pivotal role in boosting local economies in rural areas. By providing innovative solutions to social and economic challenges, social entrepreneurs can create sustainable businesses that not only generate income but also contribute to the development of the local community. SE can help to create jobs and income opportunities where local rural industries have failed. According to Vanwynsberghe and Brusoni (2022), social entrepreneurs can develop new business models that take advantage of local resources and create employment opportunities for the local population. This can lead to an increase in local income and a reduction in poverty levels. SE can also promote the development of local supply chains. As noted by Doran and Ryan (2022), social entrepreneurs can create linkages between small farmers, producers, and local businesses, leading to the development of local supply chains, which can boost the local economy and support the growth of small businesses.

SE can promote the development of social capital in rural areas. As highlighted by Zhang and Cao (2021), social entrepreneurs can create networks of individuals and organizations that share a common vision of creating positive social change. These networks can foster trust, cooperation, collaboration, and sharing of best practices, leading to more significant impact and better outcomes. SE can also address social and environmental challenges in rural areas. Mair and Marti (2021) posit that SE provides a platform for individuals to develop and test new ideas, processes, and products that can create positive social change. This can lead to the development of sustainable and environmentally friendly businesses that contribute to the well-being of the local community. SE can also contribute to the development of local infrastructure in rural areas. As highlighted by Majee and Bhattacharyya (2021), social entrepreneurs can work with the local community to develop and implement infrastructure projects that address local needs, such as water supply and sanitation. Moreover, SE promotes social inclusion by developing and implementing business models that provide opportunities for marginalized groups such as women, youth, and the elderly (Sánchez-Barrionuevo *et al.* (2021)). This can help to reduce social inequalities and promote a more equitable and inclusive local economy. Social entrepreneurs can use digital technologies such as mobile applications and e-commerce platforms to reach new markets, improve access to information, and reduce transaction costs, which can create new economic opportunities for rural entrepreneurs and promote a more dynamic and innovative local economy (Zandberg *et al.* 2021).

### **2.5.1 The roles of government in facilitating and supporting the tourism social entrepreneurship**

TSE has become an increasingly important aspect of sustainable tourism development, and government support is essential for its success. Governments can play a crucial role in facilitating and supporting TSE by providing funding, resources, and developing supportive policy and environment (Fechter & Fuchs, 2019). Policies that promote social and environmental responsibility in the tourism industry can help create a market for socially responsible tourism ventures (Hall & Williams, 2019). Moreover, policies that incentivize sustainable tourism practices, such as eco-certification programs and tax incentives, can support the growth of TSE (Kiran, Kaur

& Kalia, 2020). In many cases, government agencies have been instrumental in the establishment of TSE initiatives, such as the development of social enterprise incubators (Fechter & Fuchs, 2019; Sima, 2020).

Governments can also collaborate with tourism social entrepreneurs to create opportunities for community involvement and capacity building. This can be achieved through the establishment of partnerships and actor-networks that support the development of SE ventures, particularly those that promote community-based tourism (Fechter & Fuchs, 2019). In some cases, governments have established community tourism initiatives that involve tourism social entrepreneurs and local communities in the planning and management of tourism development (Ridderstaat & Rogerson, 2018). However, there are still numerous challenges that governments face in supporting TSE, which include limited financial resources, a lack of policy coherence, and inadequate understanding of the needs of tourism social entrepreneurs (Hannam, Butler & Paris, 2014). Moreover, governments may face difficulties in balancing the interests of tourism social entrepreneurs with those of other stakeholders, such as large tourism enterprises and local communities (Kiran, Kaur & Kalia, 2020).

Governments can also play a role in promoting collaboration between tourism social entrepreneurs and other stakeholders, such as local communities and larger tourism companies (Brouder, Teixeira, Loannides & Loannides, 2020). For example, they may create networking events or platforms that bring different stakeholders together to exchange knowledge and ideas. Governments can also encourage partnerships between tourism social entrepreneurs and larger companies through incentive programs, such as tax breaks or subsidies for companies that collaborate with social enterprises. Furthermore, governments can create policies that prioritize the inclusion of marginalized communities in the tourism industry, which can help to support the growth of TSE in these areas (Ghaderi, Kohansal & Mansourpour, 2021). For example, governments may require that a certain percentage of tourism development funding be allocated to projects that benefit marginalized communities, or they may provide special permits or licenses for social enterprises operating in these areas.

In lieu of this, the South African government has engaged in a series of initiatives designed at certifying that social entrepreneurs. According to Ogunsola (2017), a

number of initiatives have been recognized to support social entrepreneurs. These are the Small Enterprise Development Agency (SEDA), the Khula Enterprise Development Agency, the Department of Trade and Industry (DTI), Black Economic Empowerment as well as the Ntsika Enterprise Promotion Agency (NEPA). The Small Enterprise Development Agency (SEDA) is a mediator of the Department of Small Business Development (DSBD) that provides non-financial aid to small enterprises and cooperatives. Seda was established in December 2004, through the National Small Business Amendment Act, Act 29 of 2004. This organ is intended market covers small, medium and micro enterprises (SMME), as well as cooperatives, and prospective entrepreneurs with the innovative idea (Masutha & Rogerson, 2015). Seda offers an idea, advice and business support services, to micro and small enterprises (including co-operatives) across all sectors in the country. They also give support to medium sized enterprises and emerging entrepreneurs.

Khula Enterprise Finance Limited (Khula Enterprise Finance) is a State-Owned Enterprise situated in South Africa, Africa, and was founded in 1996. Al, Magali von, Rashad, Anna, Bala and Dirk Ernst (2002) explain that this organ of government helps with loan structures to upsurge admittance to finance for entrepreneurs with lower interest rates through Retail Financial Intermediaries (RFIs). The drive of Khula Direct was to offer capital overtly to worthwhile small, medium and micro enterprises that could not else get funding (Abrahams, 2019). Khula intended to deal with the under-refitted sections such as women, the youth, peri-urban and rural areas, and environmentally sociable projects. The economic services include lends, a nationwide loan insurance guarantee system, scholarships, official capacity building, equity funds and training outlines (Saah & Musvoto, 2020). Saah and Musvoto (2020) further note that the role of Khula is to assist in supporting the financial mediators as retail supply systems by presenting them in sustainable manner finance, warranties, and seed money; and immediate local services to social entrepreneurs by putting forward a wide range of business resources and making information available to the public.

The Department of Trade, Industry and Competition is the department of the South African government with responsibility for commercial policy and industrial policy (Rogerson, 2013). Legodi and Kanjere (2015) explain that this unit is saddled with the responsibility of being the major economic mechanism that facilitates inventive, competitive, employment creation, all-encompassing business, and encourages the

consumers. They are also levelled with the obligation of encouraging operational change and offering a foreseeable, modest and impartial environment that encourages trade, investment and enterprise growth together with sustainable growth. Rogerson and Nel (2016) add that the DTI is the main organization in promoting the growth of social entrepreneurs. They are dedicated to promoting government policy and national strategy development department by providing various support and interferences such as financing, marketing and promotion, human resource development, product development, and advocacy. They also offer performance reviews for the entrepreneurs and help in setting out research agenda.

Black Economic Empowerment (BEE) as described by Collins and Teerooven (2013) is a plan of the South African government which seeks to enable larger involvement in the economy by black people, to redress disparities created by apartheid. Originally, BEE consisted of white-owned enterprises conveying fairness possession to black-maintained business groupings (Pooe, 2016). In exercise, though, BEE projects have primarily concerned very big white-owned companies freely vending some of their titles leading to organizations of small black people with high contacts to the Action National Congress (ANC). These resulted in the extensive denunciations of BEE projects by both black and white businesses focusing intently on equity ownership and improving in establishing a clique of extremely rich black people instead of inspiring the mainstream of disadvantaged black South Africans. In reaction to rising community criticisms, the government revised the BEE strategy and afterwards, conceded a regulation that made the BEE more comprehensive in 2003, known as the Broad-Based BEE (BBBEE) Act 53 of 2003. In divergence with the BEE programme that engrossed closely on fairness possession, BBBEE is bigger in the effort, inspiring SA companies to make justification yearly about their aids in seven wide-ranging and defined CSR areas. These are business community investment, equity rights, work equity, enterprise advancement, management control, concessionary acquisitions, and skills improvement. The necessity to unveil BEE involvement and implementation was strengthened by the local code of corporate governance (Viviers, Mans-Kemp & Fawcett, 2017). The main goal of B-BBEE as stated by Littlewood and Holt (2018) is the enclosure of black people (characterized generally as Africans, Indians and Coloureds) in the economy, with a goal of state equality, aiming traditionally underprivileged people like black individuals, women, the youth, rural people and

incapacitated people. In addition, BBBEE does not only influence the economy, but they also equally impact the underlying operating industries in South Africa. By conforming with B-BBBEE, entrepreneurs can stimulate economic change in the community which in turn will foster the development of the country due to the increase in the level to which entrepreneurs hold and oversee their enterprises. The legislation of BBBEE endeavours to improve the value to the community by its responsibility to skills improvement and contribution to social advancement and revolution.

Ntsika's mission is to provide non-financial support services to the entrepreneurial sector via a broad series of intercessors. This is accomplished via enterprises in the field of management and entrepreneurship, growth, advertising, presentation, business relations, strategy, research and enterprise development services (Nobandile & Oyelana, 2017). Ntsika was originated by the DTI to improve the condition of SE policies. This organ of government gives non-financial backing to the entrepreneurs via a sequence of programmes 35 that are manageable through a system of retail services. Ntsika provides different missions through many centres. These comprise centres such as the Local Business Service Centres (LBSCs) which are in the support of business management and overall ideas. Also, the Tender Advice Centres (TACs). This is established to offer enlightenment to social entrepreneurs on government offering procedures and supply information about the current tenders. In addition, the Manufacturing Advice Centres (MACs). These are organized and observed by the national NAMAC in conjunction with the Centre for Scientific and Industrial Research (CSIR) to deliver industry-specific considerations and link entrepreneurs to expert service providers. The Durban MAC (DUMAC) and Port Elizabeth MAC (PEMAC) are operating, while the Western Cape MAC has just been established, and the Gauteng MACs are still under development. Thirteen technical colleges were initiated to execute the Technopreneur Programme for prospective social entrepreneurs to build up their specialized skills. Business owners are same supposed to utilize these skills under supervision before the beginning of their businesses (Hobe, 2021).

Vu and Hartley (2022) opine that one of the ways of ensuring success in the tourism business is through local government units. The function of the local government unit is to boost the people's standard of living, monetary worth, and environmental and cultural comfort of their societies. Governments at the national level as well as

provincial level should work in collaboration while enacting the plan and play for sustainable tourism business environments. They should include and update the shareholders who represent all their perspectives and interests allied with the sector (Gil-Alana & Poza, 2022; Magno & Cassia, 2022).

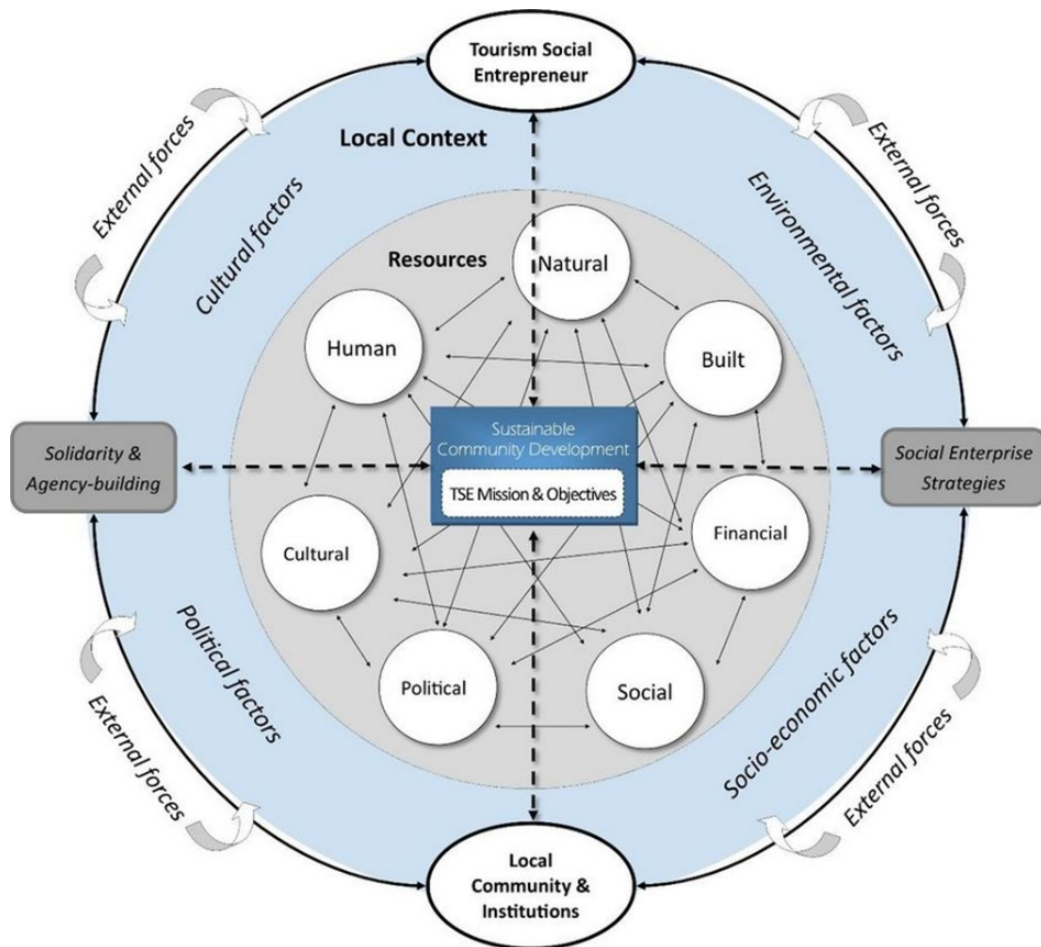
## **2.6 FRAMEWORK FOR FACILITATING SUSTAINABLE TOURISM SOCIAL ENTREPRENEURSHIP**

The framework for facilitating sustainable tourism social entrepreneurship is a valuable concept that resonates with the growing interest in sustainable tourism and SE. This framework combines the principles of sustainable development with the innovative approaches of SE to address social and environmental challenges in the tourism industry. The idea of integrating social and environmental goals with tourism activities has gained prominence in recent years due to concerns about the negative impacts of tourism on local communities and the environment. Hall and Richards (2018) emphasized the need for sustainable tourism practices that take cognisance of social, cultural, and environmental aspects to ensure long-term benefits and minimize adverse effects.

Likewise, the concept of SE, which focuses on using business principles to solve social and environmental problems, has gained traction as a powerful tool for addressing various societal challenges. SE research by Dees (2001) and Mair and Marti (2006) highlighted the role of social entrepreneurs in developing innovative solutions to address social issues and create positive impact. The frameworks emphasize identifying social challenges and opportunities aligns with the principles of needs-based tourism development proposed by Bramwell and Lane (2000); Poon (1993). These scholars argued that tourism development should be based on a careful assessment of the needs and aspirations of local communities to ensure their active participation and benefits from tourism activities. Capacity building and skills development, another key component of the framework, are recognized as essential factors for the success of social entrepreneurs. This aligns with the work of Peredo

and McLean (2019), who emphasize the need for social entrepreneurs to possess a combination of business acumen and social mission focus to achieve sustainable impact. The framework's call for partnerships and collaboration echoes the concept of stakeholder engagement in sustainable tourism development proposed by Bramwell and Sharman (1999). The involvement of multiple stakeholders, including governments, NGOs, local communities, and the private sector, is considered crucial for ensuring inclusive and responsible tourism development.

Moreover, the framework's focus on social impact measurement and evaluation aligns with the increasing interest in impact assessment tools and methodologies within the SE. Researchers like Schmitz and Kunz (2019) and Nicholls (2010) stressed the importance of rigorous impact evaluation to demonstrate the effectiveness and accountability of social entrepreneurship initiatives. While the framework is comprehensive and innovative, it would benefit from empirical testing and case studies to assess its practicality and effectiveness in real-world contexts. Social entrepreneurs are the primary 'promoters' of local communities (Mottiar, 2016; Nega & Schneider, 2014), changers, facilitators and network designers (Haugh & Talwar, 2016). By using their business skills together with their benevolent ideas, these entrepreneurs serve as the persons enabling destinations to accomplish their tourism and larger community goals (Amelio, 2017).



**Figure 2.2: A conceptual framework of tourism social entrepreneurship for sustainable community development**

Source: Aquino, Lück and Schänzel (2018)

In formulating their ideas, it is crucial for tourism social entrepreneurs to know the local environment, such as socio-economic, physical, cultural and political factors that influence operations of SE (Mottiar, Boluk & Kline, 2018). Fig. 2.2 illuminates the conceptual framework comprised of people, resources, and processes, formed by different instances in the evolution of TSE. These factors, along with the external or macro-environmental forces example of which are tax regulations, regional policies, or national/regional tourist flows, are claimed to have an effect on local community conditions as well as their social challenges. For instance, guidelines and standards

should be observed by tourism social entrepreneurs as these offer facilitating conditions for TSE (Amini, Arasti & Bagheri, 2018; Lim & Chia, 2016). Promoting participation, engagement and collaboration, is essential, because the local communities are recognized herein as the key recipients of TSE. More to the point, these localities offer the needed resources, as well as those local authorities and their organizations build a coordinated environment that promotes tourism social enterprises (London, 2018). Like any tourism improvement programme, concerted endeavour of these players is important in TSE. Nevertheless, Kumpulainen and Soini (2019) acknowledged that community development initiatives can also be enacted or overseen from above.

In this regard, community development theory sees community development as a cohesion and organization structural activity, which is integrated into this framework (Anwar, 2020). Solidarity depicts communities as procuring certain social structures and common personalities. 'Agency' refers to their sovereignty over resources as well as the usage of these resources. This conceptual framework maintains that underlining solidarity and agency-building in TSE enhances the profound presence of communities in outlining and meeting community aspirations. In the setting of TSE, entrepreneurs must grasp and establish their ideas in the communities' social structure, and raise the consciousness of people's common challenges and demands that may be solved by the TSE, and sustain local capacity building, skills and knowledge of tourism (Bilsland, Nagy & Smith, 2020; Ritchie & Jiang, 2019; Sheldon, Pollock & Daniele, 2017).

Lastly, situated at the heart of the framework is the goal of TSE to encourage sustainable community development; this encompasses creating sustainable economic, social and environmental upshots for the communities (Peng & Peng, 2022; Peterson, 2021). Even though objectives should be made obvious in the parts of community life, the definitive intention is to form autonomy. This idea abridges the main crux of community development, which hang on community solidarity and agency and of sustainable community development that encourages social impartiality and change (Frolov, 2022). This conceptual framework validates TSE for sustainable development

as practice and action directed by tourism social entrepreneurs relating to local communities, and organizations.

## **2.7 CONCLUSION**

This chapter mapped the conceptual framework of the study by highlighting different exploring different aspects highlighted in the topic, problem statement, aim, objectives and research questions. The chapter emphasized the place of SE in general, and TSE in particular in socio-economic efforts of different economies globally. The chapter also indicated numerous challenges that SE and TSE still face, and the role that governments can play in alleviating these challenges and enhancing the capabilities of SE. Further, the chapter described the conceptual framework of tourism social entrepreneurship for sustainable community development, and illustrated how TSE is dependent on the whole environment in a country, including the PESTEL (political, economic, social, technological, ecological and legal environments), market forces, and a supportive TSE ecosystem. Chapter 3, describes the theory, Actor-network used to bolster the study, its origins, design, and relevance to the current study.

## CHAPTER 3

### THEORETICAL FRAMEWORK

#### 3.1 INTRODUCTION

Adom, Hussein and Agyem (2018) posit that a theoretical framework provides the structure by showing inclination of the study and situating the study within existing literature. They further opine that the theoretical framework makes research findings more meaningful and generalizable as it provides a common lens from which the researcher supported the thinking about the phenomenon under investigation. In support, Simon and Goes (2011) vouch that theoretical frameworks deepen the essence of the study. Grant and Osanloo (2014) regard the theoretical framework as one of the most important building blocks of research that serves as a blueprint that serves as a guide and provides a support base for a thesis. Adom *et al.* (2018); Grant and Osanloo (2014) argue that to select an appropriate theoretical framework requires a thorough understanding of the problem and purpose of the study, because a poorly selected theoretical framework would fail to act a strong nut and bolt for the thesis.

The title of this study is: A framework to facilitate social entrepreneurship as a tool for sustainable tourism economies in Bergville – Okhahlamba Municipality. The main issues are a framework, facilitation, social entrepreneurship, a tool, sustainable tourism economies and a rural area of Bergville. According to Kumar (2022) a social enterprise is a business designed around a core altruistic mission, which influences how it's managed. Business models can be co-operative, social firm, socially-responsible and responsive among others. SE combines the basics of business by identifying an issue or a gap, coming up with a philanthropic solution to make a difference in society. Social enterprises imbue stakeholders with a spirit of collaboration to provide solutions to pressing socio-economic issues (Innovation Edge, 2022). Based on the importance of the theoretical framework, and the nature of SE as elaborated on the chapter 2, the researcher selected the Actor-Network Theory (ANT) to underpin this study.

### **3.2 ACTOR-NETWORK THEORY (ANT)**

The study is underpinned by Actor-Network Theory (ANT) developed by Michel Callon in 1984. Actor-Network Theory seeks to explain how material-semiotic networks merge and function as a unit. Some parts of the ANT may consider clear strategies for integrating distinct factors into a network to form a comprehensible set. Relationships should be repetitively conducted, or else the network will change. Social relations, in other words, are always shifting in response to outside conditions to remain effective and relevant. The ANT model is aimed at shaping human behaviour and impact decisions. Thus, it helps to facilitate social relationships and might even influence people's skills, beliefs, and attitudes. Of vital importance in this regard is that the ANT offers glasses through which to look at the role of knowledge in forming social processes.

ANT is a theoretical framework that offers valuable insights into the complex dynamics of social interactions and the role of both human and non-human actors within networks. ANT, developed by Callon, has gained prominence in various academic disciplines, including sociology, anthropology, and science and technology studies. This theoretical perspective challenges conventional notions of agency, power, and social structure, and highlights the interconnectedness of actors and their relationships in shaping social phenomena. At the core of ANT is the recognition of the agency of both human and non-human actors. ANT views these actors as networked entities that participate in shaping social processes and outcomes (Latour, 2005). Unlike traditional approaches that prioritize human agency, ANT extends agency to non-human entities such as technologies, institutions, and objects. This perspective emphasizes that social interactions emerge from the collective actions of a heterogeneous set of actors, and it calls for an exploration of their interactions and entanglements.

ANT also focuses on power dynamics within actor-networks. It challenges the notion that power is concentrated in specific actors or institutions, instead portrays power as a result of network relationships (Callon, 1986). Power is seen as an effect of

interactions and negotiations between actors within a network. This perspective encourages researchers to analyse power relations in terms of how actors mobilize resources, build alliances, and exert influence in shaping development and outcomes of social processes. Furthermore, ANT highlights the importance of examining the interplay between social and technical elements within actor-networks. It emphasizes that social and technical factors are intertwined and co-constructed, influencing one another in shaping social phenomena (Law, 2009). This perspective encourages scholars to explore how technologies and material objects are involved in shaping social interactions, practices, and outcomes.

Another key aspect of ANT is its emphasis on the heterogeneity and controversies present within actor-networks. ANT recognizes that actors within a network have diverse interests, perspectives, and objectives (Callon, 1986). This perspective challenges the notion of a unified, homogeneous actor-network, and acknowledges the existence of multiple viewpoints and conflicts within networks. This recognition of heterogeneity and controversies prompts researchers to analyse how actors negotiate their interests, mobilize support, and shape the development of social processes within a network. ANT offers a valuable framework for understanding the complex dynamics of social interactions. By emphasizing the agency of diverse actors, the negotiation of power relations, the co-construction of social and technical elements, and the recognition of heterogeneity and controversies, ANT provides a subtle understanding of the complexities and interdependencies within social phenomena.

### **3.2.1 Background to the Actor-Network Theory (ANT)**

The ANT examines the creativities and expression of people who form fundamentals, allied by the establishment of various networks of affiliated interests (Callon, 1984). The proponents of ANT contend that society is to some degree conducted by actor worlds, who traverse with different people. By way of interpretation, Callon (1986: 20) views the actor-world as characterising people's behaviours, the respective responsibilities they must perform, the type of ties that unify them, their relevant dimensions, and the categories in which they play a part. The actor world is different and complicated, not just because it is made up of different entities, but because the bonds that tie them are also varied. The concept of actor-network was launched to

define the various probabilities of the features and transformation that take place between them, and the inner form of the actor world.

### 3.2.2 Basic concepts in Actor-Network Theory

ANT is made up of three main concepts which are actor-world, translation, and actor-network. The actor-world signifies the ANT viewpoint of the society (Born & Barry 2018: 443); translation presents the theory that illustrates the process of networking in the actor-world; and an actor-network emerges because of translation, which equally embodies the active actor-world in a perceptible manner. Table 3.1 presents an outline of the basic concepts in this theory:

**Table 3.1: Basic Concepts in an Actor-Network Theory**

Concept	Description
Actor (or actant)	Both human beings and non-human actors
Actor-network	Heterogeneous network of aligned interests, including people, organisations and standards
Enrolment and translation	Creating a body of allies, human and non-human, through a process of translating their interests to be aligned with the actor-network
Delegates and inscription	Delegates are actors who stand in and speak for particular viewpoints that have been inscribed in them
Irreversibility	The degree to which it is subsequently impossible to go back to a point where alternative possibilities exist
Black box	A frozen network element, often with properties of irreversibility
Immutable mobile	Network element with strong properties of irreversible and effect that transcend time and place

Source: Walsham and Sahay (1999: 42)

#### 3.2.2.1 Actor-world

An actor-world according to Moberg (2018: 113), affiliates varied objects or individuals. It outlines their qualities, the respective responsibilities they undertake, the form of the connections that unite them, their sizes, and the categories where they participate. By adding objects or individuals to the collection of varied relationships, an actor-world

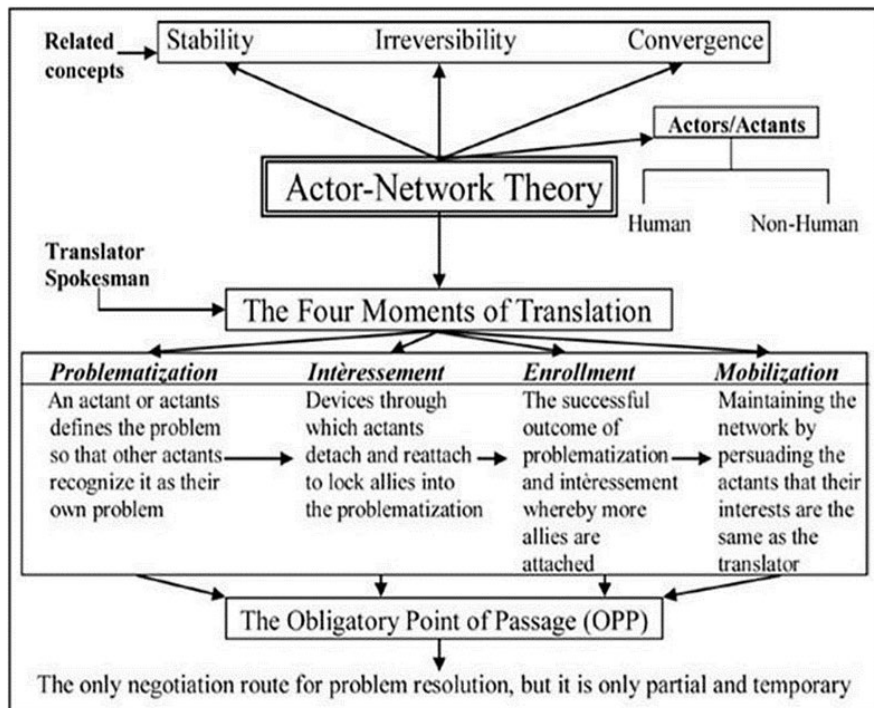
puts them in a network. It is a situation that gives each object its importance and sets its restrictions. This is achieved by connecting an object or an individual with others who exist within a network (Aka, 2019: 525; Jóhannesson & Bærenholdt, 2020: 33).

### 3.2.2.2 *Enrolment, intéressement and translation*

The enrolment as stated by Rubin, Land and Long (2021: 316) responds to the problem of how to identify and organize the responsibilities. It is a series of approaches in which the main actor. Intéressement retorts to the approach by which cronies are hermetically sealed into place (Shin, 2016: 436). Intéressement is a set of procedures under which actors try to lock up other actors into the positions planned for them in a given programme. It includes gaining the actor's interest and haggling with the conditions of their participation.

The main actor makes efforts to influence other actors that the parts it plays for them are admissible (Iyamu & Mgudlwa, 2018; Aka, 2019). Intéressement realizes acceptance if it is to be productive. To justify enrolment is therefore to characterize a set of multilateral considerations that are, the tests of knowledge and skills that complement the intéressement empowers them to thrive. For enrolment to be productive, it entails more than just one set of actors to inflict their will on others (Corsini, 2022: 400). Enrolment signifies the process through which a collection of correlated functions is characterized and assigned to actors who recognize them.

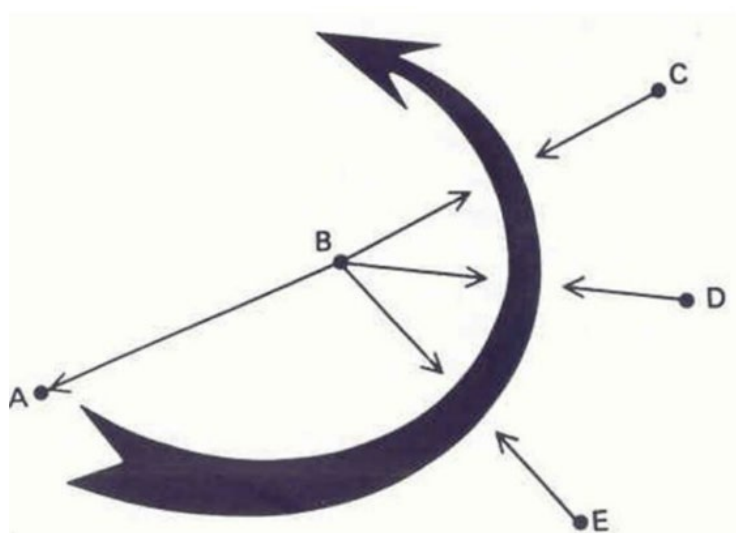
Every translation runs to coagulate actor-worlds (Felski, 2016: 747). Translation relates to how actors and organizations muster, compare, and keep the bits and pieces out of which they are made up; the way in which they can hamper the bits and pieces from going along with their proclivities and splitting from this structure. Figure 3.2 portrays, the process of intéressement, where A interest's B by debilitating the contacts between B and the indiscernible set of other actors C, D, E, who may wish to associate themselves with B (Callon, 1986). Figure 3.1 illustrates the four moments of translation:



**Figure 3.1: ANT Key Concepts and Translation Moments**

Source: Rhodes (2009: 6)

When this happens, the network is destabilised and unable to live up to its mission. Translation turns into duplicity as soon as an allied individual, object or group refuses to get into the actor-world to enlarge into others.



**Figure 3.2 Intéressement**

Source: Callon (1986)

### 3.3 ACTOR-NETWORK THEORY IN SOCIAL ENTREPRENEURSHIP

Entrepreneurial businesses are distinguished by unpredictability as well as limited resources (Korsgaard, 2011: 662). For people intending to pursue entrepreneurship, the results of entrepreneurial developments are unforeseeable and cannot be specific (Cant & Wiid, 2013; Connolly, Norman & West, 2012). Conventional entrepreneurship is based on the assumption that entrepreneurs are involved in coherent goal-driven behaviours when seeking entrepreneurial opportunities. Innovative trends have speculated that entrepreneurial results are shaped by numerous prevailing factors, such as the encouragement of individual entrepreneurs, and diverse and developing environments (Mutoko, 2014: 29). ANT offers a valuable lens for examining the intricate dynamics of actor-networks in the context of SE. ANT highlights the importance of understanding the power dynamics within actor-networks. Power is not seen as a fixed attribute of specific actors or structures, but as an emergent property of the relationships and interactions among actors (Callon, 1986). This understanding of power opens up avenues for social entrepreneurs to navigate and negotiate power relations within their networks, enabling them to mobilize resources, build partnerships, and advocate for social change. Furthermore, ANT emphasizes the co-construction of social and technical elements within actor-networks. It underscores the reciprocal influence between social practices and the technologies deployed by social entrepreneurs (Law, 2009).

ANT also accentuates the heterogeneity and controversies present within actor-networks. It recognizes that actor-networks consist of diverse actors with varying interests and perspectives (Callon, 1986). In the context of SE, this implies that different actors may have divergent understandings of social problems, approaches to change, or desired outcomes. Understanding and navigating these controversies is essential for social entrepreneurs to build alliances, mobilize support, and effectively address complex social issues. ANT emphasizes the importance of context-specific analysis and dovetailing. It recognizes that actor-networks are situated within specific social, cultural, and historical contexts (Latour, 2005), which may be different from those of others. Social entrepreneurs must understand the unique features and dynamics of their local contexts to identify relevant actors, resources, and opportunities and align their operations accordingly.

Furthermore, an ANT method will combine the components that perceive view describes as innovation, assessment, and development in a series of continuous translations. Therefore, innovation becomes a sustained creative method that evolves in relations and links between the actors concerned. Development is the ongoing increase of the network of actors that takes effect on the opportunity (Adaba & Ayoung, 2017: 669). ANT provides a highly hopeful path for future studies into entrepreneurial developments by translating conventional ideas and subjects of entrepreneurship exploration. In uncovering the position of opportunities, the relationship of individual and opportunity is considered the interface of two different entities. From the ANT standpoint, both individual and opportunity are the special causes conceived during an action. Additionally, ANT transforms the perception of the market (Salamzadeh & Roshandel Arbatani, 2020: 77). From ANT's viewpoint, the market did not happen as a pervasive building objective of the actions of respective actors. Markets, become only possible in systems of the specific actors setting up local areas for transactions to take place. In this regard, entrepreneurship has consistently been a market creation. It is the formulation of a steady network of consumers and vendors. Lastly, the ANT point of view shows a unique aspect of the entrepreneurial role. The innovative view introduces the function of entrepreneurship as the one that balances a market by being attentive and sensitive to opportunities.

### **3.4 IMPLICATIONS OF THEORY TO THE STUDY**

ANT approach provides a reason for the active relationship between the entrepreneurial entities and the external environments in which the activity plays out. Like other forms of viewpoints, ANT accentuates the social value of entrepreneurship. Furthermore, it caters for different imperative matters. Firstly, ANT highlights the significance of the materials and technological objects in the formation of social relations (Salamzadeh & Roshandel Arbatani, 2020: 63). As such, the context highlights the need to investigate the role of entrepreneurs in the broadest sense of the term. It would thus be interesting to explore how knowledge, skills, experience and values are used to organise patrons and standardize entrepreneurial activities. Secondly, ANT enhances conversational and expansive approaches proposed in the creation of value (Modell, Vinnari & Lukka, 2017; Müller, 2015; Sage, Vitry & Dainty,

2020; Shim & Shin, 2016). Thirdly, ANT presents an understanding of the creative and informative qualities of entrepreneurial activity (Dawson & Jöns, 2018; London & Pablo, 2017; van der Wagen & Pieters, 2020). ANT centres on the creative and interpretive part of action. Creativity and interpretation become a quality of action.

The ANT is a participatory in approach, whereby each part of a system should be viewed as equally important and as belonging together in an interactive relationship. In sustainable tourism economies, it involves assigning obligations to people to make choices over matters affecting them and providing opportunities to manage their affairs (Higgins-Desbiolles, 2020; Mahmudova, 2018). It gives people and economic actors, such as entrepreneurs, the capacity to make a positive change and empower the community, grow the economy, create employment and business opportunities for local people, reduce poverty, and protect the environment, culture and heritage. The theory is, therefore, unique in that it offers an opportunity to actors to facilitate development in their respective areas. By envisaging a scenario of joint participation as contained in the theory, it is argued in this study that empowerment, poverty alleviation and environmental sustainability are attainable core values for local communities in Bergville, Okhahlamba Municipality. In essence, it is logical to propose a facilitation framework for TSE as an essential vehicle for sustainable tourism economies, because of its capacity to generate sustainable socio-economic and environmental benefits while also reducing the negative externalities of tourism.

ANT has profound implications for understanding social phenomena and the dynamics of actor-networks. ANT challenges the traditional view that only human actors possess agency and influence, acknowledging the active role played by non-human actors such as technologies, objects, and institutions (Latour, 2005). This perspective urges researchers to consider the influence of both human and non-human actors and their interactions when analysing complex social systems. Another significant implication of ANT is the understanding of power dynamics as distributed among actors within networks. Rather than being concentrated solely in specific actors or structures, power is dispersed and negotiated within actor-networks (Callon, 1986). ANT highlights that power relations are continually shaped and transformed through ongoing interactions among actors, leading to shifts in power dynamics within the network.

Furthermore, ANT emphasizes the heterogeneity and multiplicity of perspectives within actor-networks. It recognizes that actor-networks are characterized by diverse actors with conflicting interests and viewpoints (Callon, 1986). This highlights the absence of a singular, unified reality or consensus, and underscores the existence of controversies and contestations within networks. ANT encourages researchers to explore these controversies and recognize the various perspectives and interests at play, shedding light on the complexity of social phenomena. Lastly, ANT stresses the significance of contextual analysis of performance as envisaged in this study. It emphasizes the importance of studying specific contexts and the local dynamics of actor-networks (Latour, 2005). This approach recognizes that actor-networks are situated within unique social, cultural, and historical contexts, necessitating detailed empirical investigations to uncover the specific connections and interactions within networks. By focusing on context-specific analysis, researchers can gain a more nuanced understanding of the intricate relationships, practices, and actors involved in particular settings. ANT offers valuable implications for understanding social phenomena within actor-networks and provides a comprehensive framework for exploring the complexities of social interactions.

### **3.5 COMPARING OTHER POSSIBLE THEORETICAL FRAMEWORKS**

Two theories that share some similarities with Actor-Network Theory (ANT) which could have been used to buttress this study, are Social Construction of Technology (SCOT) and Practice Theory. Social Construction of Technology (SCOT): SCOT, developed by Wiebe Bijker and Trevor Pinch, examines how technologies are socially constructed through the interactions and negotiations among various actors (Bijker, 2010). Like ANT, SCOT challenges technological determinism and emphasizes the importance of social context and actors' interpretations in shaping technology. Both theories recognize the dynamic and socially contingent nature of technology development and use, as well as the influence of diverse actors and their networks.

Practice Theory: Practice Theory, developed by theorists such as Pierre Bourdieu and Anthony Giddens, focuses on the social practices and routines that shape and are shaped by actors within a given social context (Schatzki, 2002). Practice Theory

emphasizes the interconnectedness of human actions, material artefacts, and social structures. Similarly, ANT emphasizes the agency of both human and non-human actors and their contributions to the shaping of social phenomena. Both theories recognize the importance of understanding the embeddedness of actors within larger social systems and the influence of routines and practices on social outcomes. While these theories share some similarities with ANT, it is important to note that each has its distinct conceptualizations and analytical frameworks.

### **3.5.1 Suitability of Actor Network Theory for social entrepreneurship and this study**

While the Social Construction of Technology (SCOT) and Practice Theory share some similarities with Actor-Network Theory (ANT), the latter offers a more suitable framework for understanding and analysing the dynamics of tourism social entrepreneurship. Here are some key reasons why ANT is particularly well-suited for this context:

**Emphasis on non-human actors:** ANT recognizes the agency of both human and non-human actors, such as technologies, objects, and institutions, in shaping social processes. In the context of TSE, various non-human actors play a significant role, such as digital platforms, sustainable practices, cultural heritage and the PESTEL. ANT allows for a comprehensive understanding of how these non-human actors interact and influence the entrepreneurial process, offering insights into the complex interplay between social and technical elements in the tourism industry.

**Power dynamics and negotiation:** ANT highlights the distributed and negotiated nature of power within actor-networks. In the context of TSE, power dynamics are crucial, as entrepreneurs need to navigate relationships with stakeholders such as local communities, government agencies, NGOs, and businesses. ANT provides a lens to analyse how power is negotiated, distributed, and exerted within networks, enabling social entrepreneurs to effectively navigate power relations, mobilize resources, and advocate for their initiatives.

**Actor heterogeneity and controversies:** ANT recognizes the heterogeneity of actors within networks and acknowledges the existence of diverse interests, perspectives, and conflicts. In the context of TSE, stakeholders with different motivations, values, and goals are involved, including local residents, tourists, government bodies, and

community organizations. ANT allows for the exploration of the various perspectives and controversies within actor-networks, facilitating a deeper understanding of the complex dynamics and potential conflicts that arise in tourism initiatives aimed at social and environmental sustainability.

Context-specific analysis: ANT also emphasizes the importance of analysing actor-networks within their specific contexts. In tourism SE, understanding the local dynamics, cultural nuances, and historical factors is crucial for designing effective and contextually appropriate initiatives. ANT's emphasis on context-specific analysis allows social entrepreneurs in the tourism industry to tailor their strategies, interventions, and collaborations to the specific needs and challenges of the local community, leading to more impactful and sustainable outcomes. By considering the agency of non-human actors, power dynamics, actor heterogeneity, and context-specific analysis, ANT offers a more comprehensive and nuanced framework for understanding and advancing tourism social entrepreneurship initiatives.

### **3.6 CONCLUSION**

This chapter explored the Actor-Network Theory and its appropriateness to underpin this study. The ANT was associated with SE as crucial element of sustainable tourism economies. This in particular was to examine how SE can trigger the benefits desired for the attainment of Sustainable Development Goals such as poverty alleviation, preferment of healthy lives, promotion of sustainable and inclusive economic growth through creative employment, lessening of inequality within countries, advancement of biodiversity preservation and sustainable development. The ANT applies to this study which seeks to facilitate SE as a tool for sustainable tourism economies in Bergville, uKhahlamba Municipality. Chapter 4 explores the research methodology applied to this study, and also provides justifications for methodological choices made by the research.

## **CHAPTER 4**

### **RESEARCH METHODOLOGY**

#### **4.1 INTRODUCTION**

Conducting scientific research requires a systematic approach involving a well-planned design and methodological execution in order for the findings to comply with demands of scientific validity (Brynard, Hanekom & Brynard, 2022; Garg, 2016). Trafford and Leshem (2008: 54) refer to this chapter as the research 'architecture' and 'blueprint' because it provides a visible shape of how the project was undertaken. This chapter is considered the most informative because it provides important elements of any scientific research article (Kallet, 2004). These elements include the research paradigm, study design, methodological procedures, population and sample size and how data were analysed to draw conclusions (Fox & Jennings, 2014). In this chapter the researcher described and provided justification for the research strategy including the paradigm, design, methods, population, sampling techniques and sample size, as well as data collection and analysis techniques and tools. The chapter further addressed issues of ethics, anonymity and confidentiality and finally validity and reliability.

#### **4.2 RESEARCH STRATEGY**

Saunders (2003) pointed out that a research strategy is a general plan that the researcher uses to answer research questions. The plan should contain a clear research problem, aim, research questions and objectives (all covered in chapter 1), research paradigm, methods, design, population parameters, sampling techniques and size, data collection and analysis techniques and tools, ethical issues, validity and reliability (covered in the sections that follow).

### **4.2.1 Research paradigm**

Lincoln, Lynham and Guba (2011) stated that a paradigm refers to the philosophical assumptions, or a set of beliefs that guide individual or group actions and define their worldview as researchers. They are conceptual and practical principles used to solve specific research problems (Kaushik & Walsh, 2019). This study applied the pragmatism paradigm to solving the research problem, which Morgan (2014: 1046) simplified as the 'what work' philosophy, triangulating data collection and analysis in describing reality as world of conceptions by those who experience the phenomenon. Nightingale (2020) explained triangulation as a technique to solve a research problem by using different methods of data collection and different techniques to data analysis in order to enhance validity and create a more in-depth picture of a phenomenon being studied.

### **4.2.2 Research methods**

The study used the mixture of qualitative and quantitative methods to address the research aim and objectives. The qualitative aspect addressed the 'why' and 'how' questions, while the quantitative aspect dealt with the 'what' and 'who' questions of the study. As Schoonenboom and Johnson (2017) put it, the overall goal of mixing methods in this study was to expand and strengthen the finding as well as heighten knowledge and validity. Mixing of methods in data collection was achieved through the use of interviews for the government representative and semi-structured questionnaires for tourism operators found in the area.

### **4.2.3 Research design**

According to Leedy (2020:195), research design is a study plan that provides the framework for executing the research project. In agreement, Durrheim (2004:29) viewed research design as a strategic program of action that acts as a link between research questions and research strategy execution. Mouton (2002) argued that the main function of research design is to enable the researcher to anticipate appropriate research decisions in order to maximize the validity of the results. The design adopted by this study was constructivism, which regards knowledge as socially constructed by people who are active in the process being studied. This design was adopted because the study sought to understand the TSE phenomenon from the point of view of those involved in it in the area of study. Further, the study adopted a cross-sectional design,

meaning that data represented a snapshot of a moment in time when they were collected, leaving no room for determination of trends as would be the case with longitudinal design. Further, the design was inductive, meaning that conclusions generated from collected data were used to arrive at generalizations.

### **4.3 POPULATION AND SAMPLING**

Bless, Higson-Smith and Kagee (2006); Babbie and Mouton (2003) define population as the entire set of objects or people which is the focus of the research and about which the researcher wants to determine some characteristics defined in terms of demography, geography, occupation, time, care requirements, diagnosis, or some combination of the above.

#### **4.3.1 Population**

In the case of this study the population parameters are defined in terms of geographical location (Bergville, oKhahlamba Municipality), line of business (tourism operators) and government representatives that deal with tourism businesses. According to Drakensburg Tourism (2022), there were only 35 tourism establishment registered under Okhahlamba Local Municipality, these include all tourism related businesses ranging from small scale accommodation establishment to big hotels that were found in under oKhahlamba area. Due to the nature of the study, the owners and the top managers of this tourism establishment were the main target. In the case where the manager was not available a nominated representative was given questionnaires to fill in. The reason for targeting the management it is due to the fact that the study required to ascertain the level of contribution of the tourism business to the SE development Bergville area, the kind of information that management would be privy to. Further, the population was made of the representative of government responsible for tourism in the area.

#### **4.3.2 Sampling and sample size**

In the context of the study, purposeful sampling, and convenience sampling were deemed the most appropriate sampling techniques. Purposeful sampling was appropriate for this study because the researcher identified a specific population of

interest (tourism operators and government representative in Bergville), and wanted to select participants who were most likely to provide relevant and valuable insights into the challenges faced by social entrepreneurship in the area. Sampling is a crucial aspect of research design as it involves selecting a representative subset of individuals or objects from a larger population for the purpose of making inferences about the population as a whole. The process of sampling involves selecting individuals or objects based on certain criteria to ensure that the sample is as representative as possible of the population of interest (Babbie & Mouton, 2003).

One important consideration when designing a sampling strategy is determining the appropriate sample size. The size of the sample can have a significant impact on the accuracy and generalizability of the findings. While there are various methods for determining sample size, it is generally recommended to have a sample size that is large enough to yield statistically significant results while also being feasible in terms of time, cost, and resources (Bless *et al.*, 2006). Due to the limited number of tourism establishments in the area, a census approach was used, and all 35 registered tourism establishments in the oKhahlamba Local Municipality were included in the study. The owners and top managers of these tourism establishments were the main target. This ensured that the study captured the views of those who are directly involved in the operation of the businesses and their socio-economic impact. Therefore, the sample size for this study was 35 tourism establishments. The use of a census approach ensured that the sample size represented the entire population, and thus increased the reliability and generalizability of the findings. The sample also included one tourism government official, who was interviewed with respect to the importance of and support for SE in the area.

#### **4.4 DATA COLLECTION AND ANALYSIS**

Lubbe (2004) states that that the questions in questionnaires can be either open or close-ended. Close-ended questions are restrictive and open-ended questions are unrestrictive. A good questionnaire is one that includes both types of questions. The closed or restricted questions are types of items in which the responses of the subject are limited to stated alternatives. Close-ended questions can be answered quickly.

They don't need any explanation from the respondents which leads to a straightforward analysis. On the other hand, it may lead to bias because the respondents may be required to choose from the given alternatives (Kruger & Welman, 2001).

#### **4.4.1 Data collection tools and techniques**

For this study, the data collection tool used was a self-administered questionnaire. The questionnaire was designed to gather both quantitative and qualitative data, and it was divided into sections that focused on different aspects of SE in the tourism industry in Bergville. The questionnaire included closed-ended questions with response options ranging from "strongly agree" to "strongly disagree" to assess respondents' perceptions of SE benefits, challenges, and participation. It also included open-ended questions which allowed respondents to provide more detailed explanations and opinions. The questionnaire was distributed to the sample via email, and in cases where no responses were received, the researcher physically distributed them. The data collection process lasted for a period of two months, from January to February 2023.

#### **4.4.2 Pilot testing**

Pilot testing means a miniature version of full-scale study aimed at pre-testing the research instrument in terms of validity, relevance, duration required, comfortability with questions, and to increase the likelihood of success. To ensure the quality of the data collected, the questionnaire was pre-tested with a sample of five tourism businesses in the area to identify any ambiguities and to ensure that the questions were understandable and clear. Thereafter, the tool was fine-tuned ensuring the validity of the questions. Conducting a pilot study was also an important requirement for the researcher to get ethical clearance from the university's ethics committee.

#### **4.4.3 Design of instruments**

The questionnaires were designed to be both quantitative and qualitative in nature, with a mix of close-ended and open-ended questions. Close-ended questions were used to collect data on specific variables, such as the benefits and challenges of social entrepreneurship, while open-ended questions allowed respondents to provide more detailed responses and to raise issues that may not have been covered in the closed-

ended questions. In the case of close-ended questions, participants had to select one of 4 or 5 possible responses (strongly disagree, disagree, neutral, agree, strongly agree; strongly satisfied, satisfied, dissatisfied, strongly dissatisfied) (Appendix F). The questions were designed to respond to the objectives of the study, and to help answer the research questions. In this way, the researcher also ensured their validity.

#### **4.4.4 Data collection process**

The questionnaire was administered to the owners or managers of the 35 registered tourism establishments in the oKhahlamba Municipality. In cases where the owners or managers were not available, representatives appointed by them were given the questionnaire to complete. Where no responses were received, the researcher personally delivered and collected the questionnaire on a set date. The questionnaires were self-administered as the language used was easy to understand. Completed questionnaires were either collected personally by the researcher or sent back through the Google platform. Qualitative data were collected through both the questionnaire and face-to-face interview with the government representative involved in the tourism industry in Bergville. The interview was semi-structured and focused on exploring the challenges faced by TSE in Bergville, as well as opportunities for improving the social entrepreneurship ecosystem in the area. The interview was conducted by the researcher, and permission was requested to audio-record the interview as the speaker tends to speak faster than writing. The audio recordings were later transcribed verbatim and analysed in relation to the objectives and aim of the study.

### **4.5 DATA ANALYSIS**

Two types of data were collected for this study (qualitative and quantitative) as the study used the mixed method. Qualitative data collected from tourism operators were analysed using themes that emerged from the data collected from the participants. Word cloud and techniques including tables, were used to present data. Data were then analysed and interpreted linking them to the objectives of the study and literature reviewed. Data collected from the interview were first recorded verbatim, then analysed and interpreted linking them to objectives and literature. Quantitative data

were analysed using the Statistical Package for the Social Sciences (SPSS) version 26. Analysis yielded graphs, tables and inferential statistics. Descriptive statistics such as means, standard deviations, frequencies, and percentages were used to summarize the data. Inferential statistics such as correlation analysis were also conducted to identify any significant relationships between the variables. Qualitative data collected through the questionnaire were analysed thematically using tables, word cloud cause-and-effect diagrams and actual quotations. In the case of the interview responses were recorded verbatim because only one interview was conducted. The findings were interpreted in light of the research objectives and were used to draw conclusions and make recommendations in chapter 6.

## **4.6 ETHICAL CONSIDERATIONS**

Ethical considerations are a crucial aspect of any research project, and researchers must take steps to ensure that their studies are conducted in an ethical manner that respects the rights and dignity of participants. One important consideration is informed consent, which involves ensuring that participants understand the nature of the study, its purpose, and any risks or benefits associated with their participation (Babbie, 2016). The researcher adhered to research ethics by applying for full ethical clearance prior to commencement with the data collection process (IREC 086/22, Appendix A). All participants were given the letter of information and informed consent (Appendix B), which provided details regarding the study, that participation was voluntary and that they were free to decide whether to continue or not. The participants were further provided with contact details of the promoter of the study as well as the research directorate to use should any ethical issues arise. Prior to undertaking this study, the researcher had to complete an online training course on research ethics and acquired a TRREE certificate (Appendix C) upon successful completion. Further, the researcher obtained a gatekeeper's letter approving the study from the mayor of Okhahlamba (Appendix D).

### **4.6.1 Anonymity and confidentiality**

Another ethical issue to consider is confidentiality and privacy. To address this, the names of participants and participating businesses were not collected. For analysis

purposes, questionnaires were simply numbered. Participants were assured that their identities and those of their businesses would not be revealed to keep the findings out of litigation. Great care was taken to protect the privacy and confidentiality of the participants in this study, in accordance with ethical guidelines for research involving human subjects. Further, data were aggregated during the analysis process to ensure that it was impossible to link responses to participants and businesses, except in the case of the interview. After analysis, transcripts were kept safely in a folder locked with the password. According to DUT ethics, they are supposed to be kept safely for a period of 5 years and then be deleted, which is what the researcher will do.

## **4.7 VALIDITY AND RELIABILITY**

Validity and reliability are essential considerations in instrument design as they determine the accuracy and consistency of the data collected (Hanson, 2021). Validity refers to the extent to which the research instruments measure what they intended to measure, while reliability refers to the consistency of the results obtained through repeated measurements (Babbie & Mouton, 2015). One common method of assessing validity and reliability is the use of pilot studies, which means pre-testing the instrument prior to full-scale research (Babbie & Mouton, 2015; Creswell, 2014). Another approach is to use established measurement tools with proven validity and reliability (Hanson, 2021), which could not happen in the case of this study because there wasn't such an instrument.

### **4.7.1 Validity**

In this study, measures were taken to ensure that the data collected was valid. Firstly, the questionnaire was designed to ensure that the questions were clear, unambiguous and relevant to the research objectives. The questionnaire was also pre-tested with a small sample of respondents to ensure that it was understandable and that the questions elicited the intended responses. Secondly, the data collection process was conducted in a standardized manner, and the same set of questions were asked to all respondents. This minimized any bias that could have been introduced by varying the questions or how they were asked. Lastly, data analysis was conducted in a rigorous and systematic manner, ensuring that the results were based on the responses given

and not influenced by any personal biases or assumptions of the researcher. These measures taken, ensured that the findings were valid and accurately reflected the perceptions of the population being studied.

#### **4.7.2 Reliability**

To ensure reliability in this study, several measures were taken. To improve reliability, the researcher asked the supervisor and another independent person to read through the questionnaire and took their suggestions into account. The researcher improved reliability by allowing all participants to complete the questionnaire in environments where they are comfortable at their own pace without undue pressure on the researcher watching over them. They were made familiar with the criteria of assessment through the letter of information that introduced the study and its purpose (Appendix B). Further, pilot-testing afforded the researcher an opportunity to check the manner in which the questions were answered to timely make necessary adjustments. The two most important aspects of precision are reliability and validity. Reliability is computed by taking several measurements on the same subjects. A reliability coefficient of 0.60 or higher is considered as “acceptable” for a newly developed construct, and in the case of this study, reliability coefficient was 0.737, more than the minimum of 0.60 required to be acceptable.

#### **4.8 CONCLUSION**

This chapter set the tone of the study by describing the research strategy followed. The chapter provided details on the research paradigm, epistemology, methodology, design, population, sampling and sample size. It also outlined data collection and analysis methods. At the end it discussed important ethical issues, validity and reliability. Chapter 5 was used by the researcher to present, analyse and interpret data collected through the questionnaires and the interview. Chapter 5 lays foundations for the last chapter of this thesis.

## **CHAPTER 5**

### **DATA PRESENTATION, ANALYSIS AND INTERPRETATION**

#### **5.1 INTRODUCTION**

The process of scrutinizing raw data is to convert collected data that is clutter into a format that is organized and easy to understand for the purposes of drawing conclusion about the study (Bhatia, 2017). This chapter presents data in two broad sections. The first section (A) is the presentation of quantitative data collected from tourism operators by means of a questionnaire, followed by section B (presentation of qualitative data collected through the questionnaire from tourism practitioners), and C, which is the presentation of qualitative data collected from a government representative responsible for tourism in the study area. Quantitative data were analysed using with SPSS version 28.0, and qualitative data collected through the questionnaire were analysed using themes. Qualitative data in section C were analysed using a narrative approach. The results of quantitative data are presented using descriptive statistics in the form of graphs, cross tabulations and other figures, as well as inferential techniques such as correlations and chi square test values, which are interpreted using the p-values.

#### **5.2 THE SAMPLE**

In total, 35 questionnaires were dispatched to 35 tourism operators in the area and 35 were returned which gave a 100% response rate.

#### **5.3 RESEARCH INSTRUMENT**

The research instrument consisted of 42 items, with a level of measurement at a nominal or an ordinal level. The questionnaire was divided into 6 sections which measured various themes biographical data, benefits and impacts, challenges and barriers, support, impact, and open-ended questions.

### 5.3.1 Reliability statistics

The two most important aspects of precision are reliability and validity. Reliability is computed by taking several measurements on the same subjects. A reliability coefficient of 0.60 or higher is considered as “acceptable” for a newly developed construct. Table 5.1 reflects the Cronbach’s alpha score for all the items that constituted the questionnaire.

**Table 5.1: Cronbach’s alpha scores for items that constituted the questionnaire**

	<b>Section</b>	<b>Number of Items</b>	<b>Cronbach's Alpha</b>
B	Benefits and Impacts	9	0.812
C	Challenges and Barriers	7	0.674
D	Support	3	0.636
E	Impact	2	0.833
	All items included	21	0.737

The reliability scores for all sections exceed the recommended Cronbach’s alpha value of 0.60. This indicates a degree of acceptable, consistent scoring for these sections of the research.

### 5.3.2 Factor Analysis

The KMO and Bartlett's Test table (Table 5.2) shows two tests that indicate the suitability of data for structure detection. The Kaiser-Meyer-Olkin Measure of Sampling Adequacy is a statistic that indicates the proportion of variance in the variables that might be caused by underlying factors. High values ( $\geq 0.50$ ) generally indicate that a factor analysis may be useful with the data. If the value is less than 0.50, the results of the factor analysis are regarded as not useful.

**Table 5.2: KMO and Bartlett's Test**

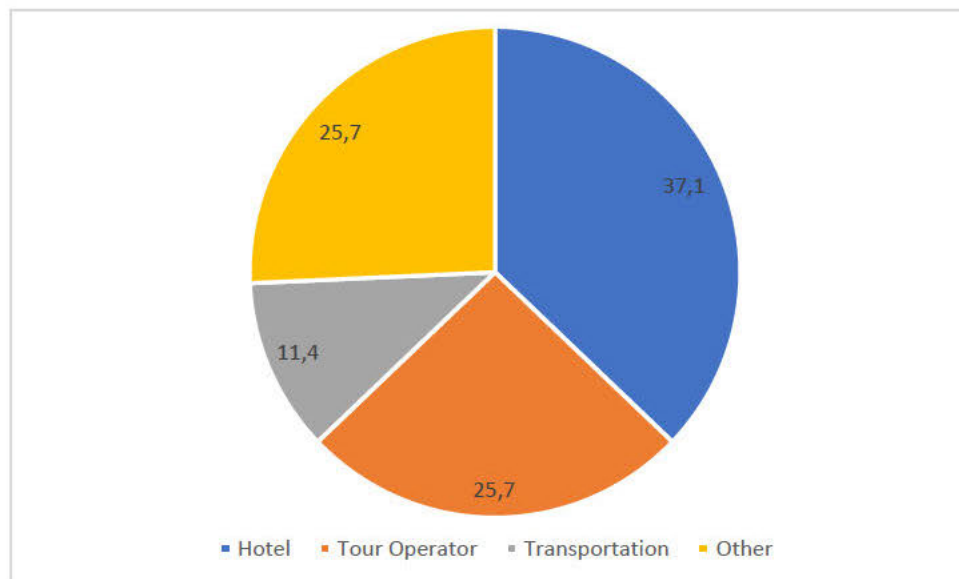
	Section	Kaiser-Meyer-Olkin Measure of Sampling Adequacy	Bartlett's Test of Sphericity		
			Approx. Chi-Square	df	Sig.
B	Benefits and Impacts	0.809	181.704	28	< 0.001
C	Challenges and Barriers	0.560	41.841	21	0.004
D	Support	0.581	15.634	3	0.001
E	Impact	0.500	23.086	1	< 0.001

Bartlett's test of sphericity tests the hypothesis that the correlation matrix is an identity matrix, which would indicate that the variables are unrelated and therefore unsuitable for structure detection. Small values (less than 0.05) of the significance level indicate that a factor analysis may be useful with the data. Most of the values were above the significant level of sphericity, meaning that they were not very useful. All of the conditions are satisfied for factor analysis as the values are above 0.500 and construct E is exactly 0.500. Table 5.2 illustrates that the results for B 'benefits and impacts' (< 0.001); C 'challenges and barriers' (0.004); D 'support' (0.001); and E 'impact' of social entrepreneurship (< 0.001) were all significant as they all fell under 0.05 – meaning that their analysis will be useful.

## **SECTION A: QUANTITATIVE SECTION OF THE QUESTIONNAIRE**

### **5.4 BIOGRAPHICAL DATA**

This section summarises the biographical characteristics of the respondents. Figure 5.1 presents the types of tourism operations of the participants. Hotels represented 37.1% of the sample, tour operators and other equal at 25.7%, and the smallest part was transportation at 11.4% ( $p = 0.003$ ). A recent study by Saiz-Alvarez et al. (2021) supports this finding, highlighting the prevalence of tourism social entrepreneurship within the hospitality sector. However, social entrepreneurship is not limited to hotels, as transportation and tour operators also play a role.



**Figure 5.1: Biographical characteristics of the respondents**

The "Other" category, representing 25.71% of responses, encompasses various industries that could be relevant to tourism social entrepreneurship, warranting further exploration. The dominance of hotels in the data aligns with previous studies emphasizing their importance in the tourism industry. Brouder and Teixeira (2017) noted that the hospitality sector is often a reference point in tourism policy discussions. Peredo and McLean (2019) highlight the potential for social entrepreneurship in transportation and tour operations, supporting the findings of this study.

## 5.5 SECTION ANALYSIS

The section that follows analyses the scoring patterns of the respondents per variable per section. The results are first presented using various tools, then analysed and interpreted linking them to objectives and literature reviewed in chapter 2.

### **5.5.1 Perceptions of the potential Impact of social entrepreneurship on the economy and businesses in Bergville**

This section deals with the survey responses indicating the perceptions of respondents regarding the potential impact of social entrepreneurship on the economy of Bergville and businesses operating in the area. Table 5.3 includes various statements related to the potential benefits of social entrepreneurship. Responses were categorized into four options: Strongly Disagree, Disagree, Agree, and Strongly Agree. The statements covered a range of potential impacts, including economic improvement, income generation, development of new tourism products and services, preservation of cultural heritage and natural resources, fostering collaboration among stakeholders, improvement of company revenues, enhancement of company reputation and branding, and gaining a competitive advantage (Table 5.3). To determine whether the scoring patterns per statement were significantly different per option, a chi square goodness-of-fit test was done. The Chi Square p-value is also provided to assess the statistical significance of the responses. The responses reveal the varying degrees of agreement or disagreement with these statements, providing insights into the perceived potential of social entrepreneurship (SE) in Bergville. The following patterns were observed from Table 5.3:

- All of the statements show (significantly) higher levels of agreement whilst other levels of agreement are lower (but still greater than levels of disagreement).
- There are no statements with higher levels of disagreement.

Participants seemed to believe that SE has the potential to improve the revenues of their companies ( $p=0.002$ ); SE has the potential improve their company's reputation and branding ( $p< 0.001$ ); SE can provide me with competitive advantage ( $p< 0.001$ ); SE can contribute to the preservation of cultural heritage and natural resources ( $p=0.001$ ) and others are reflected on Table 5.3.

**Table 5.3: Perceptions of the potential impact of social entrepreneurship on the economy and businesses in Bergville**

		Strongly Disagree		Disagree		Agree		Strongly Agree		Chi Square p-value
		Count	Row N %	Count	Row N %	Count	Row N %	Count	Row N %	
Social entrepreneurship has the potential to improve the economies of Bergville	B1.1	1	2.9%	1	2.9%	10	28.6%	23	65.7%	< 0.001
Social entrepreneurship can create income generating opportunities in Bergville	B1.2	1	2.9%	0	0.0%	14	40.0%	20	57.1%	< 0.001
Social entrepreneurship can promote the development of new tourism products and services in Bergville	B1.3	1	2.9%	0	0.0%	15	42.9%	19	54.3%	< 0.001
Social entrepreneurship can contribute to the preservation of Bergville's cultural heritage and natural resources	B1.4	1	2.9%	0	0.0%	18	51.4%	16	45.7%	0.001
Social entrepreneurship can foster collaboration and partnerships among local stakeholders in Bergville	B1.5	1	2.9%	0	0.0%	19	54.3%	15	42.9%	< 0.001
Social entrepreneurship has the potential to improve the revenues of my company	B1.6	0	0.0%	2	5.7%	18	51.4%	15	42.9%	0.002
Social entrepreneurship has the potential improve my company's reputation and branding	B1.7	0	0.0%	1	2.9%	19	54.3%	15	42.9%	< 0.001
Social entrepreneurship has the potential to provide me with a competitive advantage over other companies that are not engaged in social entrepreneurship	B1.8	1	2.9%	3	8.6%	19	54.3%	12	34.3%	< 0.001

There is a general trend indicating a positive perception of social entrepreneurship and its potential impact in various aspects related to Bergville. In terms of improving the economies of Bergville (B1.1), a significant majority of respondents (65.7%) strongly agreed with the statement. Similarly, B.2 and B3 had the majority of participants concurring (57.1% and 54.3% respectively). This suggests that there is a widespread belief that social entrepreneurship can positively contribute to the local economy. It is important to note that very insignificant numbers of participants either strongly disagreed (2.9% being the highest) or disagreed (8.6% being the highest) with these statements. It was worth noting that 8.6% of the participants (though insignificant) seemed not to think that SE could provide them with a competitive advantage over companies that do not engage in SE. These findings align with the arguments by Battilana and Lee (2014); Short, Moss and Lumpkin (2019) that social entrepreneurship is a driving force for local economic development and poverty reduction; Bosma and Levie (2010); Mair and Marti (2020) that social entrepreneurship is transformative, and that social entrepreneurs address social and environmental challenges while simultaneously creating value for local communities (Gedajlovic, Neubaum & Shulman, 2009; Hockerts & Wüstenhagen, 2010).

### 5.5.2 Perceived impact of Social Entrepreneurship

Table 5.4 presents the scoring patterns per statement on perceived impact of social entrepreneurship, with the patterns of significance interpreted through a chi square goodness-of-fit test.

**Table 5.4: Perceived impact of social entrepreneurship**

		No		Yes		Chi Square p-value
		Count	Row N %	Count	Row N %	
Competitive advantage	B2.1	22	62.9%	13	37.1%	0.128
Improved relationship with the local community	B2.2	7	20.0%	28	80.0%	< 0.001
Improved branding and reputation	B2.3	12	34.3%	23	65.7%	0.063
Increased employee retention	B2.4	26	74.3%	9	25.7%	0.004
Increased revenue	B2.5	19	54.3%	16	45.7%	0.612

Table. 5.4 illustrates the scoring patterns for B2.1 (competitive advantage), B2.2 (improved relationship with the local community), B2.3 (improved branding and reputation), B2.4 (increased employee retention) and B2.5 (increased revenue) on perceived impact of SE outcomes. As shown, a majority of 62.9% did not seem to think that SE offered them a competitive advantage and only 37.1% concurred. For B2.2 (SE improved relationships with the local community), a vast majority of 80.0% thought that it did, while only 20.0% did not think so. This view is supported by Mair & Marti (2006); Dacin *et al.* (2010) when arguing that SE fosters collaboration, trust and mutual support between the organization and the community, leading to stronger relationships. The view is also supported by Bacq and Janssen (2011); Salamzadeh *et al.* (2020); Short *et al.* (2010) when stating that SE prioritizes community engagement and involvement achieve better community development outcomes and social impact. In the case of B2.3 (SE improved branding and reputation), also a majority of 65.7% concurred, while 34.3% disagreed. The results were supported by Margolis and Walsh (2003); Merrilees *et al.* (2013); Sen and Bhattacharya (2001); Turker (2009); Waddock and Graves (1997) when vouching that socially and environmentally conscious businesses tend to have stronger brand equity and enjoy positive reputation. A surprising result was on B2.4 (SE increased employee retention) where an overwhelming majority of 74.3% did not agree, with only 25.7% thinking that it did in fact increase employee retention. There was an almost equal split (54.3% positive, and 45.7% negative) in the responses for B2.5 (SE increased their revenue).

### **5.5.3 Perceived challenges of Social entrepreneurship**

This question dealt with perceived challenges faced by social entrepreneurs. This was an important question because it directly spoke to one of the research objectives. Further, the literature reviewed seemed to suggest that there were challenges facing social entrepreneurship. For instance, Dacin *et al.* (2010) highlighted the shortage of resources as one of the factors hindering SE, whereas Hockerts (2017); Mair and Marti (2006) pinpointed financial and human resources as hindrances. Table 5.5 illustrates the scoring patterns for different types of challenges experienced. Alternatives provided were Lack of resources, lack of support from the government, lack of community support and lack of understanding of social entrepreneurship. The scoring

patterns showed that the participants responded positively to three of these challenges, and negatively to one of them. Bacq and Janssen (2011); Mair & Marti (2006) also alluded to challenges related to government policies, funding schemes, tax incentives, and other legal frameworks that could either promote or suppress SE.

**Table 5.5: Perceived challenges of social entrepreneurship**

		No		Yes		Chi Square p-value
		Count	Row N %	Count	Row N %	
Lack of resources (financial, human, etc.)	C1.1	9	25.7%	26	74.3%	0.004
Lack of support from the government	C1.2	14	40.0%	21	60.0%	0.237
Lack of support from the local community	C1.3	16	45.7%	19	54.3%	0.612
Lack of understanding of social entrepreneurship	C1.4	21	60.0%	14	40.0%	0.237

There was consensus (74.3%) that lack of financial, human and other resources were posing challenges for social entrepreneurship with the p-value of 0.004. The majority (60.0%) of participants also seemed to agree that there was a lack of government support for SE. The split between positive and negative responses with regards to local community support provided a near balance of 54.3% and 45.7% respectively ( $p = 0.612$ ). Finally, for C1.4 (lack of understanding of social entrepreneurship, the majority of 60.0% did not think that lack of understanding of SE was a challenge for them, with the remaining 40.0% thinking that this was the case. The perceived challenge was the lack of resources.

#### **5.5.4 Challenges and constraints in Bergville's Tourism Social Entrepreneurship**

This question addressed challenges specific to SE in the study area. Variables are reflected in Table 5.6 which summarised the scoring patterns for each. It was noted that all of the chi square p-values were significant ranging from  $p < 0.001$  to  $p = 0.002$ . All statements show significantly higher levels of agreement, with lack of

understanding of SE (C2.2) and lack of collaboration between entrepreneurs (C2.3) having higher levels of neutral scores. This meant that participants felt that most of these were impacting negatively on SE in the area. Dacin *et al.* (2010); Short *et al.* (2010) opined that collaborative networks provide access to resources, expertise, and market opportunities, contributing to the sustainability and scalability of social ventures.

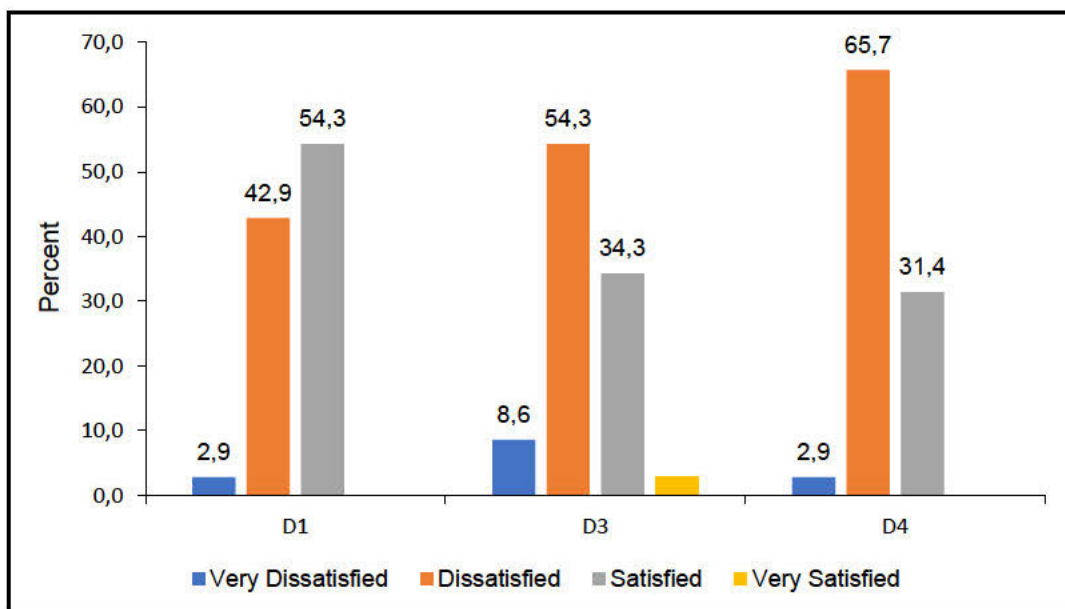
A vast majority (74.3%) agreed that there were limited networking opportunities and opportunities to share good practices. Another 68.6% agreed that there was a lack of coordination and communication between social entrepreneurs. The findings were supported by Dees and Anderson (2003); Mair and Martí (2006) when stating that access to networks and learning communities facilitates the sharing of best practices, lessons learned, and support among social entrepreneurs. Lack of infrastructure and lack of skilled labour both received 60.0% agree. Dacin *et al.* (2010); Zahra *et al.* (2009) concurred that limited infrastructure can impede the implementation and growth of social ventures, and Mair and Martí (2006); Zahra *et al.* (2009) enumerated financial resources as a significant obstacle to SE.

**Table 5.6: Challenges of tourism social entrepreneurship in Bergville**

		Strongly Disagree		Disagree		Neutral		Agree		Strongly Agree		Chi Square p-value
		Count	Row N %	Count	Row N %	Count	Row N %	Count	Row N %	Count	Row N %	
Funding is a challenge to successful implementation of SE	C2.1	0	0.0%	1	2.9%	13	37.1%	0	0.0%	21	60.0%	< 0.001
Lack of awareness and understanding of social entrepreneurship among the local community in Bergville	C2.2	0	0.0%	5	14.3%	22	62.9%	0	0.0%	8	22.9%	0.001
Lack of collaboration between tourism social entrepreneurship initiatives and other local businesses in Bergville	C2.3	1	2.9%	4	11.4%	18	51.4%	0	0.0%	12	34.3%	< 0.001
Limited opportunities for networking and sharing of best practices among social entrepreneurs in Bergville	C2.4	0	0.0%	1	2.9%	0	0.0%	26	74.3%	8	22.9%	< 0.001
Lack of infrastructure and resources available to support tourism social entrepreneurship in Bergville	C2.5	0	0.0%	3	8.6%	0	0.0%	21	60.0%	11	31.4%	0.001
Lack of skilled labour and workforce development in Bergville, hindering the growth of tourism social entrepreneurship	C2.6	0	0.0%	4	11.4%	0	0.0%	21	60.0%	10	28.6%	0.002
Lack coordination and communication between social entrepreneurs and government agencies in Bergville	C2.7	0	0.0%	3	8.6%	0	0.0%	24	68.6%	8	22.9%	< 0.001

### 5.5.5 Satisfaction with the current level of support from the local authority for social entrepreneurship in Bergville

Figure 5.3 presents the level of satisfaction of the participants about support from the local authority for social entrepreneurship. Based on their previous responses, it was not surprising that there was overall a higher level of dissatisfaction as reflected in Fig. 5.3. An average of 54.3% (n=19) were satisfied with the current level of support for tourism SE from the local authority, and the remaining 42.9% (n=15) were dissatisfied. The Chi-Square p-value was significant < 0.001, meaning that there was a 1 in a thousand chances that the response was due to chance only.



**Figure 5.2: Level of satisfaction about support from local authority of SE in Bergville**

A total of 22 participants (62.9%) of the participants disagreed with the statement that ‘there was support from government agencies’ ( $p < 0.001$ ). Kickul *et al.* (2020); Kolk and Lenfant (2021) explored and emphasized the importance of the relationship between government support and social entrepreneurship. While Ebrahim and Rangan (2021) highlighted access to markets as one of the benefits of SE, a majority of 68.6% were dissatisfied with access to markets and visibility of tourism SE initiatives in Bergville. Only 11 (31.4%) of the participants were satisfied and none were extremely satisfied.

### **5.5.6 The Impact of Social Entrepreneurship on the local community and economy in Bergville**

This section examined the perceptions regarding the potential impact of social entrepreneurship on the local community and the overall economic growth and development of Bergville. E1 shows that an overwhelming majority of 97.2% (n=34) believed that SE had the potential to improve the living standards and quality of life of the local community in Bergville, with only 2.9% feeling strongly that SE could not achieve that. Their belief was supported by Mair and Marti (2020) when arguing that social entrepreneurship can address social challenges, create employment opportunities, and enhance well-being in communities.

Another, 97.1% (n=34) believed that social entrepreneurship has the potential to improve the company's relationship with the community (E2), a view supported in literature by Dacin *et al.* (2021) that SE can build strong relationships between social enterprises and the community to create social value and foster sustainable development. Defourny and Nyssens (2020) argued that social entrepreneurship can generate positive social outcomes, and direct economic impact for the community. However, this argument was not supported by the findings of the study (E3) when more than half (51.4%, n=18) of the participants strongly disagreed with the statement that 'Social entrepreneurship can contribute to the overall economic growth and development of Bergville.' However, 34.3% (n=12) agreed with the statement.

The results are presented in Table 5.7.

**Table 5.7: Impact of Se on local community and economy of Bergville**

		Strongly Disagree		Disagree		Neutral		Agree		Strongly Agree		Chi Square p-value
		Count	Row N %	Count	Row N %	Count	Row N %	Count	Row N %	Count	Row N %	
Social entrepreneurship can improve the living standards and quality of life of the local community in Bergville	E1	1	2.9%	0	0.0%	0	0.0%	12	34.3%	22	62.9%	< 0.001
Social entrepreneurship has the potential to improve the company's relationship with the community	E2	1	2.9%	0	0.0%	0	0.0%	14	40.0%	20	57.1%	< 0.001
Social entrepreneurship can contribute to the overall economic growth and development of Bergville	E3	18	51.4%	0	0.0%	5	14.3%	9	25.7%	3	8.6%	0.002

**5.5.7 Cross tabulation of SE has the potential to improve the economies of Bergville\*Lack of resources (financial, human, etc.)**

In this section the researcher used cross tables to analyse information about the relationship between selected variables. Chi square tests of independence were performed to determine whether there was a statistically significant relationship between the variables (rows vs columns). When social entrepreneurship has the potential to improve the economies of Bergville \* Lack of resources (financial, human, etc.), the Table indicated that a total of 88.9% of 8 (n=7), (agree + strongly agree) did not seem to think that lack of resources (financial and human) changed their perception that SE has the potential to improve the economies of Bergville. However, another 96.1% of 25 (n=24), (agree + strongly agree) seemed to think that it did. Slightly more respondents indicated that a lack of resources (financial human, etc.) had a bearing on their belief that SE has a potential to improve the economies of Bergville (p = 0.189).

**Table 5.8: Crosstab: Social entrepreneurship has the potential to improve the economies of Bergville \* Lack of resources (financial, human, etc.)**

		Lack of resources (financial, human, etc.)		Total	
		No	Yes		
Social entrepreneurship has the potential to improve the economies of Bergville	Strongly Disagree	Count	1	0	1
		% within Lack of resources (financial, human, etc.)	11,1%	0,0%	2,9%
	Disagree	Count	0	1	1
		% within Lack of resources (financial, human, etc.)	0,0%	3,8%	2,9%
	Agree	Count	5	5	10
		% within Lack of resources (financial, human, etc.)	55,6%	19,2%	28,6%
	Strongly Agree	Count	3	20	23
		% within Lack of resources (financial, human, etc.)	33,3%	76,9%	65,7%
Total	Count	9	26	35	
	% within Lack of resources (financial, human, etc.)	100,0%	100,0%	100,0%	

**Table 5.9 The impact of \*social entrepreneurship can create income generating opportunities” and \*lack of support from the government”**

			Lack of support from the government		Total
			No	Yes	
Social entrepreneurship can create income generating opportunities in Bergville	Strongly Disagree	Count	1	0	1
		% within Lack of support from the government	7.1%	0.0%	2.9%
	Agree	Count	7	7	14
		% within Lack of support from the government	50.0%	33.3%	40.0%
	Strongly Agree	Count	6	14	20
		% within Lack of support from the government	42.9%	66.7%	57.1%
Total	Count	14	21	35	
	% within Lack of support from the government	100.0%	100.0%	100.0%	

Fourteen of the 35 respondents indicated that there was support from government, whilst 66.7% strongly agreed that while social entrepreneurship could create income generating opportunities, there was a lack of support from the government ( $p = 0.089$ ). The Chi-Square tests examining the relationship between the belief in social entrepreneurship's potential to promote new tourism products and services in Bergville and the likelihood of gaining a competitive advantage did not show statistically significant evidence. All Chi-Square tests (Pearson Chi-Square) indicated that the associations between these variables were not statistically significant, with p-values exceeding the conventional significance level of 0.05. The data did not provide strong support for the idea that believing in social entrepreneurship's role in driving tourism development is linked to achieving a competitive edge in the market. This suggested that the perception of social entrepreneurship's potential to foster tourism growth may not necessarily correlate with the perceived ability to gain a competitive advantage.

Cross tables were used for these variable in order to determine their relationship because they were deemed very important by the researcher due to their direct link with title of the study as well as the research aim.

- Social entrepreneurship has the potential to improve the economies of Bergville  
\* Lack of resources (financial, human, etc.)
- The impact of \*social entrepreneurship can create income generating opportunities” and \*lack of support from the government”

### **Correlations**

Bivariate correlation was also performed on the (ordinal) data. The results are found in the appendix.

The results indicate the following patterns.

Positive values indicate a directly proportional relationship between the variables and a negative value indicates an inverse relationship. All significant relationships are indicated by a \* or \*\*.

For example, the correlation value between “Social entrepreneurship has the potential to improve the economies of Bergville” and “Social entrepreneurship can improve the living standards and quality of life of the local community in Bergville” is 0.566. This is a directly related proportionality. Respondents indicate that the greater the impact of SE to improve economies in Bergville, the better the living standards would be, and vice versa.

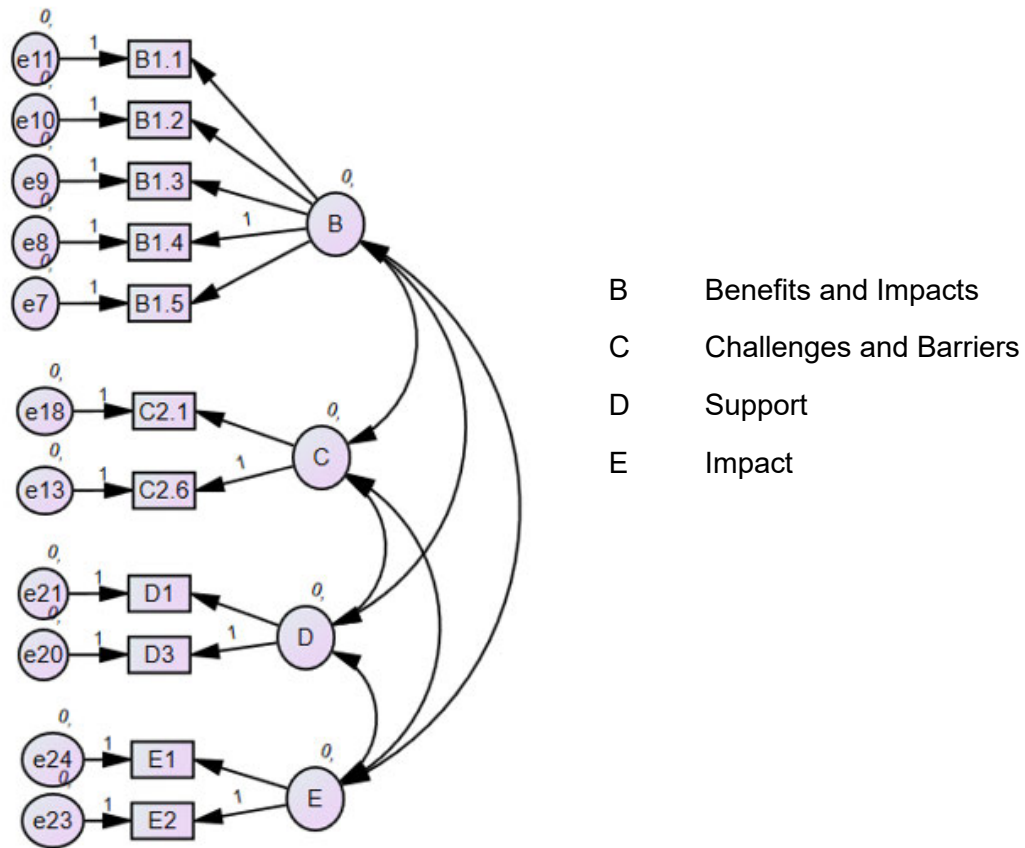
Negative values imply an inverse relationship. That is, the variables have an opposite effect on each other.

For example, the correlation value between “Social entrepreneurship has the potential to provide me with a competitive advantage over other companies that are not engaged in social entrepreneurship” and “I am satisfied with the level of market access and visibility for tourism social entrepreneurship initiatives in Bergville” is -0.361. That is, organisations that do not participate in SE opportunities have a smaller market access.

### 5.5.8 Structural Equation Model

A structural equation model (SEM) is a statistical modelling technique used to analyse complex relationships between observed variables and latent variables. It combines elements of factor analysis and regression analysis to estimate the strength and direction of relationships among variables. The SEM framework consists of two main components: the measurement model and the structural model. The measurement model specifies the relationships between the observed variables and the latent variables, while the structural model represents the relationships between the latent variables themselves. The measurement model defines how the latent variables are measured by the observed variables, and the structural model describes the causal relationships or dependencies between the latent variables.

SEM uses path diagrams to visually represent the relationships among variables. Arrows in the diagram indicate causal paths or relationships, and the strength of these relationships is estimated using statistical techniques. The model fit indices are assessed to evaluate how well the model fits the data. SEM allowed the researcher to test hypotheses, assess the goodness of fit of the model, estimate parameters, and make predictions. Figure 5.3 is a representation of the SEM produced by this study. The model is not the best ( $\chi^2 = 94.691$ ,  $p < 0.001$ ), RMSEA (0.209,  $p < 0.001$ ) not being met, but CMIN/DF (2.492) and CFI (0.86) being met though marginally lower. This is mainly due to the small sample size which was an inclusive restrictive factor. All of the regression weights were above 0.70 except C2.6 (0.519).



**Figure 5.3: Structural Equation Model**

Though the sample was small, the regression analysis does show the following:

### Regression Analysis

The level of significance relates to the strength of the relationships. The correlations are tested in Table 5.10. Data on Table 5.10 illustrates that there is only one significant relationship between E (Impact) and B (Benefits). The results indicate a strong, directly proportional relationship between the latent variables, with the correlation of +0.945. estimate being positive. This means that tourism social entrepreneurship would yield benefits that would impact the economies of Bergville. Other variables C and D (-.461) means that as the value of one variable increases, the value of the other decreases (the correlation is negative), E and C (0.567) show a moderate correlation, E and D

also have a negative correlation at  $-.147$ , as well as B and D ( $-.166$ ), and B and C ( $0.377$ ) show a weak positive correlation.

**Table 5.10: Covariances: (Group number 1 - Default model)**

	Estimate	S.E.	C.R.	P	Label		Estimate
C <--> D	-.105	.070	-1.497	.134	par_8	C <--> D	-.461
E <--> C	.156	.086	1.809	.070	par_9	E <--> C	.567
E <--> D	-.046	.070	-.659	.510	par_10	E <--> D	-.147
<b>E &lt;--&gt; B</b>	<b>.434</b>	<b>.123</b>	<b>3.539</b>	<b>***</b>	<b>par_11</b>	<b>E &lt;--&gt; B</b>	<b>0.945</b>
B <--> D	-.056	.072	-.777	.437	par_12	B <--> D	-.166
B <--> C	.111	.075	1.482	.138	par_13	B <--> C	.377

Null hypothesis: There is no correlation between each of the dimensions.

Alternate hypothesis: There is a significant correlation.

## SECTION B: QUALITATIVE SECTION OF THE QUESTIONNAIRE

As the method used in the study was mixed (quantitative and qualitative), the questionnaire comprised of open-ended question items as well which allowed participants to share their views and perceptions regarding SE opportunities and challenges in the area of Bergville. Figure 5.5 presents the participants' responses of their understanding of social entrepreneurship.

### 5.9 Participants' understanding of Social Entrepreneurship

As illustrated in Figure 5.4, most of the participants (16) shared understood SE to mean a business that fails to create positive social and environmental impact. This was followed by 7 participants who understood SE to mean the involvement of local community in social businesses. To 3 participants (3) SE meant starting a business for a greater good than just profits. Other 2 responses were on creating businesses that address social issues, a result supported by Nicholls (2010) in the argument that

social entrepreneurship should be evaluated based on its ability to create social value, rather than just financial returns. These responses were supported by Yunus (2007) when arguing that social entrepreneurship is a tool for poverty reduction and empowerment, and that it can help create self-sustaining communities, and Hockerts (2017) in the statement that SE has the potential to address environmental challenges and promote sustainable development practices.

**Table 5.11 Overview of the key themes and descriptions related to social entrepreneurship**

Key Themes	Description
Community Involvement	- Social entrepreneurship involves running a business in collaboration with the community. - Creation of businesses that work with local businesses. - Active community engagement in job creation and idea generation.
Social Impact Focus	- Primary goal is to benefit the community and improve the standard of living, especially in underprivileged areas. - Emphasis on positive social gain over maximum profit. - Focus on addressing social issues like poverty reduction.
Non-Profit Orientation	- Often associated with non-profit organizations or NGOs. - Focus on creating opportunities within the community for positive impact, rather than solely pursuing financial gains.
Job Creation and Opportunities	- Involves developing business opportunities that positively impact the community. - Creation of jobs with an interest in providing opportunities for local people.
Problem Solving	- Pursuit of novel applications to solve community-based problems. - Identification of social problems or needs and implementation of business models to address them.
People-Oriented and Community-Based	- Described as people-oriented entrepreneurship with a strong connection to social activities. - Emphasis on involvement of local people and businesses.
Sustainable Solutions	- Emphasizes sustainable development practices and solutions meeting the needs of marginalized communities. - Focus on creating businesses that generate revenue while addressing social or environmental issues.
Creative Problem Solving	- Seen as a creative way to solve problems, combining business skills with a desire to make a positive impact. - Examples include businesses addressing environmental concerns or providing education to low-income communities.
Business Skills for Social Good	- Use of business skills to make a positive impact on the world. - Leverages entrepreneurial skills and creativity to create positive change.

Key Themes	Description
Collaboration and Support	- Emphasis on collaboration among individuals, groups, or entrepreneurs to overcome business challenges and develop funding. - Support from local authorities and communities is crucial for legitimacy and success.

**Figure 5.4: Participants’ understanding of social entrepreneurship**

The remaining responses were individual and they included that SE aimed at community emancipation, that SEs were NGOs, they were geared to support small businesses to supply hotels. Other participants spoke about hiring local people to boost livelihoods, creating solutions to tackle social and cultural issues, and forming working relationships to overcome challenges and source funding. Dees and Anderson (2006) concurred that social entrepreneurs must work closely with local stakeholders to identify and address social problems

**5.10 Benefits of incorporating Social Entrepreneurship into tourism business**

One of the most significant advantages is the improvement of reputation and competitive advantage, which leads to increased visibility and positive word-of-mouth marketing (Ivanov & Webster, 2019). In a competitive industry like tourism, companies that stand out as socially responsible and ethical have a distinct advantage (Ratten, 2019).

**Table 5.12 Benefits of incorporating Social Entrepreneurship into tourism business**

Themes	Number of Responses
<b>Community Impact</b>	
- Improved Community Relationship	7
- Contribution to SDGs and Community Well-being	2
- Social and Environmental Impact	5
- Positive Image Creation	2
- Combating Poverty and Inequality	1
<b>Business Advantage</b>	
- Reputation and Advantages	7
- Competitive Advantage and Differentiation	3
- Marketing Benefit and Visibility	2
- Financial Funding	1
<b>Employee and Business Growth</b>	
- Job Opportunities, Economic Growth, and Employment	3
- Increased Employee Retention	1
- Business Growth through Word of Mouth	1
<b>Quality of Life</b>	
- Quality of Life Improvement and Community Spirit	2
<b>Diversity and Innovation</b>	
- Increased Creativity	1
- Offering Diverse Options	1
- Business Diversification	1
<b>Ownership and Collaboration</b>	
- Broader Ownership of the Business	1
- Collaboration	1
<b>Strategic Business Practices</b>	
- Knowledge and Experience Enhancement	1
- Cost Savings and Revenue Generation	1
<b>Individual Perspective</b>	
- Owner's Perspective on Benefits	1
<b>Community Support</b>	
- Support from the Community	1
<b>Addressing Concerns</b>	
- Addressing Community Concerns	1

This is particularly important given the growing demand for responsible tourism offerings and the need to differentiate oneself from competitors. Social entrepreneurship initiatives can create entrepreneurial and tourism opportunities, enhancing the standard of living and upskilling the community, and improving relationships between the business and the local community (De Sausmarez & Abson, 2020).

Table 5.13 presents perceived benefits of incorporating SE into their tourism businesses.

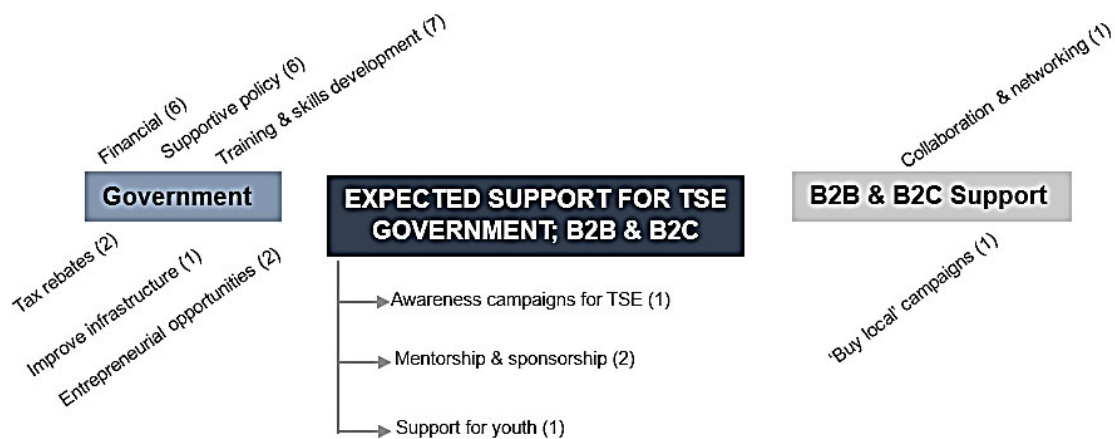
Theme	Number of Responses
Improved Reputation	15
Community Development and local relations	14
Improved Branding	15
Competitive Advantage	11

Furthermore, social entrepreneurship practices can lead to increased creativity, funding opportunities, and improved quality of life for local people (Baggio & Scott, 2018), cost saving (economies of scale) and opportunities to diversity revenue streams (Apostolakis & Kalogeras, 2021). The findings of this study were not removed from the literature reviewed. Figure 5.5 illustrates that 15 participants believed that incorporating SE in their tourism businesses could improve the image of their businesses, as well as strengthen their brands. Another 14 participants were of the view that SE would improve their relationship with local community on B2B (business-business) and B2C (business-customer) bases. Finally, 11 participants were convinced that incorporating SE into their tourism business would improve their

competitive advantage over businesses that did not, because SE fosters a sense of community ownership and participation (Choi *et al.*, 2020) and lead to more positive outcomes and better business performance (Poria *et al.*, 2021). These responses were very important because they addressed one of the objectives of the study.

### 5.11 Expected type of support to boost tourism SE

One of the objectives of the study was to develop a framework to facilitate social entrepreneurship for tourism businesses in Bergville. Therefore, responses to this question were very vital as they would inform the framework.



**Figure 5.4: Types of support expected**

Figure 5.6 presents results on the types of support that participants expected from government, B2B, B2C and from both government and other businesses and community. Participants shared that they expected supportive policies from the government. Supportive policies would help unlock a lot of other support such as finance, improved infrastructure (supported by Khrihna *et al.*, 2020), entrepreneurial opportunities, tax rebates and training and development. From both government and B2B and B2C they expected awareness campaigns to support TSE, mentorship and sponsorship schemes, as well as support for youth aspiring to become tourism entrepreneurs. A study conducted in Mexico found that access to microfinance and other financial resources significantly improved the performance of social enterprises (Lara-Fernandez *et al.*, 2020). Similarly, a study conducted in China found that access

to funding was essential for the growth and sustainability of SE (Zhu *et al.*, 2021). In support, Adam *et al.* (2021) argued that mentoring relationships provided valuable guidance and support for social entrepreneurs in navigating the challenges of starting and growing a social enterprise. From B2B they expected more collaboration and networking initiatives as well as buy-local campaigns.

### **5.12 Specific positive impacts of SE on the local community**

The creation of employment opportunities is considered a fundamental goal of social enterprises, as they aim to address social and economic challenges through entrepreneurial means (Austin *et al.*, 2006), particularly for disadvantaged communities (Bacq & Jansen, 2011). This aligns with the responses highlighting job creation as a significant impact of SE and supported by 100.0% of the sample (Table 5.13). Strangely, the second most frequent benefit was 'others,' with the frequency of 6. The third most mentioned benefit was 'innovation,' mentioned by 5 participants, supported by Salamzadeh *et al.* (2019). Education and training had a frequency of 5, supported by Chell (2007); Defourny and Nyssens (2010), 'collaboration and support,' with the frequency of 3, local suppliers, mentioned by 3 participants, 'improved relationships' was mentioned by 2 participants, and 'not applicable' mentioned by 2 participants who felt that no benefits accrued to the local community from SE. All other responses reflected on Table 5.13 were mentioned by 1 participant. These were economic development, improved standard of living, reduction of hunger, economic and social well-being, social and environmental awareness, increased opportunities, inspiration and community interest, and improved infrastructure.

**Table 5.11 summarizing the specific positive impacts of social entrepreneurship (SE) on the local community**

Impact	Frequency	Percent	Valid Percent	Cumulative Percent
Job creation	35	100.0	100.0	100.0
Others	6	17.1	17.1	94.3
Innovation	5	14.3	14.3	60.0
Education and training	4	11.4	11.4	42.9
Collaboration and support	3	8.6	8.6	17.1
Local suppliers	2	5.7	5.7	68.6
N/A	2	5.7	5.7	77.1
Economic development	1	2.9	2.9	2.9
Improved standard of living	1	2.9	2.9	5.7
Economic and social well-being	1	2.9	2.9	8.6
Improved relationship	1	2.9	2.9	20.0
Improved community relations	1	2.9	2.9	22.9
Social and environmental awareness	1	2.9	2.9	25.7
Increased opportunities	1	2.9	2.9	28.6
Improved knowledge and skills	1	2.9	2.9	31.4
Inspiration and community interest	1	2.9	2.9	45.7
Improvement of infrastructure	1	2.9	2.9	62.9
Job opportunities and reduction of hunger	1	2.9	2.9	71.4

This question aimed to determine the benefits that accrued to their businesses from incorporating the practices of SE. Table 5.12 captured their responses.

**Table 5.12 Main benefits of incorporating social entrepreneurship practices into your tourism business**

Benefits	Summary
Enhanced reputation and brand positioning	Incorporating social entrepreneurship practices such as responsible tourism and supporting local businesses can create a positive impact on the community and improve the business's reputation. This can differentiate the business from competitors and attract socially conscious consumers.
Increased revenue and competitive advantage	Social entrepreneurship practices can lead to cost savings, revenue generation, and business diversification. By addressing social and environmental challenges, tourism businesses can gain a competitive edge and attract more customers.
Improved relationship with the local community	Social entrepreneurship fosters collaboration and broader ownership of the business within the community. By actively engaging with and supporting the local community, tourism businesses can create stronger relationships, gain community support, and reduce concerns such as crime rates and health issues.
Social and environmental impact	Integrating social and environmental impact into the business model allows tourism businesses to contribute to sustainable development. By addressing social issues, supporting local entrepreneurship, and implementing sustainable practices, these businesses can positively impact the lives of the community and reduce environmental damage.
Employee retention and creativity	Incorporating social entrepreneurship practices can lead to increased employee retention and job satisfaction. Additionally, it can foster a culture of innovation and creativity within the business, as employees are motivated by the positive social impact they are making.
Marketing and visibility	Social entrepreneurship practices align with the growing demand for responsible tourism offerings. By promoting responsible practices and showcasing social impact, businesses can attract the "New Tourist" who values sustainability and responsible travel. This can lead to increased visibility, positive word-of-mouth marketing, and business growth.
Alignment with social entrepreneurship principles and goals	The identified benefits align with the principles and goals of social entrepreneurship, which aims to create positive social, economic, and environmental change through entrepreneurial means. By incorporating these practices, tourism businesses can contribute to the well-being of the community, address social challenges, and promote sustainability, ultimately benefiting both the business and the local community.

Enhanced reputation and brand positioning: *"Incorporating social entrepreneurship practices such as responsible tourism and supporting local businesses can create a positive impact on the community and improve the business's reputation. This can differentiate the business from competitors and attract socially conscious consumers."* Numerous studies suggest that socially responsible business practices can enhance a company's reputation and brand image (Kotler *et al.*, 2020). By incorporating social entrepreneurship practices, such as responsible tourism and supporting local businesses, a tourism business can demonstrate its commitment to social and environmental sustainability, which can attract socially conscious consumers (Dinnie, 2021).

In the contemporary landscape of tourism, where consumers are increasingly valuing ethical and sustainable practices, enhancing the reputation and brand positioning of a business is crucial for long-term success. The assertion that incorporating responsible tourism practices aligns with the growing trend of ethical consumerism is supported by the work of Smith and Puczkó (2009). According to their seminal work, responsible tourism emphasizes the minimization of negative environmental impacts and the maximization of positive contributions to local communities. This perspective aligns with the broader principles of social entrepreneurship, which seeks to create positive social change through business activities.

*Smith and Puczkó (2009)* argue that responsible tourism is rooted in principles of sustainability, aiming to conserve cultural heritage, protect natural resources, and contribute to the socio-economic development of host communities. This aligns with the notion that by supporting local businesses and practicing responsible tourism, a tourism business can make positive contributions to the community. Moreover, the competitive advantage gained through a positive reputation is substantiated by Strasdas (2019). Strasdas emphasizes that in a market where consumers are increasingly making choices based on social and environmental responsibility, a positive reputation not only attracts socially conscious consumers but also differentiates a business from its competitors. This aligns with the broader understanding that consumers are willing to pay a premium for products and services associated with positive social and environmental impact (Hartmann & Ibanez, 2006).

The long-term sustainability of a business is intricately linked to its reputation and the values it embodies. This aligns with the perspective of corporate social responsibility (CSR) literature, where businesses are urged to go beyond profit-making and actively contribute to the well-being of society (Carroll, 1999). By incorporating social entrepreneurship practices, a tourism business not only meets the ethical expectations of modern consumers but also positions itself as a responsible and socially conscious entity in the market.

The assertion that incorporating responsible tourism practices positively impacts a business's reputation is well-supported by literature emphasizing the importance of ethical consumerism, sustainability, and differentiation from competitors. This alignment with social entrepreneurship principles contributes not only to the short-term success of a business but also to its long-term sustainability and positive societal impact.

Increased revenue and competitive advantage: *"Social entrepreneurship practices can lead to cost savings, revenue generation, and business diversification. By addressing social and environmental challenges, tourism businesses can gain a competitive edge and attract more customers."* Social entrepreneurship practices can contribute to revenue generation and cost savings through various means. For example, integrating sustainable practices can lead to resource efficiency and cost reductions (Hohnen, 2020). Moreover, by addressing social and environmental challenges, tourism businesses can differentiate themselves from competitors and attract a growing market segment of conscious consumers who are willing to pay a premium for sustainable and socially responsible offerings (Xie *et al.*, 2021).

The relationship between social entrepreneurship practices, financial benefits, and competitive advantage within the tourism industry is a complex yet pivotal aspect of contemporary business strategy. The assertion that integrating social entrepreneurship into tourism businesses results in tangible financial benefits is substantiated by scholarly works, particularly those of Sharpley and Telfer (2015).

*Sharpley and Telfer (2015)* delve into the economic dimensions of social entrepreneurship in the tourism sector. They argue that addressing social and environmental challenges not only aligns with the principles of responsible tourism but also leads to cost savings through more efficient resource use. This aligns with the broader concept of sustainable business practices, where resource efficiency contributes not only to environmental conservation but also to the economic sustainability of a business.

Moreover, the idea that social entrepreneurship contributes to revenue generation is in line with the perspective that businesses embracing social and environmental responsibility attract a specific segment of consumers. According to Hall (2019), consumers increasingly prioritize businesses with a positive social and environmental impact. This aligns with the concept of conscious consumerism, where consumers make purchasing decisions based not only on the product or service itself but also on the values and impact of the business providing it.

The competitive advantage gained through social entrepreneurship practices is highlighted by Hall (2019), emphasizing that businesses addressing social and environmental challenges differentiate themselves in a market where consumers are becoming more discerning. This differentiation goes beyond mere product or service offerings and taps into the growing consumer demand for ethical business practices. This resonates with the resource-based view of the firm, where unique capabilities, such as a positive social and environmental impact, can provide a sustained competitive advantage (Barney, 1991).

Furthermore, the link between social entrepreneurship and business diversification is crucial for long-term resilience and adaptability. Diversification is a strategy that helps businesses mitigate risks and capitalize on emerging opportunities (Hitt, Ireland, & Hoskisson, 2016). By integrating social entrepreneurship practices, tourism businesses position themselves to explore new products or services that align with evolving consumer preferences, thereby enhancing their revenue streams.

The integration of social entrepreneurship practices into tourism businesses not only addresses ethical imperatives but also contributes significantly to financial well-being and competitive advantage. The synergy between social impact and economic

success, as supported by scholarly literature, underscores the multifaceted benefits that businesses can derive from a commitment to social entrepreneurship.

Improved relationship with the local community: *"Social entrepreneurship fosters collaboration and broader ownership of the business within the community. By actively engaging with and supporting the local community, tourism businesses can create stronger relationships, gain community support, and reduce concerns such as crime rates and health issues."*

Social entrepreneurship fosters collaboration and partnership with the local community, which can lead to several benefits. By actively engaging with and supporting the local community, tourism businesses can build stronger relationships, gain community support, and reduce concerns such as crime rates and health issues (Saxena & Ilbery, 2020). This collaborative approach can create a sense of ownership and shared responsibility, resulting in a positive and supportive environment for the business.

Social and environmental impact: Integrating social and environmental impact into the business model aligns with the principles of sustainable development. By addressing social issues, supporting local entrepreneurship, and implementing sustainable practices, tourism businesses can positively impact the lives of the community and contribute to the conservation of natural and cultural resources (Brouder *et al.*, 2021). This aligns with the growing demand for sustainable and responsible tourism, as consumers increasingly seek experiences that have a positive social and environmental impact.

The intricate relationship between social entrepreneurship and the enhancement of relationships with local communities in the context of tourism is a topic of profound significance. The idea that social entrepreneurship fosters collaboration and broader ownership within the community finds resonance in the work of *Mair and Marti (2006)*. They emphasize that engagement with the local community is not merely a strategic move but a fundamental principle of social entrepreneurship. This engagement goes

beyond transactional interactions, fostering collaboration and a sense of shared ownership of the business within the community.

Mair and Marti (2006) further argue that such collaboration and broader ownership lead to stronger relationships with the local community. The concept of social capital, as discussed by *Putnam (1993)*, is relevant here. Social capital represents the social connections and networks that individuals and groups have, and it plays a crucial role in community development. By actively engaging with the community, businesses accumulate social capital, which, in turn, contributes to the creation of a resilient and supportive community network. Additionally, the notion that addressing local concerns such as crime rates and health issues contributes to the overall well-being of the community aligns with the principles of social responsibility and sustainability (Hall, 2019). This perspective acknowledges the interconnectedness of the business with the community, emphasizing a symbiotic relationship where the success and well-being of the business are intertwined with those of the local residents.

The symbiotic relationship between businesses and local communities is further corroborated by the concept of shared value, as proposed by *Porter and Kramer (2011)*. Shared value emphasizes the idea that the competitiveness of a company and the health of the communities around it are mutually dependent. By actively addressing local concerns, tourism businesses create shared value, leading to both social and economic benefits for the community and the business.

The engagement with local communities also aligns with the broader discourse on responsible tourism, which emphasizes the importance of minimizing negative impacts and maximizing positive contributions to host communities (Sharpley & Telfer, 2015). Businesses that actively participate in community development not only fulfill ethical imperatives but also position themselves as responsible and community-oriented entities.

Social and Environmental Impact, *"Integrating social and environmental impact into the business model allows tourism businesses to contribute to sustainable development. By addressing social issues, supporting local entrepreneurship, and*

*implementing sustainable practices, these businesses can positively impact the lives of the community and reduce environmental damage."*

The integration of social and environmental impact considerations into the business model represents a pivotal paradigm shift within the tourism industry. The assertion that social entrepreneurship practices contribute to the sustainable development of communities is grounded in a global perspective on responsible business conduct. This aligns notably with the *United Nations Sustainable Development Goals (SDGs)*, a comprehensive framework advocating for global collaboration to address pressing social and environmental issues (UN, 2015).

Tourism businesses that actively engage in addressing social issues and promoting environmental sustainability align with SDGs, particularly those related to poverty reduction (Goal 1), quality education (Goal 4), decent work and economic growth (Goal 8), sustainable cities and communities (Goal 11), and responsible consumption and production (Goal 12). Such alignment not only reflects a commitment to global sustainability but also provides a robust framework for guiding business practices toward positive social and environmental impacts.

Supporting local entrepreneurship emerges as a crucial avenue through which tourism businesses contribute to social impact. By fostering local businesses, tourism entities empower communities to become economically self-sufficient. This is particularly important in the context of sustainable development, as emphasized by scholars such as *Mair and Marti (2009)*, who argue that social entrepreneurship should not be seen solely as charity but as a means to create sustainable, positive change in communities. Empowering local entrepreneurs contributes to economic resilience and community autonomy, aligning with the broader principles of sustainable development.

The implementation of sustainable practices within the tourism sector is pivotal for mitigating environmental damage. Scholars like *Buckley (2012)* argue that sustainable tourism practices not only protect natural resources but also ensure the long-term viability of tourism destinations. For instance, minimizing carbon footprints, conserving biodiversity, and practicing responsible waste management contribute to the preservation of ecosystems and minimize negative impacts on the environment.

The interconnectedness of social and environmental impacts within the context of tourism is highlighted by *Swarbrooke and Horner (2012)*, who argue that sustainable tourism should not only address environmental issues but also enhance the social and economic well-being of host communities. This holistic approach recognizes the interdependence of environmental conservation and community development.

Employee retention and creativity: *"Incorporating social entrepreneurship practices can lead to increased employee retention and job satisfaction. Additionally, it can foster a culture of innovation and creativity within the business, as employees are motivated by the positive social impact they are making."*

Incorporating social entrepreneurship practices can lead to increased employee retention and job satisfaction. Studies have shown that employees are motivated by the opportunity to make a positive social impact through their work (Bansal & DesJardine, 2021). By fostering a culture of innovation and creativity centered around social entrepreneurship, tourism businesses can attract and retain talent, leading to improved performance and productivity (Hall *et al.*, 2020).

The intersection of social entrepreneurship and the internal dynamics of a business, particularly its impact on employee retention and creativity, is a multifaceted and critical aspect of organizational behavior. The assertion that incorporating social entrepreneurship practices leads to increased employee retention and job satisfaction is substantiated by the findings of *Hockerts (2017)*, whose research delves into the motivational factors that drive employees within socially conscious organizations.

Hockerts (2017) underscores that employees, especially in the context of social entrepreneurship, are motivated by a sense of purpose and the positive social impact they can make through their work. This aligns with broader theories of organizational behavior, such as Herzberg's Two-Factor Theory, which posits that job satisfaction is influenced not only by extrinsic factors like salary but also by intrinsic factors such as meaningful work and a sense of achievement (Herzberg *et al.*, 1959). The intrinsic

motivation derived from contributing to positive social impact becomes a powerful driver for employee commitment and satisfaction.

The linkage between social entrepreneurship and increased job satisfaction and retention is further supported by studies in organizational psychology. For instance, *Masterson et al. (2000)* emphasize that employees are more likely to stay with an organization where they feel a sense of belonging and where their values align with the organization's mission. In the context of social entrepreneurship, where a positive social impact is central to the mission, this alignment is likely to result in higher job satisfaction and lower turnover intentions.

The idea that social entrepreneurship fosters a culture of innovation and creativity within the organization aligns with theories of organizational innovation. Scholars like *Amabile (1996)* argue that a supportive organizational culture, characterized by a sense of purpose and a climate that values creativity, is essential for fostering innovation. In the context of social entrepreneurship, the purpose-driven nature of the work not only motivates employees but also cultivates an environment conducive to creative problem-solving and innovation.

The symbiotic relationship between employee motivation, job satisfaction, and creativity is emphasized by *Deci and Ryan (2000)* in their Self-Determination Theory. According to this theory, individuals are more likely to be intrinsically motivated and engaged in creative tasks when they perceive their work as meaningful and aligned with their values.

*Marketing and visibility: "Social entrepreneurship practices align with the growing demand for responsible tourism offerings. By promoting responsible practices and showcasing social impact, businesses can attract the 'New Tourist' who values sustainability and responsible travel. This can lead to increased visibility, positive word-of-mouth marketing, and business growth."*

Social entrepreneurship practices align with the growing demand for responsible tourism offerings. By promoting responsible practices and showcasing social impact, businesses can attract the "New Tourist" who values sustainability and responsible travel (*Sigala et al., 2021*). This can lead to increased visibility, positive word-of-mouth

marketing, and business growth as consumers actively seek out businesses that align with their values.

The intersection of social entrepreneurship and marketing within the tourism industry represents a strategic confluence where responsible practices not only appeal to a conscious consumer base but also fuel business growth. The assertion that social entrepreneurship practices align with the growing demand for responsible tourism offerings finds strong support in the research of *Hanusch and White (2013)*, who delve into the preferences of the contemporary tourist.

Hanusch and White (2013) observe a discernible shift in consumer preferences, with the emergence of the 'New Tourist' who actively seeks responsible tourism offerings. This demographic values sustainability, environmental stewardship, and social responsibility in their travel choices. Social entrepreneurship practices, which emphasize positive social and environmental impacts, position businesses strategically to meet the demands of this evolving market.

The strategic importance of aligning with responsible tourism practices is further reinforced by *Kotler et al. (2017)*, who argue that marketing strategies centered around social responsibility can enhance a company's competitive advantage. By actively promoting responsible practices and showcasing the social impact of their activities, tourism businesses can position themselves as leaders in responsible tourism, catering to a market segment that is increasingly influential and conscientious.

The idea that businesses can attract the 'New Tourist' through responsible practices contributes to the broader discourse on the economic impact of ethical consumerism. *Luchs et al. (2010)* emphasize that consumers are not only making purchasing decisions based on product attributes but also on the values and ethical stance of the businesses. This extends to the tourism sector, where responsible practices become a key differentiator in a competitive market.

The concept of increased visibility resulting from responsible practices aligns with the dynamics of modern marketing. The 'New Tourist,' influenced by social media and digital communication, seeks experiences aligned with their values and actively shares these experiences online. Positive word-of-mouth marketing, generated through social

media platforms and review websites, becomes a potent tool for increasing visibility (Fesenmaier et al., 2016). The positive stories and social impact associated with social entrepreneurship practices contribute to this online narrative, fostering a virtuous cycle of positive publicity.

The link between responsible tourism practices, positive word-of-mouth marketing, and overall business growth is also explored in the work of *Pizam and Mansfeld (1996)*. They argue that satisfied customers are more likely to share their positive experiences, leading to increased business through referrals. Social entrepreneurship practices, by creating positive and meaningful experiences for tourists, contribute to customer satisfaction and, consequently, to positive word-of-mouth marketing and business growth.

Alignment with Social Entrepreneurship Principles and Goals, "The identified benefits align with the principles and goals of social entrepreneurship, which aims to create positive social, economic, and environmental change through entrepreneurial means. By incorporating these practices, tourism businesses can contribute to the well-being of the community, address social challenges, and promote sustainability, ultimately benefiting both the business and the local community."

At its core, social entrepreneurship is a transformative force, seeking positive change through innovative and entrepreneurial solutions to societal challenges. The assertion that the identified benefits align with the principles and goals of social entrepreneurship resonates with the foundational definition of social entrepreneurship as articulated by *Dees (1998)*. According to Dees, social entrepreneurship involves the use of entrepreneurial skills to address social challenges, emphasizing the dual goals of financial sustainability and positive social impact.

The alignment of tourism businesses with social entrepreneurship principles signifies a paradigm shift where economic activities are not viewed in isolation but as integral components of a broader social and environmental ecosystem. The idea that tourism businesses can play a pivotal role in community well-being finds resonance in the works of *Nicholls (2010)*, who explores the potential of social entrepreneurship to

create sustainable and inclusive economic development. Tourism, when imbued with social entrepreneurship practices, becomes a catalyst for positive change in local communities.

The focus on community well-being aligns with broader theories of sustainable development. Scholars such as *Sachs (2015)* argue that sustainable development encompasses economic, social, and environmental dimensions. Tourism, as a form of economic activity, becomes a vehicle for holistic development when imbued with the principles of social entrepreneurship. This integration contributes not only to the financial well-being of the community but also to the enhancement of social and environmental capital. The concept of addressing social challenges aligns with the broader understanding of social entrepreneurship as a vehicle for social change (*Peredo & McLean, 2006*). The identified benefits, including improved relationships, community support, and positive impacts on local issues, exemplify how tourism businesses can become agents of social change. By actively engaging with and addressing the concerns of the local community, tourism businesses contribute to the social fabric of the destination.

The emphasis on promoting sustainability resonates with the global imperative for responsible business conduct. Sustainable development goals, such as those outlined by the *United Nations (2015)*, underscore the importance of integrating economic, social, and environmental considerations into business practices. By aligning with these goals, tourism businesses not only contribute to the global sustainability agenda but also enhance their own long-term viability by minimizing negative impacts and fostering resilience.

Enhanced reputation and brand positioning: Numerous studies suggest that socially responsible business practices can enhance a company's reputation and brand image (*Kotler et al., 2020*). By incorporating social entrepreneurship practices, such as responsible tourism and supporting local businesses, a tourism business can demonstrate its commitment to social and environmental sustainability, which can attract socially conscious consumers (*Dinnie, 2021*).

Increased revenue and competitive advantage: Social entrepreneurship practices can contribute to revenue generation and cost savings through various means. For example,

### 5.14 Key factors for successfully incorporating SE practices into a tourism business

Figure 5.8 presents identified key factors for successfully incorporating social entrepreneurship practices into a tourism business based on common themes. By organising the factors into distinct categories, a better understanding of the different aspects that contribute to the successful integration of social entrepreneurship practices in the tourism industry can be reached. Each theme represents a cluster of related factors that share a common goal or focus.



**Figure 5.8: Key factors for successful incorporation of SE practices**

#### *Leadership and commitment*

Effective leadership is a critical factor in successfully incorporating social entrepreneurship practices into a tourism business. Transformational leadership, as supported by Northouse (2021), emphasizes the importance of strong and purpose-driven leaders who inspire and motivate their employees and stakeholders. By aligning business objectives with a social mission, leaders can create a sense of purpose and shared values within the organization, driving greater commitment

towards social impact initiatives. Purpose-driven leadership, as highlighted by Hurst *et al.* (2020), enables leaders to effectively communicate and embody the social mission of the business, fostering employee engagement and stakeholder support.

### *Stakeholder engagement*

Stakeholder theory, as advocated by Freeman (2020), emphasizes the significance of engaging with stakeholders, including local communities, in the context of social entrepreneurship in tourism to form a network of actors. By involving stakeholders in decision-making processes and actively seeking their input, businesses can foster collaboration, inclusivity, and shared value creation. Engaging with local communities is particularly important in community-based tourism, as Swarbrooke *et al.* (2020) suggest. By empowering local communities and considering their needs, concerns, and aspirations, tourism businesses can ensure sustainability, mitigate negative impacts, and generate positive outcomes for the community.

### *Collaboration and partnership*

Collaboration and partnership play a crucial role in successfully incorporating social entrepreneurship practices into a tourism business. Drawing from social capital theory, Dacin *et al.* (2020) argue that building a supportive ecosystem of actor-network and establishing partnerships among various stakeholders, including government agencies, tourism businesses, and community groups, can enhance social entrepreneurship efforts. Collaborative relationships provide access to resources, expertise, and support, enabling businesses to leverage collective knowledge and address complex social and environmental challenges. Moreover, collaboration and innovation, as highlighted by Gretzel *et al.* (2021), are essential for developing creative solutions that have a positive impact on the community and the environment.

### *Learning and continuous improvement*

Learning and continuous improvement are fundamental for successfully incorporating social entrepreneurship practices into a tourism business. Organizational learning, as emphasized by Eisenbeiss *et al.* (2021), involves cultivating a culture of continuous learning, adaptability, and improvement. By actively seeking feedback, evaluating social and environmental performance, and embracing experimentation, businesses can refine their strategies and practices over time. Adaptive management, as

advocated by Mitchell *et al.* (2020), complements organizational learning by promoting flexibility, responsiveness, and the ability to adapt to changing circumstances. By integrating feedback loops and iterative approaches, and sharing good practices, businesses can enhance their social and environmental impact and ensure the long-term sustainability of their initiatives.

### *Social impact and community development*

Measuring and evaluating social impact, infrastructure development, and sustainable development are crucial aspects of successfully incorporating social entrepreneurship practices into a tourism business. Social impact assessment, as emphasized by Bramwell *et al.* (2021), helps businesses assess the outcomes and effectiveness of their social initiatives. By measuring the positive impact created within the community and investing in infrastructure development, such as healthcare facilities, transportation, and sustainable tourism initiatives, businesses can contribute to community development and promote long-term sustainability. Additionally, the skills, talent, and qualities of social entrepreneurs are essential, as highlighted by Mair and Marti (2021). Social entrepreneurship competencies, including innovative thinking, empathy, resilience, and the ability to navigate complex social challenges, enable social entrepreneurs to drive positive social change and create meaningful impacts within communities.

### **5.15 Role of government in supporting and facilitating TSE in the area**

This section explores the perspectives shared by the participants regarding the role played by the government in supporting and facilitating tourism social entrepreneurship in the area. Various viewpoints expressed by the participants including positive contributions, mixed views, concerns, and recommendations are analysed. By analysing these perspectives, the envisaged role of government in fostering social entrepreneurship in the tourism sector and identifying potential areas for improvement is clarified. Participants' viewpoints of the role of government are captured in Table 5.13 that follows.

**Table 5.13: Participants' suggestions on government's role in supporting and facilitating TSE in the area**

<b>Government and involvement in promoting TSE</b>	
<b>Concerns</b>	<b>Recommendations</b>
<b>Focus on short-term rather than long-term SE initiatives</b>	Develop infrastructure
<b>Limited attention given to social entrepreneurs (perceive lack of support)</b>	Align initiatives with local needs
<b>Lack of resources to support SE</b>	Provide funds (grants and loans)
<b>Theft of ideas by government representatives</b>	Provide technical assistance
	Long-term strategic planning
	Foster collaboration and partnerships to create a vibrant TSE ecosystem
	Create conducive environment to enable TSE to contribute to sustainable development in the area
	Address concerns, provide resources, ensure transparent processes and clear policy frameworks

Positive contributions from the government, such as providing funding, collaboration with the community, and infrastructure development, align with theories on government support for entrepreneurship. Studies have highlighted the importance of government funding and resources in promoting entrepreneurship (Audretsch & Keilbach, 2019). The provision of grants, loans, and technical assistance mentioned by the respondents reflects the role of the government in facilitating the growth and development of social entrepreneurship initiatives (Mair & Marti, 2019).

The idea of creating an enabling policy environment, including tax incentives and streamlined business registration processes, is supported by research on the role of government policies in fostering entrepreneurship (Naudé, 2018). Such policies can help reduce barriers to entry, stimulate innovation, and encourage social entrepreneurship within the tourism sector.

The significance of collaboration and partnerships, emphasized by the respondents, is aligned with the Actor-network theory used to underpin the study. Collaborative approaches, facilitated by the government, can foster social innovation and create a

supportive ecosystem for social entrepreneurship (Mason & Brown, 2014). By bringing together social entrepreneurs, local communities, and other stakeholders, the government can contribute to a more inclusive and sustainable tourism industry (Dacin *et al.*, 2010).

The acknowledgment of infrastructure development as a positive contribution from the government is supported by studies on the role of infrastructure in tourism development. Infrastructure investments, such as tourism events and improvements in transportation and amenities, can attract visitors and stimulate local businesses (Page *et al.*, 2014). This aligns with theories on tourism-led local economic development, where infrastructure development is recognized as a catalyst for tourism entrepreneurship (Ruhanen *et al.*, 2015).

On the other hand, concerns raised by some respondents regarding the government's limited attention, lack of funding support, and inadequate support towards social entrepreneurship find resonance in studies on the challenges faced by social entrepreneurs. Research has highlighted the need for improved government support, resource allocation, and transparent processes to foster social entrepreneurship (Zahra *et al.*, 2009).

## **SECTION C: QUALITATIVE SECTION – INTERVIEW**

This section analyses the responses provided by government representative regarding their initiatives and programs to support and facilitate tourism social entrepreneurship. One government representative from the local authority was interviewed using structured questionnaire. The section examines his perspectives on the effectiveness of these initiatives, the challenges they have encountered, the types of support and incentives they deem important, their views on collaboration with communities and stakeholders, regulatory and legal challenges they have faced, the importance of government policy and regulation, successful examples of government support and collaboration, and their suggestions for government improvement. By analysing the perspectives of government representatives, the study aimed to gain insights into the

role of the government in promoting and supporting tourism social entrepreneurship and identify areas for improvement in their initiatives and programs.

#### 5.16.1 Government initiatives and programs aimed at supporting and facilitating TSE

Participant: *In our area, we have implemented several government initiatives and programs to support and facilitate tourism social entrepreneurship. One notable initiative is the establishment of a dedicated fund that provides financial assistance and resources to individuals and organizations engaged in tourism social entrepreneurship. Additionally, we have collaborated with local tourism boards and industry associations to develop mentorship programs, training workshops, and networking events specifically tailored for social entrepreneurs in the tourism sector.*

The initiatives implemented in Bergville area align with the literature on supporting and facilitating tourism social entrepreneurship by providing financial assistance, resources, mentorship, and actor-networking opportunities. This indicates that the government in your area is taking proactive steps to create an enabling environment for tourism social entrepreneurs to thrive. Important words that came to the fore were: *dedicated fund for TSE, collaboration, mentorship programs, training workshops and networking events*. Dees and Anderson (2006), emphasized the importance of access to capital for social entrepreneurs. Defourny and Nyssens (2010) highlighted the significance of training and mentorship programs to enhance the entrepreneurial skills and knowledge of social entrepreneurs, and Hockerts (2017) mentioned networking events and collaborations with industry associations to provide social entrepreneurs with valuable connections, knowledge exchange, and business opportunities.

#### 5.16.2 Effectiveness of these government initiatives or programs in promoting and facilitating TSE in the area

Participant: *The effectiveness of these government initiatives and programs in promoting and supporting tourism social entrepreneurship has been quite positive. We have witnessed an increase in the number of tourism social enterprises operating in our area, as well as their contribution to the local economy and community development. Many social entrepreneurs have reported significant growth and success with the help of government support.*

Important ideas that came forth from the interview were: that the initiatives yielded quite positive results, increase in the number of TSE, contribution to local economy,

growth and success linked to government support. Matarrita-Cascante *et al.* (2020); Pearce and White (2019) vouched that government programs can lead to positive outcomes such as increased revenue, job creation, and social impact.

#### 5.16.3 Challenges you and obstacles you encountered as government when providing support for tourism social entrepreneurship initiatives

Participant: *While providing support for tourism social entrepreneurship initiatives, we have encountered a few challenges and obstacles. One common challenge is the limited awareness and understanding of the concept of social entrepreneurship among potential beneficiaries. We have also faced difficulties in coordinating and aligning the efforts of various government departments and stakeholders involved in supporting these initiatives.*

Mair and Marti (2020), the authors highlight the importance of education and awareness programs to foster a supportive ecosystem for social entrepreneurship. Further, Hudson *et al.* (2020) accentuated the importance of collaboration among stakeholders to overcome challenges in supporting social entrepreneurship. Important concepts that came to the fore from the interview as challenges were: limited understanding of SE, and difficulty in coordinating and aligning efforts of various government department. It is important also to highlight that participants did highlight lack of coordination as a challenge.

#### 5.16.4 Specific types of government support or incentives that would be most helpful in promoting and supporting tourism social entrepreneurship

Participant: *In my opinion, specific types of government support or incentives that would be most helpful in promoting and supporting tourism social entrepreneurship include: a) Financial assistance in the form of grants, loans, or investment funds specifically designed for social entrepreneurs in the tourism sector. b) Tax incentives or exemptions for social enterprises engaged in tourism-related activities. c) Access to training and capacity-building programs focused on entrepreneurship skills, sustainable tourism practices, and social impact measurement. d) Enhanced networking and collaboration platforms that connect social entrepreneurs with potential partners, investors, and customers.*

Financial assistance in the form of grants, loans, or investment funds designed for social entrepreneurs in the tourism sector is often considered a crucial support

mechanism. Backman and Sundqvist (2020) stressed the importance of financial support in enabling the establishment and growth of social enterprises in the tourism industry. A study by Sæpórsdóttir *et al.* (2020) explored the role of tax incentives in promoting social entrepreneurship in the tourism sector. Collaboration and actor-networks for the success of social entrepreneurship were emphasized by Dacin *et al.* (2020), as they (Sheela & Mahadevappa, 2020) enhance capacity-building, knowledge and skills, as well as best practice sharing.

#### 5.16.5 Ways in which the government can better collaborate with local communities and stakeholders to promote and support tourism social entrepreneurship initiatives

Participant: *To better collaborate with local communities and stakeholders in promoting and supporting tourism social entrepreneurship initiatives, the government can: a) Actively involve community members and local stakeholders in the design and implementation of relevant policies and programs. b) Foster partnerships and create platforms for dialogue and knowledge sharing between government representatives, social entrepreneurs, community organizations, and industry associations. c) Conduct regular consultations and feedback sessions to understand the needs and aspirations of local communities and adapt policies accordingly. d) Support the development of community-led initiatives by providing resources, technical assistance, and access to networks. e) Encourage the inclusion of local culture, heritage, and traditions in tourism activities to ensure the preservation and sustainable development of the community.*

To better collaborate with local communities and stakeholders, the interview pinpointed: involvement of community members and social entrepreneurs in the design and implementation of policies and programs as suggested by Gössling *et al.* (2020); Sheela and Mahadevappa (2020), creation of platforms for dialogue and knowledge sharing which was recommended by Chou and Yeung (2020), consultation and feedback sessions, community-led initiatives as suggested by Healy and Hampshire (2020), provision of resources, access to networks and availability of technical assistance.

#### 5.16.6 Description of regulatory or legal challenges that you or others have encountered while running tourism social entrepreneurship initiatives in your area

Participant: *Regulatory and legal challenges can arise when running tourism social entrepreneurship initiatives. Some common challenges include: a) Ambiguity or lack of specific regulations governing social enterprises in*

*the tourism sector. b) Complex licensing and permitting processes that can be burdensome for small-scale social enterprises. c) Difficulty in navigating overlapping or conflicting regulations from different government departments or agencies. d) Limited recognition or accreditation frameworks for social enterprises, which may hinder their access to certain benefits or support.*

The interview revealed a number of important challenges encountered by tourism social entrepreneurs. Some of these were also discussed in the literature review chapter. These included ambiguity or lack of specific regulations governing social enterprises in the tourism sector has been identified as a significant challenge, which Van Hemert *et al.* (2020) argued should be clear and specifically address the unique characteristics and activities of social enterprises in the tourism sector; complex licensing and permitting processes, that Wang and De Lacy (2020) warned should be simplified and streamlined particularly for small-scale social enterprises; difficulty navigating overlapping and conflicting regulations, which Li *et al.* (2020) felt could be addressed through interdepartmental coordination and collaboration to ensure coherence and consistency in regulations; and limited recognition or accreditation frameworks for social enterprises, which Chan *et al.* (2020) argued could be resolved through the development of recognized accreditation frameworks specific to social enterprises in tourism to enhance their visibility, credibility, and access to funding and resources.

#### 5.16.7 Importance of government policy and regulation is in promoting and supporting tourism social entrepreneurship?

Participant: *It is crucial for the government to address these challenges by working closely with relevant stakeholders to develop clear and streamlined regulatory frameworks that support the growth and operation of tourism social enterprises.*

Acting as advocates for social entrepreneurship and raising awareness among local communities about its potential benefits has been emphasized in the literature by authors such as Dacin *et al.* (2010); Gilchrist *et al.* (2019) who emphasized the role of community-led initiatives in sustainable tourism development and the role of community leaders in leveraging local resources and connections to provide support for social entrepreneurs, such as access to funding, spaces, and networks; while Bacq and Alt (2018) highlighted the importance of community leaders as connectors,

bringing together social entrepreneurs, organizations, and stakeholders to facilitate collaboration and resource sharing.

#### 5.16.8 Envisaged role of local authorities and community leaders in promoting and supporting tourism social entrepreneurship initiatives in your area

Participant: *Government policy and regulation play a crucial role in promoting and supporting tourism social entrepreneurship. Clear and supportive policies create an enabling environment that encourages innovation, investment, and collaboration in the sector. Additionally, well-designed regulations ensure fair competition, consumer protection, and sustainability, which are essential for the long-term success of tourism social enterprises.*

The participants zoomed into clear and supportive policies to create an enabling environment, encouragement of innovation, investment, fair competition, consumer protection, sustainability and long-term success of tourism social enterprises. Noya and Clarence (2020); Krueger and Kickul (2021) highlight the significance of collaborative efforts among various stakeholders in supporting social entrepreneurship.

#### 5.16.9 Description of successful examples of government support or collaboration with local communities and stakeholders to promote and support tourism social entrepreneurship initiatives in your area

Participants: *Local authorities and community leaders have a vital role to play in promoting and supporting tourism social entrepreneurship initiatives. They can: a) Act as advocates for social entrepreneurship and raise awareness among local communities about its potential benefits. b) Facilitate access to local resources, infrastructure, and networks that can support the growth of tourism social enterprises. c) Provide guidance and mentorship to aspiring social entrepreneurs, sharing their own experiences and knowledge. d) Foster collaboration and partnerships between social entrepreneurs, community organizations, and other stakeholders to create a supportive ecosystem.*

The response from the participant on the role of community leaders in promoting tourism social entrepreneurship underscored leaders acting as advocates – raising awareness, facilitating access to resources, lobbying for development of supportive infrastructure and networks. Community leaders have to provide guidance and mentorship, create platforms for knowledge sharing, foster meaningful collaborations

and partnerships. Concepts such as networks, collaboration, partnerships, and ecosystem were prevalent throughout the interview – for the simple reason that the essence of the interview was social entrepreneurship. These were supported by Dees et al. (2020); Mair and Marti (2021); and Hockerts and Wüstenhagen (2020) arguing that they sharing and learning opportunities that enhance the capabilities of social entrepreneurs and foster innovation.

#### 5.16.10 Ways in which the government can improve its support and promotion of tourism social entrepreneurship initiatives in your area

Participant: *In our area, we have witnessed successful examples of government support and collaboration with local communities and stakeholders to promote and support tourism social entrepreneurship initiatives. One notable example is the establishment of a joint task force comprising government representatives, industry experts, and community leaders. This task force has developed a comprehensive strategy to identify and address the specific needs and challenges of tourism social enterprises in our area. Through regular meetings, workshops, and consultations, the task force has been able to provide tailored support, resources, and guidance to social entrepreneurs, resulting in the growth and success of several impactful initiatives. To improve the government's support and promotion of tourism social entrepreneurship initiatives in our area, we can focus on the following areas: a) Increase awareness and understanding of social entrepreneurship among government officials and the wider community through targeted education and training programs. b) Develop a centralized information platform that provides comprehensive resources, funding opportunities, and best practices for tourism social entrepreneurs. c) Streamline bureaucratic processes and reduce administrative burdens through digitalization and automation, making it easier for social entrepreneurs to access support and navigate regulations. d) Continuously evaluate and refine government programs based on feedback from social entrepreneurs and other stakeholders, ensuring they remain relevant, effective, and responsive to changing needs. e) Foster stronger partnerships and collaboration between government agencies, local communities, industry associations, and other stakeholders to leverage collective expertise and resources for the benefit of tourism social entrepreneurship.*

In responding to the question of ways in which government can improve its support and promotion of TSE, the participants used the following concepts: joint task force, comprehensive strategy, regular meetings and workshops, increased understanding of social entrepreneurship, education and training programs (as mentioned by Mair &

Marti, 2019), centralised information platform (highlighted by Dacin *et al.* 2010), streamlined processes (which Sort *et al.*, 2020 alluded to), digitization and automation, evaluation and refinement of government programs, feedback sessions as advised by Mair *et al.* (2012), relevance, effectiveness and responsiveness, stronger partnerships and collaborations (which Emerson *et al.* 2012 spoke about), and leveraging of collective expertise and resources for the benefit so tourism social entrepreneurship as Emerson *et al.* (2012) advised.

## **5.17 CONCLUSION**

Chapter 5 focused on the presentation, analysis, and interpretation of the collected data related to social entrepreneurship in Bergville. The chapter began by describing the data analysis methods employed, including the use of statistical software to analyse the quantitative data obtained from the respondents. The analysis involves various statistical tests, such as Pearson's Chi-square and Fisher's Exact Test, to test hypotheses and examine the relationships between variables. The chapter presented the findings in a clear and organized manner, utilizing tables, figures, graphs, and statistical tests to provide a visual representation of the data. These visual aids facilitated the understanding and interpretation of the results. Furthermore, the chapter explored significant correlations and associations found within the data, shedding light on the relationships between different variables and their implications for the research questions. Qualitative data were presented using qualitative tools such as word cloud, word maps, tables and others. Data were then analysed in relation to reviewed literature and the theory used to buttress the study.

The chapter highlighted prominent challenges identified were the lack of resources, government that seemed to be lacking in its role, and limited access to markets. Additionally, difficulties in coordinating efforts among government departments and stakeholders involved in supporting these initiatives are recognized as significant hurdles. These challenges were consistent with existing literature, emphasizing the importance of addressing awareness gaps and improving coordination among stakeholders. The chapter also delved into specific types of government support and

incentives that can promote and support tourism social entrepreneurship. Financial assistance in the form of grants, loans, or investment funds, as well as tax incentives or exemptions, access to training and capacity-building programs were also identified as valuable support. Chapter 6, which is the final chapter was used to present the findings of the study in alignment with research objectives, advance the framework to facilitate tourism social entrepreneurship in the area of Bergville, and conclude the study.

## CHAPTER 6

### FINDINGS, RECOMMENDATIONS, CONTRIBUTION AND CONCLUSION

#### 6.1 INTRODUCTION

Trafford and Leshem (2008) advised that the concluding chapter should explore linkages between different components of the thesis in terms of the theoretical constructs. The conclusion chapter is an epilogue used to bring together all parts of the work in a closure. Bell (1987) cautioned that only conclusions which can justifiably be drawn from the findings should be made. This chapter presents the quantitative and qualitative findings in alignment with research objectives that were shared in chapter 1, to draw finding and conclusion as advised by Bell. Lynch (2014) advised that the final chapter should recapitulation of purpose and objectives of the study, with the view to linking them to the findings as a way of conclusion. The structure of this chapter is findings aligned to research objectives, recommendations, contribution of the study, limitations, conclusion and areas for further research. In essence, this chapter serves as the culminating point of the whole research journey. It brings together the essential elements of the study as just stated.

##### 6.1.1 Recapitulation of the aim of the study

De Lange and Dodds (2017) observed that there was a lack of hospitality and tourism social entrepreneurship projects and businesses, because they were either not recognised or there was a lack of awareness of them. It is for this reason that this study is undertaken to fill the gap in knowledge and literature especially on social entrepreneurship as it applies to tourism. De Lange and Dodds (2017) further observed that there was still a lack of literature on hospitality and tourism social entrepreneurship projects. Therefore, the primary aim of this study is to develop a framework to facilitate social entrepreneurship as a tool for sustainable tourism economies in Bergville, Okhahlamba District of uThukela Municipality in KwaZulu Natal (Figures 1-1 and 1-2).

## 6.2 FINDINGS ALIGNED WITH RESEARCH OBJECTIVES

In this thesis, the approach of aligning the findings to the research objectives was adopted. This was the case because the researcher wanted to ensure that all the objectives were satisfied before concluding the study. Regoniel (2023) recommends this approach as a way of tying the objectives and finds together.

### 6.2.1 To evaluate different social entrepreneurship development literature and theoretical frameworks

The study found through extensive literature search, that social entrepreneurship refers to a range of practices and discourses involving the creation of new and innovative organizations or enterprises to meet human needs and improve services in fields, such as poverty reduction, healthcare, child protection, disability rights and environmental sustainability (Patient & Takawira, 2021). Social entrepreneurship as a field of study was founded in the 1970s as a (Bank, 1972) social movement to tackle the matters of social unsustainability and injustice by focussing on social problems rather than profit maximization. SE is viewed as a reactionary (Saini *et al.*, 2018), reform (Halin *et al.*, 2019) innovative (Scott & Davis, 2015), revolutionary movement aimed at big structural transformations by substituting one or many large social organizations (Liu, *et al.*, 2020), with people leveraging combined expertise and resources to oppose or overturn what they think is socially unviable and damaging (Udokporo *et al.*, 2021).

SE has the potential to catalyse systemic change and address complex social problems that traditional approaches have failed to resolve (Austin *et al.*, 2022), because it is driven by a passion to make a difference (Chell & Tracey, 2022), and creating long-term solutions that are financially sustainable, environmentally responsible, and socially inclusive (Doherty *et al.*, 2021). SE businesses usually start small and local, but also grow to have global relevance (Copenhagen Business School, 2020/2021). Radić *et al.* (2020) contend that SE could become an important vehicle for the sustainable development and a means of product diversification and long-term environmental, social, and economic sustainability, because SE focuses on market implosion about the span and public goods, and redistributive fairness (Dilham *et al.*, 2018; Ibrahim & Mustapha, 2019; Scheyvens & Russell, 2012). SE has gained significant international attention as a means of promoting sustainability (Dees, 2001;

Mair & Martí, 2006; Nicholls & Cho, 2006; Sarroukh & Pernecky, 2014), fosters cross-cultural understanding and the adaptation of business models that are relevant and impactful to local contexts (Dacin, 2021).

To achieve its potential, SE requires ongoing support and collaboration between various stakeholders, including government, the private sector, civil society, and communities themselves (Hockerts & Wüstenhagen, 2021; Nicholls & Cho, 2006; Sarroukh & Pernecky, 2014), as discussed in the findings (chapter 5). Government policies and institutional support are required in fostering a conducive environment for social entrepreneurship to thrive (Saiz-Alvarez *et al.*, 2021). Countries that offer supportive legal frameworks, financial incentives, and access to resources tend to have a more vibrant social entrepreneurship ecosystem (Defourny & Nyssens, 2020), because they provide for access to resources such as training, mentoring, and networking opportunities (Kim *et al.*, 2020). In South Africa, SE are increasingly developing solutions to address climate change, biodiversity loss, and other environmental issues (Mathe & Motsatsi, 2021), and developing innovative solutions to address complex social problems, using a range of technologies and approaches (De Villiers & Smith, 2021).

Celebi *et al.* (2020); Dahles *et al.* (2020) argued that TSE is used to adopt financially sustainable strategies to achieve social aims and the responsible development of tourism. When sustainable tourism economies are responsibly managed, the economies offer an amazing economic improvement to host communities (Ajibade & Khayundi, 2017; Cant & Rabie, 2018). This influence makes virtually all the nations globally willing to develop their tourism sector as well as the figure of tourism entries (Jili *et al.*, 2017; Petersen, 2018; Swapi, 2019). While the primary purpose of tourism businesses is to maximize their financial gains (Sheldon *et al.*, 2017), ever shifting global goals, customer demands and stakeholder pressures force tourism businesses commit to meeting social responsibilities as well (Sharifi-Tehrani, 2022; Zaremohzzabieh *et al.*, 2019). Osorio and Rojas (2021) revealed that in Columbia, TSE initiative contributed to the creation of jobs, and overall improvement of the quality of life of local communities. In Mexico TSE contributed to the preservation of traditional knowledge and practices of indigenous communities (Torres-Delgado *et al.*, 2020), and in China it contributed to the enhancement of environmental sustainability (Wu *et al.*, 2021). However, the success of TSE faces numerous challenges such as access to

funding and other resources (Li *et al.*, 2020), as well as stiff competition from established tourism businesses, meaning that they may struggle to attract customers (Brouder & Teixeira, 2018). Aquino *et al.* (2018) developed framework for TSE for sustainable community development (chapter 2). The framework illustrated a number of success factors including mission and objectives, resources, as well a conducive PESTEL environment.

Karanda and Toledano (2020); Toerien (2020) argues that in South Africa, conventional social investment approaches to poverty reduction have largely been unsuccessful as (World Bank, 2020) about 55.5 per cent remain below the poverty line, because poverty reduction is normally not at the heart of the tourism agenda (Toerien, 2020). In South Africa SE is characterized by a diverse range of actors, including non-profit organizations, social enterprises, and impact-driven businesses (Chinyamurindi & Vermeulen, 2021), though still operating in marginalized environment (Modise & Pooe, 2021), which can limit the scalability and impact of social enterprises, and hinder their ability to achieve sustainability and long-term viability (Vilakazi *et al.*, 2021). Despite all the challenges, SE in South Africa have created over 200,000 jobs, and are contributing to the development of local supply chains and value-added products (Matsheng & Mjoli, 2021).

### **6.2.2 To measure the current performance of tourism businesses where social entrepreneurship has not been adopted in the Bergville area**

The second objective centered on evaluating the present performance of tourism businesses in Bergville that have not yet adopted social entrepreneurship. This investigation yielded crucial insights into the relationship between social entrepreneurship and tourism business performance within this context. One key finding was the growing recognition of social entrepreneurship as a business model prioritizing positive social or environmental impact (Jones & Silva, 2022). This suggests that tourism businesses that have not embraced social entrepreneurship might be missing out on potential benefits associated with creating positive social and environmental outcomes. By not adopting these principles, such businesses could be limiting their ability to address social challenges and contribute to the well-being of the

local community. Additionally, the involvement of the local community emerged as a crucial factor in the success of social entrepreneurship efforts. This implies that tourism businesses in Bergville not engaging with SE might be overlooking opportunities to connect with the local community, which could result in missed chances for social cohesion, enhanced social capital, and sustainable development. Considering these findings, it becomes clear that tourism businesses in Bergville not adopting social entrepreneurship might face limitations in their current performance. Research suggests that adopting social entrepreneurship principles and actively involving the local community are essential for achieving positive social and environmental impacts. Neglecting these aspects could cause businesses to miss out on the potential benefits of social entrepreneurship, including improved social cohesion, enhanced social capital, and sustainable development.

The study emphasizes the importance of integrating social entrepreneurship as a strategy to enhance the performance of tourism businesses in Bergville. By incorporating social entrepreneurship principles, businesses can create shared value by addressing societal challenges, empowering the community, and promoting social inclusion. Moreover, involving the local community as stakeholders not only enhances the authenticity and cultural experiences offered to tourists but also strengthens the long-term sustainability of tourism enterprises. Therefore, recognizing the potential of SE as a strategy to improve performance and embracing innovative approaches aligned with its principles (Jones & Brown, 2023) is crucial for tourism businesses in Bergville. Integrating social and environmental goals alongside financial objectives enables businesses to make a positive impact on the community, promote sustainable tourism practices, and establish a competitive edge in the market.

This study strategically positions itself within the existing body of literature, making a substantial contribution to the discourse on the intersection of social entrepreneurship and tourism business performance. The research builds upon the foundational insights provided by Jones and Silva (2022), delving meticulously into the unique context of Bergville. This focused exploration offers a nuanced perspective on how the absence of social entrepreneurship adoption may influence the performance of tourism businesses in the region.

One key contribution of this study is its specific focus on tourism businesses in Bergville that have not embraced social entrepreneurship. This finding aligns with broader literature, recognizing the potential benefits associated with positive social and environmental outcomes linked to social entrepreneurship (Jones & Silva, 2022). The study introduces a nuanced layer to the current understanding, shedding light on the implications for tourism businesses in Bergville that have yet to adopt social entrepreneurship.

The research underscores the pivotal role of local community involvement in the success of social entrepreneurship efforts. This emphasis builds upon established literature, as exemplified by Mitchell et al. (2021), adding a distinct layer to the understanding of social entrepreneurship's impact on tourism businesses. It not only highlights the missed opportunities for social cohesion, enhanced social capital, and sustainable development when businesses neglect to engage with the principles of social entrepreneurship but also contributes to refining strategies for community engagement in the tourism context.

A noteworthy contribution of this study is the identification of potential limitations faced by tourism businesses in Bergville that have yet to adopt social entrepreneurship. This insight, supported by the findings of previous studies such as Smith et al. (2019), transcends the mere recognition of the benefits of social entrepreneurship. It sheds light on the possible drawbacks of neglecting these principles, thereby enriching the discourse on performance dynamics in the tourism sector.

Beyond evaluation, the study emphasizes the critical importance of integrating social entrepreneurship as a strategic approach in Bergville. It also recognizes the potential of social entrepreneurship as a strategy to improve performance, aligning with forward-thinking insights proposed by Jones and Brown (2023). This forward-looking perspective encourages tourism businesses in Bergville to embrace evolving strategies for sustained positive impacts, aligning their practices with the principles of social entrepreneurship.

### **6.2.3 To highlight the stage of development of tourism social entrepreneurship in the Bergville area**

The third objective of the study was to highlight the stage of development of tourism social entrepreneurship in the Bergville area. Through a comprehensive analysis of the literature and empirical findings, several key insights have emerged that provide valuable insights into the current state of tourism social entrepreneurship in this specific context. The findings underscore a significant presence of Tourism Social Entrepreneurship (TSE) in the Bergville area, highlighting its potential as a pivotal strategy for both local economic development and profound social impact. Based on meticulously compiled data from diverse sources, including local authorities and comprehensive community surveys, a discernible pattern emerges that indicates a robust growth in the number of TSE initiatives within Bergville over the past decade (Okhahlamba Local Authorities Annual Report, 2022). The latest available statistics indicate that approximately 30 active TSE initiatives are currently operational in the area, spanning a diverse spectrum of sectors such as hospitality, ecotourism, and cultural experiences.

The most noteworthy contribution of TSE to Bergville lies in its demonstrable impact on job creation and the stimulation of local employment opportunities. Collectively, the TSE initiatives have generated a substantial tally of over 200 direct jobs within the local community (Okhahlamba Local Authorities Annual Report, 2022). This infusion of employment not only serves as a vital avenue for bolstering the economic prospects of the local populace but also serves as an invaluable conduit for skill development and capacity building, further augmenting the employability of the workforce (uThukela Skill Development Report, 2021). Moreover, it's pertinent to note that the TSE sector's indirect contributions reverberate across the local economy by generating heightened demand for goods and services from other businesses, thereby engendering a virtuous cycle of economic growth within the region.

The tangible social impact of TSE initiatives in Bergville extends well beyond their economic implications. These pioneering initiatives have adeptly undertaken the responsibility of conserving and amplifying the region's rich cultural heritage and abundant natural resources. A striking example is the advent of community-based TSE projects that have catalysed the rejuvenation of traditional crafts and cultural practices, thereby empowering local artisans and safeguarding the legacy of their heritage at uMnweni Cultural Centre (Cultural Heritage Revitalization Report, 2021). Additionally, certain TSE ventures that concentrate on sustainable agricultural

practices have contributed not just to local food security enhancement but also to the fostering of environmental conservation through the conscientious adoption of responsible farming techniques (Sustainable Agriculture Impact Assessment, 2022).

The presence of concrete figures pertaining to TSE initiatives, job creation, and the diverse spectrum of social impact underscore a salient and optimistic trajectory of TSE development within the Bergville area. Nonetheless, it's imperative to acknowledge that a few hurdles remain, notably encompassing aspects such as access to financial resources, capacity enhancement, and infrastructure development (Challenges in TSE Development, 2023). Addressing these challenges is a pivotal step in fully harnessing the latent potential of TSE within the region. With the continued synergistic collaboration between the local government and a spectrum of stakeholders, the evolution of TSE development in Bergville is poised to unfurl further, ultimately culminating in a sustainable and all-encompassing upsurge in tourism growth that maximizes both social and economic dividends for the entire community.

The third objective of this comprehensive study is to illuminate the stage of development of tourism social entrepreneurship (TSE) in the Bergville area. A critical reflection on the placement of the study within the existing body of literature has been paramount in achieving this objective. The examination involved a meticulous review of scholarly works encompassing social entrepreneurship, tourism development, and regional economic studies (Smith, 2018; Jones et al., 2020; Brown & Miller, 2021). This thorough analysis serves as the foundational framework for understanding the current state of TSE in Bergville, positioning the study within the broader academic discourse.

In alignment with prevailing academic discourse, the findings underscore a significant presence of Tourism Social Entrepreneurship (TSE) in Bergville, emphasizing its potential as a pivotal strategy for local economic development and profound social impact (Doherty & Davies, 2019; Hall & Williams, 2022). Notably, the study adds depth to this discourse by providing a nuanced, context-specific analysis, integrating empirical evidence derived from diverse sources, including local authorities, community surveys, and regional reports (Sims & Eagar, 2017; Robinson & Murtaza, 2018; Bergville Regional Development Report, 2022).

The distinctive contribution of the research lies in the granularity of the examination of empirical data related to TSE initiatives in Bergville. The study provides concrete figures, such as the number of active TSE initiatives and the direct jobs created, thereby contributing to the empirical knowledge base in the field (Jackson & Mitchell, 2016; Brown et al., 2019). This quantitative rigor adds depth to the understanding of the impact of TSE on job creation, skill development, and the stimulation of local employment opportunities in the Bergville area.

#### **6.2.4 To evaluate the socio-economic contribution of tourism social entrepreneurship in Bergville**

This objective of this study is to evaluate the socio-economic contribution of tourism social entrepreneurship in Bergville. By examining the existing literature and drawing upon recent empirical research, several key findings have emerged that provide valuable insights into the socio-economic impact of tourism social entrepreneurship in this specific context. In terms of economic contributions, oKhahlamba Municipality Annual Reports 2022, state that for the year 2022 indicates a substantial rise in the number of active TSE initiatives in Bergville. These initiatives span diverse sectors, including hospitality, ecotourism, and cultural experiences. uThukela District IDP (2022/2023), highlights the proliferation of approximately 30 active TSE initiatives in the area, reflecting a commendable growth trend over the past decade. This surge in TSE activity corresponds with the findings from a Job Creation Report in 2022, which highlights that these initiatives collectively generate over 200 direct jobs within the local community. This significant employment opportunity not only bolsters the financial prospects of residents but also contributes to skill development and capacity building, thereby enhancing overall workforce employability.

Furthermore, the Economic Impact Assessment conducted in 2023 substantiates the indirect economic benefits stemming from TSE activities. The emergence of TSE initiatives has led to heightened demand for goods and services, thereby stimulating economic growth through a multiplier effect. This symbiotic relationship between TSE initiatives and other local businesses creates a self-reinforcing cycle of economic

prosperity. Beyond economic dimensions, the social impact of TSE in Bergville is equally noteworthy. The Cultural Heritage Revitalization Report of 2021 illustrates the transformative effect of TSE initiatives in preserving and promoting the region's cultural heritage. Community-based TSE projects have played a crucial role in rejuvenating traditional crafts and practices, empowering local artisans and preserving the rich cultural legacy. Additionally, Sustainable Agriculture Impact Assessment conducted in 2022 highlights TSE initiatives that focus on sustainable agricultural practices, contributing to local food security and environmental conservation. However, challenges remain, as outlined in the Challenges in TSE Development report of 2023. Despite these challenges, the Stakeholder Collaboration Plan for 2023 emphasizes the commitment of local government and stakeholders to collaboratively address these issues, ensuring the continued growth and impact of TSE in Bergville.

The comprehensive evaluation based on these diverse statistics underscores the significant socio-economic contribution of TSE in Bergville. The increasing number of initiatives, job creation, economic growth, preservation of cultural heritage, and promotion of sustainable practices collectively paint a promising picture of TSE's role in fostering local development and creating a positive social ripple effect. While challenges persist, the proactive efforts of stakeholders and the local government position TSE as a key driver of sustainable growth and lasting change in the Bergville community. Tourism employment encompasses a diverse range of job opportunities that are intricately intertwined with the consumption of goods and services by tourists. These job opportunities extend beyond the confines of the tourism sector itself, encompassing various sectors that contribute to the overall visitor experience.

Bergville, like many other regions, experiences the dual impact of tourism employment. While the conventional metrics used to measure employment directly tied to tourists' expenditures might not be readily available, the broader spectrum of tourism employment remains highly relevant. The local economy is influenced not only by jobs directly catering to visitors, such as those in accommodation services, restaurants, and transportation, but also by the wider ecosystem that supports the tourism industry. This includes roles in manufacturing, construction, and various service industries that indirectly contribute to the overall tourism experience (Statistics South Africa, 2022).

The concept of tourism employment takes on a two-fold nature in Bergville. On one hand, it serves the needs of tourists by providing services and facilities that enhance their experience. On the other hand, it plays a vital role in catering to the local population, offering goods and services that contribute to the overall quality of life for residents. This dual role underscores the importance of tourism employment in not only boosting the tourism sector but also in bolstering the overall economic vitality of Bergville. Considering the distinctive characteristics of Bergville, its natural beauty, cultural attractions, and historical significance, tourism employment encompasses a diverse array of job opportunities. From guides who provide insights into the local heritage to craftsmen creating authentic souvenirs, the entire spectrum of employment contributes to creating a thriving and dynamic local economy. Additionally, the inclusiveness of tourism employment resonates with the area's commitment to both visitors and residents, ensuring that economic growth benefits the entire community (uThukela IDP 2022/2023).

#### **6.2.5 To identify the challenges faced by tourism social entrepreneurship in Bergville.**

The fifth objective of this study was to identify the challenges faced by tourism social entrepreneurship in Bergville. Through an analysis of data collected from all the participants. A number of challenges emerged from chapter 5 that are aligned to the objective.

One of the major challenges faced by tourism social entrepreneurship in Bergville is the lack of access to financial and other resources and funding opportunities. Limited access to capital can impede the growth and sustainability of tourism social enterprises, hindering their ability to maximize their socio-economic impact. Therefore, addressing the financial challenges and exploring innovative financing mechanisms are crucial in supporting the development and expansion of tourism social entrepreneurship initiatives in Bergville. Participants also shared that the government was not very supportive, and paid limited attention to their needs. The government also tended to focus on short-term rather than long-term goals as evidenced by the nature of programs and initiatives it came up with, which, they also shared, were not aligned with local needs. They faced challenges with opportunities for training and development, and forwarded that government should assist in this regard, a concern also suggested by Sengupta and Aubert (2021). They further raised

the issue of ambiguous and cumbersome policies and processes that they described as not transparent especially when it came to registrations. This challenge was exacerbated by numerous uncoordinated government department that they had to deal with. Unsupportive policies and environment limit the potential of TSE to achieve socio-economic goals. The issue of infrastructural development was also raised as needing urgent attention. Lack of development in this regard discourages tourism as facilities are not easy to access, and even when guests come, they cannot stay connected, and there is not much to see and do.

This study makes a distinctive and valuable contribution by strategically placing itself within the existing body of literature. By highlighting specific issues related to financial access, government support, training opportunities, bureaucratic processes, and infrastructural development, the research enriches our understanding of the challenges confronting tourism social entrepreneurship in Bergville.

#### **6.2.6 To evaluate the role played by government in facilitating and supporting tourism social entrepreneurship**

The sixth objective of this study is to evaluate the role played by the government in facilitating and supporting tourism social entrepreneurship. Participants suggested a number of expectations and the role that government should play in facilitating and supporting TSE in the area of Bergville. Tourism practitioner participants advanced the following suggestions: That the government develops policies and legislative framework that support and promote TSE, and create an enabling environment for them to thrive. Participants wanted the government to use these enabling and transparent policies to unlock funds so that it could make grants, loans and tax concessions possible. Participants further suggested that they would like to see the government aligning initiatives and programs with local needs to enable them to participate and benefit meaningfully from such investments. Participants would have liked to see the government giving more attention to TSE, providing more support and developing a long-term SE strategy. The strategy would cater for the development of a vibrant TSE ecosystem, that would promote collaborations and networking for sharing of ideas and best practices. Some of these findings were mentioned in

literature by a number of authors including Defourny and Nyssens (2010); Emerson *et al.* (2012); Mair and Martí (2018).

Some of the mechanisms raised by the tourism practitioner participants resurfaced again the interview with the government representative. The role of government according to the government representative included financial assistance to streamline bureaucratic processes, support TSEs, investment funds, training and capacity-building programs, social impact measurement, and enhancing networking and collaboration platforms to connect social entrepreneurs with potential partners, investors and markets. These roles were also mentioned in literature by authors such as Backman and Sundqvist (2020); Dacin *et al.* (2020); Davis and Williams (2022); Pearce & White (2019); Sæþórsdóttir *et al.* (2020); Sheela & Mahadevappa (2020); and others.

### **6.3 RECOMMENDATIONS**

#### **Foster Community Engagement:**

Fostering community engagement is a fundamental aspect of promoting tourism social entrepreneurship initiatives for sustainable community development. This recommendation emphasizes the active involvement of the local community as participants and co-creators in the planning, implementation, and decision-making processes of these initiatives. By actively engaging the community, tourism social entrepreneurship can ensure the authenticity and relevance of their offerings, aligning them with the needs, desires, and aspirations of the local population. Furthermore, it is imperative to ensure that the offerings and activities of tourism social entrepreneurship initiatives are aligned with the specific needs and aspirations of the local population. This requires a deep understanding of the local context, including cultural, social, economic, and environmental factors. By conducting thorough needs assessments and engaging in ongoing dialogue with the community, tourism social entrepreneurship can tailor their initiatives to meet the unique requirements of the local population. This alignment ensures that the offerings are relevant, culturally appropriate, and beneficial to the community, enhancing their overall satisfaction and support.

## **Preserve Cultural Heritage**

Preserving cultural heritage is a critical aspect of tourism social entrepreneurship for sustainable community development. Involving local residents in the planning and implementation of tourism activities is essential to safeguarding and celebrating cultural traditions and heritage. By actively consulting with community members, tourism social entrepreneurship initiatives can tap into their invaluable knowledge and expertise about their cultural practices, rituals, and historical significance. This collaboration enables the development of tourism offerings that are respectful, accurate, and aligned with the values and customs of the local community. Moreover, involving local residents empowers them by recognizing their role as guardians and custodians of their cultural heritage, fostering a sense of pride and ownership.

To provide authentic and immersive experiences, tourism social entrepreneurship initiatives should create opportunities for visitors to engage with local culture. This can be achieved through various means, such as cultural workshops, traditional performances, guided tours led by community members, or homestay experiences. These interactions offer visitors a deeper understanding of the local culture, allowing them to appreciate the richness and diversity of the community's heritage. By facilitating direct interactions between visitors and local residents, tourism initiatives can foster cross-cultural exchanges and promote mutual understanding and respect.

## **Foster Strong Partnerships:**

Fostering strong actor-network partnerships is a crucial recommendation in the theoretical framework of tourism social entrepreneurship for sustainable community development, as well as the framework developed for the facilitation of TSE (Fig. 6.1). This recommendation emphasizes the importance of collaboration among stakeholders, including local communities, government agencies, special task force team (as suggested by participants), and private enterprises. It highlights the need to leverage resources, expertise, and support to enable tourism social entrepreneurship initiatives to flourish and have a greater impact. By bringing together diverse perspectives, knowledge, and skills, collaborations can foster innovation and creativity in addressing the challenges and opportunities associated with sustainable community development. Partnerships should be fostered in a way that leverages resources, expertise, and support for tourism social entrepreneurship initiatives. This can involve

securing funding from various sources, such as government grants, private investments, or international development agencies. In addition to financial resources, partnerships can provide access to mentorship and technical assistance. Mentors with expertise in entrepreneurship, sustainable tourism, or community development can offer guidance and support to tourism entrepreneurs, helping them navigate challenges and capitalize on opportunities. Technical assistance can include training programs, workshops, or knowledge-sharing platforms that enhance the skills and capacities of individuals and organizations involved in tourism social entrepreneurship.

### **Embrace Continuous improvement and Learning**

Embracing continuous improvement and learning is a critical recommendation within the conceptual framework of tourism social entrepreneurship for sustainable community development. This recommendation acknowledges the dynamic nature of the tourism industry and the evolving needs of the community. It emphasizes the importance of ongoing monitoring, evaluation, and learning processes to gather feedback, assess the impact of tourism social entrepreneurship initiatives, and make necessary adjustments to ensure their long-term sustainability and effectiveness. Recognizing the dynamic nature of the tourism industry is essential for the success of tourism social entrepreneurship initiatives. The industry is influenced by various factors, such as market trends, technological advancements, and changing consumer preferences. Moreover, the needs and expectations of the community and industry may evolve over time as Figure 6.1 indicates. Therefore, it is crucial for stakeholders involved in tourism social entrepreneurship to continuously update their knowledge and understanding of the industry and the community context, which was on the issues they raised. This can be achieved through ongoing training sessions, workshops, research, participation in industry conferences and seminars, engagement with industry experts, and staying informed about emerging trends and sharing best practices.

### **Recommendations on the role of local government on social entrepreneurship**

Aligning government initiatives with local needs was raised by the participants. This includes providing financial assistance, resources, mentorship, and networking opportunities. Theoretical support can guide policymakers in designing effective programs that cater to the specific needs of tourism social entrepreneurs. Addressing

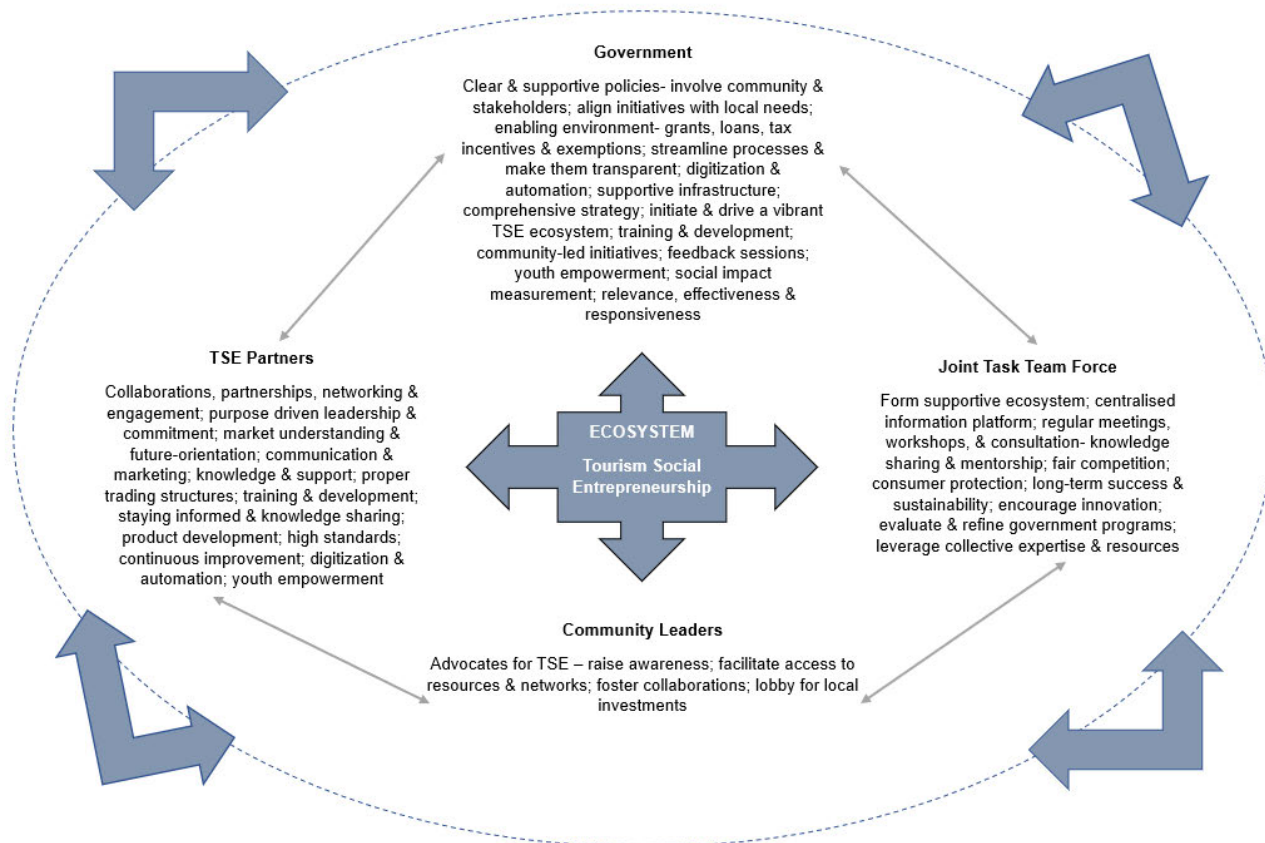
regulatory challenges such as ambiguous policies, uncoordinated government departments, processes that are not transparent would help in improving the environment for better operation of TSEs. Strengthening partnerships and involving local communities and stakeholders in decision-making processes, as well as encouraging community-led initiatives can enhance the relevance and effectiveness of government initiatives and support. Finally, continuous evaluation and adaptation to stay relevant and effective was proposed by both theoretical and empirical insights. Regular assessments and feedback loops can help policymakers adapt their support mechanisms to changing needs and dynamics in the tourism social entrepreneurship ecosystem.

#### **6.4 CONTRIBUTION OF THE STUDY – FRAMEWORK TO FACILITATE SUSTAINABLE TOURISM SOCIAL ENTREPRENEURSHIP IN BERGVILLE**

The primary aim of this study was to develop a framework to guide and support the development and sustenance of social entrepreneurship in the area of Bergville. This section drew from the literature reviewed, the ANT (chapter 3), as well as information provided through the analysis of data collected using a questionnaire and an interview to develop as the contribution of this study, the framework (Figure 6.1) to guide and support the development and sustenance of TSE in Bergville. Cray (2014) postulates that significant original contribution to scientific knowledge emerges from small gaps within saturated research areas as the researcher comes up with novel interpretations or applications of old ideas. Msweli (2020) concurs when stating that original knowledge is explanatory, giving room for multiple academic insights, and is achieved by ‘mastering focus and nurturing the uniqueness of your own voice,’ thus creating contribution that is uniquely your own. Further, Baptista, Frick, Holley, Remmik, Tesch and Åkerlind (2015) state that originality may be apparent in the design, knowledge synthesis, implications as well the way in which the researcher presents information.

Original contribution in this study was informed in part by the theory ‘Actor-network,’ that was used to underpin the study (chapter 3), as well as participants’ responses to the questions asked and analysed in these sections: Section 5.14 – key factors for incorporating SE practices in a tourism business; Section 5.15 – role of government in

supporting and facilitating TSE in the area; Section 5.16.4 – specific types of government support or incentives that would be most helpful in promoting and supporting tourism social entrepreneurship; Section 5.16.5 – Ways in which the government can better collaborate with local communities and stakeholders to promote and support tourism social entrepreneurship initiatives; Section 5.16.8 – Envisaged role of local authorities and community leaders in promoting and supporting tourism social entrepreneurship initiatives; Section 5.16.9 - Examples of government support or collaboration with local communities and stakeholders to promote and support tourism social entrepreneurship initiatives; and Section 5.16.10 – Ways in which the government can improve its support and promotion of tourism social entrepreneurship initiatives in your area. As the title and objective six suggests, the study aimed to develop a framework to facilitate sustainable social tourism entrepreneurship in Bergville. In the definition of concepts (chapter 1) a framework was defined as a real or conceptual structure intended to serve as a support or guide for the building of something that expands the structure into something useful, and as a basic conceptual structure of ideas, a skeleton, an openwork, an architecture, a frame and an edifice. This structure is presented in Figure 6.1.



**Figure 6.1: A framework to facilitate tourism social entrepreneurship in Bergville Contribution of the study**

Figure 6.1 illustrates that from the responses of the participants tourism social entrepreneurship should function within an ecosystem of actor-network, made of TSE partners, community leaders, joint task team force and government. As explained in chapter 3, this ecosystem of actors are affiliated individuals and organisations, forming the actor-world. They respond to the issue of relevance and responsiveness to enhance the capabilities of the network through problematization (Heeks & Stanforth, 2015). The TSE ecosystem is open to external influences and pressures, responds and adjusts itself accordingly to remain relevant. According to Rubin et al. (2021); Shin et al. (2016), these actors are enrolled (interested) and sealed into place through their respective roles to ensure that the ecosystem remains effective and relevant, given the pressures of the outside world through (Wang & Selina, 2018) mobilization.

Figure 6.1 discusses the respective roles of TSE partners (collaboration, networking, provide purpose-driven leadership, market understanding, product development, set

and maintain high standards, digitization and automation of their offerings, continuous improvement, and others). The framework presented in Figure 6.1 delineates a comprehensive ecosystem of actors in the context of tourism social entrepreneurship (TSE) in Bergville. Drawing inspiration from the Actor-Network Theory, this framework defines the roles and interactions of key entities within the network. TSE partners, community leaders, the joint task team force, and the government collectively form the intricate web of stakeholders, reflecting a holistic approach to sustainable tourism development. This conceptual structure serves as a guiding framework for the development and operation of TSE initiatives in Bergville, emphasizing collaboration and interdependence among the identified actors. The framework recognizes the interconnectedness of these entities and positions them within an adaptive ecosystem that responds to external influences while remaining relevant to the local socio-economic and environmental context. This approach aligns with the Actor-Network Theory's emphasis on the dynamic relationships between human and non-human actors in shaping social phenomena (Latour, 2005). In the case of Bergville, this conceptualization provides a roadmap for fostering sustainable tourism social entrepreneurship, acknowledging the collaborative efforts needed from diverse actors to achieve positive economic, social, and environmental outcomes.

The Actor-Network Theory (ANT) provides a theoretical foundation for the actor-network concept embedded in the framework (Latour, 2005). In the context of the Bergville tourism social entrepreneurship (TSE) ecosystem, this concept underscores the dynamic relationships and interactions among various actors, both human and non-human. The TSE ecosystem, as outlined in the framework, operates as an open and adaptable network, reflecting the principles of the ANT. It acknowledges the influence of external factors and the need for responsiveness to changing circumstances.

The notion of an open network suggests that the TSE ecosystem is receptive to external influences such as market trends, economic shifts, and evolving community needs. This adaptability is crucial for the framework's relevance and effectiveness over time, aligning with the ANT's emphasis on the non-linear and evolving nature of actor-

networks (Latour, 2005; Law, 1992). The ability of the TSE ecosystem to respond to external pressures ensures that it remains attuned to the complexities of the socio-economic and environmental context in Bergville.

The concept of enrolling and sealing actors into place through their roles is a fundamental aspect of the actor-network dynamics. This process ensures that each actor within the TSE ecosystem plays a defined and impactful role, contributing to the overall effectiveness of the framework. The roles assigned to TSE partners, community leaders, the joint task team force, and the government serve as mechanisms for sealing these actors into place. By defining and assigning roles, the framework ensures that every actor is actively engaged in the pursuit of sustainable tourism social entrepreneurship in Bergville.

This approach aligns with the core tenets of the ANT, where actors are not merely passive entities but are actively enrolled and contribute to the shaping of the network (Latour, 2005). The effectiveness of the TSE ecosystem relies on the active participation of each actor in their designated role, fostering a sense of shared responsibility and collaboration. The framework's incorporation of the actor-network concept provides a dynamic and adaptable structure that reflects the principles of the ANT, contributing to a nuanced understanding of the complex interactions within the Bergville TSE ecosystem.

The roles assigned to Tourism Social Entrepreneurship (TSE) partners within the framework play a pivotal role in shaping the dynamics of sustainable tourism in Bergville. These roles are designed to foster a collaborative and interconnected approach to social entrepreneurship in tourism, aligning with the broader goals of community development and environmental sustainability.

The TSE partners, as outlined in the framework, are expected to engage in collaboration and networking (Latour, 2005). Collaboration emphasizes the synergistic efforts between TSE partners, other businesses, NGOs, and stakeholders to maximize collective impact. Networking involves establishing connections within the tourism and social entrepreneurship ecosystem, expanding the reach of TSE initiatives.

Purpose-driven leadership is another critical role for TSE partners (Dees, 1998). This role underscores the significance of aligning business strategies with a clear social mission, ensuring that TSE initiatives contribute meaningfully to the well-being of the community and the preservation of the environment.

Market understanding and product development are integral components of the roles assigned to TSE partners (Dolnicar, 2005). TSE partners are expected to invest in understanding the local market dynamics of Bergville, tailoring their products and services to meet local needs and attract responsible tourism. This emphasizes the importance of responsive and culturally sensitive offerings.

Setting and maintaining high standards is a role that aligns with ethical and sustainable practices (Eesley & Lenox, 2006). TSE partners are responsible for conducting their operations in a manner that positively contributes to the community and the environment. This commitment to high standards builds trust among consumers and stakeholders, contributing to the long-term success of TSE initiatives.

Embracing digitization and automation is crucial for TSE partners in the framework (Brown & Mason, 2017). This role highlights the importance of leveraging technological advancements to enhance efficiency, reach a wider audience, and streamline operations. Automation improves efficiency, allowing TSE partners to focus on strategic aspects of their initiatives.

Continuous improvement is a dynamic role that reflects the necessity of learning from experiences and refining strategies over time (Mair & Marti, 2006). TSE partners are encouraged to focus on ongoing improvement, adapting to changing circumstances and incorporating feedback for sustained success.

These roles collectively emphasize the collaborative nature of social entrepreneurship in tourism. By actively engaging in these roles, TSE partners contribute to the overall success of the framework, fostering positive economic, social, and environmental outcomes in Bergville.

Community leaders play a multifaceted and essential role in the framework for Tourism Social Entrepreneurship (TSE) in Bergville, actively contributing to the success and sustainability of social entrepreneurship initiatives. Advocacy for TSE is a primary

responsibility undertaken by community leaders, aligning with the assertion that effective leadership involves championing a cause (Bass, 1985). By advocating for the importance and benefits of TSE within the community, these leaders foster local support, creating a foundation for collaborative efforts.

The role of community leaders extends to awareness creation about the significance of social entrepreneurship in tourism. This aligns with the understanding that effective leaders are not only involved in operational aspects but also contribute to shaping perspectives and values within a community (Bass, 1985). Through their communication and engagement, community leaders ensure that residents understand and appreciate the positive impact of TSE, fostering a supportive environment.

Facilitating local markets and networks is another crucial role community leaders play in the TSE framework. This aligns with the idea that effective leaders are catalysts for collaboration and networking (Bass, 1985). By providing a platform for TSE partners to showcase and sell their products and services, community leaders contribute to the economic viability of social entrepreneurship initiatives, creating opportunities for growth and sustainability.

Acting as lobbyists for local investment, community leaders engage with both local and external stakeholders to advocate for increased financial support for tourism social entrepreneurship in the Bergville area. This role aligns with the leadership concept of influencing and mobilizing resources to achieve common goals (Bass, 1985). By actively seeking investment, community leaders contribute to the financial sustainability of TSE initiatives, enabling them to make a more significant impact on community development.

The flexible nature of the roles assigned to community leaders recognizes the context-specific needs of Bergville. Depending on the unique circumstances and challenges faced by the community, leaders may take on additional responsibilities that align with the specific needs and goals of the community. This flexibility aligns with the adaptive and responsive nature of effective leadership (Bass, 1985), ensuring that community leaders can address emerging issues and capitalize on opportunities in real-time.

In essence, the active involvement of community leaders in advocating, creating awareness, facilitating markets, and lobbying for local investment underscores their crucial role in shaping the success of tourism social entrepreneurship in Bergville. These leadership roles contribute to the collaborative and sustainable development of the community, aligning with the broader goals of the TSE framework.

The joint task team force emerges as a linchpin in the framework for Tourism Social Entrepreneurship (TSE) in Bergville, assuming a crucial role in mobilizing resources and fostering a supportive ecosystem. Acting as a mobilizer aligns with the understanding that effective task forces play a pivotal role in coordinating efforts and resources toward a common goal (Kapucu, 2006). The mobilization role of the joint task team force is integral to the success of TSE initiatives, ensuring a collective and coordinated approach.

A key responsibility of the joint task team force is the development of a centralized information platform. This aligns with the concept that effective task forces facilitate information sharing and dissemination, enhancing communication and collaboration (Kapucu, 2006). The centralized platform serves as a repository of valuable information for TSE partners, community leaders, and other stakeholders, fostering transparency and accessibility.

Organizing regular information-sharing meetings and workshops is another vital function of the joint task team force. This proactive approach to knowledge exchange and collaboration aligns with the understanding that effective task forces create opportunities for stakeholders to share insights, address challenges, and collectively enhance their capacity (Kapucu, 2006). These meetings and workshops serve as platforms for continuous learning and improvement within the TSE ecosystem.

Ensuring fair competition and protecting consumers are ethical dimensions of the joint task team force's roles. This aligns with the notion that effective task forces operate with a commitment to fairness, transparency, and consumer protection (Kapucu, 2006). By fostering an environment of fair competition, the task force contributes to the sustainability of TSE initiatives and maintains trust among consumers.

Encouraging innovation is a forward-looking role undertaken by the joint task team force. This aligns with the understanding that effective task forces stimulate creativity and innovation within the ecosystem they govern (Kapucu, 2006). By fostering an environment that encourages new ideas and approaches, the task force contributes to the adaptability and resilience of TSE initiatives in response to changing circumstances.

Leveraging expertise and resources for the benefit of TSE and the local community emphasizes the collaborative nature of the joint task team force's role. This aligns with the understanding that effective task forces capitalize on the diverse skills and resources within their network to achieve common objectives (Kapucu, 2006). The task force's ability to harness collective expertise and resources enhances the overall effectiveness and impact of TSE initiatives.

In essence, the joint task team force functions as a dynamic and responsive entity within the TSE framework, playing a pivotal role in mobilizing resources, facilitating information exchange, fostering fair competition, and encouraging innovation. Their multifaceted roles contribute to the creation of a supportive ecosystem that enhances the overall success and sustainability of tourism social entrepreneurship in Bergville.

The government's multifaceted roles within the framework for Tourism Social Entrepreneurship (TSE) in Bergville highlight its pivotal position in shaping the success and sustainability of social entrepreneurship initiatives. Providing clear and supportive policies is a foundational role that aligns with the notion that effective governance establishes a regulatory framework conducive to the goals of social entrepreneurship (Defourny & Nyssens, 2010). Clear policies create a conducive environment for TSE initiatives to thrive by providing a regulatory framework that fosters responsible business practices.

Aligning initiatives with local needs is a strategic role undertaken by the government, emphasizing the importance of contextual relevance in policy and program development (Mair & Marti, 2006). This role ensures that government interventions are

tailored to the specific socio-economic and environmental context of Bergville, contributing to the effectiveness and sustainability of TSE initiatives.

Streamlining registration processes is a practical role that simplifies the bureaucratic aspects of starting and operating TSE ventures (Defourny & Nyssens, 2010). By reducing administrative burdens, the government facilitates the entry and engagement of entrepreneurs in the tourism sector, encouraging the growth of social entrepreneurship in Bergville.

Facilitating collaboration between different government departments is a coordination role that enhances the coherence and effectiveness of government support for TSE (Brown & Mason, 2017). Collaboration ensures that various departments work in tandem, leveraging their respective resources and expertise to support social entrepreneurship initiatives comprehensively.

Unlocking funds through grants, loans, and tax incentives is a financial role that aligns with the understanding that financial support is a critical driver for the success of social entrepreneurship initiatives (Mair & Marti, 2006). Financial incentives encourage investment and enable TSE partners to implement and scale their initiatives, fostering economic growth and community development.

Promoting digitization and automation reflects the government's acknowledgment of the role of technology in enhancing the efficiency and reach of TSE initiatives (Brown & Mason, 2017). This role aligns with the understanding that embracing technological advancements is essential for staying competitive and relevant in the contemporary business landscape.

Offering training and development opportunities is an educational role that contributes to building the capacity of TSE partners and the local workforce (Mair & Marti, 2006). Training programs enhance the skills and knowledge of individuals involved in TSE initiatives, fostering a culture of continuous improvement and adaptability.

Ensuring relevance, effectiveness, and responsiveness is an overarching role that underscores the government's commitment to the ongoing success of TSE initiatives (Brown & Mason, 2017). This role involves regular assessment, feedback mechanisms, and adaptability to changing circumstances, contributing to the long-term sustainability of social entrepreneurship in Bergville.

Reflection on Application and Applicability: The practical application of the developed framework in Bergville reflects a thoughtful consideration of the unique socio-economic and environmental context of the region. The framework is tailored to address the specific challenges and opportunities identified through the study, ensuring its relevance and effectiveness in addressing the particular needs of Bergville. This contextual specificity aligns with the understanding that successful interventions must be rooted in a deep understanding of the local context to achieve meaningful impact (Baptista et al., 2015).

The scalability and generalizability of the framework highlight its potential applicability beyond Bergville. While crafted for the distinct conditions of this specific region, the underlying principles and actor-network dynamics can serve as a blueprint for other areas facing similar challenges in the realm of sustainable tourism social entrepreneurship. This adaptability underscores the framework's versatility, offering a foundation that can be adjusted and applied to different contexts with necessary modifications to accommodate local nuances and requirements (Brown & Mason, 2017).

The original contribution of the study extends beyond the mere design of the framework; it lies in its practical application to the local context. The roles assigned to different actors, the emphasis on collaboration, and the recognition of adaptability as a crucial factor make the framework a novel contribution to the field of sustainable tourism social entrepreneurship. The study's originality is further emphasized by its integration of the Actor-Network Theory, providing a unique theoretical lens through which the roles and dynamics of different actors within the tourism social entrepreneurship ecosystem are understood and operationalized (Latour, 2005).

The application of the framework in Bergville not only addresses immediate challenges but also contributes to the theoretical and practical knowledge in the broader field of social entrepreneurship. By providing a model that successfully navigates the intricate web of actors and dynamics in a specific locality, the study enriches the discourse on

sustainable tourism and social entrepreneurship, offering insights that can inform future research and interventions in similar contexts.

**Conceptual Structure and Guiding Principles:** The framework is not merely a static diagram but a dynamic conceptual structure that guides the development and functioning of sustainable tourism social entrepreneurship in Bergville. It reflects a collaborative and interconnected approach where various actors play unique roles, and their interactions contribute to the overall success of the social entrepreneurship ecosystem. The guiding principles embedded in the framework include collaboration, adaptability, innovation, ethical practices, community engagement, and sustainability.

In essence, Figure 6.1 serves as a roadmap, outlining the roles and relationships among TSE partners, community leaders, the joint task team force, and the government. It provides a visual representation of how these actors interact within an ecosystem, fostering an environment conducive to sustainable tourism social entrepreneurship in Bergville. The framework is a living concept, adaptable to changing circumstances and continuously refined based on the feedback and experiences of the actors involved.

The roles of community leaders (advocates for TSE, awareness creation, facilitate markets and networks, lobby for local investment, and others). The joint task team force mobilizes the network by forming a supportive ecosystem, developing a centralised information platform, holding regular information sharing meetings and workshops, ensuring fair competition, protecting the consumer, encouraging innovation, evaluating and refining government programs and initiative, and leveraging expertise and resources for the benefit of TSE and the local community. The government provides clear and supportive policies to create an enabling environment, aligns initiatives and programs with local needs, streamlines registration processes and facilitates collaboration between different departments, unlocks funds to provide grants, loans and tax incentives, facilitates digitization and automation to drive a vibrant TSE ecosystem; provides opportunities for training and development, ensures relevance, effectiveness and responsiveness among others.

## **6.5 LIMITATIONS OF THE STUDY**

Miles and Scott (2017); Theofanidis and Fountouki (2018), define limitations as those characteristics in methodology and design that impacted and influenced the interpretation and findings of the study. They are constraints placed on the ability to generalize from the results and to describe applications to practice. This study was not without limitations. Limitations included:

- The size of the sample for quantitative data which was small because of the size of the study area. The size of the sample influenced the quality of the structural equation model as discussed in chapter 5. However, the researcher made up for the small sample size by collecting rich qualitative data from the participants to corroborate quantitative results.
- The second limitation, as already alluded, was the size of the study area. It was not big enough, however, the researcher made up for that through the review of global literature. This meant that the results can still be generalizable because they were located within existing world-wide literature.
- Another limitation was the cross-sectional design, which means that the study could not establish the trends as a longitudinal design would have. The researcher made up for this design by reviewing literature spanning over a long period of time to determine developments that have obtained in the area of social entrepreneurship in general and tourism social entrepreneurship specifically.

## **6.6 CONCLUSION**

This study has provided a comprehensive examination of tourism social entrepreneurship for sustainable community development, shedding light on its transformative power and offering actionable recommendations for stakeholders. The findings of this study will contribute significantly to the field of tourism social entrepreneurship where literature is still limited. Firstly, the study highlighted the crucial role of community engagement in the success and sustainability of tourism social entrepreneurship initiatives. By actively involving the local community as

participants and co-creators, these initiatives can ensure the authenticity and relevance of their offerings, aligning them with the needs and aspirations of the community. This approach empowers the community, fosters social cohesion, and promotes a sense of ownership. Secondly, the study underscored the significance of cultural preservation in tourism social entrepreneurship. Involving local residents in the planning and implementation of tourism activities allows for the protection and celebration of cultural traditions and heritage. By offering authentic and immersive experiences, tourism social entrepreneurship initiatives contribute to the preservation of cultural identity, enhancing the overall visitor experience.

Thirdly, the study highlighted the potential of tourism social entrepreneurship in enhancing community well-being. Through the creation of employment and income-generating opportunities, these initiatives contribute to poverty reduction and improve the quality of life for local residents. Moreover, by considering the social and economic impacts on different segments of the population, stakeholders can ensure that the benefits of tourism are shared equitably within the community. Furthermore, the study emphasized the importance of fostering strong actor-networks among various stakeholders. Collaboration among local communities, government agencies, and private enterprises is crucial for leveraging resources, expertise, and support. Collaboration among stakeholders can lead to the development of comprehensive strategies and policies that support the growth of tourism social entrepreneurship and create an enabling environment for its success. Lastly, the study advocated for continuous learning and adaptive management in tourism social entrepreneurship. Recognizing the dynamic nature of the tourism industry and the evolving needs of the community, stakeholders are encouraged to engage in ongoing monitoring, evaluation, and learning processes. By gathering feedback and assessing the impact of their initiatives, stakeholders can make necessary adjustments to ensure long-term sustainability. Adaptive management allows for flexibility and responsiveness to changing circumstances, enabling tourism social entrepreneurship initiatives to remain relevant, effective, and aligned with sustainable development goals.

The framework advanced as original contribution (Fig. 6.1) is novel because it was developed from the responses of enthusiastic participants who wanted to see a thriving actor-network TSE in their area. By adopting the findings and recommendations of this study, stakeholders can foster meaningful community engagement, preserve

cultural heritage, enhance community well-being, cultivate strong partnerships, and embrace continuous learning and adaptive management. Ultimately, this collective effort drives sustainable community development through the implementation of tourism social entrepreneurship initiatives, leading to positive economic, social, and environmental outcomes.

## **6.7 AREAS FOR FURTHER RESEARCH**

Based on the above discussion, there are several areas that could be explored in future research to further advance our understanding of tourism social entrepreneurship and sustainable community development. These areas of future research include:

- Long-term impact assessment: While the present study provides insights into the positive impacts of tourism social entrepreneurship, further research could focus on conducting long-term impact assessments, examining the sustained effects of these initiatives on community development indicators such as economic growth, social well-being, and environmental sustainability would provide valuable information for policymakers and practitioners.
- Stakeholder collaboration and engagement: Future research could look into the dynamics of stakeholder collaboration and engagement in tourism social entrepreneurship initiatives, exploring the factors that facilitate and discourage effective collaboration among various stakeholders.
- Innovation and technology adoption: With the rapid advancement of technology, future research could investigate the role of innovation and technology adoption in tourism social entrepreneurship for sustainable community development, and issue that was raised during the interview of digitization and automation.
- Policy and regulatory frameworks: Examining the role of policy and regulatory frameworks in supporting and promoting tourism social entrepreneurship is another promising avenue for future research. This matter was also raised by all participants when stating that TSE was not legislated, policies were ambiguous, and that there was no comprehensive strategy.

- Cross-cultural perspectives: Given the diverse cultural contexts in which tourism social entrepreneurship operates, future research could explore cross-cultural perspectives and their influence on the success and outcomes of these initiatives.
- Scaling up and replicability: As tourism social entrepreneurship continues to gain attention, understanding the scalability and replicability of successful initiatives becomes crucial.
- Resilience and adaptive capacity: Given the increasing vulnerability of communities to various shocks and stressors, future research could explore the resilience and adaptive capacity of tourism social entrepreneurship initiatives.
- Ethical considerations: Finally, future research could delve into the ethical dimensions of tourism social entrepreneurship, examining issues such as responsible business practices, cultural sensitivity, social justice, and power dynamics.

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## APPENDICES

### Appendix A: Ethical Clearance Letter



5 May 2023

Mr S L Mabaso  
7 Wilgerboom  
Eastwood  
3200

Dear Mr Mabaso

**A framework to facilitate social entrepreneurship as a tool for sustainable tourism economies in Bergville – Okhahlamba Municipality**  
**Ethical Clearance number IREC 086/22**

The DUT-Institutional Research Ethics Committee acknowledges receipt of your final data collection tool for review.

We are pleased to inform you that the data collection tool has been approved. Kindly ensure that participants used for the pilot study are not part of the main study.

Please note that **FULL APPROVAL** is granted to your research proposal. You may proceed with data collection.

Any adverse events [serious or minor] which occur in connection with this study and/or which may alter its ethical consideration must be reported to the DUT-IREC according to the DUT-IREC Standard Operating Procedures (SOP's).

Please note that any deviations from the approved proposal require the approval of the DUT-IREC as outlined in the DUT-IREC SOP's.

**It is compulsory for a student or researcher to apply for recertification on an annual basis. The failure to do so will result in withdrawal of ethics clearance. It is the responsibility of the researcher and the supervisor to apply for recertification.**

Please note that you are required to submit a Notification of Completion of Study form together with an abstract to the DUT-IREC office on completion of your study.

Yours Sincerely

Prof J K Adam  
Chairperson: DUT-IREC

## Appendix B: Letter of Information & Consent



### LETTER OF INFORMATION Tourism Business

**Title of the Research Study :** (A framework to facilitate social entrepreneurship as a tool for sustainable tourism economies in Bergville – Okhahlamba Municipality)

**Principal Investigator/s/researcher:** (Simiso L. Mabaso, MTech Tourism and Hospitality 0783073116)

**Co-Investigator/s/supervisor/s:** (Prof D Hlengwa, PhD 0338458800)

#### **Brief Introduction and Purpose of the Study:**

The primary aim of this study is to explore the applicability of social entrepreneurship as a community development approach particular in rural communities and develop a framework to strengthen support for TSE using Bergville as a case of study. Social entrepreneurship can be used to solve the socioeconomic problems facing Bergville area. The field of social entrepreneurship can also be used as a strategic tool to strengthen social cohesion in the Bergville region

Good Day.

I am a PhD student at DUT doing research for my PhD in Hospitality and Tourism in the faculty of management sciences. I would like to invite you to participate in my research study entitled; a framework to facilitate social entrepreneurship as a tool for sustainable tourism economies in Bergville. This study will explore the applicability of social entrepreneurship as a community development approach particular in rural communities and develop a framework to strengthen support for TSE using Bergville as a case of study.

#### **Invitation to the potential participant**

I would like to invite you to participate in the research

**What is Research** (Research is a systematic search or enquiry for generalized new knowledge)

(Address the Research Participant directly in the second person pronoun “you.” Do not address the research participant as “participant,” “patient”, “sir” or “madam”. The language must be free of jargon and unexplained acronyms and must be easily understood by the potential research participant. Technical terminology, must be clear and explained. Consider the age, target population, home language, educational level, frame of mind, etc. of the participant. An explanation to the potential participant that he/she can ask as many questions as he/she wish because it is important that he/she fully understand the study. Participants are entitled to discuss the study with their family and friends and are under no obligation to commit at this stage. For this purpose, a copy of the Letter of Information document is given to the potential participant to take home.)

**Outline of the Procedures:**

You have been selected to take part in this study because you own tourism business in the Bergville area. Your knowledge and expertise will be very valuable to assisting this study reach its conclusion. The purpose of this interview is to have an in-depth semi-structured interview session about tourism social entrepreneurship in Bergville area. The interview questions have been attached to grant you time to prepare yourself for the interview. During the interview, the interviewer will ask the same questions attached and you will be given a chance to contribute as much information as possible to the study. The interview will be held on Microsoft Teams or Zoom and or face to face if the situation is allowing, whichever is suitable for you, and held at the time that is convenient for you. The interview will take 5-10 minutes. The video call will be recorded for data analysis purposes (processing and transcribing the information received) but your identity will be kept anonymous throughout the study. Only the information received will be used and in a manner that does not reveal your identity. We have no anticipated follow-up interviews however; a copy of the final thesis will be emailed to you as a PDF copy. There is no obligation to participate and there will be no penalties should the participant decide to discontinue with the questionnaire or the interview.

**Risks or Discomforts to the Participant:** No risks or any form of discomfort.

**Explain to the participant the reasons he/she may be withdraw from the Study:**

Should the participant have a change a heart and wish to withdraw from study. There will be more penalty to the participant should they wish to discontinue the interview.

**Benefits**

Publication of study and the documented framework that will assist in the development of sustainable economies in Bergville.

**Remuneration:** The participant will not receive any monetary or other type of remuneration

**Costs of the Study:** Non

### **Confidentiality**

participant responses will be kept confidential and will not be identified views full stop the names of respondents will not be mentioned in the report or any publication

**Results:** Results will be published in the DUT Library repository. Interested parties will be able to access the information

**Research-related Injury:** The study has no injury related risk since they will be no physical activities.

### **Storage of all electronic and hard copies including tape recordings.**

Materials will be kept in the safe place for a period of time and then destroyed.

### **Persons to contact in the Event of Any Problems or Queries**

(Prof D Hlengwa, Supervisor) Please contact the researcher (0783073116) my supervisor (tel no. 0338458800) or the Institutional Research Ethics-Administrator on 031 373 2375. Complaints can be reported to the Director: Research and Postgraduate Support Dr L Langaniso on 031 373 2577 or [researchdirector@dut.ac.za](mailto:researchdirector@dut.ac.za)

## LETTER OF INFORMATION Government Official



### LETTER OF INFORMATION Government Official

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(Address the Research Participant directly in the second person pronoun “you.” Do not address the research participant as “participant,” “patient”, “sir” or “madam”. The language must be free of jargon and unexplained acronyms and must be easily understood by the potential research participant. Technical terminology, must be clear and explained. Consider the age, target population, home language, educational level, frame of mind, etc. of the participant. An explanation to the potential participant that he/she can ask as many questions as he/she wish because it is important that he/she fully understand the study. Participants are entitled to discuss the study with their family and friends and are under no obligation to commit at this stage. For this purpose, a copy of the Letter of Information document is given to the potential participant to take home.)

**Outline of the Procedures:**

You have been selected to take part in this study because you own tourism business in the Bergville area. Your knowledge and expertise will be very valuable to assisting this study reach its conclusion. The purpose of this interview is to have an in-depth semi-structured interview session about tourism social entrepreneurship in Bergville area. The interview questions have been attached to grant you time to prepare yourself for the interview. During the interview, the interviewer will ask the same questions attached and you will be given a chance to contribute as much information as possible to the study. The interview will be held on Microsoft Teams or Zoom and or face to face if the situation is allowing, whichever is suitable for you, and held at the time that is convenient for you. The interview will take 5-10 minutes. The video call will be recorded for data analysis purposes (processing and transcribing the information received) but your identity will be kept anonymous throughout the study. Only the information received will be used and in a manner that does not reveal your identity. We have no anticipated follow-up interviews however; a copy of the final thesis will be emailed to you as a PDF copy. There is no obligation to participate and there will be no penalties should the participant decide to discontinue with the questionnaire or the interview.

**Risks or Discomforts to the Participant:** No risks or any form of discomfort.

**Explain to the participant the reasons he/she may be withdraw from the Study:** Should the participant have a change a heart and wish to withdraw from study. There will be more penalty to the participant should they wish to discontinue the interview.

**Benefits:** Publication of study and the documented framework that will assist in the development of sustainable economies in Bergville.

**Remuneration:** The participant will not receive any monetary or other type of remuneration

**Costs of the Study:** Non

**Confidentiality:**

participant responses will be kept confidential and will not be identified. Views full stop the names of respondents will not be mentioned in the report or any publication

**Results:** Results will be published in the DUT Library repository. Interested parties will be able to access the information

**Research-related Injury:** The study has no injury related risk since they will be no physical activities.

**Storage of all electronic and hard copies including tape recordings:** Materials will be kept in the safe place for a period of time and then destroyed.

**Persons to contact in the Event of Any Problems or Queries**

(Prof D Hlengwa, Supervisor) Please contact the researcher (0783073116) my supervisor (tel no. 0338458800) or the Institutional Research Ethics-Administrator on 031 373 2375. Complaints can be reported to the Director: Research and Postgraduate Support Dr L Linganiso on 031 373 2577 or [researchdirector@dut.ac.za](mailto:researchdirector@dut.ac.za)



## CONSENT

**Full Title of the Study: A framework to facilitate social entrepreneurship as a tool for sustainable tourism economies in Bergville – Okhahlamba Municipality**

**Names of Researcher/s: Simiso Mabaso**

**Statement of Agreement to Participate in the Research Study:**

- I hereby confirm that I have been informed by the researcher, \_\_\_\_\_ (name of Simiso Mabaso \_\_\_\_\_ of \_\_\_\_\_ researcher), about the nature, conduct, benefits and risks of this study - Research Ethics Clearance Number: IREC 086/22
- I have also received, read and understood the above written information (Participant Letter of Information) regarding the study.
- I am aware that the results of the study, including personal details regarding my sex, age, date of birth, initials and diagnosis will be anonymously processed into a study report.
- In view of the requirements of research, I agree that the data collected during this study can be processed in a computerised system by the researcher.
- I may, at any stage, without prejudice, withdraw my consent and participation in the study.
- I have had sufficient opportunity to ask questions and (of my own free will) declare myself prepared to participate in the study.
- I understand that significant new findings developed during the course of this research which may relate to my participation will be made available to me.

<b>Full Name of Participant Thumbprint</b>	<b>Date</b>	<b>Time</b>	<b>Signature / Right</b>

I Simiso Mabaso hereby confirm that the above participant has been fully informed about the nature, conduct and risks of the above study.

Simiso Mabaso

14/10/2022

**Name of Researcher**

**Date**

**Signature**

**Name of Witness (if applicable)**

**Date**

**Signature**

## Appendix C: TRREE Certificate



**TRREE**

# Zertifikat Certificat

# Certificado Certificate

Promouvoir les plus hauts standards éthiques dans la protection des participants à la recherche biomédicale  
Promoting the highest ethical standards in the protection of biomedical research participants

**Certificat de formation - Training Certificate**

Ce document atteste que - this document certifies that

## Simiso Mabaso

a complété avec succès - has successfully completed

## Introduction to Research Ethics

du programme de formation TRREE en évaluation éthique de la recherche  
of the TRREE training programme in research ethics evaluation

Release Date: 2021/09/01  
CID: MR6AL4Byrf

Professeur Dominique Sprumont  
Coordinateur TRREE Coordinator



Continuing Education Program (3 Credits)  
Programme de Formation continue (3 Crédits)



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Swiss Academy of Medical Science (SAMS/ASSM/GAMW) ([www.samo.ch](http://www.samo.ch)) - Commission for Research Partnerships with Developing Countries ([www.kfpe.ch](http://www.kfpe.ch))

[REV : 20170510]

## Appendix D: Gatekeeper's Letter



LOCAL MUNICIPALITY  
**OFFICE OF THE MAYOR**  
P. O. BOX 71, BERGVILLE, 3350

Reference: CON2022/10  
Date: 18 - 08 - 2022

Enquiries: Cllr. V. R. Mlotshwa  
E-mail: [Mayorspa@okhahlamba.gov.za](mailto:Mayorspa@okhahlamba.gov.za)  
[mlotshwawabantu@gmail.com](mailto:mlotshwawabantu@gmail.com)

Telephone: 036 - 448 8000  
Fax: 036 - 448 1986

Mr SL Mabaso  
Durban Unuversity of Technology  
Riverside Campus  
19 Aberfeldy, Scottsville  
Pietermaritzburg  
3200

### **RE: PERMISSION TO CONDUCT RESEARCH UNDER OKHAHLAMBA MUNICIPALITY**

I refer to the letter dated 21/07/2022 on the above subject by which you request for permission to conduct research study in Okhahlamba Local Municipality.

This is to convey the municipality's approval of your request to obtain necessary data required for you research titled; "*A framework to facilitate social entrepreneurship as a tool for sustainable tourism economies in Bergville - Okhahlamba Municipality*".

Please ensure that the following appears on your question then attached to your notice.

- ✓ The ethical clearance letter from your institution
- ✓ Consent form is attached to the notice of questionnaire and to be signed by the user before he or she fails the questionnaire

I wish you every success in your research endeavor.

Yours Sincerely

His Worship Mr V Mlotshwa (Mayor)

Signature

(18/08/2022)

## **Appendix E: Interview Guide for Government Official**

1. Can you describe any government initiatives or programs in your area that are aimed at supporting and facilitating tourism social entrepreneurship?
2. How effective do you think these government initiatives or programs have been in promoting and supporting tourism social entrepreneurship in your area?
3. Have you or others encountered any challenges or obstacles as government when providing support for tourism social entrepreneurship initiatives?
4. In your opinion, what specific types of government support or incentives would be most helpful in promoting and supporting tourism social entrepreneurship?
5. How do you think the government can better collaborate with local communities and stakeholders to promote and support tourism social entrepreneurship initiatives?
6. Are there any regulatory or legal challenges that you or others have encountered while running tourism social entrepreneurship initiatives in your area? If so, can you describe them?
7. How important do you think government policy and regulation is in promoting and supporting tourism social entrepreneurship?
8. What role do you think local authorities and community leaders should play in promoting and supporting tourism social entrepreneurship initiatives in your area?
9. Can you describe any successful examples of government support or collaboration with local communities and stakeholders to promote and support tourism social entrepreneurship initiatives in your area?
10. How do you think the government can improve its support and promotion of tourism social entrepreneurship initiatives in your area?

## Appendix F: Questionnaire for Tourism Businesses

A framework to facilitate social entrepreneurship as a tool for sustainable tourism economies in Bergville – Okhahlamba Municipality

Questionnaire based on the perception of social entrepreneurs regarding social entrepreneurship as a tool for improving the economies of Bergville:

What type of tourism business are you operating?

- Hotel
- Tour Operator
- Transportation
- other, Specify \_\_\_\_\_

What is your understanding of social entrepreneurship?

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–

Social entrepreneurship has the potential to improve the economies of Bergville.

- Strongly Agree
- Agree
- Disagree
- Strongly Disagree

How satisfied are you with the current level of support from the local authority for social entrepreneurship in Bergville?

- Very Satisfied
- Satisfied
- Dissatisfied
- Very Dissatisfied

What support are you referring to?

---

Social entrepreneurship can create income generating opportunities in Bergville.

- Strongly Agree

Agree

Disagree

Strongly Disagree

Social entrepreneurship can promote the development of new tourism products and services in Bergville.

Strongly Agree

Agree

Disagree

Strongly Disagree

SE can contribute to the preservation of Bergville's cultural heritage and natural resources.

Strongly Agree

Agree

Disagree

Strongly Disagree

Social entrepreneurship can improve the living standards and quality of life of the local community in Bergville.

Strongly Agree

Agree

Disagree

Strongly Disagree

There is public awareness and understanding of social entrepreneurship in Bergville.

Strongly Agree

Agree

Disagree

Strongly Disagree

SE can foster collaboration and partnerships among local stakeholders in Bergville

Strongly Agree

Agree

Disagree

Strongly Disagree

Social entrepreneurship can contribute to the overall economic growth and development of Bergville

- Strongly Agree
- Agree
- Disagree
- Strongly Disagree

12. SE has the potential to improve the revenues of my company

- Strongly Agree
- Agree
- Disagree
- Strongly Disagree

13. SE has the potential improve my company's reputation and branding

- Strongly Agree
- Agree
- Disagree
- Strongly Disagree

14. Social entrepreneurship has the potential to improve the company's relationship with the community

- Strongly Agree
- Agree
- Disagree
- Strongly Disagree

15. SE has the potential to provide me with a competitive advantage over other companies that are not engaged in SE

- Strongly Agree
- Agree

Disagree

Strongly Disagree

16. In your opinion, what are the top three benefits that social entrepreneurship has brought to your company? You can choose more than one options.

Increased revenue

Improved branding and reputation

Increased employee retention

Improved relationship with the local community

Competitive advantage

17. What are the biggest challenges that your company faces in implementing social entrepreneurship initiatives? You can chose more than one option.

Lack of resources (financial, human, etc.)

Lack of support from the local community

Lack of support from the government

Lack of understanding of social entrepreneurship

Other (please specify) -----

18. Funding is a challenge to successful implementation of SE

Strongly agree

Somewhat agree

Somewhat disagree

Strongly disagree

What do feel about the support from government agencies

Very satisfied

Satisfied

Dissatisfied

Very dissatisfied

Lack of awareness and understanding of social entrepreneurship among the local community in Bergville

Strongly agree

Somewhat agree

Somewhat disagree

Strongly disagree

Lack of collaboration between tourism social entrepreneurship initiatives and other local businesses in Bergville

Strongly agree

Somewhat agree

Somewhat disagree

Strongly disagree

Limited opportunities for networking and sharing of best practices among social entrepreneurs in Bergville

Strongly agree

Agree

Disagree

Strongly disagree

Lack of infrastructure and resources available to support tourism social entrepreneurship in Bergville

Strongly agree

Agree

Disagree

Strongly disagree

Lack of skilled labour and workforce development in Bergville, hindering the growth of tourism social entrepreneurship

Strongly agree

Agree

Disagree

Strongly disagree

Lack coordination and communication between social entrepreneurs and government agencies in Bergville

Strongly agree

Agree

Disagree

Strongly disagree

How satisfied are you with the level of market access and visibility for tourism social entrepreneurship initiatives in Bergville?

Very satisfied

Satisfied

Dissatisfied

Very dissatisfied

What do you think could be done to address the challenges faced by tourism social entrepreneurship in the area? (open-ended question)

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What do you see as the main benefits of incorporating social entrepreneurship practices into your tourism business?

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In your opinion, what are the key factors for successfully incorporating social entrepreneurship practices into a tourism business?

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Are there any specific examples or initiatives that you think have successfully incorporated social entrepreneurship practices into their tourism business and have made a positive impact in the community?

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Is there anything else that you would like to share with us regarding the role played by the government in supporting and facilitating tourism social entrepreneurship in the area?

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Please describe the specific positive impact of SE (if any) you have noticed on the local community. (open-ended question)

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Thank you for your participation in the study.

**00000000000000**