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### Research Article

## Administrative Processes & Online Media Management among Travel Service Enterprises: Pathways to Entrepreneurial Success in Isabela, Philippines

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### About Article

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### ABSTRACT

This study examines online media administration and administrative processes in travel service businesses leading to entrepreneurial success in Isabela, Philippines. Specifically, it aims to (1) determine the administrative processes, (2) identify online media management, (3) ascertain tour services, (4) assess entrepreneurial success, and (5) analyze the pathways of administrative processes and online media management in travel services that lead to entrepreneurial success. The study employed a quantitative research approach, and the research instrument was a questionnaire administered to a sample size of 183 employees of travel service enterprises in Isabela, Philippines. Data analysis involved frequency distribution, percentages, mean, standard deviation, and structural equation modeling. Findings revealed that the level of administrative processes, online media management, and tour services among Travel Services as perceived by employees were all rated as high on average. The level of entrepreneurial success was also rated at a high average level. Moreover, the structural model revealed that: Administrative processes had a direct positive influence on entrepreneurial success (path coefficient = 0.425), online media management (path coefficient = 0.931), and travel services (path coefficient = 0.240). Online media management directly influenced entrepreneurial success (path coefficient = 0.271) and travel services (path coefficient = 0.725). Travel services directly influenced entrepreneurial success (path coefficient = 0.298). Administrative processes indirectly influenced entrepreneurial success through online media management (path coefficient = 0.216). Administrative processes indirectly influenced entrepreneurial success through travel services (path coefficient = 0.072). Lastly, Administrative processes indirectly influenced entrepreneurial success through both online media management and travel services (path coefficient = 0.525). These findings provide a model that travel service entrepreneurs can adapt to develop their businesses sustainably, considering the specific characteristics of their operational areas in Isabela, Philippines.

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## 1. INTRODUCTION

The digital era has revolutionized the tourism service industry, with online media becoming crucial in driving business success, particularly for travel service businesses. Online media management has become essential for creating competitive advantages, attracting customers, and building strong brand identities. From social media platforms to websites and digital advertising, integrating online media into marketing strategies and business operations is vital for the success of entrepreneurs in the tourism sector. As the industry continues to evolve, understanding how to manage digital platforms effectively has become increasingly important for businesses seeking to thrive in the current dynamic environment (Kraugusteeliana & Hamzar, 2024).

Southeast Asia's tropical paradise, the Philippines, is endowed with a variety of scenery, lively cultures, and kind people. Philippine tourism offers a tapestry of experiences that leave visitors in wonder, including its immaculate beaches, verdant mountains, historical monuments, and lively festivals. Let's go off on an adventure to discover this alluring archipelago's beauty and charm. Beautiful beaches and islands can be found in the Philippines. Boracay is a tropical paradise that draws tourists worldwide, known for its pristine white sand and glistening blue waters (Susilo, 2023). In 2024, the Philippine tourism sector experienced significant growth. According to the agency's visitor arrival data, 5,949,350 foreign visitors had entered the nation by the end of 2024. According to the data, 91.42 percent of the population—or 5,438,967—are foreigners, with the remaining 8.58 percent, or 510,383, being Filipinos residing abroad (DOT, 2024). The Philippines' economy gains a lot from the money spent by tourists. According to the United Nations World Tourism Organization (UNWTO), 2 billion foreign visitors will have visited by 2030, bringing in USD 2 trillion in revenue. These findings make it abundantly evident that tourism significantly influences global economic growth (Raihan, 2023).

Numerous tourism enterprises operating within a given host country play a significant role in promoting and enhancing the tourism industry within that particular nation. Nevertheless, the travel agents that operate within the designated country play a pivotal role. The involvement of travel agencies plays a crucial role in influencing and affecting various dimensions of tourism, encompassing the total volume of tourists, the assortment of tourist destinations, and the accessibility of tourism facilities (Khairi & Darmawan, 2021).

Travel agencies are "the basic institutional link, which operates in the field of tourism. Travel agencies' predominant role is mediating between tourism service providers and tourists (Gholipour Soleimani & Einolahzadeh, 2018). For people and groups planning vacations, travel agencies offer transportation, lodging, and entry to entertainment events. They make travel reservations for customers, organize vacation itineraries, and give destination suggestions. They are essential to the growth and success of the travel and tourism sector. However, a variety of factors affect how effective travel agents are! This study examines several variables that affect travel agents' effectiveness and their function in promoting the travel and tourism sector (Tahmina & Muhsina, 2023).

Effective administrative processes involve coordinating various activities or tasks efficiently and effectively under the direction of others. These processes are crucial functions of administrators, who must continuously implement them to ensure organizational success and achieve objectives. Efficient work processes and goals require designing optimal working methods and allocating tasks according to the specialized expertise of personnel within the organization, aligning with the roles defined by the organization to achieve set goals (Phayap *et al.*, 2023)

Today, characterized by the prevalence of online social media and intense competition, businesses utilize platforms such as Facebook, Line, Twitter, YouTube, and Instagram for competitive advantage. This shift reflects changing consumer behaviors in the digital age, with increased internet accessibility contributing to the growth of Thailand's e-commerce market. Consequently, tourism businesses have adapted their management strategies to align with customer behaviors and needs, aiming to enhance brand awareness and meet customer demands more effectively (Wongsit, 2019).

Business success relies on efficient management to plan and execute operations effectively. Achieving an organization's vision and objectives requires concrete goals that align all levels of operation in a unified direction. Conducting various business activities while optimizing limited resources under systematic management leads to successful business administration. This approach helps businesses operate in a structured, planned manner with clear objectives, supporting tourism businesses in meeting their goals as part of the overall management process (Bajaj, 2023).

Common issues tourism business operators face include using illegal tour guides and instances of tourist deception. Some operators also engage in nominee businesses with foreigners, posing significant national-level problems. These challenges necessitate the development of systematic management approaches for tour businesses, requiring cooperation between tourism business operators and the government to establish unified practices for the country (Phayap *et al.*, 2023).

Given these challenges and opportunities, this research aims to examine the administrative processes, online media management, and tour services in travel service businesses that lead to entrepreneurial success in Isabela, Philippines. The study seeks to enhance organizational excellence, fostering competitive potential and growth that aligns with tourist demands and adapts to changing factors and environments affecting tourism. The findings will contribute to developing future organizational strategies for tourism businesses and provide valuable information for relevant agencies to enhance Thailand's tourism competitiveness on a global scale.

## 2. LITERATURE REVIEW

### 2.1. Administrative Processes

Administrative processes involve utilizing science and art to efficiently employ administrative resources in achieving predetermined objectives. Management is closely related to policy formulation and implementation. In the context of this research, the focus is on business administration or private sector management, where the primary objective is profit



maximization (Smathanares, 2019). Effective administrative processes require appropriate strategies, organizational structures, tourism management systems, and knowledgeable, skilled, and experienced tourism personnel with positive attitudes toward their work. Tourism management should be tailored to local contexts and involve knowledge exchange, opinion sharing, and experience transfer to promote sustainable tourism growth (Martinez-Martinez *et al.*, 2022).

## 2.2. Online Media Management

The concept of online media management encompasses two-way communication channels, information exchange, and interactions between senders and receivers, including the sharing of various media through the Internet. Social media networks have become integral to daily life across all age groups due to advancements in computer technology and internet accessibility. These platforms have expanded their user base and broadened their significance, offering diverse communication channels for accessing information, news, and products through static images, videos, audio, and multimedia formats (Hinlayagan *et al.*, 2023). Khan and Abir (2022) corroborate this, highlighting social media's role as a marketing tool and noting that businesses utilize platforms such as Instagram, Facebook, and Twitter to enhance visibility and connect with customers, enabling direct interaction with tourists.

## 2.3. Tour Services

The concept of service refers to activities or processes carried out by individuals, legal entities, or business organizations to provide utility, value, assistance, or convenience to service recipients. The objective is to meet user needs, ensure satisfaction, create a memorable organizational image, and help the organization achieve its business goals and objectives (Pongsakornrungrungsilp *et al.*, 2021). These days, a company travel agency cannot focus only on booking tickets and lodging; instead, their services must be far more varied, comprehensive, and extensive, covering a wide range of topics like internal communication, cost optimization, passenger assistance, consulting, and technological aspects (Cazares-Garrido, 2017).

## 2.4. Entrepreneurial Success

Entrepreneurial success involves measuring business performance through both financial and non-financial metrics. Non-financial performance indicators serve as management tools and contribute to financial success. Entrepreneurial success is achieved by efficiently managing resources and applying knowledge and skills in business activities to meet goals (Ros & Noor, 2024). Valentza and Metaxas (2023) offer a strategic perspective, suggesting that successful online media management involves customer engagement, dedicated digital marketing teams, and clear strategies for long-term business success.

The concept of tourism context posits that tourism contributes to economic and social development while promoting cultural awareness. It provides relaxation, experiences, and relationship-

building opportunities for travelers. Sustainable tourism operates within the limits of nature, community, traditions, culture, and local ways of life. It emphasizes community participation and equitable distribution of economic benefits among stakeholders while respecting local guidance in tourism areas (Kajonpai, 2016).

## 3. METHODOLOGY

### 3.1. Population and Sample

The population and sample comprised 345 employees of a tourism service business in Isabela, Philippines, in 2024. The sample size was determined using the Raosoft formula at a 95% confidence level, resulting in 183 participants. The researchers employed a simple random sampling method due to the geographic scope in Isabela, Philippines

### 3.2. Research Instrument

The researchers used a questionnaire as the research instrument, which consisted of five parts: 1) general information, 2) business administrative processes of tourism service entrepreneurs, including organizational structure, strategy, management systems, management methods, personnel, skills, and shared values (41 items), 3) online media management of tourism service entrepreneurs, including advertising, public relations, sales promotion, and people (24 items), 4) tourism services of tourism service entrepreneurs in Isabela, Philippines (5 items), and 5) business success, including financial, customer, internal processes, and learning and growth (22 items). The instrument was subjected to a validation process, which included expert pooling, refinement, field tests, and reliability tests. The instrument  $\alpha$  value of .862 indicates that the instrument is valid and reliable.

### 3.3. Preliminary Data Analysis

The preliminary data analysis before statistical analysis showed that the skewness values ranged from -1.202 to -0.469, and the kurtosis values ranged from -0.857 to 1.388, indicating that the data were normally distributed (Brown, 2015; Kline, 2015). The correlation analysis between the observed variables showed values ranging from 0.415 to 0.815, and the evaluated VIF and Tolerance values disclosed that the data did not have multicollinearity issues, with VIF values between 1.503 and 8.081 and Tolerance values between 0.124 and 0.665 (Shrestha, 2020).

### 3.4. Data Analysis

The data from the questionnaire, including preliminary questions and general information of the respondents, were analyzed using descriptive statistics, such as frequency, percentage, mean, and standard deviation. Confirmatory factor analysis (CFA) and structural equation modeling (SEM) were employed to analyze both direct and indirect effects.

## 4. RESULTS AND DISCUSSION

### 4.1. Administrative Processes of Traver Service Business



**Table 1.** Means and standard deviations of administrative processes of travel service businesses in Isabela, Philippines

Management Process	$\bar{X}$	S. D.	Level
Organizational Structure	4.22	0.67	High
Strategy	4.23	0.67	High
Management Systems	4.09	0.70	High
Management Style	4.12	0.73	High
Staff	4.11	0.68	High
Skills	4.17	0.65	High
Shared Values	4.12	0.68	High
Overall	4.15	0.57	High

Source: Calculated

From Table 1, the overall level of administrative processes of travel service business entrepreneurs in Isabela, Philippines is at a high level ( = 4.15, S.D. = 0.57). When considering each aspect, all aspects are at a high level, ranked from highest to lowest mean as follows: Strategy ( = 4.23, S.D. = 0.67), Organizational structure ( = 4.22, S.D. = 0.67), Skills ( = 4.17, S.D. = 0.65), Management method ( = 4.12, S.D. = 0.73), Shared values ( = 4.12, S.D. = 0.68), Personnel ( = 4.11, S.D. = 0.68), and Management system ( = 4.09, S.D. = 0.70), respectively.

The business administration processes of the tourism industry in Isabela, Philippines, revealed that tourism service providers' business administration processes, strategy, organizational structure, skills, management methods, shared values, personnel, and management systems are at a good level. This is because

businesses have clear strategies and conceptual frameworks to develop the business and achieve their goals, leading to better competitiveness. They have adapted their organizational structures to align with the changing environment, defined the authority and responsibilities according to the structure, and utilized technologies in their operations based on the appropriateness of their plans. The tourism attractions have disseminated information through personal media and have instilled a sense of conservation of resources and the environment in all stakeholders. They provide services with politeness, neatness, and friendliness and have organized campaigns to educate tourists on environmental conservation.

#### 4.2. Online Media Management of Travel Service Business

**Table 2.** Means and standard deviations of online media management of travel service businesses in Isabela, Philippines

Online Media Management	$\bar{X}$	S.D.	Level
Advertising	4.12	0.75	High
Public Relations	4.19	0.68	High
Sales Promotion	4.16	0.77	High
Personal Selling	4.16	0.77	High
Overall	4.16	0.68	High

Source: Calculated

From Table 2, the overall level of online media management by travel service businesses in Isabela, Philippines, was high ( = 4.16, SD = 0.68). When examining individual dimensions, all aspects were rated at a high level. Ranked from highest to lowest mean scores, the dimensions were: Public relations ( = 4.19, SD = 0.68), Sales promotion ( = 4.16, SD = 0.77), Personal selling ( = 4.16, SD = 0.77), and Advertising ( = 4.12, SD = 0.75), respectively.

The research found that the online media management of tourism service providers, in terms of public relations, sales

promotion, personnel, and advertising, is at a good level. This is because tourism businesses use online media to persuade customers to demand their products or services, provide details about the convenience of travel or service facilities, offer online payment options to facilitate customers, have staff to provide information about products or services through online media and use online media to persuade customers to demand their products or services.

#### 4.3. Tour Service Provision of Travel Service Business



**Table 3.** The means and standard deviations for tour service provision by travel service businesses in Isabela, Philippines

Tour Service Provision	$\bar{X}$	S.D.	Level
Providing tour services	4.35	0.79	High
Overall	4.35	0.79	High

Source: Calculated

From Table 3, the provision of tour services by travel service business entrepreneurs in Isabela, Philippines, was rated at a high level overall ( = 4.35, SD = 0.79). Specifically, the aspect of “Providing tour services” received a high rating ( = 4.35, SD = 0.79).

#### 4.4. Business Success Levels of Travel Service Businesses

**Table 4:** Means and standard deviation of business success levels of travel service businesses in Isabela, Philippines

Business Success Levels	$\bar{X}$	S.D.	Level
Financial	4.13	0.74	High
Customer	4.13	0.73	High
Internal Business Process	4.11	0.69	High
Learning and Development	4.29	0.54	High
Overall	4.17	0.60	High

Table 4 shows that the overall level of business success for entrepreneurs in Isabela, Philippines, was high (4.17, SD = 0.60). When examining individual dimensions, all aspects were rated at a high level. Ranked from highest to lowest mean scores, the dimensions were learning and growth (4.29, SD = 0.54), financial (4.13, SD = 0.74), customer (4.13, SD = 0.73), and internal business process (4.11, SD = 0.69), respectively.

The success of tourism service providers in Isabela, Philippines, in terms of learning and growth, finance, customers, and internal processes, is at a good level. This is because businesses provide quality services and are attentive to the needs of their customers, monitor their performance for learning and strategy development, achieve their operational objectives, provide services to all customers or consumer groups equally and comprehensively, and continuously develop in line with innovations and new technologies. This is consistent with the research of Pawai (2018) on the management approaches to enhance the effectiveness of tour businesses, which revealed that the overall management factors of tour businesses are significantly related to the overall effectiveness of tour business management at the 0.01 level of statistical significance, with planning, organizing, controlling, and leadership having influences that affect the effectiveness of tour business management and can jointly explain 74.2% of the changes in tour business management effectiveness (Adjusted R Square = 0.742).

#### 4.5. The Analysis of Measurement Models

The analysis of the measurement model using confirmatory factor analysis for the success factors of business entrepreneurs in Isabela, Philippines, revealed that the model was consistent with empirical data after adjustments, without removing any indicators from the measurement model. The construct reliability of the variables met the criteria at 0.992, exceeding the threshold of 0.6. The construct validity (Pv) was 0.969, surpassing the required threshold of 0.5. The model fit indices were as follows:  $\chi^2 = 1.260$ ,  $df = 1$ ,  $\chi^2 / df = 1.260$ ,  $p\text{-value} = 0.2617$ ,  $CFI = 1.000$ ,  $TLI = 0.998$ ,  $RMSEA = 0.034$ , and  $SRMR = 0.007$ . Furthermore, the convergent validity assessment should meet the specified criteria: factor loadings should be 0.50 or higher, the variance extracted should be 0.50 or higher, and the construct reliability should be 0.60 or higher (Hair *et al.*, 2010). The analyzed results showed that the factor loadings of the variables met the standard criteria, with values of 0.913, 0.885, 0.800, 0.789, 0.775, 0.738, and 0.673, respectively. These values are deemed acceptable based on the measures of construct reliability (P<sub>c</sub>) and construct validity.

#### 4.6. Structural Model Analysis

The analysis of causal path influences in the adjusted linear structural equation model highlights the relationships between the management process and online media management in tourism service businesses, which, as illustrated in Table 5, contribute to entrepreneurial success in Isabela, Philippines.



**Table 5.** Goodness of Fit Indices for the Structural Equation Model with Empirical Data

Test Statistics	Modified Model (Post-Adjustment)	Standard Criteria
p-value	0.0675	> 0.05
2 / df	4.23	0.67
3.230	< 5.0	0.70
CFI	0.962	> 0.90
TLI	0.943	> 0.90
RMSEA	0.48	< 0.05
SRMR	0.031	< 0.05

Source: Hair et al. (2010)

The results indicate that the modified structural equation model demonstrates a good fit with the empirical data. The p-value (0.0675) exceeds 0.05, indicating no significant difference between the model and the observed data. The  $\chi^2/df$  ratio (3.230) is below 5.0, suggesting an acceptable fit. Both CFI (0.962) and TLI (0.943) surpass 0.90, indicating a good comparative fit. The RMSEA (0.048) and SRMR (0.031) are both below 0.05, demonstrating good absolute fit. Overall, these indices suggest that the modified model adequately represents the relationships among the variables in the study.

As shown in Table 5, the structural equation model after modification demonstrates a good fit with the empirical data, supporting the null hypothesis that the theoretical model is consistent with the empirical data. This conclusion is based on the following fit indices:

Chi-square ( $\chi^2$ ) = 258.401  
 Degrees of freedom (df) = 80

p-value = 0.0675

Relative chi-square ( $\chi^2/df$ ) = 3.230

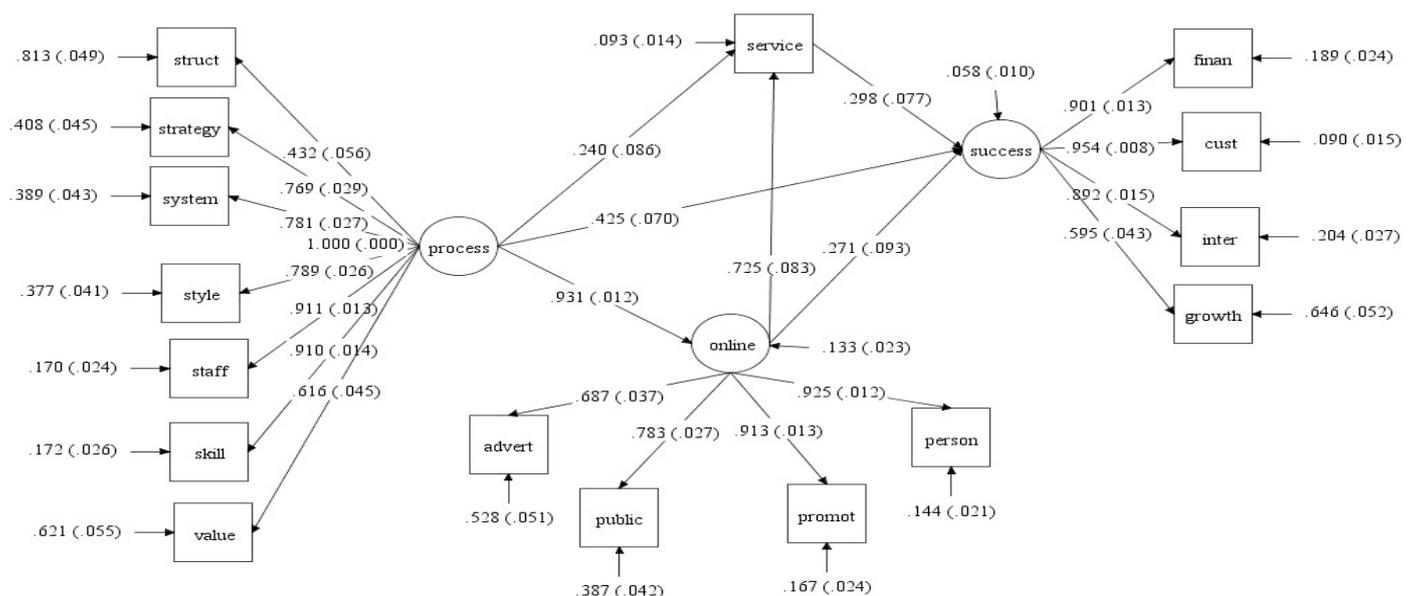
Comparative Fit Index (CFI) = 0.962

Tucker-Lewis Index (TLI) = 0.943

Root Mean Square Error of Approximation (RMSEA) = 0.048

Standardized Root Mean Square Residual (SRMR) = 0.031

These fit indices collectively indicate that the modified structural model adequately represents the relationships among the variables in the study. The non-significant p-value ( $p > 0.05$ ) suggests that there is no significant difference between the model-implied covariance matrix and the observed covariance matrix. The relative chi-square value is below the recommended threshold of 5.0, indicating an acceptable fit. Both CFI and TLI exceed 0.90, demonstrating a good comparative fit. The RMSEA and SRMR values are below 0.05, indicating a good absolute fit. These results are visually represented in Figure 1.



$\chi^2 = 258.401$ ,  $df = 80$ ,  $\chi^2/df = 3.230$ , p-value = 0.0675, CFI = 0.962, TLI = 0.943, RMSEA = 0.048, SRMR = 0.031

**Figure 1.** Structural Equation Model Fit with Empirical Data



**Table 6.** Direct, Indirect, and Total Effects of Causal Variables

Causal Variable (Effect)	Direct Effect (DE)	Indirect Effect (IE)	Total Effect (TE)	Result
Process – Success	0.425***	-	0.425	Accepted
Online - Success	0.271***	-	0.271	Accepted
Service – Success	0.298***	-	0.298	Accepted
Process – Online	0.931***	-	0.931	Accepted
Process – Service	0.240***	-	0.240	Accepted
Online– Service	0.725***	-	0.725	Accepted
Online - Process – Success	0.271***	0.216***	0.487	Accepted
Service - Process – Success	0.298***	0.072***	0.370	Accepted
Process - Online – Service – Success	0.425***	0.525***	0.950	Accepted

Note: \*\*\* indicates statistical significance at  $p < 0.01$

#### Legend:

Process: Management Process

Online: Online Media Management

Service: Tourism Service

Success: Business Entrepreneur Success

This table presents the direct effects (DE), indirect effects (IE), and total effects (TE) of the causal relationships between variables in the structural equation model. All relationships show statistical significance at the 0.01 level, supporting the acceptance of the hypothesized pathways. The total effects represent the sum of direct and indirect effects, providing a comprehensive view of each variable's influence on business entrepreneur success in the context of tourism services and online media management.

The results of the hypothesis testing, as shown in Table 6, indicate that the administrative processes of online tourism businesses that lead to entrepreneurial success in Isabela, Philippines, are consistent with empirical data. Specifically:

1. The administrative process has a direct positive influence on the success of business entrepreneurs in Isabela, Philippines, with a statistically significant level of 0.01 and a path coefficient of 0.425.

2. The administrative process directly influences online media management, with a statistically significant level of 0.01 and a path coefficient of 0.931.

3. The administrative process directly influences the provision of tourism services, with a statistically significant level of .01 and a path coefficient of 0.240.

4. Online media management has a direct positive influence on the success of business entrepreneurs in Isabela, Philippines, with a statistically significant level of 0.01 and a path coefficient of 0.271.

5. Online media management directly influences the provision of tourism services, with a statistically significant level of 0.01 and a path coefficient of 0.725.

6. The provision of tourism services has a direct positive influence on the success of business entrepreneurs in Isabela, Philippines, with a statistically significant level of .01 and a path coefficient of 0.298.

7. The administrative process indirectly influences the success

of business entrepreneurs in Isabela, Philippines, through the pathway of online media management, with a statistically significant level of 0.01 and a path coefficient of 0.216.

8. The administrative process indirectly influences the success of business entrepreneurs in Isabela, Philippines, through the provision of tourism services, with a statistically significant level of 0.01 and a path coefficient of 0.072.

9. The administrative process has an indirect positive influence on the success of business entrepreneurs in Isabela, Philippines, through the pathways of both online media management and the provision of tourism services, with a statistically significant level of 0.01 and a path coefficient of 0.525.

In summary, the results of the direct and indirect influence analysis and hypothesis testing support the following:

**H1:** The administrative process has a direct positive influence on the success of business entrepreneurs in Isabela, Philippines.

**H2:** Online media management has a direct positive influence on the success of business entrepreneurs in Isabela, Philippines.

**H3:** The provision of tourism services has a direct positive influence on the success of business entrepreneurs in Isabela, Philippines.

**H4:** The administrative process indirectly positively influences the success of business entrepreneurs in Isabela, Philippines, through online media management.

**H5:** The administrative process indirectly positively influences the success of business entrepreneurs in Isabela, Philippines, through the provision of tourism services.

**H6:** The administrative process indirectly positively influences the success of business entrepreneurs in Isabela, Philippines, through online media management and the provision of tourism services.

The administrative processes and online media management of tourism service providers lead to the success of entrepreneurs in Isabela, Philippines. The research opined that the administrative processes and online media management of tourism service providers that lead to the success of entrepreneurs in Isabela, Philippines are due to the businesses having clearly defined roles and responsibilities for each department, having appropriate service systems, developing organizational structures, managing work systems, and managing structures



and administration systems appropriately. They involve tourists in thinking and planning tourism sites, disseminate information through advertising media, radio, or television, and have responsible staff who provide equitable service and have sufficient knowledge and skills to meet users' needs.

The results of this study are consistent with the findings of a study by Al-laymoun *et al.* (2020), which highlights the growing significance of travel businesses using Internet marketing, emphasizing its advantages and influence on customer engagement and revenues. The change toward internet channels is indicative of shifting customer actions, where real-time communication and Product and service information are essential. By Using effective internet marketing techniques, travel companies can compete successfully in the ever-changing travel sector scenery. Additionally, Mendoza *et al.* (2023) claim that the key performance indicators and success factors of travel agencies concerning business operations, financial aspects, marketing, technology, and sustainability; and (3) the identification of factors consistently contributing to the success of travel agencies, including product, financial & economic support, service quality, planning & policy, facility & transportation, marketing, and human resources & security.

## 5. CONCLUSIONS

This study emphasizes how crucial online media management, administrative procedures, and tour service delivery are to the prosperity of travel firms in Isabela, Philippines. The use of strategic management techniques organized organizational procedures, and effective delivery mechanisms that boost the competitiveness of travel companies in Isabela, Philippines, is indicated by high ratings across all aspects. The model's findings show that independent variables have a major impact on entrepreneurial success both directly and indirectly. Additionally, incorporating online media management is crucial for increasing market reach and client engagement.

### 5.1. Implication to Theory and Practice

#### 5.1.1. Theoretical Contributions

This research has made a theoretical contribution by developing a new conceptual framework for studying the online business management and administrative processes that lead to entrepreneurial success in the tourism service industry. This research framework was developed through a comprehensive literature review and can be applied or adapted for similar research studies.

#### 5.1.2. Practical Contributions

Based on the research findings, the following practical recommendations are proposed:

1. Performance standards should be designed with tourists' needs as the central focus. These standards should be regularly established and reviewed to ensure they adequately encompass the requirements of the tourist clientele.
2. The organization's information systems should be continuously developed to provide higher-quality services and formats that better match consumers' demands and preferences.
3. The organizational structure and operational systems should be adjusted regularly to ensure alignment with the

agency's strategic plans and objectives.

4. Tourist attractions ought to provide detailed documentation or brochures outlining the various activities and offerings available to visitors.

5. The management of tourist attractions should be structured to facilitate the distribution of revenue to the local communities.

6. A systematic process must be in place to assess the impact and overall success of the organization's operations.

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