Assessment of the Sustainable Management of Tourism Destinations in a Chartered City

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Abstract. This study aimed to assess the sustainable management of tourism destinations in terms of planning, leading, organizing, and controlling in a Chartered City. This study used a quantitative method focusing on a descriptive-correlational method, with 200 participants in the study, consisting of four types: the government sector, business sector, community, and tourists. The evaluation on the sustainable management practices employed in tourism destinations, specifically through the lenses of planning, leading, organizing, and controlling not only considered the entire group of implementers but also classified them based on their demographic profiles, such as age, sex, civil status, educational background, participant classification, income level, and years of service shown the positive relationship between the characteristics of the implementers and the sustainability of tourism management practices. The analysis revealed how different demographic factors influenced the sustainability of the management practices. It provided insights into areas where improvements can be made to ensure that all stakeholders are effectively engaged in the tourism management process. There were significant differences in sustainable management of the tourism destinations regarding PLOC when classified according to age, sex, civil status, highest educational attainment, participant's classification, average monthly income, and number of years in service. Also, significant relationships exist among the implementers' profiles in terms of age, sex, civil status, highest educational attainment, participants' classification, average monthly income, and number of years in service, and the sustainable management of the tourism destinations in terms of PLOC. To conclude, the study highlighted the importance of sustainability in tourism destinations, particularly within Chartered Cities. It was recommended that training and development programs be conducted to address the growing demand for sustainable management practices in tourism.

Keywords: Tourism; Sustainable management; City tourism.

1.0 Introduction

Tourism delivers boundless opportunities for the evolving countries, and it drives economic growth, creates jobs, improves social development, and promotes peace (Sofronov, 2018). A chartered city is an urban area that operates under a municipal charter, providing it with a degree of self-governance separate from the general state laws. It is envisioned as new urban centers with unique legal and administrative frameworks, offering a blank slate for innovative governance and economic development (Lutter, 2020). In this context, tourism emerges as a vital sector with the potential to contribute significantly to these nascent urban areas' economic and social well-being (City of Los Angeles Tourism Master Plan, 2024). However, realizing this potential requires a commitment to sustainable and inclusive tourism management, ensuring that tourism activities benefit the local community and the environment.

Puerto Princesa is the gateway to and leading destination of Palawan, the World's Best Island. The city has excellent attractions, especially nature-based sites, including the UNESCO World Heritage Site, the Puerto Princesa Underground River, and Honda Bay (Puerto Princesa City, Tourism Master Plan). The government has implemented a number of policies to protect the island's environment while ensuring that the local population benefits from the growth in tourism. Palawan's tourism industry's success is largely due to its commitment to sustainability.

Many local governments have considered sustainable tourism as part of their initiatives for economic upliftment. It is one of the significant sources of income through their tourist attraction without compromising the natural resources within (Manalo, 2022). Sustainable management of tourism destinations in Puerto Princesa is a crucial aspect of ensuring the long-term viability of the tourism industry, and through conducting regular assessments of sustainable management, tourism destinations can identify areas for improvement and develop action plans to address the gaps and challenges they face. This can help ensure that Palawan tourism continues to be a positive force for economic development, cultural preservation, and social inclusivity, while minimizing negative impacts on the environment and local communities.

In the case of Palawan, specifically Puerto Princesa, sustainable management is paramount to maintaining fragile ecosystems, protecting endangered species, and providing sustainable livelihoods for residents. This approach emphasizes the importance of including local people in the decision-making and stakeholder engagement process, including the development and design of the destination, the programs provided, and the promotion of the destination. It puts people at the center of the management process, ensuring their voices and ideas are heard and considered.

Renowned for its unparalleled natural beauty and unique charm, Palawan boasts some of the country's pristine and crystal-clear turquoise waters, lush tropical landscapes, and idyllic white-sand beaches. The island destination has long been celebrated for its responsible and sustainable tourism practices while preserving its natural heritage and biodiversity (Department of Tourism Philippines, 2023). However, to sustain and further promote tourism, it is important to continuously improve and enhance the tourism development plan since several challenges are still present. Also, one of the main challenges faced by tourism development in Palawan is the preservation of its natural resources and ecosystems, wherein the increasing number of tourists visiting the area puts a strain on the environment, leading to pollution, deforestation, and habitat destruction.

That is why the researchers had more interest and willingness in exploring and identifying the sustainable management of tourism destinations in terms of planning, leading, organizing, and controlling in a Chartered City. Identifying and incorporating sustainable management practices into tourism destinations' planning, leading, organizing, and controlling functions are essential for balancing economic growth with environmental and cultural preservation and ensuring the long-term viability of tourism as an industry. Moreover, lastly, the researchers believe that enhancing this tourism development plan in Puerto Princesa, Palawan, is necessary.

2.0 Methodology

2.1 Research Design

This study used a quantitative method focusing on a descriptive-correlational research design. The descriptive survey method research was utilized in this study since it aimed to describe the demographic profile of the respondents in terms of age, sex, civil status, highest educational attainment, average monthly income, number of years in service/business, and nationality. It also identified the availability of tourism attributes and assessed the sustainable management of tourism destinations based on the aforementioned variables. Furthermore, the correlational method was used to determine significant differences in sustainable management of the tourism destinations regarding PLOC when classified according to age, sex, civil status, highest educational attainment, participant's classification, average monthly income, and years in service. Also, significant relationships exist among the implementers' profiles regarding age, sex, civil status, highest educational attainment, participants' classification, average monthly income, and number of years in service, and the sustainable management of the tourism destinations in terms of PLOC.

2.2 Research Locale

The study was carried out in Puerto Princesa City, Palawan, Philippines. Puerto Princesa City is one of the country's top tourist destinations. Strategically located in the central province of Palawan, the city embraces both the east coast facing the Sulu Sea and the west coast facing the West Philippine Sea. This study's research areas included the City Tourism Office, Barangay Babuyan, Barangay Santa Lourdes, Barangay Bacungan, Barangay Iwahig, Barangay Langogan, Barangay Cabayugan, Barangay Binduyan, and Barangay Maoyon.

2.3 Research Participants

The participants of the study included the total population of 200, consisting of four types of participants, including the government sector, business sector, community, and tourists. Inclusion criteria was set as to Participants must have experience in the tourism industry and/or in the management of tourism destinations, must have knowledge or interest in sustainable and inclusive practices in tourism, must be willing to actively participate and contribute to the assessment and discussion of sustainable and inclusive management of tourism destinations, and must be able to communicate effectively in the language(s) used during the assessment process, must be available and committed to answer the survey and willing to be interviewed.

2.4 Research Instrument

This study utilized the researcher-made survey questionnaire as the main instrument for data collection. The researchers conducted a pilot test on the survey questionnaire to be carried out on the 30 participants coming from the Government, Business, Community, and Tourism. The completed questionnaires were collected, tallied, and tabulated for a Cronbach's Alpha test run for reliability. Items in the questionnaire were considered reliable, as the alpha coefficient result indicates an acceptable level of reliability.

2.5 Data Gathering Procedure

To gather data, permission to conduct this study was requested from the identified concerned personnel, such as the government sector, the business sector, the community, and tourists. After the letters were approved, the researcher arranged with the heads of the different offices as to the actual conduct of the distribution of the survey questionnaires. Before giving the survey questionnaires, the researcher arranged a meeting with the participants to discuss the information sheet and consent form. During the meeting, the proponent encouraged the participants to ask questions or request clarification. Once the information sheet and consent form were filled out, the researcher scheduled the actual conduct of the study. Assent forms were also provided for the minors. Upon granting permission from the authorities, the researcher gathered the participants and administered the survey questionnaires accordingly to ensure clarification and understanding of each statement in the survey questionnaire. After completing the survey, the researcher collected the questionnaires and subjected them to descriptive and inferential analysis using Percentage and Frequency distribution, Pearson's r, and Fisher's test.

2.6 Ethical Considerations

The researchers observed ethical considerations in conducting the study. There were only minimal risks since contributors were based on voluntary agreement, which ensured the privacy of all data. No participant was placed at risk or harm, and in order to protect the identity of the research participants, no mention of their names was observed. No conflict of interest occurred in this study.

3.0 Results and Discussion

3.1 Profile of the Respondents

Tables 1 to 10 present the respondents' profiles in terms of age, sex, civil status, highest educational attainment, government agency, business sector, tourists, community, average monthly income, and number of years in service. Table 1 reveals that the majority of participants in the assessment of sustainable tourism management in the chartered city belong to the 18-24 (30.5%) and 25-34 (28.5%) age groups, indicating that younger and middle-aged individuals are actively engaged in tourism-related matters. Government agencies have a higher concentration of professionals aged 25-34 (14.5%), reflecting the role of younger public officials. In comparison, the business sector shows more involvement from those aged 45 and above (7.5%), possibly due to experienced business owners. The community group has significant representation from individuals below 18 (9%), emphasizing youth engagement in local tourism discussions. Tourists are mainly between 18-24 (12%) and 45 and above (7.5%), suggesting that tourism planning should cater to younger and older demographics. This age

distribution highlights the importance of developing a tourism plan that addresses the needs and preferences of younger and older stakeholders, ensuring inclusivity and long-term sustainability. Research has revealed that approximately 66% of younger travelers see travel as a top priority and view it as a means of enhancing their well-being (Tufft, 2024). On the other hand, older travelers exhibit specific needs shaped by their lives. Studies have found that older tourists often seek social interactions, health and wellness opportunities, and convenient access to leisure activities when traveling (Patterson et al., 2021). Understanding these age-related motivations is vital for creating a tourism plan that resonates with the aspirations of both ends of the age spectrum

Table 1. *Age*

Identified Participants	Age											
	Below 18		18-24		25-34		35-44		45 and above		Total	
	f	%	f	%	f	%	f	%	f	%	f	%
Government Agency	0	0.00	4	2.00	29	14.5	10	5.00	7	3.50	50	25.00
Business Sector	1	0.50	7	3.50	19	9.50	8	4.00	15	7.50	50	25.00
Community	18	9.00	26	13.00	2	1.00	1	0.50	3	1.50	50	25.00
Tourists	0	0.000	24	12.00	7	3.50	4	2.00	15	7.50	50	25.00
Total	**19**	**9.5**	**61**	**30.5**	**57**	**28.5**	**23**	**11.5**	**40**	**20.00**	**200**	**100.00**

Table 2 presents the profiles of the participants according to sex. It shows a clear majority of female participants (71%) across all groups in assessing sustainable and inclusive tourism management in the chartered city. Females are particularly dominant in the business sector (21.5%) and community (18%), indicating strong involvement of women in local economic and social tourism activities. In contrast, males represent only 29% of the total, with the highest male participation in government agencies (11%) and tourists (7.5%). This gender distribution highlights the significant role of women in shaping tourism initiatives and suggests that tourism plans should focus on enhancing opportunities for female leadership and engagement. It also points to the need for inclusive strategies supporting female representation while encouraging more balanced participation from men. UN Tourism (2023) explores the evolving landscape of gender equality and women's empowerment within the tourism sector. It emphasizes the critical contributions women make to tourism initiatives, identifying both the progress that has been made and the challenges that remain. This indicates that while women constitute a substantial portion of the global tourism workforce, they are underrepresented in leadership roles.

Table 2. *Sex*

Identified Participants	Sex					
	Male		Female		Total	
	f	%	f	%	f	%
Government Agency	22	11.00	28	14.00	50	25.00
Business Sector	7	3.50	43	21.50	50	25.00
Community	14	7.00	36	18.00	50	25.00
Tourists	15	7.50	35	17.50	50	25.00
Total	**58**	**29.00**	**142**	**71.00**	**200**	**100.00**

Table 3 reveals that participants in the assessment of sustainable and inclusive tourism management are almost equally divided between singles (48.5%) and married individuals (47%), with a small portion (4.5%) falling under other civil statuses. The community group has the highest proportion of single participants (20.5%), likely indicating younger or unmarried residents actively engaging in local tourism matters. Conversely, the government agency and business sector have a higher proportion of married individuals (14.5% each), suggesting that experienced, possibly more established, professionals contribute to decision-making in these areas. The tourist group also shows a balance between singles (7.5%) and married individuals (16%), reflecting the varied civil status of visitors. This distribution suggests that tourism plans should cater to single and married individuals, offering diverse activities and services that address their distinct preferences, while ensuring that various demographic needs are considered in sustainable tourism management. Single individuals often prioritize activities that allow for personal growth, exploration, and socialization. Culinary adventures, walking tours, and cultural experiences are particularly appealing to solo travelers since these activities enable them to immerse themselves in local cultures while meeting new people (Jazz, 2024). In contrast, married couples typically seek experiences that promote intimacy and shared memories. Romantic getaways, unique experience tours, and

curated activities reinforcing relationship bonding are crucial for this demographic (Edenedo, 2024). Activities that provide opportunities for couples to reconnect, such as romantic dinners, spa retreats, or co-creating a travel itinerary tailored to their interests, are often high on their priority list (Hart, 2023). Recognizing these fundamental differences in preferences is essential when developing tourism plans.

Table 3. *Civil status*

Identified Participants	Civil Status							
	Single		Married		Others		Total	
	f	%	f	%	f	%	f	%
Government Agency	21	10.50	29	14.50	0	0.00	50	25.00
Business Sector	20	10.00	29	14.50	1	0.50	50	25.00
Community	41	20.50	4	2.00	5	2.50	50	25.00
Tourists	15	7.50	32	16.00	3	1.50	50	25.00
Total	**97**	**48.50**	**94**	**47.00**	**9**	**4.50**	**200**	**100.00**

Table 4 on the highest educational attainment of participants shows that the majority (50.5%) are college graduates, with substantial representation from those with senior high school education (22%) and vocational graduates (7.5%). Government agency participants are predominantly college graduates (19%), indicating that higher education is a key factor in public sector engagement with tourism management. The business sector, while having college graduates (10%), shows a more diverse educational background with notable participation from those with junior and senior high school levels. The community has a significant portion of senior high school graduates (14.5%), reflecting the engagement of individuals with varying education levels in local tourism discussions. Tourists, mainly college graduates (16.5%), reflect a more educated traveler demographic. This distribution suggests that tourism plans should account for diverse educational backgrounds, leveraging highly educated stakeholders' expertise while ensuring accessibility and inclusivity for those with less formal education. Choy and Yeung (2024) examine the contribution of vocational education (VE) inputs of career-related interest and self-attributes of attitude, skills, and knowledge (ASK) to career-related decision outputs using the lens of Social Cognitive Career Theory (SCCT). Vocational education institutions should differentiate provisions of specific educational inputs for specific outputs to fulfil societal demands.

Table 4. *Highest educational attainment*

Identified Participants	Highest Educational Attainment													
	Elementary		JHS		SHS		Vocational		College		Graduate		Total	
	f	%	f	%	f	%	f	%	f	%	f	%	f	%
Government Agency	1	0.50	0	0.00	4	2.00	4	2.00	38	19.00	3	1.50	50	25.00
Business Sector	2	1.00	10	5.00	11	5.50	5	2.00	20	10.00	2	1.00	50	25.00
Community	0	0.00	8	4.00	29	14.50	0	0.00	10	5.00	3	1.30	50	25.00
Tourists	2	1.00	0	0.00	0	0.00	6	3.00	33	16.50	9	4.50	50	25.00
Total	**5**	**2.5**	**18**	**9.00**	**44**	**22.00**	**15**	**7.5**	**101**	**50.50**	**17**	**8.50**	**200**	**100.00**

Table 5 on government agency participants reveals that the majority (13%) are city officials, followed by barangay officials (6.5%), and a smaller representation of municipal personnel (1%) and other stakeholders (4.5%). This distribution indicates that city-level officials play a prominent role in assessing sustainable and inclusive tourism management, likely due to their direct influence on policy-making and urban planning. While less represented, Barangay officials still contribute to localized tourism efforts, ensuring community-level concerns are addressed. The involvement of "others" (4.5%) suggests participation from non-governmental entities or specialized roles that could provide additional expertise. For tourism plan enhancement, this data implies the importance of coordinating efforts across different levels of government, particularly emphasizing the need for city-level leadership in tourism development while ensuring that barangay-level insights and other specialized inputs are considered for a more holistic and inclusive management approach. Liu et al. (2024) state that city-level leadership is foundational in establishing a strategic vision for tourism development that aligns with the needs of local communities and the overall economic goals of cities and they are often seen as the primary point of contact for collaboration between government entities and tourism stakeholders, making their role essential in the tourism environment.

Table 5. *Government agency*

Identified Participants	Municipal Personnel		Barangay Official		City Official		Others		Total	
	f	%	f	%	f	%	f	%	f	%
Government Agency	2	1.00	13	6.50	26	13.00	9	4.5	50	25.00

Table 6 on business sector participants shows a diverse range of stakeholders, with the largest groups being tourism attraction operators (6.5%) and "others" (7.5%), indicating that tourism-related businesses extend beyond conventional categories. Retail businesses (4%), restaurants (3%), and marketing organizations (2.5%) also have a notable presence, while travel agency owners (1%) and hotels (0.5%) are less represented. This distribution suggests that tourism in the chartered city involves various business types, each playing a role in the local tourism economy. The strong presence of tourism attraction operators highlights the city's emphasis on tourist destinations. At the same time, the involvement of smaller sectors like retail and restaurants reflects the importance of supporting businesses that cater to tourist needs. Additionally, the "others" category may represent emerging or non-traditional tourism ventures, which should also be considered in future planning. This data suggests that strategies should include primary and secondary tourism-related businesses, ensuring that marketing, attractions, hospitality services, and retail contribute to a comprehensive and sustainable tourism development plan. As travelers increasingly seek sustainability, marketing efforts must emphasize eco-friendly practices, cultural authenticity, and community engagement (Mathison, 2024).

Table 6. *Business sector*

Identified Participants	Marketing Organizations		Tourism Attraction Operators		Travel Agency Owners		Restaurants		Hotels		Retail Business		Others		Total	
	f	%	f	%	f	%	f	%	f	%	f	%	f	%	f	%
Business Sector	5	2.50	13	6.50	2	1.00	6	3.00	1	0.5	8	4.00	15	7.50	50	25.00

Table 7 on community participants reveals that residents make up the largest group (12.5%), followed by students (7%), with smaller contributions from private groups (2.5%) and "others" (3%). No participants are classified under institutions, indicating that formal educational or community institutions may not be directly involved in this assessment. The strong representation of residents underscores the importance of community involvement in tourism management, as tourism activities directly impact them. The presence of students (7%) highlights the engagement of younger generations, who may bring fresh perspectives on sustainability and inclusivity. Private groups (2.5%) and others (3%) indicate a diversity of community voices, potentially including non-profit organizations or informal groups that support tourism initiatives. This data suggests that plans should focus on empowering residents and students as key stakeholders, ensuring active participation in decision-making and addressing their needs for sustainable and inclusive tourism development. Furthermore, engaging formal institutions could enhance collaboration and resources for tourism efforts. Sustainable Travel International (2024) emphasizes involving residents, including students, in tourism planning.

Table 7. *Community*

Identified Participants	Student		Community Private Groups		Institution		Local Resident		Others		Total	
	f	%	f	%	f	%	f	%	f	%	f	%
Community	14	7.00	5	2.50	0	0	25	12.50	6	3.00	50	25.00

Table 8 presents the tourist participants, indicating that most (16%) are first-time visitors to the chartered city. In comparison, smaller percentages represent repeat visits: 5.5% for third-time visitors, 2% for those visiting more than four times, and only 1.5% for second-time visitors. The dominance of first-time tourists suggests that the city's attractions appeal to new visitors, which is promising for growing tourism. However, the relatively low percentages of repeat visitors highlight a potential area for improvement in fostering visitor retention and loyalty. This data indicates that the city should focus on strategies encouraging return visits, such as offering unique experiences for repeat tourists, improving tourist services, and promoting long-term engagement. Busch (2023)

highlights the significance of offering unique and memorable experiences that cater specifically to the interests of returning visitors by incorporating exclusive events, personalized services, and thematic activities, destinations can enhance their attractiveness for repeat tourists.

Table 8. *Tourists*

Identified Participant	Classification of Stakeholders									
	First Time Visit		Second Time Visit		Third Time Visit		More than four		Total	
	f	%	f	%	f	%	f	%	f	%
Tourists	32	16.00	3	1.50	11	5.50	4	2.00	50	25.00

Table 9 shows a diverse economic background among participants, with the majority earning between ₱10,000-₱20,000 (31%) and ₱21,000-₱40,000 (31%). A significant portion of the community (23%) falls under the lowest income bracket, below ₱10,000, highlighting potential economic challenges within the local population. In contrast, government agency employees are mainly in the ₱10,000-₱20,000 range (13%), with some in higher income brackets, reflecting more stable earnings. The business sector has the highest representation in the ₱21,000-₱40,000 (14.5%) and ₱41,000 and above (5.5%) brackets, indicating a stronger financial position. Tourists also reflect a varied income range, with a notable portion (13.5%) in the ₱10,000-₱20,000 bracket, suggesting that tourism appeals to a broad socioeconomic demographic. This data implies the need for diverse tourism offerings that cater to a wide range of income levels. Plans should address affordability, especially for community members and lower-income tourists, while providing premium services for higher-income groups. Additionally, strategies to improve the local community's economic participation in tourism could help uplift lower-income residents, ensuring more inclusive and sustainable development. Subramaniam et al. (2024)'s study examines the impact of tourism on income inequality in the top income inequality countries from 2001 to 2016, and the results showed that tourism is negatively related to income inequality, suggesting that tourism can be used as a tool to reduce income disparity in these countries.

Table 9. *Average monthly income*

Identified Participant	Average Monthly Income									
	Below 10,000		10,000-20,000		21,000-40,000		41,000 & Above		Total	
	f	%	f	%	f	%	f	%	f	%
Government Agency	0	0.00	26	13.00	23	11.50	1	0.50	50	25.00
Business Sector	4	2.00	6	3.00	29	14.50	11	5.50	50	25.00
Community	46	23.00	3	1.50	1	0.50	0	0.00	50	25.00
Tourists	11	5.50	27	13.50	9	4.50	3	1.50	50	25.00
Total	**61**	**30.50**	**62**	**31.00**	**62**	**31.00**	**15**	**7.50**	**200**	**100.00**

Table 10 presents the years in service for government and business participants. It shows that the majority (21%) have been in service for 2 to 6 years, indicating a relatively recent yet stable involvement in their respective sectors. In the government sector, 17% have 2 to 6 years of service, and a smaller proportion (3.5%) have 7 to 11 years, with fewer long-term officials (3% with 12 years and above). There is a more balanced distribution in the business sector, with 9% having less than a year of experience and 6.5% having 7 to 11 years, reflecting both emerging and experienced entrepreneurs. The diversity in years of service suggests a mix of fresh perspectives and experienced leadership in both sectors. This data highlights the need for a balance between innovation and stability. Government plans should focus on leveraging the expertise of mid-career officials while supporting newer employees with training and capacity building. Soares (2023) discusses the pivotal role of leadership in managing risk, particularly in the public sector, and how successful leaders must balance the need for stability and innovation and highlights the challenges of risk-averse cultures in public services and the importance of fostering a climate that encourages calculated risk-taking, collaboration, and continuous learning.

Table 10. *Number of years in service*

Identified Participants	Number of years in service									
	1 month to 1 year		2 yrs-6 yrs		7 yrs-11 yrs		12 yrs & above		Total	
	f	%	f	%	f	%	f	%	f	%
Government Agency	3	1.50	34	17.00	7	3.50	6	3.00	50	25.00
Business Sector	18	9.00	8	4.00	13	6.50	11	5.50	50	25.00
Total	**21**	**10.50**	**42**	**21.00**	**20**	**10.00**	**17**	**8.50**	**100**	**50.00**

3.2 Differences in Sustainable Management of the Tourism Destinations

Table 11 illustrates Fisher's Individual Tests for Differences of Means, analyzing the relationships between demographic and professional variables and the planning aspect of tourism management. The results reveal that average monthly income (Av. MI) consistently shows statistically significant differences when compared to other variables such as planning and classification of stakeholders, indicating its crucial influence on planning; similarly, Av. MI demonstrates significant relationships with age and civil status, suggesting its pivotal role in shaping planning capabilities within tourism management. Conversely, other variables such as sex, age, highest educational attainment (HE Att.), and nationality exhibit no significant differences, implying they have a negligible impact on planning. The findings highlight the outsized importance of income over other demographic and professional characteristics in influencing effective planning practices for sustainable tourism management. Numerous professional and demographic factors impact the planning component of tourist management, with average monthly income (Av. MI) standing out as a critical component. The findings show that Av. when compared to planning factors and stakeholder classification, MI consistently demonstrates statistically significant changes, demonstrating how financial concerns can impact efficient planning methods (Ma et al., 2023).

Table 11. *Fisher's individual tests for differences of means*

Difference of Levels	Difference of Means	SE of Difference	95% CI	T-Value	Adjusted P-Value
Classificati - Planning	-2	2413	(-4734, 4730)	-0.00	0.999
Age – Planning	26	2413	(-4705, 4758)	0.01	0.991
Sex – Planning	-3	2413	(-4735, 4729)	-0.00	0.999
Civil Status - Planning	-3	2413	(-4735, 4729)	-0.00	0.999
HE Att. – Planning	-1	2413	(-4732, 4731)	-0.00	1.000
Av. MI – Planning	23657	2413	(18926, 28389)	9.81	0.000
No. of years - Planning	1	2472	(-4847, 4848)	0.00	1.000
Nationality - Planning	-4	2413	(-4735, 4728)	-0.00	0.999
Age – Classification	28	2413	(-4703, 4760)	0.01	0.991
Sex – Classificati	-1	2413	(-4733, 4731)	-0.00	1.000
Civil Status - Classification	-1	2413	(-4733, 4731)	-0.00	1.000
HE Att. - Classificati	1	2413	(-4730, 4733)	0.00	1.000
Av. MI - Classificati	23660	2413	(18928, 28391)	9.81	0.000
No. of years - Classification	3	2472	(-4845, 4850)	0.00	0.999
Nationality - Classification	-2	2413	(-4733, 4730)	-0.00	0.999
Sex - Age	-30	2413	(-4761, 4702)	-0.01	0.990
Civil Status - Age	-30	2413	(-4761, 4702)	-0.01	0.990
HE Att. - Age	-27	2413	(-4759, 4705)	-0.01	0.991
Av. MI - Age	23631	2413	(18899, 28363)	9.79	0.000
No. of years - Age	-26	2472	(-4873, 4822)	-0.01	0.992
Nationality - Age	-30	2413	(-4762, 4702)	-0.01	0.990
Civil Status - Sex	-0	2413	(-4732, 4732)	-0.00	1.000
HE Att. - Sex	2	2413	(-4729, 4734)	0.00	0.999
Av. MI - Sex	23661	2413	(18929, 28392)	9.81	0.000
No. of years - Sex	4	2472	(-4844, 4851)	0.00	0.999
Nationality - Sex	-0	2413	(-4732, 4731)	-0.00	1.000
HE Att. - Civil Status	3	2413	(-4729, 4734)	0.00	0.999
Av. MI - Civil Status	23661	2413	(18929, 28393)	9.81	0.000
No. of years - Civil Status	4	2472	(-4844, 4851)	0.00	0.999
Nationality - Civil Status	-0	2413	(-4732, 4731)	-0.00	1.000
Av. MI - HE Att.	23658	2413	(18926, 28390)	9.81	0.000
No. of years - HE Att.	1	2472	(-4846, 4849)	0.00	1.000
Nationality - HE Att.	-3	2413	(-4735, 4729)	-0.00	0.999
No. of years - Av. MI	-23657	2472	(-28504, -18810)	-9.57	0.000
Nationality - Av. MI	-23661	2413	(-28393, -18929)	-9.81	0.000
Nationality - No. of years	-4	2472	(-4852, 4843)	-0.00	0.999

Simultaneous confidence level = 42.93%

Table 12 analyzes the Fisher Individual Tests for Differences of Means to identify factors influencing "leading" as a management function. The results show that average monthly income (Av. MI) has a statistically significant and positive effect on leading, and a 95% confidence interval that does not include zero, indicating a strong and consistent relationship. Conversely, other factors such as age, sex, civil status, years of experience, and educational attainment show no significant impact, with ppp-values close to 1.000 and TTT-values near zero. These findings suggest that economic factors, as reflected by income levels, play a crucial role in leadership capabilities,

potentially due to enhanced access to resources, training, or networks that income facilitates. Meanwhile, demographic and experiential variables appear to have a negligible effect, indicating that leadership effectiveness in this context may be less about individual characteristics and more influenced by economic empowerment. Sherman's (2018) investigation found that the efficacy of leadership is not significantly impacted by demographic parameters such as age, sex, civil status, years of experience, and educational level. The high TTT-values around zero and ppp-values approaching 1.000 indicate that these variables could not have as much of an effect on leadership effectiveness as economic considerations. The study reaffirmed that financial empowerment is essential to developing effective leaders by examining how leadership effectiveness may be more related to the availability of financial resources and support than to certain demographic traits. Forbes Finance Council (2023) has shown that in organizations where leaders experience strong financial support, they outperform their counterparts with less access to such resources, regardless of their demographic attributes.

Table 12. *Fisher's individual tests for differences of means*

Difference of Levels	Difference of Means	SE of Difference	95% CI	T-Value	Adjusted P-Value
Classificati - Leading	-2	2413	(-4734, 4730)	-0.00	0.999
Age - Leading	26	2413	(-4706, 4758)	0.01	0.991
Sex - Leading	-3	2413	(-4735, 4729)	-0.00	0.999
Civil Status - Leading	-3	2413	(-4735, 4728)	-0.00	0.999
HE Att. - Leading	-1	2413	(-4733, 4731)	-0.00	1.000
Av. MI - Leading	23657	2413	(18926, 28389)	9.81	0.000
No. of years - Leading	0	2472	(-4847, 4848)	0.00	1.000
Nationality - Leading	-4	2413	(-4736, 4728)	-0.00	0.999
Age - Classification	28	2413	(-4703, 4760)	0.01	0.991
Sex – Classification	-1	2413	(-4733, 4731)	-0.00	1.000
Civil Status - Classification	-1	2413	(-4733, 4731)	-0.00	1.000
HE Att. – Classification	1	2413	(-4730, 4733)	0.00	1.000
Av. MI – Classification	23660	2413	(18928, 28391)	9.81	0.000
No. of years - Classification	3	2472	(-4845, 4850)	0.00	0.999
Nationality - Classification	-2	2413	(-4733, 4730)	-0.00	0.999
Sex - Age	-30	2413	(-4761, 4702)	-0.01	0.990
Civil Status - Age	-30	2413	(-4761, 4702)	-0.01	0.990
HE Att. - Age	-27	2413	(-4759, 4705)	-0.01	0.991
Av. MI - Age	23631	2413	(18899, 28363)	9.79	0.000
No. of years - Age	-26	2472	(-4873, 4822)	-0.01	0.992
Nationality - Age	-30	2413	(-4762, 4702)	-0.01	0.990
Civil Status - Sex	-0	2413	(-4732, 4732)	-0.00	1.000
HE Att. - Sex	2	2413	(-4729, 4734)	0.00	0.999
Av. MI - Sex	23661	2413	(18929, 28392)	9.81	0.000
No. of years - Sex	4	2472	(-4844, 4851)	0.00	0.999
Nationality - Sex	-0	2413	(-4732, 4731)	-0.00	1.000
HE Att. - Civil Status	3	2413	(-4729, 4734)	0.00	0.999
Av. MI - Civil Status	23661	2413	(18929, 28393)	9.81	0.000
No. of years - Civil Status	4	2472	(-4844, 4851)	0.00	0.999
Nationality - Civil Status	-0	2413	(-4732, 4731)	-0.00	1.000
Av. MI - HE Att.	23658	2413	(18926, 28390)	9.81	0.000
No. of years - HE Att.	1	2472	(-4846, 4849)	0.00	1.000
Nationality - HE Att.	-3	2413	(-4735, 4729)	-0.00	0.999
No. of years - Av. MI	-23657	2472	(-28504, -18810)	-9.57	0.000
Nationality - Av. MI	-23661	2413	(-28393, -18929)	-9.81	0.000
Nationality - No. of years	-4	2472	(-4852, 4843)	-0.00	0.999

Simultaneous confidence level = 42.93%

Table 13 evaluates the Fisher Individual Tests for Differences of Means, specifically examining factors influencing the management function of "organizing." The analysis highlights average monthly income (Av. MI) as a statistically significant predictor, and a 95% confidence interval well above zero. This suggests that income strongly impacts organizational capabilities, likely by providing access to resources or professional development opportunities essential for effective organizing. Other variables, including age, sex, civil status, years of experience, educational attainment, and nationality, show no significant differences, with TTT-values near zero and ppp-values close to 1.000. These findings support the central importance of economic ability (as measured by income) in this setting by suggesting that demographic and experience characteristics are not important drivers

of organizational efficacy. This emphasizes how crucial sound financial standing is to enabling effective organizational responsibilities in managerial functions. Costa et al. (2023) state that identifying organizational capabilities is a daunting task, as it necessarily requires the search for relatively invariant behavioral traits, structures, and routinized procedures that distinguish one firm from another even within the same narrow domain of activities and lines of production.

Table 13. *Fisher's individual tests for differences of means*

Difference of Levels	Difference of Means	SE of Difference	95% CI	T-Value	Adjusted P-Value
Classificati - Organizing	-2	2413	(-4734, 4730)	-0.00	0.999
Age - Organizing	26	2413	(-4706, 4758)	0.01	0.991
Sex - Organizing	-3	2413	(-4735, 4729)	-0.00	0.999
Civil Status - Organizing	-3	2413	(-4735, 4728)	-0.00	0.999
HE Att. - Organizing	-1	2413	(-4733, 4731)	-0.00	1.000
Av. MI - Organizing	23657	2413	(18926, 28389)	9.81	0.000
No. of years - Organizing	0	2472	(-4847, 4848)	0.00	1.000
Nationality - Organizing	-4	2413	(-4736, 4728)	-0.00	0.999
Age – Classification	28	2413	(-4703, 4760)	0.01	0.991
Sex – Classification	-1	2413	(-4733, 4731)	-0.00	1.000
Civil Status – Classification	-1	2413	(-4733, 4731)	-0.00	1.000
HE Att. – Classification	1	2413	(-4730, 4733)	0.00	1.000
Av. MI – Classification	23660	2413	(18928, 28391)	9.81	0.000
No. of years – Classification	3	2472	(-4845, 4850)	0.00	0.999
Nationality - Classification	-2	2413	(-4733, 4730)	-0.00	0.999
Sex - Age	-30	2413	(-4761, 4702)	-0.01	0.990
Civil Status - Age	-30	2413	(-4761, 4702)	-0.01	0.990
HE Att. - Age	-27	2413	(-4759, 4705)	-0.01	0.991
Av. MI - Age	23631	2413	(18899, 28363)	9.79	0.000
No. of years - Age	-26	2472	(-4873, 4822)	-0.01	0.992
Nationality - Age	-30	2413	(-4762, 4702)	-0.01	0.990
Civil Status - Sex	-0	2413	(-4732, 4732)	-0.00	1.000
HE Att. - Sex	2	2413	(-4729, 4734)	0.00	0.999
Av. MI - Sex	23661	2413	(18929, 28392)	9.81	0.000
No. of years - Sex	4	2472	(-4844, 4851)	0.00	0.999
Nationality - Sex	-0	2413	(-4732, 4731)	-0.00	1.000
HE Att. - Civil Status	3	2413	(-4729, 4734)	0.00	0.999
Av. MI - Civil Status	23661	2413	(18929, 28393)	9.81	0.000
No. of years - Civil Status	4	2472	(-4844, 4851)	0.00	0.999
Nationality - Civil Status	-0	2413	(-4732, 4731)	-0.00	1.000
Av. MI - HE Att.	23658	2413	(18926, 28390)	9.81	0.000
No. of years - HE Att.	1	2472	(-4846, 4849)	0.00	1.000
Nationality - HE Att.	-3	2413	(-4735, 4729)	-0.00	0.999
No. of years - Av. MI	-23657	2472	(-28504, -18810)	-9.57	0.000
Nationality - Av. MI	-23661	2413	(-28393, -18929)	-9.81	0.000
Nationality - No. of years	-4	2472	(-4852, 4843)	-0.00	0.999

Simultaneous confidence level = 42.93%

Table 14 presents Fisher Individual Tests for Differences of Means related to the "controlling" function, highlighting that average monthly income (Av. MI) plays a pivotal role—the mean difference for Av. MI relative to controlling is significant, with a TTT-value of 9.81 and a 95% confidence interval, indicating a robust positive influence of income on controlling abilities. Conversely, other variables such as age, sex, civil status, years of experience, and nationality show no significant differences, with TTT-values close to zero and adjusted PPP-values near 1.000. These findings imply that financial resources significantly impact controlling's efficacy as a management function, even while demographic and experience characteristics have little bearing on it. The close relationship with revenue may indicate how important financial stability is for guaranteeing access to equipment, software, or training that improves organizational control. The results highlight how crucial economic capability is to mastering managing procedures, more so than other personal traits. Blackline (2024) states that all businesses must ensure the completeness and accuracy of their financial results. In doing so, organizations can properly report on their finances and effectively and efficiently manage business operations, including budgeting, forecasting, and cash flow activities. Also, studies indicate that financial capability substantially influences management control more than personal demographic factors or individual experience levels (Yogendrarajah, 2011).

Table 14. *Fisher's individual tests for differences of means*

Difference of Levels	Difference of Means	SE of Difference	95% CI	T-Value	Adjusted P-Value
Classificati - Controlling	-2	2413	(-4734, 4730)	-0.00	0.999
Age - Controlling	26	2413	(-4706, 4758)	0.01	0.991
Sex - Controlling	-3	2413	(-4735, 4728)	-0.00	0.999
Civil Status - Controlling	-3	2413	(-4735, 4728)	-0.00	0.999
HE Att. - Controlling	-1	2413	(-4733, 4731)	-0.00	1.000
Av. MI - Controlling	23657	2413	(18925, 28389)	9.81	0.000
No. of years - Controlling	0	2472	(-4847, 4848)	0.00	1.000
Nationality - Controlling	-4	2413	(-4736, 4728)	-0.00	0.999
Age – Classification	28	2413	(-4703, 4760)	0.01	0.991
Sex – Classification	-1	2413	(-4733, 4731)	-0.00	1.000
Civil Status – Classification	-1	2413	(-4733, 4731)	-0.00	1.000
HE Att. – Classification	1	2413	(-4730, 4733)	0.00	1.000
Av. MI – Classification	23660	2413	(18928, 28391)	9.81	0.000
No. of years – Classification	3	2472	(-4845, 4850)	0.00	0.999
Nationality - Classification	-2	2413	(-4733, 4730)	-0.00	0.999
Sex - Age	-30	2413	(-4761, 4702)	-0.01	0.990
Civil Status - Age	-30	2413	(-4761, 4702)	-0.01	0.990
HE Att. - Age	-27	2413	(-4759, 4705)	-0.01	0.991
Av. MI - Age	23631	2413	(18899, 28363)	9.79	0.000
No. of years - Age	-26	2472	(-4873, 4822)	-0.01	0.992
Nationality - Age	-30	2413	(-4762, 4702)	-0.01	0.990
Civil Status - Sex	-0	2413	(-4732, 4732)	-0.00	1.000
HE Att. - Sex	2	2413	(-4729, 4734)	0.00	0.999
Av. MI - Sex	23661	2413	(18929, 28392)	9.81	0.000
No. of years - Sex	4	2472	(-4844, 4851)	0.00	0.999
Nationality - Sex	-0	2413	(-4732, 4731)	-0.00	1.000
HE Att. - Civil Status	3	2413	(-4729, 4734)	0.00	0.999
Av. MI - Civil Status	23661	2413	(18929, 28393)	9.81	0.000
No. of years - Civil Status	4	2472	(-4844, 4851)	0.00	0.999
Nationality - Civil Status	-0	2413	(-4732, 4731)	-0.00	1.000
Av. MI - HE Att.	23658	2413	(18926, 28390)	9.81	0.000
No. of years - HE Att.	1	2472	(-4846, 4849)	0.00	1.000
Nationality - HE Att.	-3	2413	(-4735, 4729)	-0.00	0.999
No. of years - Av. MI	-23657	2472	(-28504, -18810)	-9.57	0.000
Nationality - Av. MI	-23661	2413	(-28393, -18929)	-9.81	0.000
Nationality - No. of years	-4	2472	(-4852, 4843)	-0.00	0.999

Simultaneous confidence level = 42.93%

3.3 Relationship between the Implementers' Profile and Sustainable Management of the Tourist Destinations

Table 15 examines the relationships between implementers' profiles and tourism destinations' sustainable management (SM) dimensions—planning, leading, organizing, and controlling.

Table 15. *Correlation analysis of the implementers' profile and sustainable management of the tourist destinations as to PLOC*

	Planning	Leading	Organizing	Controlling	Classification of Stakeholders	Age	Sex	Civil Status	HE Att.	Av. MI	No. of years	Nationality
Planning	1											
Leading	.870**	1										
Organizing	.862**	.888**	1									
Controlling	.780**	.844**	.846**	1								
Classification of Stakeholder	.180*	.231**	.195**	.175*	1							
Age	.090	.132	.106	.116	.277**	1						
Sex	-.082	-.066	-.105	-.115	.112	-.066	1					
Civil Status	.098	.002	-.026	-.021	-.290**	-.664**	-.054	1				
HE Att.	.128	.118	.118	.141*	-.068	.181*	-.091	-.018	1			
Av. MI	-.088	-.110	-.137	-.111	-.083	.154*	-.051	-.003	.178*	1		
No. of years	.069	.066	.087	.052	.101	.694**	-.002	-.538**	.140	.301**	1	
Nationality	-.119	-.169*	-.165*	-.137	-.177*	.292**	-.061	-.001	.299**	.471**	.239**	1

**. Correlation is significant at the 0.01 level (2-tailed).
*. Correlation is significant at the 0.05 level (2-tailed).

The SM dimensions exhibit strong interrelationships, emphasizing their internal coherence. Among implementers' profiles, classification of stakeholders shows weak but significant positive correlations with all SM dimensions, suggesting that stakeholder roles moderately impact sustainable management practices. Demographic factors like age, sex, and civil status have minimal or nonsignificant relationships with SM, except for civil status, which correlates negatively with stakeholder classification. The highest educational attainment (HE Att.) has a slight positive correlation with controlling, implying its relevance to monitoring mechanisms. Average monthly income (Av. MI) and years in service show limited influence on SM dimensions, with weak positive correlations to specific variables. Nationality reveals weak negative associations with some SM dimensions, such as leading, indicating minor effects. Badruddin (2024) indicates that demographic factors such as age, gender, income, and education have been shown to have a subtle impact on sustainable management practices and that older individuals and those with higher education levels tend to exhibit greater environmental concerns and awareness.

4.0 Conclusion

It can be revealed how different demographic factors influenced the sustainability of the management practices wherein it provided insights into areas where improvements can be made to ensure that all stakeholders were effectively engaged in the tourism management process. Also, the evaluation on the sustainable management practices employed in tourism destinations, specifically through the lenses of planning, leading, organizing, and controlling not only considers the entire group of implementers but also classified them based on their demographic profiles, such as age, sex, civil status, educational background, participant classification, income level, and years of service shown the positive relationship between the characteristics of the implementers and the sustainability of tourism management practices. Training and development programs may be designed to address the growing demand for sustainable management practices in tourism.

5.0 Contributions of Authors

The authors indicate equal contribution to each section as to reviewing until the approval part of the final work.

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7.0 Conflict of Interests

There is no conflict of interest in this study.

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9.0 References

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