

# Development of a Sector-Based Collection Approach Framework for the Private Sector Businesses Under the Jurisdiction of Sss Calamba Branch

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## Abstract

This qualitative study develops a sector-based collection approach framework for private businesses under the jurisdiction of the SSS Calamba Branch to address persistent compliance challenges. Using focus group discussions with account officers and supported by literature, five key sectors were identified: wholesalers and retailers, service-oriented businesses, manning agencies, agricultural enterprises, and tourism-related establishments. Findings revealed that traditional collection practices were inefficient, resulting in low compliance and poor premium collection. Challenges faced by account officers were classified into timeliness, amount collected, resources, and policies. Two tailored frameworks were proposed: one for wholesalers, retailers, and service-oriented businesses, emphasizing regular monitoring and installment options; and another for manning agencies, agricultural enterprises, and tourism establishments, focusing on awareness campaigns, flexible payment arrangements, and digital coordination. Both frameworks follow a three-stage process—pre-mobilization, mobilization, and post-mobilization—combining education, proactive engagement, and enforcement. Results suggest that sector-based strategies improve compliance, optimize resources, and strengthen trust between SSS and employers, ensuring better protection of workers' social security benefits.

**Keywords:** Sector-based collection approach framework, SSS Calamba branch, Account Officers, pre-mobilization, mobilization, post-mobilization.

## Introduction

### Nature and Scope of the Problem Investigated

The Social Security System (SSS) is mandated to provide social protection to private sector workers in the Philippines. Despite reforms such as the Social Security Act of 1997 and the Social Security Act of 2018, the sustainability of the pension fund remains a pressing concern. Current projections suggest that without supplementary funding sources, the SSS reserve will be depleted by 2039, leaving a substantial unfunded liability thereafter (Simeon, 2023). The SSS Calamba Branch, which covers Calamba, Cabuyao, Los Baños, and Bay, is located in one of Laguna's most economically vibrant districts. With over 17,000 employer accounts and an average of 1,500 members served daily, the branch plays a crucial role in sustaining contributions. However, collection practices remain generalized and inefficient, failing to account for sector-specific challenges. This study investigates the collection experiences of account

officers in Calamba, aiming to identify best practices and propose a sector-based framework that can be replicated nationwide.

### **Research Problem and Objectives**

The main problem addressed in this study is the inefficiency of generalized collection practices in sustaining compliance among private sector businesses. Specifically, the study asks: What best collection practices among prominent private sector businesses under SSS Calamba can be applied to a sector-based collection framework?

The objectives of the study are:

1. To pinpoint the current collection practices for prominent types of industries in terms of pre-mobilization, mobilization, and post-mobilization stages.
2. To narrate the challenges faced by account officers in collecting SSS contributions from prominent industries in terms of timeliness, amount collected, resources used, and policies implemented.
3. To relate the best practices of account officers in collecting SSS contributions from prominent industries.
4. To recommend a sectoral approach collection framework developed from the results of the study.

### **Research Framework or Focus**

The study is grounded in Resource Mobilization Theory (McCarthy & Zald, 1977), which interprets SSS collection initiatives as resource mobilization efforts. It also applies the Strategic Performance Management System (SPMS), aligning collection practices with institutional objectives (Torneo & Mojica, 2020).

The illustrated framework developed in this study follows a three-stage process:

- Pre-mobilization: Education and awareness campaigns tailored to sectoral needs.
- Mobilization: Proactive engagement through monitoring, installment options, and flexible arrangements.
- Post-mobilization: Enforcement through policies, digital coordination, and trust-building measures.

### **Research Significance**

This study contributes to theory by extending Resource Mobilization Theory to pension fund collection. In practice, it provides sector-specific strategies to improve collection efficiency. In terms of policy, it offers recommendations for industry-specific collection procedures that can be institutionalized within SSS and replicated by other government agencies. Socially, it strengthens pension fund sustainability, ensuring retirees' financial security and dignity.

### **Assumptions or Philosophical Lens**

The study assumes that sector-based approaches enhance compliance and efficiency. It adopts a qualitative lens, emphasizing narratives and lived experiences of account officers as the foundation for constructing knowledge.

### **Scope and Limitations**

The study focused on private sector businesses in the 2nd district of Laguna, but, excluding individual payors. Data were gathered from five experienced account officers. Findings were limited to employer-

based collection practices within this geographic scope.

## Definition of Terms

### Key terms include:

**Account Officers** are SSS employees assigned to collect contributions);

**Best Practices** refer to the techniques characterized by timeliness, amount collected, resources, and policies;

**Sector-based Approach** means categorizing businesses by industry to tailor collection strategies;

**Timeliness** refers to the time consumed from employer contact to payment.

## Review of Pertinent Literatures

Private sector practices emphasize efficiency through monitoring, reminders, and debtor-centered strategies. Flores (2019) found that lending companies in Manila maintained efficiency by setting clear terms, conducting customer checks, and using electronic reminders, resulting in an average 90% collection success within 60 days. Similarly, Cabaron (2023) highlighted that rural banks in the Philippines often rely on reminder notices, which significantly reduce overdue accounts and improve repayment compliance.

International studies also emphasize the role of relationship-building and debtors' financial education in strengthening compliance. Kihoro, Mwangi, and Otieno (2021) found that mobile lending companies in Kenya improved repayment rates when debt collection strategies shifted from punitive approaches to those that encouraged dialogue and debtor cooperation.

In the public sector, effective tax and revenue collection is linked to transparency, trust-building, and digital transformation. Ojuma and Kosgei (2023) reported that in Kenya, taxpayer knowledge campaigns, modernized systems, and strong enforcement measures significantly improved compliance. In the Philippine context, Dela Cruz, Santos, and Villanueva (2021) observed that local government units increased business tax collections during the COVID-19 pandemic by implementing online facilities for assessment and payment.

Pescador and Caelian (2022) concluded that electronic payment systems were the most sustainable method for ensuring consistent revenue streams during crises. More recently, Pescador (2022) examined the Revenue Generation Program of Cities, focusing on implementation, effectiveness, challenges, and best practices. His study highlighted that tax revenue from local sources constitutes a major source of income for local government units, but the pandemic caused sharp downturns in revenue collection. The paper emphasized that effective implementation requires not only strong systems but also awareness campaigns and stakeholder cooperation, echoing the importance of trust-building and transparency in collection practices (Pescador, 2022).

Together, these studies provide theoretical grounding for the current research, reinforcing the need for customized, sector-based approaches in pension fund collection. They highlight that efficiency, transparency, and debtor-centered strategies are critical in both private and public sector collection systems, and that lessons from local government revenue generation can inform SSS practices.

## Methodology

### Research Design

This study employed a qualitative research design, chosen for its ability to capture the lived experiences,

narratives, and insights of account officers who directly handle collection activities in the SSS Calamba Branch. The design was anchored in focus group discussions (FGDs), which provided a collaborative environment where account officers could share their experiences, challenges, and best practices. This approach was particularly suited to the study's objective of developing a sector-based framework, as it emphasized dialogue, reflection, and collective problem-solving

### **Research Locale**

The research was conducted in the SSS Calamba Branch, which covers the cities of Calamba and Cabuyao, and the municipalities of Los Baños and Bay in Laguna. This locale was selected because of its economic vibrancy and strategic importance. The branch caters to an average of 1,500 members per day and manages over 17,000 employer accounts, including businesses located in five industrial parks and major delivery hubs. This setting provided fertile ground for examining collection practices, as it represents both stable industries (such as retail and services) and seasonal or mobile industries (such as tourism, agriculture, and manning agencies).

### **Population and Sampling Design**

The study focused on five account officers assigned to SSS Calamba branch. These officers were purposively selected because of their direct involvement in collection and monitoring activities, as well as their accumulated experience in dealing with diverse industries. Purposive sampling was appropriate because the study sought depth rather than breadth, prioritizing the quality of insights over the quantity of respondents. The officers' narratives provided a rich source of data for understanding sector-specific challenges and identifying best practices.

### **Research Instruments**

The primary instrument used was an interview guide designed to elicit detailed responses about collection practices, challenges, and strategies. The guide was structured around the stages of the Resource Mobilization Theory—pre-mobilization, mobilization, and post-mobilization—and the variables of the Strategic Performance Management System (SPMS), namely timeliness, amount collected, resources, and policies. The FGDs were supplemented by documentary analysis, including monitoring reports and official SSS circulars, to triangulate findings and ensure validity

### **Data Gathering Procedure**

Data collection involved conducting focus group discussions with the account officers. Each session was facilitated in a conversational yet structured manner, encouraging participants to share both challenges and success stories. The discussions were recorded, transcribed, and validated to ensure accuracy. Ethical considerations were observed throughout the process: participants were informed of the study's purpose, assured of confidentiality, and reminded that their participation was voluntary.

### **Data Construction**

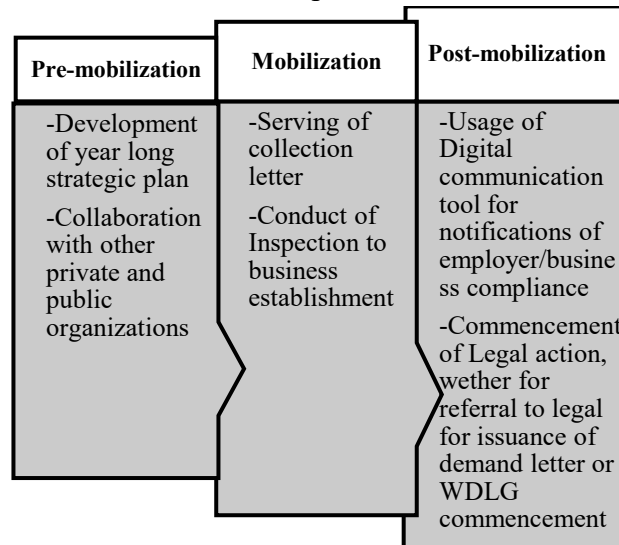
Using thematic analysis, the study coded interview transcripts for key patterns like timeliness and resource constraints. These themes were compared against Resource Mobilization Theory in an iterative process to ensure the findings stayed grounded in both theory and real-world data.

By blending these theoretical insights with the actual experiences of account officers, the research produced two practical frameworks—one for centralized industries whose employees are not deployed elsewhere and another for businesses with site-based personnel. This approach ensures the results are both academically sound and useful for improving collection policies.

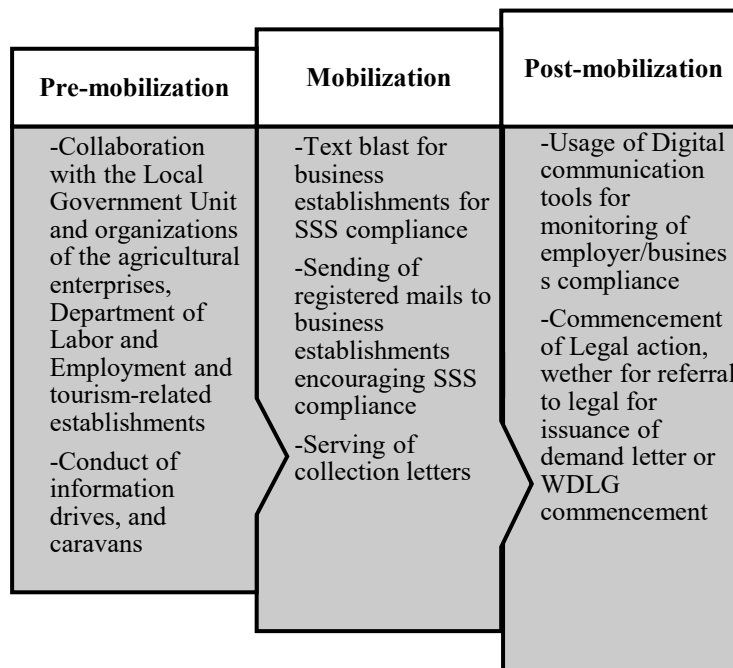
**Results and Discussion**

**Results Section**

Traditional collection practices were no longer well-suited to the evolving needs of employers and showed clear opportunities for improvement. Challenges included timeliness, amount collected, limited resources, and policies implemented. Sector-specific differences required tailored strategies. Two frameworks were developed: one for centralized industries whose employees are not deployed elsewhere emphasizing monitoring and installment options; and another for businesses with site-based personnel focusing on awareness campaigns, flexible payments, and digital coordination. Both frameworks followed a three-stage process—pre-mobilization, mobilization, and post-mobilization.



**Figure 1. Collection Framework for Wholesaler/Retailers & Service-Oriented Businesses**



**Figure 2. Collection Framework for Manning Agencies, Agricultural Enterprises, and Tourism-Related Establishments.**

## Discussion Section

Sector-based frameworks improved compliance by aligning collection methods with industry characteristics. Stable industries benefited from monitoring and installment options, while seasonal industries required flexible arrangements and awareness campaigns. These findings align with international literature emphasizing debtor-centered strategies and digital transformation. By applying Resource Mobilization Theory, the study demonstrates that account officers act as pivotal agents in mobilizing resources essential for pension fund sustainability.

## Research Implications

### Summary of Findings

Sector-based strategies do more than simply improve compliance; they create a system that feels more responsive to the realities of different industries. By tailoring approaches to the specific needs of stable businesses such as retailers and service providers, and seasonal businesses such as tourism and agriculture, the Social Security System (SSS) can encourage employers to meet their obligations more consistently. These strategies also help optimize the use of limited resources, since account officers can focus their time and tools on methods that are most effective for each sector rather than applying a one-size-fits-all approach. In addition, sector-based practices build stronger trust between SSS and employers, as businesses see that the agency understands their challenges and is willing to adapt collection methods accordingly. Ultimately, this trust and efficiency combine to ensure that workers' social security benefits are better protected, while also reinforcing the sustainability of the pension fund.

### Derivable Conclusions from Research Data

This study demonstrates that customized frameworks are more effective than generalized approaches in addressing the diverse realities of private sector businesses under the jurisdiction of the SSS Calamba Branch. By tailoring strategies to the specific needs of industries such as retailers and service providers, and seasonal industries such as tourism, agriculture, and manning agencies, the Social Security System can encourage more consistent compliance and reduce delays in contribution payments. These customized frameworks also allow account officers to make better use of limited resources, focusing their efforts on methods that are most effective within each sector rather than applying a uniform approach. In doing so, the study extends Resource Mobilization Theory beyond its traditional application to social movements, showing that pension fund contributions themselves can be understood as mobilized resources essential for sustaining social protection. Ultimately, this theoretical extension enriches academic discourse while providing practical guidance for ensuring pension fund sustainability and protecting the long-term security of Filipino workers.

### Research and Policy Recommendations

Institutionalize sector-based collection frameworks, expand digital coordination and awareness campaigns, and apply findings to other government agencies engaged in fund collection.

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