

# Sustaining the Tuna Industry: An Analysis of Production Worker Scarcity and Its Operational Implications

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## Abstract

The tuna canning industry remains a key driver of economic growth in General Santos City. According to Sarao (2023), this significance is further supported by House Bill No. 4641, which seeks to officially declare General Santos City as the “Tuna Capital of the Philippines.” As a major contributor to employment and export productivity, Seatrade Canning Corporation plays a significant role in sustaining the city’s economic growth. Despite this, the organization faces an ongoing challenge: the continued scarcity of production workers. This workforce shortage hampers operational efficiency, delays processing timelines, and limits the company’s capacity to meet increasing global market demands.

This study, *Sustaining the Tuna Industry: An Analysis of Production Worker Scarcity*, examines the main factors contributing to workforce scarcity and evaluates their impact on Seatrade’s operations. Guided by a qualitative research design and a descriptive phenomenological approach, the research explores the experiences of HR personnel and manpower service provider coordinators involved in daily manpower management. Data were obtained through semi-structured interviews and organizational records, including manpower requirements, projected and actual staffing levels, and production volume outcomes. Findings reveal that worker scarcity stems from interconnected issues, including recruitment difficulties, the physically demanding and repetitive nature of the job, concerns about compensation and benefits, and organizational or social influences that affect employee morale, attendance, and retention. These factors collectively lead to operational disruptions, increased workload pressures, higher overtime expenses, and inconsistent achievement of the 60 MTS daily production target.

Seatrade Canning Corporation can achieve sustainable economic growth by prioritizing workers’ welfare in line with SDG 8 (Decent Work and Economic Growth) and by enhancing industry innovation consistent with SDG 9 (Industry, Innovation, and Infrastructure). By implementing smart, data-driven, and worker-centered policies, the company can build resilient production systems, generate quality employment, and strengthen its contribution to the local economy. The study further emphasizes that stabilizing manpower through strategic and evidence-based approaches is essential for sustaining production efficiency, improving industry resilience, and supporting long-term economic growth in General Santos City.

**Keywords:** Manpower Shortage; Production Workforce; Seatrade Canning Corporation; Tuna Canning Industry; Workforce Stability

## 1. Introduction

Seatrade Canning Corporation began its operations in 1991 and has since become a prominent supplier of canned tuna across Asia, Australia, Europe, the Middle East, and selected U.S. private-label markets. The company is led by seasoned “Tuna Experts” with extensive experience gained both in the Philippines and abroad. Through its strong commitment to quality, Seatrade Canning Corporation has earned numerous globally recognized accreditations, reflecting its efficient plant operations, investor confidence, and full compliance with regulatory standards.

Seatrade Canning Corporation is a leading player in the tuna manufacturing industry, offering a diverse selection of premium-quality canned tuna products, including solid, chunks, and flakes. In addition to its product line, the company provides comprehensive services, including toll manufacturing, contract packaging, and private labeling, to meet the diverse needs of its clients. The company operates within a 17,000 sq.m. processing facility located in Ba. Cabu, Barangay Tumbler, General Santos City. According to Sarao (2023), the city’s prominence in the tuna industry is further emphasized by House Bill No. 4641, which seeks to officially declare General Santos City as the “Tuna Capital of the Philippines.”

Today, Seatrade Canning Corporation proudly employs more than 1,500 dedicated workers who contribute to its continued growth and operational excellence. Seatrade Canning Corporation remains steadfast in its commitment to delivering excellent-quality products and services. Backed by a dynamic management team and a highly dedicated workforce, the company ensures efficient plant operations while strictly adhering to regulatory and international quality standards.

Its strategic location, combined with the strong partnership with a reliable fresh fish supplier, provides the bulk of the tuna being processed. General Santos City, serves as a major hub for the tuna canning and manufacturing industry. The city hosts some of the country’s largest tuna processors, with products proudly exported to major markets worldwide. This strong international presence highlights the city’s important role in the global seafood supply chain and its continued contribution to economic growth and industry excellence.

The tuna canning industry in General Santos City is widely recognized as a key economic driver, stimulating regional development and significantly contributing to the city’s overall growth. With its geographic advantage and abundant natural resources, the city has long relied on the tuna canning sector as its primary export industry (Ang, 2022). According to the United States Agency for International Development (USAID, 2019), the tuna value chain in General Santos City plays a vital role in supporting the local economy. It generates an estimated PHP 274 million in net economic benefits and contributes around PHP 57 million in annual tax revenues. Moreover, the industry provides substantial employment opportunities and brings in over USD 350 million in foreign currency earnings.

Data from the Philippine Statistics Authority (PSA) indicate that tuna production increased by 20.56% — from 409,797 metric tons (MT) in the previous year to 494,047 MT. At the same time, exports rose by 31%, reaching USD 514.47 million, largely driven by stronger demand from traditional markets in the United States and the European Union (Monzon, 2025).

According to the “Highlights on the Population of Legislative Districts in the Philippines based on the 2024 Census of Population (2024 POPCEN)”, released by the Philippine Statistics Authority (PSA) on September 12, 2025, the lone legislative district of General Santos City is the most populous legislative district in a highly urbanized city (HUC) outside the National Capital Region (NCR), with a population of 722,059. Despite this population growth, the tuna canning industry in the city continues to struggle with a persistent workforce shortage.

Even as the city continues to expand and remains a major hub of economic activity, many tuna processors struggle to fill essential production roles. This workforce gap affects operational efficiency, limits production capacity, and poses a significant concern for an industry that serves as the backbone of the city's economy. This study aims to provide a comprehensive analysis of the workforce shortage and its impact on the ability of Seatrade Canning Corporation to achieve its organizational objectives.

On a national scale, labor migration further contributes to manpower shortage. In 2019, then President Rodrigo Duterte said many skilled workers, including those in construction, were leaving the country to work overseas and earn higher salaries (Cigaral, 2023). Additionally, hard-to-fill (HTF) positions—particularly in the health and wellness, manufacturing, construction, banking and finance, and IT-BPM sectors—demand more specialized skills. Although these roles require social, basic, and managerial competencies similar to those needed for in-demand jobs, they require significantly higher levels of analytical skills, making them more challenging to staff (Bayudan-Dacuycuy & Dacuycuy, 2021).

Labor issues are also prevalent across the tuna industry supply chain. Ruiz et al. (2024) identified production (fishing) and processing (canning and packaging) as the two stages in the tuna value chain with the highest incidence of labor-related concerns. Labor issues in the production stage commonly involve occupational safety and health risks, absence of formal employer–employee relationships, wage-related violations, excessive working hours, and inadequate social protection. In contrast, the processing phase is primarily affected by concerns related to contractual or non-standard employment arrangements.

By examining how workforce gaps affect production efficiency, operational performance, and overall strategic goals, this study aims to offer insights that can support informed decision-making and improvement initiatives within the company. What strategic and sustainable workforce interventions can be proposed to address production worker scarcity in alignment with the goals of Seatrade Canning Corporation?

## 2. Objectives of the Study

To sustain the increasing demand in the tuna canning industry and to support the achievement of organizational goals, this study aims to:

1. To identify the key factors causing production worker scarcity in Seatrade Canning Corporation.
2. To determine how workforce shortage affects Seatrade's daily operations, production efficiency, and overall organizational performance.
3. To recommend strategic, sustainable manpower interventions to address manpower shortages and support the company's operational and long-term goals.

Through this analysis, the study seeks to provide insights and recommendations to strengthen the company's workforce capacity and ensure continuous, efficient, and goal-oriented operations.

## 3. Research Methodology

To understand how manpower shortages affect the tuna canning industry, specifically the Seatrade Canning Corporation. This paper used a qualitative research method. This approach helped us explore not only the effects of workforce gaps on the company's overall performance and operational efficiency, but also how the organization manages and responds to these challenges. This study employed a descriptive-phenomenological approach aimed at capturing the experiences and perspectives of individuals directly involved in daily operations. This paper will help us determine how workforce shortages influence

Seatrade Canning Corporation's day-to-day operations, organizational performance, and ability to achieve its objectives.

The research used semi-structured interviews as its primary research tool. The face-to-face interviews will help us explore participants' in-depth insights while maintaining a clear path guided by predetermined questions. All findings, interpretations, recommendations, and conceptual framework presented in this paper were obtained from the semi-structured interview guide and supported by relevant peer-reviewed literature.

This paper is attached from the perspective that production worker scarcity affects the operational efficiency and overall sustainability of Seatrade Canning Corporation, one of General Santos City's major contributors to the tuna canning industry. The conceptual framework illustrates how differences contribute to worker scarcity and how this scarcity influences organizational output.

**Table 1: Conceptual Framework of Production Worker Scarcity and Its Impact at Seatrade Canning Corporation**

<b>Input</b>			
<b>Causes of Production Worker Scarcity</b>			
<b>Recruitment</b>	<b>Workforce Factors</b>	<b>Compensation and Benefit Issues</b>	<b>Organizational and Social Factors</b>
<b>1. Limited applicant pool</b>	1. High physical workload	1. Wage dissatisfaction	1. Worker morale and job motivation
<b>2. Competition with other tuna canneries</b>	2. Demanding shifts or overtime	2. Limited benefits	2. Leadership and management practices
<b>3. Job mismatch or lack of competencies</b>	3. Safety concerns or job risks	3. Better opportunities elsewhere	3. Attendance issues
<b>Process</b>			
<b>Impact on Operations</b>			
<b>Production Delays</b>	<b>Increased Workload for Remaining Workers</b>	<b>Operational Bottlenecks</b>	<b>Decline in Workplace Efficiency</b>
<b>1. Slower processing time</b>	1. Fatigue and burnout	1. Gaps in manpower allocation	1. Increased errors
			2. Higher wastage

<b>2. Inability to meet daily production targets</b>	2. Reduced work quality	2. Line stoppages or interruptions	3. Lower productivity level
<b>Output</b>			
<b>Organizational Outcomes</b>			
<b>Reduced Production Output</b>	<b>Compromised Product Quality</b>	<b>Financial Implications</b>	<b>Threat to Long-Term Sustainability</b>
<b>1. Failure to meet export demands, shipment schedules, and client requirements</b>	1. Potential lapses in quality control due to rushed or understaffed operations	1. Increased overtime cost	1. The scarcity of workers may weaken Seatrade's competitiveness in the tuna industry, affecting its ability to sustain growth and maintain its market position
		2. Loss of potential revenue	
		3. Higher recruitment and training expenses	

As illustrated in Table 1, the conceptual framework diagram shows how production worker scarcity arises from multiple factors (input), influences day-to-day operations (process), and eventually affects the overall sustainability of Seatrade Canning Corporation (output). By understanding these linkages, this study aims to provide insights that will help the company develop strategies to strengthen workforce stability, maintain production capacity, and sustain its role in the tuna canning industry.

The participants in this study were the manpower service provider coordinators of Seatrade Canning Corporation, namely: Tibud sa Katigbawasan Multi-Purpose Cooperative, HELPRO Multi-Purpose Cooperative, and Human Resource Multi-Purpose Cooperative, with the coordination of the company's human resource department. The face-to-face interviews were conducted on November 25, 2025, and additional data such as required, forecasted and actual manpower, and production volume process sent through email.

#### 4. Results and Discussion

This study examines the causes of the workforce shortage and explains how these challenges affect Seatrade Canning Corporation's operational performance and its ability to achieve its organizational objectives. As illustrated in Table 2, the production volume data presented below covers three months,

from August to October of 2025. The data is provided every week, consisting of six (6) working days per week, excluding rest days, and four (4) weeks per month. Seatrade Canning Corporation’s target production volume is 60 metric tons per second (MTS) per day, totaling 360 MTS per week over six (6) working days.

**Table 2: Production Volume Process**

	Actual Production Volume Process (MTS)			Percentage Production Volume Process (MTS)		
	August	September	October	August	September	October
<b>Week 1</b>	306,068	303,567	331,835	85%	84%	92%
<b>Week 2</b>	298,845	286,338	370,247	83%	80%	103%
<b>Week 3</b>	310,247	303,788	358,507	86%	84%	100%
<b>Week 4</b>	329,838	345,778	395,859	92%	96%	110%

The data serves as a reference in analyzing how manpower availability influences actual production output during the given period. The actual production volume process (MTS) and the corresponding percentage production volume process (MTS) from the first week of August through the first week of October fell short of the required 100% target. For the three months, Seatrade Canning Corporation was unable to reach its required daily and weekly production levels, reflecting the operational impact of the ongoing manpower shortage on overall output performance.

**Table 3: Manpower Performance**

Date	TIBUD			Actual vs. Required (%)	HELPRO			Actual vs. Required (%)	HUREMPCO			Actual vs. Required (%)
	Required	Actual	Actual		Required	Actual	Actual		Required	Actual	Actual	
<b>29-Sep-25</b>	290	305	168	58%	140	171	85	61%	150	219	103	69%
<b>30-Sep-25</b>	290	326	167	58%	140	168	104	74%	150	219	133	89%
<b>1-Oct-25</b>	290	309	209	72%	140	171	114	81%	150	219	119	79%
<b>2-Oct-25</b>	290	317	208	72%	140	175	127	91%	150	205	121	81%
<b>3-Oct-25</b>	290	304	223	77%	140	177	97	69%	150	205	105	70%
<b>4-Oct-25</b>	290	314	227	78%	140	177	117	84%	150	205	118	79%

Table 3 presents a sample manpower performance report of TIBUD, HELPRO, and HUREMPCO covering the period September 29, 2025, to October 04, 2025. The table compares the required manpower, the number of active workers, and the actual manpower deployed during the specified week, highlighting gaps between manpower needs and the actual workforce availability.

The production volume process and manpower illustration are presented to support the discussion of the reasons for manpower shortage and to explain its impact on Seatrade Canning Corporation's overall performance. By connecting manpower availability to actual production output, this discussion will help establish how manpower shortages contribute to unmet targets, day-to-day delays, and the overall challenges faced by the organization.

This section examined the underlying causes and impact of production manpower shortage in Seatrade Canning Corporation, as well as the resulting implications for the company's overall performance and sustainability. Using data from manpower service providers and the production volume process, the findings are organized according to the conceptual framework: Input (causes), Process (operational impact), and Output (organizational outcomes).

### **1. Input – Causes of Production Worker Scarcity**

The results show that production manpower shortage occurs from recruitment issues, workplace demands, compensation concerns, and organizational or social factors.

#### **A. Recruitment Challenges**

Manpower service provider coordinators emphasized the limited applicant pool, noticing that Seatrade Canning Corporation competes with other tuna canneries for the same manpower. Most applicants also experience a job mismatch, lacking the necessary competencies or physical readiness required for tuna processing. As a result, the recruitment pipeline remains thin, making it difficult to maintain the required workforce levels. In General Santos City and parts of Davao, Verité reported that tuna handliners remain vulnerable to unsafe and hazardous working conditions. These risks are primarily attributed to informal and weakly regulated recruitment and employment practices, which leave workers without adequate protections (Verité, 2020).

#### **B. Workplace Factors**

The operational workplace contributes significantly to the manpower shortage in production. The work is physically demanding, requiring extended periods of standing, repetitive motions, and exposure to hot or cold production areas. Additionally, demanding shifts and frequent overtime discourage workers from staying long-term. Safety-related concerns, especially for new employees unfamiliar with the environment, further prevent retention. According to the National Institute for Occupational Safety and Health (NIOSH) and the Centers for Disease Control and Prevention (CDC) (2024), insufficient rest and poor-quality sleep significantly contribute to worker fatigue, increasing the likelihood of occupational injuries, illnesses, and fatalities. NIOSH further emphasizes that extended working hours—particularly 12-hour shifts combined with more than 40 hours of work per week—impair physiological performance and heighten fatigue-related risks. These conditions collectively elevate the incidence of workplace injuries and illnesses among employees.

#### **C. Compensation and Benefits Issues**

The findings reveal consistent dissatisfaction with wages and incentives. Most workers believe the minimum wage does not match the workload, leading them to seek other employment in malls, BPOs, or informal jobs. Limited benefits also push workers toward industries that offer more stable compensation packages. Common labor issues include employers paying wages below the legally mandated minimum,

making unauthorized wage deductions, delaying wage payments, and failing to provide final pay upon termination of employment. These practices highlight persistent gaps in compliance with labor standards and workers' rights protections (Giseburt, 2022).

#### **D. Organizational and Social Factors**

Other contributors to manpower shortage include low worker morale, inconsistent supervisory practices, and attendance issues such as absenteeism and tardiness. Personal and cultural factors—like obligations during religious events or challenges adjusting to the city environment for workers from remote areas—further reduce workforce availability.

Overall, these input factors collectively explain why Seatrade continues to experience persistent manpower shortages.

### **2. Process – Impact on Operations**

Once a manpower shortage appears, it causes disruptions in Seatrade's daily operations and production workflows.

#### **A. Production Delays**

Shortage in manpower slows down processing activities, making it difficult for production lines to meet their daily output targets. The lack of manpower in critical stations creates delays that accumulate throughout the shift. Operations often function at only 30–40% capacity due to persistent skill shortages, inconsistent input supply, and various management-related challenges. These constraints significantly limit overall productivity and operational efficiency (Nair & Shibu, 2025).

#### **B. Increased Workload for Remaining Workers**

To compensate for the manpower shortage, existing workers are assigned additional responsibilities. This results in fatigue, burnout, and higher error rates, which compromise both efficiency and quality. Cunningham et al. (2022) highlight that work-related fatigue remains a major occupational safety and health (OSH) concern, particularly for worker groups facing disproportionate risks of injury and illness. These populations often have limited ability to avoid demanding or hazardous working conditions that contribute to fatigue, thereby increasing their vulnerability to adverse health and safety outcomes.

#### **C. Operational Bottlenecks**

Manpower shortage leads to unfair manpower allocation, leaving some areas understaffed while others attempt to carry excess workload. These gaps trigger line interruptions, slowing the overall production flow and creating bottlenecks during peak seasons. Completion time in the manufacturing sector refers to the duration required to finish a product as it moves through each sequential stage of the production process. In a semiautomatic production line, human factors—particularly worker fatigue and pressure—significantly influence the overall completion time, affecting both workflow efficiency and productivity (Ahmarofi et al., 2017).

#### **D. Decline in Workplace Efficiency**

This study found that understaffed lines often experience increased wastage, inconsistent product handling, and reduced productivity. These operational strains result in lower overall efficiency, making it challenging to sustain optimal production levels on a continuous basis.

### **3. Output – Organizational Outcomes**

The long-term effects of production manpower shortage extend beyond daily operations, influencing Seatrade's overall performance and strategic position. According to OECD (2025), labour shortages are shown to be more acute in high-skill sectors and where job quality is low, often disproportionately affecting smaller or less productive firms. Policy responses are discussed across three key dimensions:

boosting labour force participation, improving education and training systems to meet evolving skill needs, and enabling better labour market matching and mobility. While no single measure will resolve shortages, coordinated action – especially to strengthen workforce skills and improve job quality – will be essential to address structural pressures and enhance productivity growth in the years ahead. According to the Organisation for Economic Co-operation and Development (OECD, 2024), labor and skill shortages remain critically high, especially in key sectors such as health care and information and communication. Findings from the OECD’s Employer Survey conducted through the Global Forum on Productivity (GFP) provide new insights into the structural factors driving these persistent shortages and highlight how their impacts vary across firms with differing ages, productivity levels, and working conditions.

#### **A. Reduced Production Output**

Constant understaffing directly affects the company’s ability to meet its expected production volume. This may lead to delayed shipments, unmet export commitments, and potential dissatisfaction among international clients.

#### **B. Compromised Product Quality**

Quality standards may be affected when fewer workers handle the same amount of workload, increasing the chance of lapses in food safety and quality control procedures.

#### **C. Financial Implications**

Seatrade faces additional operational costs due to:

- Increased overtime to compensate for the shortage
- Revenue losses from unmet production targets
- Higher recruitment and training expenses

These financial pressures strain the organization's resources and affect profitability.

#### **D. Threat to Long-Term Sustainability**

Continued manpower shortage weakens Seatrade’s competitiveness in the tuna processing industry. If not addressed, this issue may delay the company’s ability to sustain growth, maintain market demand, and uphold its role as a significant contributor to General Santos City’s tuna industry.

These findings confirm that production manpower shortage is a multidimensional issue rooted in economic, organizational, and social challenges. Its impact extends across Seatrade’s operations—from daily processing activities to long-term organizational sustainability. Addressing this issue requires an overall approach involving improved recruitment strategies, more competitive compensation packages, enhanced workplace conditions, and stronger engagement with workers.

### **5. Conclusion and Recommendations**

This case study aims to give an understanding of existing manpower shortage in Seatrade Canning Corporation and its impact on the organization’s operational efficiency and the ability to reach overall objectives. Qualitative inquiry and a semi-structured face-to-face interview with manpower service provider coordinators and human resource representatives, this research gives us the interconnected factors contributing to the manpower shortage, starting from recruitment challenges and workplace demands to compensation-related concerns and the broader organizational and social factors.

According to the International Labour Organization (ILO, 2025), the Philippine aquaculture sector is pursuing increased productivity and competitiveness while simultaneously strengthening supply chain resilience and sustainability. In response to evolving global political and economic pressures and shifting labor market conditions, the sector is focused on addressing human and labor-related risks and promoting

decent work and responsible business practices. The outcome revealed that despite General Santos City's status as the "Tuna Capital of the Philippines" and its continuous growth in population, Seatrade Canning Corporation continues to experience manpower shortages that affect production day-to-day performance. As illustrated in the production volume process data from August to October 2025, weekly outputs consistently struggled to meet the 100% target production volume, especially during weeks with lower active manpower. The trend reiterates that manpower availability directly affects Seatrade's daily output, operational efficiency, and ability to meet client demands—particularly for export markets that require consistency in volume and quality.

Moreover, the analysis of operational impacts established that manpower shortage results in slower processing times, increased workloads for existing workers, reduced quality of work, and operational bottlenecks. These concerns, when left unaddressed, carry a long-term risk to Seatrade's competitiveness, financial performance, and organizational sustainability. As one of the major players in the tuna canning industry, ensuring a stable and sufficient skilled workforce is critical not only for Seatrade's operations but also for the overall industry ecosystem in General Santos City.

Overall, this study concludes that addressing production manpower shortage requires a multifaceted and strategic solution. Sustainable solutions must go beyond short-term staffing measures and instead address systemic issues in recruitment, employee welfare, workforce development, and organizational culture. Strengthening these areas will support Seatrade in maintaining operational excellence, fulfilling increasing global market demands, and sustaining its key role in the tuna industry. According to a report by Greenpeace Southeast Asia (2019), the Southeast Asian tuna industry—and the East Asian tuna fisheries supplying many of the region's canneries—continues to face an alarmingly high number of documented labor abuse incidents. These findings underscore persistent challenges in protecting workers' rights across the tuna supply chain.

Although there are ongoing manpower challenges, Seatrade Canning Corporation continues to implement a wide range of employee incentive and engagement programs dedicated to attract, motivate, and retain production workers. These initiatives reflect the company's commitment to employee welfare and workplace satisfaction. Seatrade provides essential support services:

1. Free transportation (Libreng Sakay)
2. Affordable boarding houses
3. Free medical check-ups
4. Provision of medicines and vitamins
5. Free haircuts (Libreng Gupit)
6. Morning coffee (Kapehan sa Umaga)

To further strengthen employee morale, the company also offers various rewards, incentives, and recreational activities that promote camaraderie and sustained engagement. These include:

1. Monday canned tuna and rice raffle
2. Weekly perfect attendance incentives
3. Loining incentives
4. Referral incentives
5. Premier line incentives, and
6. A series of fun and competitive events such as sports fests, mini basketball tournaments, card games, darts, board games like chess and dama, table tennis, scrabble, and other special programs held during the Christmas season and Seatrade's company anniversary.

Given that Seatrade Canning Corporation already implements programs aimed at supporting and engaging its production manpower, these initiatives provide a strong foundation for addressing current manpower shortage concerns. However, the factors contributing to manpower shortage require more strategic and targeted involvement. In response to the identified causes of manpower shortage and their corresponding operational impacts, the following recommendations are proposed to further strengthen Seatrade Canning Corporation's workforce stability, enhance operational efficiency, and ensure long-term organizational sustainability:

#### **Strengthen Recruitment and Talent Acquisition**

- Partner with at least five (5) local communities, TESDA institutions, or nearby provinces within 6 months to widen the applicant pool.
- Lunch quarterly recruitment campaigns highlighting job benefits, training, and career growth.

#### **Improve Compensation and Incentive Packages**

- Conduct a compensation benchmarking study within 3 months to ensure competitiveness against other tuna canneries.
- Introduce performance-based and attendance incentives targeting a 10-15% reduction in absenteeism within 6 months.

#### **Enhance Working Conditions and Worker Well-Being**

- Review shift schedules and reduce excessive OT within 90 days to improve worker health.
- Implement a monthly wellness program addressing fatigue, safety, and ergonomics.

#### **Expand Skills Training and Workforce Development**

- Roll out standardized training modules with manpower cooperatives by the next quarter/year.
- Create a skill-based pathway for regularization targeting at least 20 high-performing workers every semi-annual period.

#### **Strengthen Coordination with Manpower Service Providers**

- Conduct quarterly alignment meetings with TIBUD, HELPRO, and HUREMPCO for manpower planning.
- Implement a real-time attendance and deployment monitoring system within 6 months.

#### **Improve Organizational Culture and Employee Engagement**

- Establish a monthly recognition program to reward high-performing employees.
- Create structured feedback channels (suggestion boxes, monthly HR dialogue) to address worker concerns.

#### **Review Production Targets and Capacity Planning**

- Reassess the 60 MTS/day target within 3 months based on actual manpower trends.
- Implement operational adjustments (e.g., line balancing, machine optimization) to reduce reliance on manual labor within the next 6-12 months.

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