

Original Article

Small and Medium Enterprises' Social Entrepreneurship Initiatives and Activities in Samar Island, Philippines

Rochelle G. Cuanico 

Author Information:

Entrepreneurship Department, University of
Eastern Philippines, Catarman, Northern
Samar, Philippines

Correspondence:
rgcuanico@gmail.com

Article History:

Date received: December 5, 2025
Date revised: January 20, 2026
Date accepted: January 30, 2026

Recommended citation:

Cuanico, R. (2026). Small and Medium
Enterprises' social entrepreneurship
initiatives and activities in Samar Island,
Philippines. *Journal of Interdisciplinary
Perspectives*, 4(2), 412-429.
<https://doi.org/10.69569/jip.2025.788>

Abstract. This study aimed to examine the significance of social entrepreneurship initiatives and activities faced by owners, employees, and customers/clients. Using a quantitative, descriptive-correlational design, the study involved 265 owners, 795 employees, and 1,326 customers/clients from SMEs in several towns of Northern, Eastern, and Samar provinces. Results showed that entrepreneurs were committed to corporate social responsibility and made efforts toward environmental sustainability, cultural, and social development. Significant differences were found in perceptions of social entrepreneurship initiatives across participant groups, and strong correlations were observed between specific demographics, including business foundation and type, and social entrepreneurship practices. Moreover, the study offers valuable insights for future research and practical recommendations for recognizing the pivotal roles of SME owners, employees, and customers/clients in driving social entrepreneurship endeavors, and for empowering individual entrepreneurs to navigate social entrepreneurship in terms of innovation and social practices.

Keywords: *Social entrepreneurship; SMEs; Corporate social responsibility; Social entrepreneurs; Social challenges.*

Social entrepreneurship has become a vital approach to addressing complex social issues while fostering economic development. By integrating business principles with social and environmental goals, social entrepreneurs create meaningful social value that goes beyond profit-making (Kannampuzha & Hockerts, 2019). With growing concerns about poverty, inequality, and human well-being, social entrepreneurship has gained increasing attention as an important area of research for scholars and organizations aiming to implement sustainable solutions (Huda et al., 2019). Its ability to combine innovation, community engagement, and economic activity positions social entrepreneurship as a key driver of sustainable development.

Small and medium enterprises (SMEs) have emerged as critical actors in advancing social entrepreneurship, leveraging their flexibility and innovation to address community needs. Social entrepreneurs within SMEs prioritize creating social value while balancing financial sustainability, thus transforming business practices and

influencing policy development (Bedi & Yadav, 2019; Gupta et al., 2020; Mamabolo & Myres, 2019). Evidence suggests that SMEs engaged in social entrepreneurship contribute to inclusive growth, empower local communities, and support institutional development, highlighting their role as catalysts for social change (Barberá-Tomás et al., 2019).

Despite these promising contributions, social entrepreneurship faces significant challenges, especially in regions with limited resources. Entrepreneurs often encounter difficulties related to funding, market access, and addressing social or environmental problems effectively (Lubberink, 2019). Globally, governments and large corporations sometimes fail to respond adequately to urgent societal needs, which increases the importance of SMEs as innovative problem-solvers. Public interest in approaches such as social entrepreneurship has grown amid skepticism that governments and corporations can effectively address pressing social and environmental problems (Cortes & Lee, 2021). By combining entrepreneurial approaches with social objectives, SMEs can enhance community development, increase access to essential services, and promote sustainable livelihoods (IFC, 2019).

While existing literature highlights the positive impact of social entrepreneurship, there is a lack of research examining its implementation in specific local contexts. Northern, Eastern, and Western Samar are areas where SMEs face unique challenges and opportunities that may differ from those in other regions (Cortes & Lee, 2021). The research gap lies in understanding how local SMEs engage in social entrepreneurship initiatives, the obstacles they encounter, and the benefits they generate for their communities. Addressing this gap can provide practical insights for policymakers, practitioners, and SME owners to design more effective interventions tailored to local needs.

This study aims to explore the relevance of social entrepreneurship initiatives and activities for SMEs in Northern, Eastern, and Western Samar. Involving 265 SMEs, including owners/managers, employees, and customers/clients, the research examines their participation in social entrepreneurship, the challenges they face, and the opportunities they leverage. The findings are expected to guide local government units (LGUs) and other stakeholders in crafting policies, supporting SMEs, and promoting sustainable development aligned with the Sustainable Development Goals (SDGs). This study seeks to strengthen local economies, empower communities, and foster a more socially responsible and innovative business environment.

Methodology

Research Design

A descriptive-correlational research methodology was employed in this study. According to Bhandari (2022), quantitative research involves collecting and analyzing numerical data, enabling researchers to identify patterns, compute averages, test causal relationships, make predictions, and generalize findings to larger populations. Complementing this, a correlational design was used to examine the direction and strength of relationships among variables within a specific population (Cristobal & Cristobal, 2017). The primary data collection instrument for addressing the research questions was an adapted questionnaire.

The study first determined the profile of small and medium enterprises (SMEs) in Samar Island, focusing on characteristics such as legal form of business, foundation of business, number of employees, amount of assets, source of capital, type of business activity, length of business operation, annual gross revenue, and the educational attainment of SME owners or managers. It then examined the social entrepreneurship initiatives and activities of these SMEs, as assessed by owners, employees, and customers/clients, in terms of corporate social responsibility, environmental practices, sustainability efforts, cultural contributions, and social engagement. The study also analyzed significant differences and relationships among variables.

Research Participants

The total population of SMEs in Samar Island is 809, according to data from the Philippine Statistics Authority. Northern Samar has 290 small enterprises and 7 medium enterprises; Eastern Samar has 198 small enterprises and 6 medium enterprises; and Samar has 298 small enterprises and 10 medium enterprises. Using the Slovin formula, a sample size of 268 SMEs was determined, comprising 245 small and 23 medium enterprises. From these sample SMEs, three groups of respondents were identified: owners, employees, and customers/clients, representing the major stakeholders in SME operations in Samar Island.

A multistage sampling technique was employed, with samples drawn proportionally from the entire population.

Randomized sampling was applied for small enterprises, while universal sampling was used for medium enterprises. In medium enterprises, nine participants (owners, employees, and customers/clients) per registered SME per municipality were selected. The sample was drawn from ten municipalities in Northern Samar, seven municipalities and cities in Eastern Samar, and eight municipalities and cities in Samar. The total sample population comprised 2,386 respondents, including 265 owners, 795 employees, and 1,326 customers/clients.

Research Instruments

The study used a structured survey questionnaire patterned from the study of Grimstad et al. (2020). Some modifications were made to include additional variables relevant to the present study and to suit the local context. All variables in the schematic diagram were quantified, and respondents indicated their answers by marking the appropriate items. To measure social entrepreneurship initiatives and actions, a five-point Likert scale was applied. Each point corresponded to a statement representing a specific Likert element, with an associated scale and interpretation. The questionnaire consisted of two major parts. The first part included the informed consent, a statement of confidentiality, and the demographic profile of respondents, covering variables such as legal form of business, foundation of business, number of employees, amount of assets, source of capital, type of business activity, length of business operation, annual gross revenue, and educational attainment of SME owners and/or managers. The second part focused on social entrepreneurship initiatives, with indicators for corporate social responsibility, environmental practices, sustainability, cultural contributions, and social engagement.

The questionnaire underwent expert validation and reliability testing to ensure alignment with the research objectives and the research problem statement. Revisions were made based on validation feedback prior to final administration. Reliability was assessed using Cronbach's alpha to measure internal consistency. The analysis showed that most constructs, particularly corporate social responsibility, sustainability, cultural, and social aspects, demonstrated good reliability. Some items with low scores were removed, resulting in an overall average reliability of 0.899, which is considered good.

Data Gathering Procedure

In conducting the study, the researcher followed several stages to ensure a systematic and logical process. First, approval for the questionnaire was sought from the panel of examiners at the Graduate School of Northwest Samar State University (NwSSU). Through a letter request endorsed by the adviser, the researcher requested permission to obtain data from the Service and Industry Census Division of the Philippine Statistics Authority, specifically regarding the total number of business establishments in Northern, Eastern, and Western Samar. Next, the researcher identified each municipality's class category and used a clustering sampling technique to select study participants, including owners, employees, and customers/clients. Additionally, the list of SMEs was obtained from the Business Permit and Licensing Office of the respective municipalities. Once the data were available, the researcher personally distributed the questionnaires to the identified respondents. Questionnaires were also retrieved in person to prevent loss during transit. All collected data were subsequently tallied, analyzed, and interpreted using appropriate statistical tools to address the research objectives and questions.

Data Analysis

The following statistical tools were used to interpret the study results. Frequency counts and percentages were applied to describe the profile of SMEs in Samar Island. At the same time, graphs were used to illustrate aspects such as the legal form of business, the business's founding, number of employees, total assets, sources of capital, type of business activity, length of business operation, annual gross revenue, and the educational attainment of SME owners. Means and standard deviations were used to summarize assessments from owners, employees, and customers/clients of SME social entrepreneurship initiatives and activities in Samar Island.

To test for significant differences in assessments among owners, employees, and customers/clients, an F-test was conducted, and Scheffe's Test was used for multiple comparisons of means and standard deviations. Additionally, the Chi-square test was used to examine significant relationships between SME profiles and their social entrepreneurship initiatives and activities. Pearson's *r* was also used to assess the strength and direction of relationships between SME profiles and assessments of social entrepreneurship initiatives and activities, providing a comprehensive statistical analysis of the collected data.

Ethical Considerations

To ensure the integrity of the study respondents and protect the confidentiality of their data, the researcher

implemented several strategies and ethical considerations throughout the research process. This involved familiarizing participants with the study's technical aspects and ensuring they were aware of their rights regarding participation. Before initiating the study, proper institutional permissions were secured. Ethical standards were upheld throughout, with participants receiving comprehensive information about the study objectives. Their identities and responses were kept strictly confidential, and the transparency of all data collection tools was emphasized. The researcher followed the guidelines outlined by Creswell (2014) to safeguard participants' rights. Clear communication of research objectives helped participants understand the study's purpose and data collection procedures, and written consent was obtained before their active participation. All data collection tools were fully disclosed to respondents, and the gathered data were shared with them afterward. Data reporting prioritized participants' rights and anonymity at all stages. After the data were used for the study, proper disposal procedures were followed to ensure that the information could not be used for any other purpose.

Results and Discussion

Profile of the Small and Medium Enterprises (SMEs) in Samar Island

The distribution of respondents reflected a hierarchical pyramid. At the top were the Owners (11.11%), who held decision-making authority and guided strategic direction, highlighting their exclusive role in governance. Employees made up 33.32%, representing those directly involved in operations and providing insights into challenges, workplace dynamics, and organizational efficiency. At the base were the Customers and Clients (55.57%), who made up the majority, underscoring the critical importance of addressing their needs, preferences, and feedback to ensure overall satisfaction and success.

In Terms of the Legal Forms of Business

The frequency distribution of owner-participants, categorized by legal business form, provided a landscape of entrepreneurship and ownership structures.

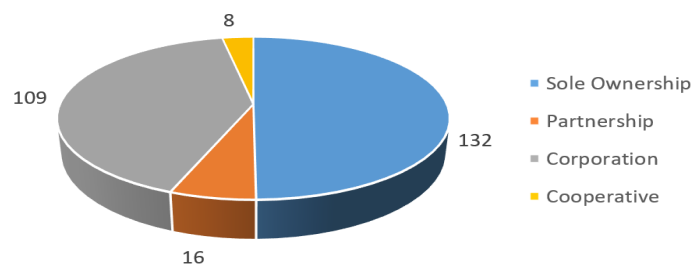


Figure 1. Profile of the SMEs in Samar Island in Terms of Legal Forms of Business

Sole ownership was the predominant legal form among the 5.5% of owners surveyed, accounting for nearly half (49.8%) of all legal structures, indicating a strong preference for individual proprietorship. Partnerships, though representing only 0.7% of owners, accounted for 6.0% of structures, highlighting shared ownership and decision-making. Corporations accounted for 4.6% of owners but held a significant share of 41.1%, reflecting their appeal for limited liability and growth potential. Lastly, cooperatives, the least common at 0.3% (eight owners), embodied democratic ownership and collective prosperity (Habaradas, 2022).

The implications of this distribution highlighted the diverse array of legal structures available to entrepreneurs, each with its unique advantages and considerations. The prevalence of each legal structure has given business owners and policymakers a compass to navigate the intricate terrain of business ownership and legal frameworks. This insight facilitated the harmonization of their aspirations, principles, and operational imperatives, ensuring a symbiotic alignment with their overarching objectives and values (Buendía-Martínez & Monteagudo, 2020).

In Terms of the Foundation of Business

Based on Figure 2, "Created from Scratch" emerged as the most common business foundation, representing 6.9 percent of owners surveyed and 61.9 percent of total structures, reflecting entrepreneurial spirit and innovation. "Family Business" followed at 2.7 percent, suggesting continuity of enterprises passed down through generations. Less common were "Bought a Running/Existing Business" (0.3%) and "Franchising" (1.3%), which offered alternative paths to ownership.

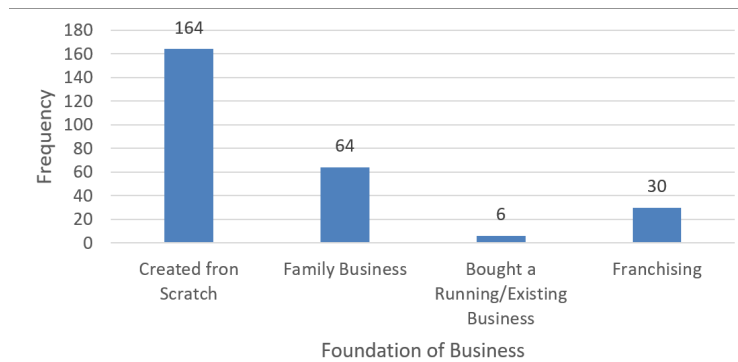


Figure 2. Profile of the SMEs in Samar Island in Terms of the Foundation of Business

These options reflected a willingness to invest in established models or leverage existing brand equity. Lastly, the "Others" category, with just 0.0 percent to 0.4 percent representation, indicated a small but varied set of alternative pathways to entrepreneurship. This distribution underscored the multifaceted nature of business creation and highlighted the importance of understanding and accommodating diverse pathways to ownership. Recognizing the frequency of each foundation could have motivated aspiring entrepreneurs and policymakers to develop customized strategies and nurture a diverse environment for entrepreneurial growth.

In Terms of the Number of Employees

The frequency distribution of owners, categorized by the number of employees, provided significant insights into the size and structure of businesses in the surveyed population. With a median age of 14, the distribution indicated a notable presence across different employee ranges. Within the segment accounting for 3.9 percent of owners, classified as 11 employees or fewer, a significant presence of micro-enterprises or solo ventures was observed, suggesting a prevalence of small-scale operations or startups with minimal staffing needs.

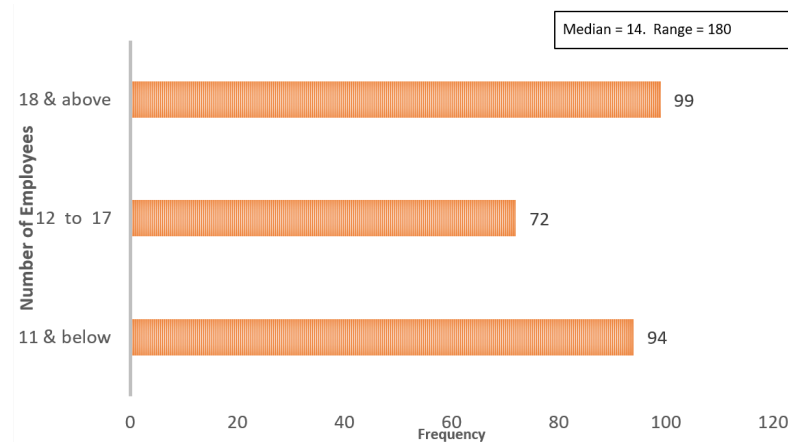


Figure 3. Profile of the SMEs in Samar Island in Terms of the Number of Employees

The cohort represented 27 percent of owners, with 12 to 17 employees, signaling a subtle yet noteworthy existence of small to medium-sized enterprises. These businesses were likely situated in the growth phase or specialized in niche markets. The segment of employees aged 18 and above, accounting for 37 percent of owners, suggested a significant proportion of larger enterprises with established operations and potentially broader market reach. This distribution highlighted the diverse spectrum of business sizes and emphasized the importance of understanding the implications of each category. It implied varying levels of organizational complexity, resource allocation, and operational challenges, which could have informed strategic decision-making and policy formulation to effectively support businesses of different scales (Grimstad, Glavee-Geo, & Fjørtoft, 2020).

In Terms of the Amount of Assets

Within the spectrum of asset ownership, owners possessing assets valued between PhP3,000,000 and

PhP15,000,000 constituted the largest contingent, representing 85 percent of the total cohort. This suggested a notable presence of medium-sized businesses and individuals with moderate wealth among the surveyed population.

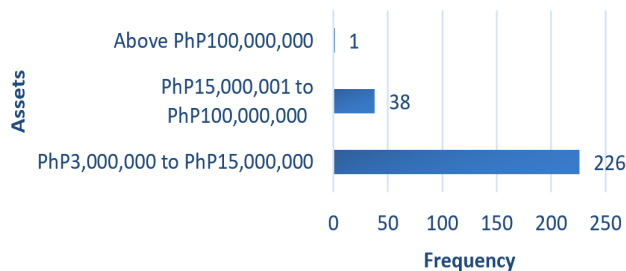


Figure 4. *Profile of the SMEs in Samar Island in Terms of Assets*

The relatively substantial proportion in this bracket suggested a significant segment of the population with considerable assets, though not at the level of ultra-high-net-worth individuals. As the scale was ascended, owners with assets ranging from PhP15,000,001 to PhP100,000,000 formed a smaller subset, accounting for 14 percent of the total. This group likely included larger enterprises or individuals with substantial wealth, though not yet among the wealthiest. Finally, the segment representing owners with assets exceeding PhP100,000,000 was the smallest, accounting for 0.0 percent of the total. Despite its numerical insignificance, this category likely encompassed the most affluent individuals or corporations with substantial financial clout. This distribution accentuated the diverse spectrum of wealth and asset ownership within the surveyed community, underscoring a heterogeneous economic terrain. It implied implications for economic policy, wealth distribution, and market dynamics, highlighting the need for tailored strategies to address the distinct needs and challenges across wealth brackets (Caballero & Arias, 2013).

In Terms of the Source of Capital

The frequency distribution of owners, categorized by source of capital, illuminated the financial landscape of the surveyed population.

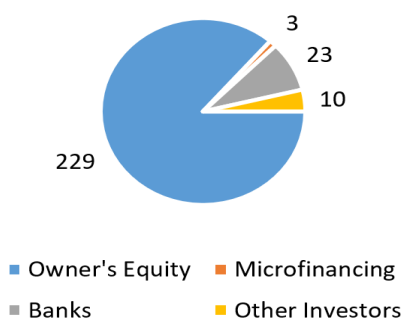


Figure 5. *Profile of the SMEs in Samar Island in Terms of Source of Capital*

The majority of owners, comprising 86 percent, relied on Owner's Equity as their primary source of capital. This indicated a prevalent trend of self-financing or investment by the owners, suggesting a degree of autonomy and confidence in their ventures. Microfinance accounted for a smaller share, with just 1 percent of owners using this source. While numerically small, it could imply a niche reliance on microfinance institutions for capital, potentially indicating limited access to traditional financing avenues. Banks served as a source of capital for 8.6 percent of owners, reflecting a reliance on institutional lending for business capital. This suggested a level of trust in banking institutions and their ability to provide financial support for business endeavors. Additionally, 3.67 percent of owners relied on Other Investors, indicating a small but noteworthy presence of external funding from sources beyond owner equity or traditional lending institutions. This distribution highlighted the diverse sources of

capital utilized by owners to fund their businesses. These sources could have informed policymakers and financial institutions about entrepreneurs' funding needs and preferences, guiding the development of tailored financial products and support mechanisms to facilitate business growth and entrepreneurship (Iyanda, 2021).

In Terms of the Type of Business Activity

The findings revealed that the most significant segment was engaged in wholesale and retail trade, repair of motor vehicles, and motorcycle-related activities, comprising 46 percent of owners. This indicated a substantial presence of businesses involved in commerce and automotive services, suggesting a vibrant market in consumer goods and vehicle maintenance.

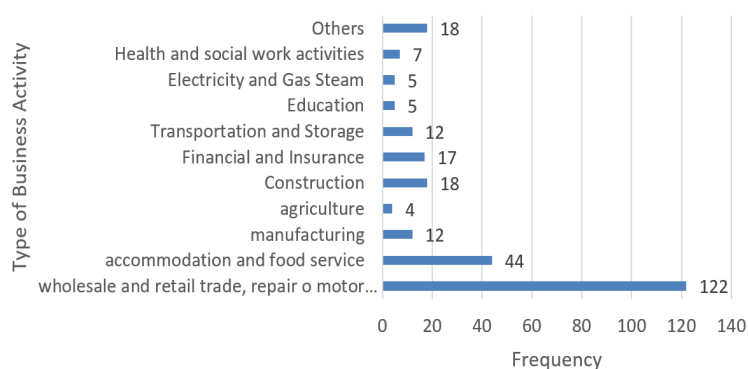


Figure 6. Profile of the SMEs in Samar Island in Terms of the Type of Business Activity

Following closely, accommodation and food service represented 17 percent of owners, reflecting the hospitality sector's importance within the surveyed population, potentially driven by tourism or local dining establishments. Manufacturing, agriculture, construction, financial and insurance services, transportation and storage, education, electricity and gas steam, health and social work activities, each constituted smaller proportions, ranging from 1.5 percent to 6.8 percent, which reflected the diverse range of economic activities present. The "Others" category, also representing 6.8 percent of owners, encompassed additional business activities not captured in the specified categories, indicating further diversity in entrepreneurial pursuits. Collectively, this distribution underscored the economy's multifaceted nature within the surveyed population, with implications for economic development, resource allocation, and policy formulation. The variety of business activities present could provide valuable perspectives for policymakers and stakeholders in tailoring support mechanisms, fostering sector-specific growth, and promoting overall economic resilience and diversity, as emphasized by Grimstad, Glavee-Geo, & Fjørtoft (2020).

In Terms of the Length of Operations (in Years)

The frequency distribution of owners by length of operation, as shown in Figure 7, reveals the maturity and stability of businesses in the surveyed population. Owners with seven years or fewer of operation accounted for 21 percent of the total.

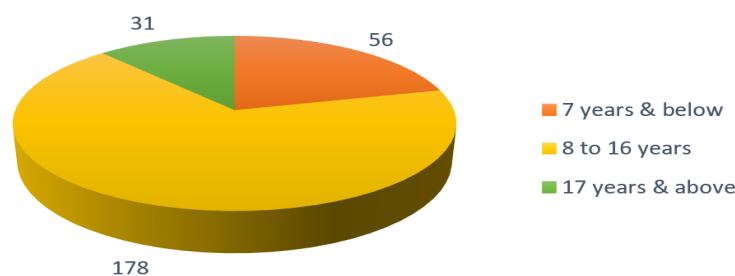


Figure 7. Profile of the SMEs in Samar Island in Terms of the Length of Operations (In Years)

This suggests the presence of relatively newer businesses, such as startups or recently established enterprises, still navigating the early stages of development and growth. In contrast, a larger segment of owners, accounting for 67 percent, had operated for 8 to 16 years, indicating a substantial number of businesses with more established track records that have likely overcome initial challenges and achieved greater stability and longevity. Meanwhile, owners with 17 years or more of operation made up 12 percent, representing businesses with considerable experience and resilience, having endured various economic cycles and evolving market conditions. This distribution underscores the diverse stages of business maturity within the surveyed population, with implications for growth potential, market adaptability, and succession planning. Moreover, patterns of business longevity can guide strategies for support systems, mentorship programs, and succession initiatives to foster sustained growth and resilience across businesses of different ages.

In Terms of the Annual Gross Revenue (in Pesos)

Figure 8 shows the SMEs' annual gross revenue profile. The breakdown of owners by annual gross revenue reflected the financial dynamics of businesses in the surveyed group. Only 1 percent of owners fell within the PhP300,001 to PhP500,000 range, suggesting the presence of micro-enterprises and emerging ventures with relatively modest earnings.

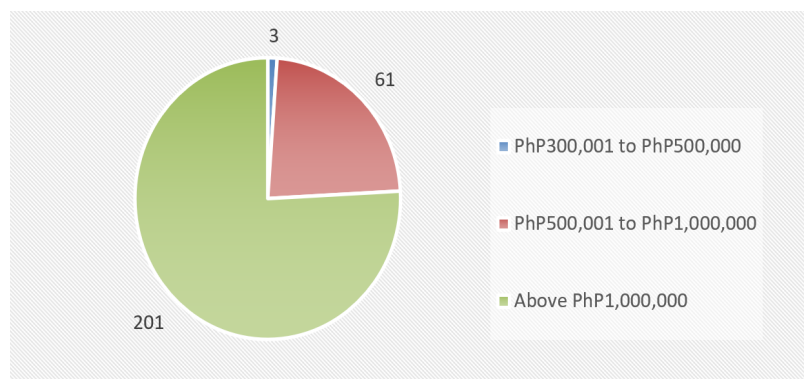


Figure 8. Profile of the SMEs in Samar Island in Terms of Annual Gross Revenue (In Pesos)

Across the revenue spectrum, 23 percent of owners reported annual gross revenue between PhP500,001 and PhP1,000,000, indicating a broader range of businesses and slightly higher income levels. These entities might have achieved greater stability and growth than their lower-earning counterparts. The largest segment, accounting for 76 percent of owners, reported annual gross revenue exceeding PhP1,000,000, suggesting a robust presence of medium- to large-scale enterprises or thriving ventures with established market positions. This diversity in revenue distribution accentuated the varied financial landscapes within the surveyed population, holding implications for business development strategies, financial support initiatives, and economic growth endeavors. Considering this annual gross revenue distribution could guide tailored approaches to fostering resilience and expansion across businesses in different revenue brackets.

In Terms of the Educational Attainment of SME Owners

In the educational landscape of small and medium-sized enterprise (SME) owners in the surveyed population, the results shown in Figure 9 indicate that 94 percent hold a bachelor's degree, suggesting a prevalent trend of pursuing undergraduate education among SME owners. This level of educational attainment may have equipped owners with the foundational knowledge and skills needed for business management and operations.

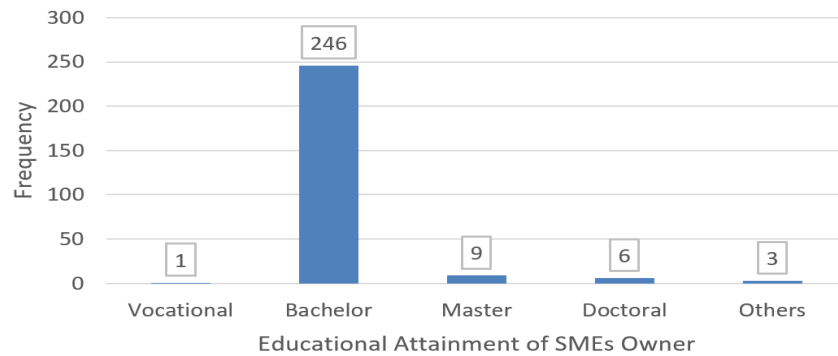


Figure 9. Profile of the SMEs in Samar Island in Terms of the Educational Attainment of SME Owners

It was notable that higher levels of education, such as master's and doctoral degrees, were less common among SME owners, accounting for only 3 percent and 2 percent, respectively. This suggested that while advanced degrees may have offered specialized expertise, they were less common among SME owners than Bachelor's degrees. Additionally, the presence of owners with vocational education, although minimal at 0.0 percent, stressed the importance of practical skills and hands-on experience in entrepreneurship. The category of "Others," representing 1 percent of owners, may have included individuals with non-traditional educational backgrounds or those who had pursued alternative paths to entrepreneurship. This distribution highlighted the diverse educational backgrounds of SME owners, with implications for skills development, training programs, and support initiatives tailored to address the specific needs and challenges of entrepreneurs at various educational levels.

Social Entrepreneurship Initiatives and Activities of the SMEs in Samar Island

In Terms of Corporate Social Responsibility

Based on the results in Table 1, the descriptives for the social entrepreneurship initiatives and activities of small and medium enterprises (SMEs), as assessed by the owners, showed consistently high ratings across most corporate social responsibility (CSR) indicators. The mean scores for CSR1 to CSR15 ranged from 4.02 to 4.61, which indicated a generally positive perception of SMEs' engagement in CSR practices.

Condition 1, which stated that "the organization promotes energy conservation and waste reduction," obtained the highest rating ($M = 4.61$, $SD = 0.49$). This finding supports Alzahrani (2021), who emphasized that environmental responsibility is often the most visible and prioritized aspect of CSR, reflecting SMEs' strong commitment to social responsibility. On the other hand, statement 15, "the organization communicates its CSR efforts transparently to stakeholders" ($M = 4.02$, $SD = 0.60$), ranked lowest. This aligns with Ratten and Ferreira (2016), who argued that many SMEs face challenges in stakeholder communication due to resource limitations. While the results overall reflected commendable CSR integration, addressing weaker areas such as communication could further enhance SMEs' credibility and long-term sustainability. Employee perceptions of CSR revealed generally favorable ratings, with averages ranging from 3.90 to 4.40. Statements emphasizing employee welfare, such as "provides a safe and inclusive work environment" ($M = 4.36$, $SD = 0.59$) and "offers fair wages, benefits, and opportunities for career growth" ($M = 4.40$, $SD = 0.57$), ranked highest. These findings are consistent with Nicholls and Cho (2015), who highlighted that fair treatment and inclusivity are fundamental CSR practices that strengthen employee satisfaction.

Meanwhile, the lower ratings for "actively involves stakeholders in decision-making" ($M = 3.96$, $SD = 0.59$) and "communicates CSR efforts transparently" ($M = 3.90$, $SD = 0.59$) reflected gaps in inclusivity and openness, echoing Ziegler and Niesten (2018), who noted that stakeholder involvement remains a challenge for SMEs due to limited organizational structures. Customer perceptions also reflected positive CSR feedback. The statements "provides a safe and inclusive work environment" ($M = 4.27$) and "offers fair wages and career growth opportunities" ($M = 4.26$) received the highest scores. This finding resonates with Peredo and McLean (2014), who suggested that socially responsible practices foster customer trust and loyalty. Conversely, lower scores were given to "actively involves stakeholders in decision-making" ($M = 3.93$) and "communicates CSR efforts transparently" ($M = 3.82$), reinforcing Ratten and Ferreira's (2016) observation that stakeholder engagement and

transparency remain underdeveloped aspects of SME CSR strategies. Taken together, these results highlight how SMEs are excelling in employee welfare and environmental responsibility but must improve inclusivity and communication to strengthen their CSR impact.

Table 1. Mean & SD on the Social Entrepreneurship Initiatives & Activities of the SMEs in Terms of Corporate Social Responsibility

Indicators	Owners (N=265)			Employees (N=795)			Customers/Clients (N=1,326)			Grand Total (N=2,386)	
	Mean	Desc	SD	Mean	Desc	SD	Mean	Desc	SD	Mean	Desc
1. The organization promotes energy conservation and waste reduction.	4.61	SA	0.49	4.32	A	0.49	4.19	A	0.43	4.38	A
2. The organization supports renewable energy sources or conservation initiatives.	4.39	A	0.56	4.21	A	0.52	4.07	A	0.46	4.22	A
3. The organization contributes to community development and well-being.	4.37	A	0.58	4.22	A	0.54	4.10	A	0.45	4.23	A
4. The organization addresses social issues such as poverty, education, healthcare, or inequality.	4.29	A	0.60	4.20	A	0.60	4.18	A	0.56	4.22	A
5. The organization actively engages with stakeholders to improve social conditions.	4.32	A	0.61	4.21	A	0.62	4.16	A	0.59	4.23	A
6. The organization demonstrates transparency and accountability in its operations.	4.38	A	0.64	4.25	A	0.62	4.13	A	0.59	4.25	A
7. The organization follows fair trade principles and ethical sourcing.	4.45	A	0.57	4.28	A	0.61	4.15	A	0.59	4.29	A
8. The organization has policies to prevent corruption, bribery, or unethical behavior.	4.42	A	0.62	4.26	A	0.68	4.20	A	0.62	4.29	A
9. The organization provides a safe and inclusive work environment.	4.48	A	0.58	4.36	A	0.59	4.27	A	0.57	4.37	A
10. The organization offers fair wages, benefits, and opportunities for career growth.	4.48	A	0.58	4.40	A	0.57	4.26	A	0.57	4.38	A
11. The organization promotes work-life balance and employee well-being.	4.31	A	0.62	4.17	A	0.58	4.08	A	0.53	4.19	A
12. The organization contributes financially to charitable causes or nonprofit organizations.	4.25	A	0.66	4.16	A	0.60	4.08	A	0.54	4.16	A
13. The organization actively involves stakeholders in decision-making processes.	4.11	A	0.63	3.96	A	0.59	3.93	A	0.53	4.00	A
14. The organization seeks feedback and input from stakeholders on its social impact initiatives.	4.18	A	0.62	4.07	A	0.58	4.03	A	0.54	4.09	A
15. The organization communicates its CSR efforts transparently to stakeholders.	4.02	A	0.60	3.90	A	0.58	3.82	A	0.52	3.92	A
Overall	4.34	A	0.34	4.20	A	0.32	4.11	A	0.28	4.22	A

Legend: 4.51-5.00 = SA (Strongly Agree); 3.51-4.50 = A (Agree); 2.51-3.50 = N (Neutral); 1.51-2.50 = D (Disagree); 1.00-1.50 = SD (Strongly Disagree)

In Terms of the Environmental Aspect

The analysis of small and medium enterprises' (SMEs) social entrepreneurship initiatives in terms of environmental aspects, as perceived by the owners, revealed varying levels of emphasis and effectiveness. Statement 10 emerged as the highest-rated indicator across SME owners, with a mean score of 4.37 ($SD = 0.53$), highlighting strong commitment to environmental sustainability through support for clean water initiatives and water stewardship. This suggested that SMEs had likely implemented eco-friendly practices, such as waste reduction, energy efficiency, and the adoption of renewable resources, thereby contributing to environmental conservation and competitiveness. Conversely, statement 7, on participation in carbon offset programs or other reduction strategies, was the lowest-rated, with a mean score of 3.85 ($SD = 0.64$), indicating less emphasis on areas such as sustainable sourcing, packaging, or carbon footprint reduction. From the employees' perspective, statements 9 and 10 ranked highest, with mean scores of 4.25 ($SD = 0.55$ and 0.60 , respectively), underscoring recognition of fair trade, ethical sourcing, and water sustainability as strong practices within SMEs.

In contrast, statement 6, on reducing carbon footprints ($M = 3.78$, $SD = 0.56$), and statement 7, on carbon offset participation ($M = 3.75$, $SD = 0.69$), received the lowest ratings, suggesting employees perceived weaker emphasis on carbon reduction efforts. These results indicated that SMEs need to enhance their carbon management strategies to better align with sustainability goals. Similarly, customer/client perspectives rated statement 10 ($M = 4.21$, $SD = 0.56$) highest, reflecting appreciation for SMEs' water stewardship efforts. Meanwhile, statement 7 ($M = 3.67$, $SD = 0.61$) was again the lowest, indicating customer concerns about insufficient carbon-reduction initiatives. Overall, these findings affirmed Alzahrani's (2021) view on the transformative influence of social entrepreneurship in addressing environmental challenges and supported Peredo and McLean's (2014) emphasis

on the role of social entrepreneurs in driving environmental sustainability, aligning with the eco-friendly practices observed among SMEs.

Table 2. Mean & SD on the Social Entrepreneurship Initiatives & Activities of the SMEs in Terms of Environmental Aspect

Indicators	Owners (N=265)			Employees (N=795)			Customers/Clients (N=1,326)			Grand Total (N=2,386)	
	Mean	Desc	SD	Mean	Desc	SD	Mean	Desc	SD	Mean	Desc
1. The organization actively implements energy-efficient practices and technologies.	4.28	A	0.57	4.15	A	0.58	4.12	A	0.55	4.19	A
2. The organization monitors and optimizes energy consumption in its operations.	4.36	A	0.59	4.23	A	0.61	4.19	A	0.55	4.26	A
3. The organization invests in renewable energy sources or energy-saving initiatives.	4.13	A	0.70	4.04	A	0.65	4.00	A	0.66	4.05	A
4. The organization has policies and practices in place to reduce waste generation.	4.23	A	0.62	4.17	A	0.58	4.15	A	0.53	4.18	A
5. The organization promotes recycling and proper waste disposal.	4.29	A	0.64	4.22	A	0.62	4.20	A	0.56	4.24	A
6. The organization implements initiatives to reduce the carbon footprint of its business.	3.89	A	0.56	3.78	A	0.56	3.76	A	0.51	3.81	A
7. The organization participates in carbon offset programs or other carbon reduction strategies.	3.85	A	0.64	3.75	A	0.69	3.67	A	0.61	3.76	A
8. The organization assesses and considers the environmental impact of your supply chain.	4.18	A	0.55	4.06	A	0.56	3.98	A	0.51	4.07	A
9. The organization promotes fair trade and ethical sourcing practices within your business.	4.30	A	0.53	4.25	A	0.54	4.19	A	0.52	4.25	A
10. The organization supports access to clean water initiatives or promotes water stewardship.	4.37	A	0.53	4.25	A	0.60	4.21	A	0.56	4.28	A
11. The organization provides training or resources to your employees regarding environmental sustainability.	4.17	A	0.59	4.06	A	0.59	4.02	A	0.51	4.08	A
12. The organization engages with your employees and stakeholders to raise awareness about environmental issues.	4.26	A	0.61	4.12	A	0.64	4.06	A	0.62	4.15	A
Overall	4.19	A	0.36	4.09	A	0.36	4.05	A	0.29	4.11	A

Legend: 4.51-5.00 = SA (Strongly Agree); 3.51-4.50 = A (Agree); 2.51-3.50 = N (Neutral); 1.51-2.50 = D (Disagree); 1.00-1.50 = SD (Strongly Disagree)

In Terms of the Sustainability Aspect

Table 3 revealed the analysis of small and medium enterprises' (SMEs) owners regarding sustainability aspects within their businesses. In particular, statement 6, which emphasized prioritizing natural resource conservation and environmental protection, received the highest rating, with a mean score of 4.30 ($SD = 0.63$). This indicated a strong commitment among SMEs to environmental sustainability, reflecting positively on their efforts to minimize their ecological footprint and contribute to environmental preservation.

Statement 11, which emphasized developing new products, services, or business models that promote sustainability, received the lowest rating, with a mean score of 4.08 ($SD = 0.69$). Although still favorable, this score indicated that SMEs may have faced challenges in innovating sustainable offerings. Addressing this could involve cultivating a culture that values both innovation and sustainability, and encouraging the development of eco-friendly products or services that meet market needs while supporting sustainable development objectives. By prioritizing such innovation, SMEs could enhance competitiveness, meet evolving consumer demands, and strengthen their contribution to environmental sustainability. From the employees' perspective, statement 6, which highlighted the prioritization of natural resource conservation and environmental protection, received the highest rating, with a mean score of 4.29 ($SD = 0.63$), indicating strong alignment with organizational values and employee pride in sustainability practices.

In contrast, statement 5, focused on active stakeholder engagement to improve social conditions, received the lowest rating with a mean score of 4.03 ($SD = 0.64$). This suggested the need to enhance stakeholder strategies through transparent communication, active feedback-seeking, and inclusive decision-making—measures that could heighten employee satisfaction, strengthen organizational credibility, and advance sustainability goals. Customer/client perspectives echoed similar trends, with statement 6 again rated highest ($M = 4.29$, $SD = 0.63$), reflecting positive views on SMEs' environmental responsibility and market reputation. Conversely, statement 5 was again rated lowest ($M = 4.03$, $SD = 0.64$), indicating room for improvement in stakeholder engagement

practices. Enhancing communication channels and involving stakeholders in decision-making could help SMEs build stronger relationships and reinforce their social responsibility. These findings supported Alzahrani's (2021) assertion of social entrepreneurship's transformative role in reshaping markets toward sustainability, while also affirming Peredo and McLean's (2014) view on the crucial role of social entrepreneurs in advancing environmental sustainability initiatives.

Table 3. Mean & SD on the Social Entrepreneurship Initiatives & Activities of the SMEs in Terms of the Sustainability Aspect

Indicators	Owners (N=265)			Employees (N=795)			Customers/Clients (N=1,326)			Grand Total (N=2,386)	
	Mean	Desc	SD	Mean	Desc	SD	Mean	Desc	SD	Mean	Desc
1. The organization considers the economic viability of your social entrepreneurship initiatives.	4.19	A	0.60	4.13	A	0.59	4.05	A	0.59	4.12	A
2. The organization observes positive financial impacts resulting from your social entrepreneurship efforts.	4.20	A	0.59	4.14	A	0.61	4.00	A	0.59	4.11	A
3. The organization addresses social issues within your community or target beneficiaries.	4.18	A	0.64	4.10	A	0.64	4.00	A	0.59	4.09	A
4. The organization witnesses positive social outcomes as a result of your social entrepreneurship initiatives.	4.24	A	0.57	4.15	A	0.56	4.03	A	0.52	4.14	A
5. The organization actively engages with stakeholders and seeks their input to improve social conditions.	4.18	A	0.61	4.03	A	0.64	3.97	A	0.56	4.06	A
6. The organization prioritizes the conservation of natural resources and the protection of the environment.	4.30	A	0.63	4.29	A	0.63	4.18	A	0.61	4.26	A
7. The organization involves stakeholders, such as employees, customers, and communities, in your decision-making processes.	4.19	A	0.67	4.09	A	0.63	4.03	A	0.60	4.10	A
8. The organization actively seeks feedback and input from stakeholders regarding your social entrepreneurship initiatives.	4.23	A	0.61	4.07	A	0.63	3.99	A	0.57	4.10	A
9. The organization transparently communicates your sustainability efforts and progress to stakeholders.	4.23	A	0.59	4.06	A	0.59	4.06	A	0.56	4.12	A
10. The organization fosters a culture of innovation and adaptability to address sustainability challenges.	4.20	A	0.61	4.11	A	0.62	4.06	A	0.61	4.12	A
11. The organization develops new products, services, or business models that promote sustainability.	4.08	A	0.68	4.04	A	0.64	3.98	A	0.60	4.03	A
12. The organization actively seeks opportunities to contribute to sustainability initiatives beyond your own business.	4.15	A	0.59	4.04	A	0.60	3.96	A	0.59	4.05	A
Overall	4.20	A	0.43	4.10	A	0.39	4.03	A	0.35	4.11	A

Legend: 4.51-5.00 = SA (Strongly Agree); 3.51-4.50 = A (Agree); 2.51-3.50 = N (Neutral); 1.51-2.50 = D (Disagree); 1.00-1.50 = SD (Strongly Disagree)

In Terms of the Cultural Aspect

The examination of social entrepreneurship initiatives and activities within small and medium-sized enterprises (SMEs), as perceived by owners, yielded insightful findings about cultural aspects within these organizations. Notably, statement 10, which likely referred to fostering a diverse and inclusive workplace culture, was the highest-rated indicator, with a mean score of 4.21 ($SD = 0.58$). This suggested that SME owners highly valued cultural diversity and inclusivity within their organizations, recognizing the importance of promoting a work environment that respected and embraced differences among employees.

The analysis of cultural aspects in small and medium enterprises (SMEs) revealed varying perspectives among owners, employees, and customers. From the owners' perspective, statement 7, linked to a commitment to cultural preservation and collaboration, was rated lowest, with a mean score of 4.05 ($SD = 0.59$), indicating a need for stronger initiatives to preserve cultural heritage. Employees also echoed this concern, rating statement 7 the lowest with a mean score of 3.90 ($SD = 0.63$), suggesting improvements were needed in promoting cultural heritage and fostering collaboration. Conversely, employees rated statement 10, which focused on cultural diversity and inclusivity, the highest at 4.15 ($SD = 0.62$), highlighting that they valued efforts to create inclusive workplaces. From the customers' viewpoint, similar patterns emerged. Statement 10, reflecting inclusivity and cultural

diversity, was rated highest, with a mean score of 4.10 ($SD = 0.56$), indicating that clients valued SMEs that embraced these qualities.

Table 4. Mean & SD on the Social Entrepreneurship Initiatives & Activities of the SMEs in Terms of Cultural Aspect

Indicators	Owners (N=265)			Employees (N=795)			Customers/Clients (N=1,326)			Grand Total (N=2,386)	
	Mean	Desc	SD	Mean	Desc	SD	Mean	Desc	SD	Mean	Desc
1. The organization engages in activities that support and sustain cultural heritage in your community.	4.19	A	0.63	4.04	A	0.62	4.03	A	0.59	4.09	A
2. The organization actively engages with the local community to understand and address cultural needs.	4.18	A	0.65	4.01	A	0.64	4.00	A	0.56	4.06	A
3. The organization observes an increased community cohesion and cultural pride through your initiatives.	4.09	A	0.63	3.94	A	0.62	3.90	A	0.56	3.98	A
4. The organization supports and promotes local artists and artisans within the social entrepreneurship activities.	4.08	A	0.60	4.00	A	0.61	3.95	A	0.52	4.01	A
5. The organization incorporates art, creativity, or cultural elements into your products, services, or branding.	4.09	A	0.66	3.97	A	0.62	3.96	A	0.56	4.01	A
6. The organization witnesses positive impacts on the artistic and creative community through your initiatives.	4.13	A	0.68	4.04	A	0.65	3.99	A	0.63	4.05	A
7. The organization collaborates with individuals or organizations from diverse cultural backgrounds.	4.05	A	0.59	3.90	A	0.63	3.84	A	0.54	3.93	A
8. The organization fosters dialogue and understanding across different cultures through your initiatives.	4.09	A	0.66	3.95	A	0.65	3.92	A	0.59	3.99	A
9. The organization sees an increased cultural exchange and appreciation as a result of the social entrepreneurship efforts.	4.14	A	0.58	4.04	A	0.63	4.00	A	0.59	4.06	A
10. The organization actively promotes diversity and inclusion within the company.	4.21	A	0.58	4.15	A	0.62	4.10	A	0.56	4.15	A
11. The organization ensures equal opportunities for individuals from different cultural backgrounds.	4.18	A	0.57	4.04	A	0.63	3.99	A	0.56	4.07	A
12. The organization observes positive impacts on cultural diversity and inclusion through your initiatives.	4.16	A	0.51	4.07	A	0.58	4.01	A	0.50	4.08	A
Overall	4.13	A	0.44	4.01	A	0.43	3.97	A	0.37	4.04	A

Legend: 4.51-5.00 = SA (Strongly Agree); 3.51-4.50 = A (Agree); 2.51-3.50 = N (Neutral); 1.51-2.50 = D (Disagree); 1.00-1.50 = SD (Strongly Disagree)

In contrast, statement 7, tied to cultural preservation, was rated lowest at 3.84 ($SD = 0.54$). This suggested that customers perceived SMEs as lacking in efforts to promote or preserve cultural heritage. Addressing this gap by implementing initiatives that celebrate cultural traditions, support events, or promote awareness could strengthen SMEs' cultural authenticity, foster stronger community connections, and enhance their competitiveness in culturally diverse markets. These findings align with existing research on social entrepreneurship. Alzahrani (2021) emphasized how social entrepreneurship shapes markets by integrating sustainability into practices, echoing the importance of diversity and inclusivity observed in SMEs. Similarly, Peredo and McLean (2014) underscored the role of social entrepreneurs in promoting environmental sustainability, a perspective consistent with the cultural dimension found in this study. By fostering inclusivity while preserving culture, SMEs not only improve organizational cohesion but also align with broader societal goals of sustainability, responsible business practices, and long-term development.

In Terms of the Social Aspect

The analysis in Table 5 highlighted the strong emphasis SME owners place on social entrepreneurship initiatives, particularly in job creation and community engagement. The analysis of social entrepreneurship initiatives within SMEs, from both employees' and customers' perspectives, underscored the importance of community engagement and job creation. The highest-rated indicator among employees, SOCA4, with a mean score of 4.37 ($SD = 0.59$), and the highest-rated indicator among customers, statement 4, with a mean score of 4.29 ($SD = 0.54$), highlighted the value placed on SMEs' efforts to generate employment opportunities and strengthen local economic

development. These results emphasized SMEs' role in fostering social responsibility and inclusion, which benefited their communities and enhanced workplace satisfaction, customer loyalty, and overall reputation. Conversely, the lowest-rated indicators – statement 12 for both employees (M = 4.04, SD = 0.63) and customers (M = 3.97, SD = 0.57) – indicated weaker performance in initiatives to support underrepresented communities. This suggested areas for improvement in inclusivity, diversity, and knowledge-sharing initiatives. By implementing programs that actively engaged marginalized groups, promoted collaboration, and facilitated knowledge exchange, SMEs could have further strengthened their social impact, contributed to equality, and fostered innovation within the entrepreneurial ecosystem.

Table 5. Mean & SD on the Social Entrepreneurship Initiatives & Activities of the SMEs in Terms of Social Aspect

Indicators	Owners (N=265)			Employees (N=795)			Customers/Clients (N=1,326)			Grand Total (N=2,386)	
	Mean	Desc	SD	Mean	Desc	SD	Mean	Desc	SD	Mean	Desc
1. The organization actively contributes to the development and improvement of the local community.	4.37	A	0.57	4.25	A	0.54	4.17	A	0.50	4.27	A
2. The organization witnesses positive changes in the community as a result of your social entrepreneurship initiatives.	4.21	A	0.55	4.10	A	0.56	4.03	A	0.48	4.11	A
3. The organization engages in activities that address social issues such as poverty, education, healthcare, or inequality.	4.28	A	0.56	4.16	A	0.59	4.11	A	0.52	4.18	A
4. The organization creates employment opportunities for individuals in the local community.	4.39	A	0.56	4.37	A	0.59	4.29	A	0.54	4.35	A
5. The organization provides stable and fair-wage employment to individuals who may face barriers to employment.	4.32	A	0.55	4.24	A	0.59	4.11	A	0.56	4.22	A
6. The organization observes positive impacts on livelihoods and economic empowerment through your initiatives.	4.28	A	0.59	4.15	A	0.61	4.06	A	0.54	4.16	A
7. The organization provides training or skill development programs to enhance employability.	4.23	A	0.61	4.21	A	0.63	4.13	A	0.56	4.19	A
8. The organization witnesses improved skills and capabilities among individuals involved in your social entrepreneurship initiatives.	4.25	A	0.63	4.11	A	0.60	4.09	A	0.57	4.15	A
9. The organization offers mentorship or capacity-building opportunities for individuals in need.	4.25	A	0.62	4.06	A	0.67	4.02	A	0.62	4.11	A
10. The organization promotes social inclusion by providing equal opportunities for marginalized groups.	4.23	A	0.62	4.12	A	0.59	4.10	A	0.57	4.15	A
11. The organization observes an increased social empowerment and self-confidence among individuals involved in your initiatives.	4.23	A	0.63	4.13	A	0.57	4.07	A	0.53	4.14	A
12. The organization actively engages with and supports underrepresented communities.	4.22	A	0.63	4.04	A	0.63	3.97	A	0.57	4.08	A
13. The organization addresses the gaps in access to essential services such as education, healthcare, clean water, and sanitation.	4.18	A	0.58	4.13	A	0.51	4.10	A	0.48	4.14	A
14. The organization witnesses an improved access to essential services among individuals or communities through your initiatives.	4.23	A	0.57	4.15	A	0.58	4.15	A	0.56	4.18	A
15. The organization collaborates with other organizations to enhance the delivery of essential services.	4.25	A	0.62	4.16	A	0.59	4.11	A	0.55	4.17	A
16. The organization develops innovative solutions to address social challenges within your community.	4.17	A	0.56	4.12	A	0.56	4.07	A	0.49	4.12	A
17. The organization observes the adoption or replication of your social innovations by others.	4.19	A	0.61	4.05	A	0.63	4.03	A	0.59	4.09	A
18. The organization actively shares knowledge and best practices to promote social entrepreneurship in your sector.	4.10	A	0.58	4.08	A	0.59	4.03	A	0.56	4.07	A
Overall	4.24	A	0.40	4.15	A	0.37	4.09	A	0.31	4.16	A

Legend: 4.51-5.00 = SA (Strongly Agree); 3.51-4.50 = A (Agree); 2.51-3.50 = N (Neutral); 1.51-2.50 = D (Disagree); 1.00-1.50 = SD (Strongly Disagree)

These findings were consistent with existing research on the social dimension of SMEs. Alzahrani (2021) highlighted the transformative role of social entrepreneurship in market development, while GEM emphasized its contribution to economic growth and poverty alleviation. Ratten and Ferreira (2016) further explained how social entrepreneurship enhanced social capital and well-being, aligning with SMEs' efforts in community engagement and responsibility. Similarly, Nicholls and Cho (2015) emphasized its importance in creating jobs and empowering underrepresented groups, reflecting the high value employees and customers place on SMEs' employment-generating initiatives.

Significant Difference in the Social Entrepreneurship Initiatives and Activities

Test of Significant Differences of the SMEs

As can be gleaned from Table 6, the results of the One-way Analysis of Variance revealed significant differences in perceptions of social entrepreneurship initiatives and activities across different participant groups, namely owners, employees, and customers/clients across all dimensions-corporate social responsibility, environmental aspects, sustainability aspects, cultural aspects, social aspects, and which resulted to an overall perceptions obtaining statistically significant differences between the participant groups ($p < .001$ for all).

Table 6. *Test of Significant Differences of SMEs' Social Entrepreneurship Initiatives and Activities*

Variables	F-value	df	p-value
Corporate Social Responsibility	72.04 **	2,2,382	< .001
Environmental Aspects	23.18 **	2,2,382	< .001
Sustainability Aspects	28.23 **	2,2,382	< .001
Cultural Aspects	17.62 **	2,2,382	< .001
Social Aspects	23.77 **	2,2,382	< .001
Overall	45.98 **	2,2,382	< .001

Legend: ** = Highly Significant at 0.05 Level; * = Significant at 0.05 Level; ns = Not Significant

The data indicate that the three groups of respondents have different perceptions of the social entrepreneurship initiatives and activities. These differences in perceptions could have been influenced by factors that shaped the respondents' judgments of the set conditions. However, these were outside the scope of the study. However, for purposes of discussion, given that the respondents have varying experiences, work contexts, and levels of understanding of these aspects, it can be inferred that these factors may have influenced their perceptions.

Notably, between-group differences were significant across corporate social responsibility (CSR), environmental, sustainability, cultural, and social aspects, indicating variations in how owners, employees, and customers/clients perceived these aspects of social entrepreneurship initiatives. This suggested that different stakeholders had distinct priorities or perspectives on CSR, environmental sustainability, and cultural or social engagement within SMEs. Consequently, the implications of these findings were manifold. Understanding the divergent perspectives among stakeholders could help SMEs tailor their social entrepreneurship initiatives and activities more effectively. For instance, if owners prioritized aspects of sustainability that employees or customers/clients did not, SMEs might have needed to reassess their strategies to better align with the expectations and values of all stakeholders.

Multiple Comparisons Test Using Scheffe's Method of the SMEs

The table below shows that disparities in perception could serve as a significant indicator that the owners, the employees, and even the customers have to enhance better communication and collaboration so that they understand more of each other and be able to relate with the differing perspectives and contexts of each group, ultimately improving the overall effectiveness and impact of social entrepreneurship efforts.

Findings indicating notable differences in perceptions of social entrepreneurship initiatives among owners, employees, and customers/clients were supported by studies exploring the interplay between culture and social entrepreneurship (SE). Buendía-Martínez & Monteagudo (2020) showed how social capital, nurtured through community bonds and self-expression values, shaped SE endeavors. This social capital fostered trust and coordinated action within cultural contexts, which were pivotal to the success of SE initiatives. Furthermore, Caballero & Arias (2013) emphasized the direct and indirect impacts of social capital on SE, highlighting its role in addressing societal needs and fostering cooperation among individuals. Entrepreneurship capital, serving as both a mediating and moderating factor, reinforced the positive influence of social capital on SE, suggesting that

a conducive business environment amplified the potency of social capital in propelling SE initiatives. This research highlighted the intricate nature of stakeholder perceptions in social entrepreneurship and emphasized the need to consider cultural and social dynamics to tailor initiatives that meet diverse stakeholder expectations.

Table 7. Multiple Comparisons Test Using Scheffe's on the Social Entrepreneurship Initiatives and Activities of the SMEs in Samar Island

Dependent Variable	(I) Respondent Type	(J) Respondent Type	Mean Difference (I-J)	Std. Error	Sig.
Corporate Social Responsibility	Owner	Employee	0.13*	0.02	< .001
		Customers/Client	0.23*	0.02	< .001
	Employee	Owner	-0.14*	0.02	< .001
		Customers/Client	0.09*	0.01	< .001
	Customers/Client	Owner	-0.29*	0.02	< .001
		Employee	-0.09*	0.01	< .001
Environmental Aspects	Owner	Employee	0.10*	0.02	< .001
		Customers/Client	0.15*	0.02	< .001
	Employee	Owner	-0.10*	0.02	< .001
		Customers/Client	0.04*	0.01	.010
	Customers/Client	Owner	-0.15*	0.02	< .001
		Employee	-0.04*	0.01	.010
Sustainability Aspects	Owner	Employee	0.09*	0.03	.002
		Customers/Client	0.17*	0.03	< .001
	Employee	Owner	-0.09*	0.03	.002
		Customers/Client	0.08*	0.02	< .001
	Customers/Client	Owner	-0.17*	0.03	< .001
		Employee	-0.08*	0.02	< .001
Cultural Aspects	Owner	Employee	0.13*	0.03	< .001
		Customers/Client	0.16*	0.03	< .001
	Employee	Owner	-0.12*	0.03	< .001
		Customers/Client	0.04	0.02	.096
	Customers/Client	Owner	-0.16*	0.03	< .001
		Employee	-0.04	0.02	.096
Social Aspects	Owner	Employee	0.10*	0.02	< .001
		Customers/Client	0.15*	0.02	< .001
	Employee	Owner	-0.10*	0.02	< .001
		Customers/Client	0.05*	0.02	.002
	Customers/Client	Owner	-0.15*	0.02	< .001
		Employee	-0.05*	0.02	.002
Overall	Owner	Employee	0.11*	0.02	< .001
		Customers/Client	0.17*	0.02	< .001
	Employee	Owner	-0.11*	0.02	< .001
		Customers/Client	0.06*	0.01	< .001
	Customers/Client	Owner	-0.17*	0.02	< .001
		Employee	-0.06*	0.01	< .001

Significant Relationship on the Profile of the Respondents

Table 8 presents the results on the significant relationship analysis of social entrepreneurship initiatives and activities in relation to corporate social responsibility, environmental aspect, sustainability aspect, cultural aspect, and social aspect when compared according to the demographic profile of the participants in terms of legal forms of business, foundation of business, amount of asset, type of business activity, length of business operations, annual gross revenue, and educational attainment of SMEs owner.

Table 8. Test of Significant Relationship on the Social Entrepreneurship Initiatives and Activities of the SMEs and their Profile

Profile	- value	df	p-value	CC	Interpretation
Legal Form of Business	2.72 ns	6	.843	0.10	Negligible Relationship
Foundation of Business	17.53 *	8	.025	0.25	Marked/Moderate Relationship
Amount of Asset	1.63 ns	4	.804	0.08	Negligible Relationship
Source of Capital	1.54 ns	8	.992	0.08	Negligible Relationship
Type of Business Activity	32.77 *	20	.036	0.33	Low Relationship
Annual Gross Revenue	6.55 ns	4	.162	0.16	Negligible Relationship
Educational Attainment of SME Owners	5.41 ns	8	.713	0.14	Negligible Relationship

Legend: ** = Highly Significant at 0.05 Level; * = Significant at 0.05 Level; ns = Not Significant

The results of the Pearson chi-square analysis indicated significant relationships between various demographic profiles of SME owners and their perceptions of social entrepreneurship initiatives and activities across

dimensions, including corporate social responsibility (CSR), environmental, sustainability, cultural, and social aspects.

Table 9. *Test of Significant Relationship on the Social Entrepreneurship Initiatives and Activities of the SMEs and their Profile*

Variables	R	Interpretation	p-value
Number of Employees	0.23 *	Low Relationship	< .001
Length of Business Operations	-0.07 ns	High Relationship	.741

Legend: ** = Highly Significant at 0.05 Level; * = Significant at 0.05 Level; ns = Not Significant

A significant relationship was found between the foundation of the business and perceptions of social entrepreneurship initiatives ($\chi^2 = 17.53$, $df = 8$, $p = .025$). This suggested that the historical background or establishment of SMEs shaped how owners perceived and engaged in social entrepreneurship activities. Similarly, the type of business activity showed a significant relationship with perceptions of social entrepreneurship initiatives ($\chi^2 = 32.77$, $df = 20$, $p = .036$), implying that specific industries naturally aligned with different approaches to social responsibility and sustainability. In contrast, demographic factors such as legal forms of business, total assets, sources of capital, length of operations, annual gross revenue, and the educational attainment of SME owners were not significantly related to perceptions of social entrepreneurship initiatives. Nevertheless, these profiles still reflected the nuanced interplay between business characteristics and social entrepreneurship practices. Recognizing these dynamics remains crucial for shaping policies, interventions, and support mechanisms to sustain SME engagement in social responsibility and sustainability initiatives.

The findings align with prior studies emphasizing the role of culture and social capital in entrepreneurship. Buendía-Martínez and Monteagudo (2020) highlighted how community bonds and values of self-expression enhance social entrepreneurship by fostering trust and collective action. Similarly, Caballero and Arias (2013) stressed the direct and indirect impacts of social capital on social entrepreneurship, noting that entrepreneurship capital—acting as a mediating and moderating factor—reinforces the positive influence of social capital on addressing social needs and fostering cooperation.

Conclusion

The study revealed that business owners held the leading role in guiding strategic decisions, while employees significantly contributed to daily operations, and customers shaped overall experiences. Sole ownership was common, reflecting a preference for individual control, while innovation was emphasized through “Created from Scratch.” The findings also highlighted diverse business sizes, funding sources, and the prevalence of bachelor’s degree holders, showing strong foundational knowledge in business management. Additionally, there was a clear commitment to corporate social responsibility (CSR) with community and welfare initiatives. However, environmental and cultural aspects require further integration into business practices to enhance sustainability and local engagement. Perceptions of social entrepreneurship initiatives varied significantly among owners, employees, and customers across CSR, environmental, sustainability, cultural, and social aspects, leading to the rejection of the null hypothesis. Likewise, the establishment and nature of businesses were strongly correlated with perceptions of social entrepreneurship initiatives. At the same time, other demographic variables such as legal structures, asset levels, and owners’ educational backgrounds had little influence. These results suggest that organizational characteristics play a more critical role in shaping views on social entrepreneurship than personal or financial factors.

Contributions of Authors

The sole author conceived, constructed and wrote the study.

Funding

The study received no funding from the university or any other agency.

Conflict of Interests

The author declared no conflict of interest.

Acknowledgment

The researcher expresses profound gratitude to the Almighty God for His wisdom and guidance, which made this dissertation possible. Thanks are also extended to the advisory panel members from the Northwest Samar State University, as well as my family, colleagues, friends, and students for their unwavering support. Special appreciation is given to the respondents, whose shared experiences inspired and enriched this study.

References

- Alzahrani, F. (2021). The role of social entrepreneurship in the process of recovery from disaster: A systematic literature review during COVID-19 era. *International Journal of Economics, Business and Management Research*, 5(10). <https://tinyurl.com/mwc8kffu>
- Bhandari, P. (2022). What is quantitative research? | Definition & methods. Scribbr. <https://tinyurl.com/yfsyyszi>
- Barberá-Tomás, D., Castelló, L., de Bakker, F., & Zietsma, C. (2019). Energizing through visuals: How social entrepreneurs use emotion-symbolic work for social change. *Academy of Management Journal*, 62(6), 1789–1817. <https://doi.org/10.5465/amj.2017.1488>
- Bedi, H.S., & Yadav, N. (2019). Social entrepreneurship: A conceptual clarity. *Our Heritage*, 67(10), 1006–1016. <https://ssrn.com/abstract=3541919>
- British Council. (2017). Social enterprise in Southeast Asia: A landscape study.
- Buendía-Martínez, I., & Monteagudo, M.J. (2020). The role of CSR on social entrepreneurship: An international analysis. *Sustainability*, 12(17), 6976. <https://doi.org/10.3390/su12176976>
- Caballero, G., & Arias, X.C. (2013). De la nueva economía institucional al análisis institucional moderno de las ciencias sociales. In X.C. Arias & G. Caballero (Eds.), *Nuevo institucionalismo: Gobernanza, economía y políticas públicas* (pp. 17–40). Centro de Investigaciones Sociológicas.
- Cortes, A.F., & Lee, Y. (2021). Social entrepreneurship in SMEs: A note on three essential questions. *New England Journal of Entrepreneurship*, 24(2), 62–78. <https://doi.org/10.1108/NEJE-03-2021-0014>
- Creswell, J.W. (2014). *Research design: Qualitative, quantitative, and mixed methods approaches* (4th ed.). SAGE Publications.
- Cristobal, A., & Cristobal, M.C.D. (2017). *Practical research 1 for Senior High School*. C&E Publishing Company, Inc.
- Darko, R., & Quijano, R.G. (2015). Social enterprises in the Philippines: Challenges and prospects.
- Grimstad, S.M.F., Glavee-Geo, R., & Fjortoft, B.E. (2020). SMEs motivations for CSR: An exploratory study. *European Business Review*, 32(4), 553–572. <https://doi.org/10.1108/EBR-01-2019-0014>
- Gupta, P., Chauhan, S., Paul, J., & Jaiswal, M.P. (2020). Social entrepreneurship research: A review and future research agenda. *Journal of Business Research*. <https://doi.org/10.1016/j.jbusres.2020.03.032>
- Habaradas, R. (2022). Social entrepreneurship: Conceptual definition, brief literature review and some examples from the Philippines. Asian Development Bank. <https://tinyurl.com/5z49waw3>
- Huda, M., Qodriah, S.L., Rismayadi, B., Hananto, A., Kardiyati, E.N., Ruskam, A., & Nasir, B.M. (2019). Towards cooperative with competitive alliance: Insights into performance value in social entrepreneurship. *Creating Business Value and Competitive Advantage with Social Entrepreneurship* (pp. 294–317). IGI Global. <https://doi.org/10.4018/978-1-5225-5687-9.ch014>
- International Finance Corporation. (2019). Social entrepreneurship: A pathway to economic and social inclusion.
- Iyanda, A. (2021). *Funding strategies for small business sustainability*. Walden University. <https://scholarworks.waldenu.edu/dissertations/10240>
- Kannampuzha, M., & Hockerts, K. (2019). Organizational social entrepreneurship: Scale development and validation. *Social Enterprise Journal*, 15(3), 290–319. <https://doi.org/10.1108/SEJ-06-2018-0047>
- Lubberink, R. (2019). Social entrepreneurship and sustainable development. In W. Leal Filho, A. Azul, L. Brandli, P. Özuyar, & T. Wall (Eds.), *Encyclopedia of the UN Sustainable Development Goals: Decent Work and Economic Growth* (pp. 1–11). Springer. https://doi.org/10.1007/978-3-319-71058-7_47-1
- Mamabolo, A., & Myres, K. (2019). Performance measurement in emerging market social enterprises using a balanced scorecard. *Journal of Social Entrepreneurship*. <https://doi.org/10.1080/19420676.2018.1561499>
- Nicholls, A., & Cho, A. (2015). Social entrepreneurship: The structuration of a field. *Journal of Social Entrepreneurship*, 6(1), 1–20.
- Ong, M.A. (2016). Philippine Social Enterprise Bill: What's in it for social enterprises? *The Philippine Star*.
- Peredo, A.M., McLean, M., & Smetana, R.T. (2014). Social entrepreneurship: A critical review of the concept. *Social Economy*, (1), 77–89.
- Ratten, V., & Ferreira, J.J.M. (2016). Social entrepreneurship and social innovation: The emergence of a new paradigm. *Journal of Business Ethics*, 133(3), 619–625.
- Ziegler, R., & Niesten, E. (2018). The role of social entrepreneurship in community development and social capital. *International Journal of Entrepreneurial Behavior & Research*, 24(4), 971–988.