

Managerial pay falls to P1,300 per day in January

MANAGERS averaged daily pay of P1,300 in January, down from P1,356 a year earlier, according to the Philippine Statistics Authority (PSA).

Armed forces occupations were the second highest-paying jobs, with an average daily wage of P1,174 during the period, up from P1,095 a year earlier, according to the PSA's Labor Force Survey released on Thursday.

Professionals earned daily basic pay of P1,173, followed by technicians and associate professionals with P855.

Clerical support workers earned P739 per day.

Meanwhile, the occupations with the lowest daily basic pay were the following: Elementary occupations (P416); Skilled agricultural, forestry, and fishery workers (P418); Service and sales workers (P531); Plant and machine operators and assemblers

(P572); and craft and related trades workers (P573).

The agriculture and forestry sector was the second largest employer in January, making up 21.1% of the labor force, or about 10.24 million workers, the PSA said. Employment in the sector grew by 883,000 in January compared to a year earlier.

"Wages in agriculture are very low since wage orders discount the labor of farm workers on the

argument that they live in rural areas where the cost of living is supposed to be cheaper," University of the Philippines Diliman School of Labor and Industrial Relations Assistant Professor Benjamin B. Velasco told *BusinessWorld* via Messenger chat.

"Further, productivity is low in agriculture since it is not modernized. So, farm workers end up with depressed wages," he added, noting this is why underemploy-

ment in the sector is also high.

According to PSA Assistant Secretary Divina Gracia L. Del Prado, the industry accounted for 44.5% of total underemployment — defined as those looking for additional work or hours.

The unemployment rate in January fell to 4.3% from 4.5% a year earlier, the PSA reported.

There were about 2.16 million jobless in the first month of the year, unchanged from a year

earlier but higher than the 1.63 million in December.

January unemployment was the highest since July 2024, when the indicator was at 4.7%.

Underemployment was 13.3% in January, against 13.6% a year earlier and 10.9% in December.

About 48.49 million Filipinos had jobs in January, against 45.90 million a year earlier and 50.19 million in December. — **Chloe Mari A. Hufana**

OPINION

Examples of low-cost motivational strategies

Last week, you wrote about the measurement system and general rules for motivating people without spending much money. Could you list specific examples? — Lone Ranger.

The context of last week's article was generally about the quality of one-on-one relationships with managers and their direct reports. It means the amount of trust, respect, and deep consideration they share on a daily basis. After all, it's all about knowing and implementing the "soft" side of management.

This means how people are treated, inspired, and challenged in a work environment where everyone, including the minimum wage earner, is positively challenged to do their best work so they can make an exceptional performance. For example, something as simple as actively soliciting their ideas or even complaints can make a lot of difference.

Many of the following examples appear obvious to many, but unless you try to implement them consistently to all workers, you'll never realize the possibilities:

IN THE WORKPLACE REY ELBO

SPECIFIC EXAMPLES

One, build and improve individual morale. But first, you need to measure the baseline. This can be done by conducting an annual morale and satisfaction covering at least 60% of the employee population. Focus on identifying specific departments where absenteeism, tardiness, and attrition rates are high.

Immediate solution: Line leaders, supervisors, and managers must conduct a weekly one-on-one engagement dialogue. The objective is to let employees feel free to speak up and connect with management.

Two, require all line executives to connect with people. This is related to number one above. Make a one-on-one engagement dialogue a part of every manager's key performance tool to connect with their workers every week. Provided further, they do it casually to avoid the stiffness of the process.

Immediate solution: Discontinue the conduct of obsolete exit interviews which give too little, too-late informa-

tion on why people resign. That's assuming they're telling the truth. In many cases, they would only ride the process to fast-track the issuance of their clearance.

Three, empower people to solve problems. Allow people to find all recurring issues related to inefficiency and high operational costs. Coach them on how to make an independent judgment on the issues and allow them to exercise limited authority in identifying possible solutions as long as the return on investment is guaranteed.

Immediate solution: Establish a formal employee suggestion program. Junk the stationary suggestion box which is a breeding ground for poison pen letters. Instead, require all direct reports to report to you their top five costly and recurring issues. Challenge the workers to solve them using low-cost, practical solutions.

Four, encourage creativity and innovation. Motivated workers are creative workers. It may sound trite, but that's exactly the way it should be. The best practices in dynamic organizations are often peppered with examples of how management finds many ways to give their employees the time, resources, and tools to make things happen.

Immediate solution: Allow workers to spend 10 hours per month to be creative. Give them time to work outside of the rigid constraints of their job. Monitor their progress. If the results are promising, give them reasonable time to complete a project for management approval. Then, repeat the cycle.

Five, invest in employee training and development. This doesn't mean limiting them to classroom training. There are many options available, like cross-posting them to other departments for a limited period, say for one year. Another option is their completion of free online courses or reporting on the success formula of competition.

Immediate solution: Require them to create a one-year road map towards their career goal. Part of this may include employees sharing what they learned from an online seminar with other employees.

Six, assign people to interesting work of their choice. You need to accept it. Many people are stuck doing work they don't like. Management psychologist and theorist Frederick Herzberg (1923-2000) said: "If you want someone to do a good job, give them a good job to do."

Immediate solution: Ask the workers the following questions: How are you doing? Are you experiencing any challenges at work? What kind of support do you want from me? How can I help you? Would you like to be assigned to another job?

Seven, reward and recognize those who deserve it. Giving people proper recognition is not limited to giving them cash rewards. You only have to discover what's important and give it to them. Some employers realize that their workers need more than their monthly pay. They need ownership — literally and figuratively.

Immediate solution: Consider a stock option plan. If that's not possible, treat all employees like business partners, and they will act like business partners.

In conclusion, what and how you communicate with employees is as important as what you pay them. In general, it requires the active involvement of employees in making decisions and being treated as human beings.

Consult your people management issues with REY ELBO on Facebook, LinkedIn, or X or e-mail elbonomics@gmail.com or via <https://reyelbo.com>. Anonymity is guaranteed.



Inclusive leadership in the advertising industry

The Philippine Association of National Advertisers (PANA) remains committed to fostering an environment where both men and women thrive in leadership roles. With a history of diverse leadership, the association ensures that gender is never a barrier to realizing its vision of "Building Brands Responsibly through Creative Effectiveness". This year, the same vision is reinforced with redefined four Ps of marketing as its unified pillars — purpose, passion, performance, and progress.

More than half of PANA's leadership this term consists of accomplished female executives from the country's biggest companies.

According to PANA President Christine "Chrissy" C. Roa, women bring unique perspectives that foster innovation and transformational progress.

"A woman is a daughter and potentially, a sister, a wife, and a mother, among other irreplaceable and irreplicable roles that make them the backbone of their families," Ms. Roa told *BusinessWorld*. "This diversity of roles is translated to bringing diverse perspectives and transformational innovations to the workplace."

Advertising benefits from diverse perspectives, and PANA ensures that talent and merit, rather than gender, determine leadership positions and professional growth.

"As leaders in advertising, [women] have a good balance of intelligent quotient and emotional intelligence which is critical to thought leadership in a fast-paced, pressure driven and often times, subject to cutthroat competition," she added.

The association's inclusive culture allows its member companies to create campaigns that resonate with a broad audience. This approach is evident in strategic initiatives led by executives who continue to redefine the industry.

Meanwhile, the PANA Foundation (PANAF) continues to lead and support the youth aspiring to enter the advertising and marketing industry.

PANAF Chairperson Mae Yao Co Say stressed the importance of driving meaningful change beyond individual recognition, emphasizing a leadership that values purpose-driven initiatives over personal accolades.

"PANA taught me that what matters most isn't whether people remember our needs, but whether our actions and principles create a lasting positive impact," she said. "Together, we can achieve milestones that not only shape our industry but also contribute meaningfully to society."

This term, PANAF plans to launch programs connecting industry leaders with young professionals. These include the prestigious PANAnaw Awards and the Youth Creativity Festival, both aimed at fostering creativity and excellence among future industry leaders.



The 2025 PANA Officers and Board of Directors: (L-R): Bea Martinez of Century Pacific Food Inc., Julie Balarbar of De La Salle University, Bea Atienza of Colgate-Palmolive, Anna Legarda-Locsin of Procter & Gamble, Emm Ordinanza of Nestle Phils., inducting officer and keynote speaker Emily Abrera, Kathrine Martinez of Unilab Inc., Victor Janolino of Rebisco, Cathy Santamaria of Bank of the Philippine Islands, Chrissy Roa of Ayala Land Inc., and Ricky Salvador of Vouno (Kopiko).

The foundation also seeks accreditation from the Philippine Council for NGO Certification to strengthen governance, transparency, and access to funding.

"PANA has always been a champion of responsible and effective advertising. But beyond that, we are also stewards of a more inclusive, fair, and forward-thinking industry — one that thrives

on diversity and ensures that gender bias has no place in our decision-making, both within PANA and across the advertising landscape," Ms. Co Say said.

EMPOWERING WOMEN IN THE INDUSTRY

Women on PANA's board have continuously shaped the advertising industry through responsible brand-building initiatives. Their leadership ensures that campaigns align with ethical and creative effectiveness.

With a strong presence in decision-making bodies, female executives in PANA have helped elevate industry standards and drive brand innovation.

"We recognize the power of advertising in shaping perceptions, which is why we advocate for marketing messages that are inclusive, empower individuals, and inspire progress," said Ms. Co Say.

Anna Legarda-Locsin, PANA president in 2018 and the current board president



of the Ad Standards Council (ASC), has championed gender equality and leadership in advertising, setting new benchmarks for women in the industry.

As one of the women to hold the presidency, she promoted responsible advertising and strengthened industry self-regulation. Even after her tenure, Ms. Locsin remained deeply engaged with the association, serving as one of the board directors.

"We take pride in fostering a culture of meritocracy and equal opportunity, where leadership is based on vision, capability, and contribution — not gender," Ms. Co Say explained. "The presence of strong female executives in PANA, PANAF, and the ASC Board is proof that when women lead, industries evolve and businesses thrive."

EQUALITY IN LEADERSHIP

PANA's leadership roles remain open to all based on merit, with gender never a

factor in decision-making. The organization has a long history of electing presidents and board members from both genders, proving that talent and expertise define leadership within the association.

PANA's success and that of the advertising industry stem from seamless collaboration between men and women in leadership. The board and its members continuously advance the organization's mission of advocating effective, responsive, and enterprise-building marketing communications.

"Men and women have an evident equity and have the same opportunity to take on leadership roles in its different disciplines," Ms. Roa noted. "PANA, being the organization espousing responsible brand building and creative effectiveness, doesn't see the relevance of gender in delivering these thrusts."

The association also recognizes that men and women bring distinct competencies and skill sets to leadership.

"Being in the company of men and women thought leaders who bring in distinct core competencies and skill sets, we are able to harness what everyone has to offer and complement each other. At the end of the day, gender merely becomes a sex or a biological identity rather than a social construct," Ms. Roa added.

Beyond leadership, PANA promotes ethical and stereotype-free advertising through collaboration with the Ad Standards Council. The association ensures that advertising remains inclusive, empowering, and reflective of society's diversity.

Ms. Co Say, who has served on the PANA and PANAF boards for over 15 years, emphasizes the culture of mutual respect within the organization.

"Regardless of gender, age, personality, or company size, every board member has a voice that is valued and a role that is respected," she explained. "While our differences bring diverse perspectives, they do not divide us; instead, they fuel richer discussions and stronger industry initiatives."

A STEP CHANGE IN MARKETING AND ADVERTISING

Ms. Roa, who is also group head of marketing and communications for Corporate and Estates at Ayala Land Inc., leads PANA this year. A seasoned advertising and marketing executive, Ms. Roa aims to redefine brand-building strategies to align with evolving consumer behaviors and the digital landscape.

The new PANA president calls an industry-wide commitment to progress by challenging the status quo and pushing beyond traditional boundaries to create a more inclusive advertising landscape.

Joining Ms. Roa on the PANA Board are Cathy Santamaria of Bank of the Philippine Islands as Vice-President; Victor Janolino of Rebisco as Secretary; Kathrine Martinez of Unilab Inc. as Treasurer; Ricky Salvador of Vouno (Kopiko) as Auditor; and Emmanuel Ordinanza of Nestlé Philippines as Public Relations Officer.

The board of directors includes Bea Ballesca-Martinez of Century Pacific Food Inc., Bea Atienza of Colgate-Palmolive Philippines, Julie Balarbar of De La Salle University, Anna Legarda-Locsin of Procter & Gamble, and Mae Yao Co Say of Richwell Phils. Inc.

Meanwhile, Ms. Co Say serves as chairperson of the PANA Foundation (PANAF). Serving PANAF alongside her are Victor Janolino of Rebisco as Vice-Chairperson; Ricky Salvador of Vouno (Kopiko) as Secretary; Cathy Santamaria of Bank of the Philippine Islands (BPI) as Treasurer; and trustees Bea Ballesca-Martinez of Century Pacific Food Inc., Jos Ortega of Havas Ortega, Adi Timbol-Hernandez of McDonald's Philippines, Marvin Tiu Lim of Mega Prime Foods, Blen Fernando of the Museum Foundation of the Philippines Inc., Gigi Tibi of RadManila Communications Inc., and Jared De Guzman of Watsons Philippines Inc.

For more information about PANA, please visit www.pana.com.ph. You may also send your inquiries at email@pana.com.ph.