

# NAVIGATING SUSTAINABILITY: STRATEGIES OF HUGOM BOATMEN ASSOCIATION FOR EFFECTIVE LIVELIHOOD MANAGEMENT PRACTICES

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## ABSTRACT

This paper academically navigates and examines the livelihood of fishermen and boatmen of Hugom Boatmen Association (HBOA) Inc. at Barangay Hugom, San Juan, Batangas. It seeks to answer the prevailing issues on how to have a sustainable livelihood management practice in terms of determining policy and its governance, technology and investment and local adaptive strategies relative to marine protected area management. The study used quantitative research with 102 respondents using raosoft, weighted mean, composite mean, analysis of variance and Cronbach's alpha. The result of the study shows that respondents sometimes implement the laws relative to coastal management, sometimes get used to innovative technologies and investments, and sometimes adapt local strategies with an average composite mean of 3.24 for said variables. As to the organizational profiles, capitalization, and monthly income of the respondents in correlation with the said issues, it appears that there the respondents does not exhibit a significant relationship with their involvement in sustainable

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livelihood management practices. This study proposed a development strategy and an effective livelihood management practice where fishermen and boatmen to increase productivity and protect the environment.

**Keywords:** Sustainable Livelihood Management, Policy and its Governance, Technology and Investment, Local Adaptive Strategies, Hugom Boatmen Association (HBOA) Inc.

## INTRODUCTION

The Municipality of San Juan, Batangas, has been known internationally and locally as a tourist destination since it is made up of clean and wonderful beaches. Aside from Barangay Laiya, Barangay Hugom of San Juan Batangas is one of the tourist attractions in the town. Because of its white sand and blue waves, Hugom beaches are one of the most well-known and attractive beaches in Batangas. Aside from swimming in the pristine waters, visitors can participate in a variety of activities that are frequently offered at the resorts that surround the shore. Tourists will take pleasure in the activities that each resident near the shore and other locals have planned in addition to the stunning environment.

To cater the needs of the tourist, boatmen and fishermen at Barangay Hugom has a vital role in promoting tourism, preserving the environment and provide economic activity in the Municipality of San Juan. To sustain the livelihood therein, the management of coastal areas is an important part of improving the functionality of governance and management. Sustainable management and its assessment aim to assess the governance in terms of the livelihood of fishermen, enforcement, and maintenance of the Marine Protected Area (MPA) of Hugom. The analytical study of governance of Hugom MPA centered in the prevailing management practices that using systemic interaction between people and resources. The term "management practices" typically refers to the techniques and inventions that managers employ to increase the efficiency of their organizations' work processes. Empowering workers, training staff, implementing plans for enhancing quality, and implementing various new technologies are all examples of common management techniques. There are several technologies in the 21st century environment that seem to speed up procedures. Organizations must also be humane and united. Management techniques are essential to accomplishing the organization's overall

objective of sustainable livelihood. An organization will have a better chance of attaining long-term success if it evaluates its procedures and adjusts to environmental changes. Planning does not have to be effective; rather, it is crucial that the organization has the capacity to use it and improve it over time.

Sustainable livelihoods are meant to ensure that people can meet their present needs without compromising the ability of future generations to meet their own needs. This involves adopting practices that are environmentally responsible, economically viable, socially equitable, and culturally sensitive. It emphasizes the interdependence between human well-being and the health of the natural environment, recognizing that a harmonious relationship between the two is essential for long-term prosperity and resilience. According to the respondents, they cannot say that their lifestyle is sustainable because it is difficult to expect the income, they will get from rendering services because there is a time that reaches one month or more and they still have no income. For them, sustainable livelihood means sustaining their needs daily; if they do not look for other sources of income, their daily needs will not be supported. Everyone seems to be doing their own thing to sustain their needs. Here it can be seen that the people of Hugom do not really have a sustainable livelihood because their income is insufficient for them. Therefore, a sustainable livelihood is crucial as it secures the necessities of life. Several citizens of San Juan struggled to come up with ways to increase their fundamental means of subsistence so they could meet their necessities. They are taking the opportunity on what is known to their place as their source of income and most of them are forming an association to take the opportunity. The said opportunity is residing in Laiya, especially for those residents near the beach, because they could earn an income by fishing and rendering services to the tourists. The service offered by the association to tourists serves as a means of revenue, much like island hopping. In addition to island hopping, tourists can also experience boat riding and snorkeling, which will give them extra fun and enjoyment.

In line with this, the researchers will conduct a study entitled "Navigating Sustainability: Strategies of Hugom Boatmen Association for Effective Livelihood Management Practices." Upon determining the practices employed by the respondents, the researchers will conduct a seminar for them that indicates what are being signified in this study which are the approaches such as technology, investment, and local adaptive strategies to have sustainable livelihood. It

aims to help the respondents sustain their livelihoods because based on the respondents, their income in providing services is not enough to support their daily needs especially on normal days. The article that will be published contained a practice that are being signified in this study. It aims to enhance those practices and it will be beneficial for the respondents of the study for their source of income. And most especially, it contained information about Hugom Boatmen Association especially on the service they are offering, and other fun activities can experience by the customers. As a resident of San Juan, Batangas, the researcher wants to help this association to promote their source of income and make this a way to have sustainable livelihood and to give support for rendering services to the tourists who visit to relax at Hugom Beach, which is one of the prides of the town of San Juan, Batangas.

## **BACKGROUND**

The association founded at Barangay Hugom is the Hugom Boatmen Association. It consists of 138 members who are all boaters, fishermen, and owners of boats. The Hugom Boatmen Association has been operating for almost 10 years. In 2010, they started operating, but they are not yet operating as an association. In 2013, they had a permit from the Municipality of San Juan and registered as an association. At the beginning of their journey as an association, they started with only 16 members. The thing that prompted them to build this association was to provide a systematic service for tourists and to have equal and fair operations. By doing so, they can schedule who is going to operate and provide services on a certain day. In every operation, they provide 50 pesos from their earnings as a fund for their association. They will use it for unexpected expenses and also for their own expenses when they have something to arrange in the municipality with regards to their association. When it comes to the fee for their services, they said that the charge for the services they render on normal days is the same during peak season to be fair for the customers.

## **STATEMENT OF THE PROBLEM**

This study aims to assess the strategies employed by the Hugom Boatmen Association and create a program in order to help them improve and sustain their livelihood practices.

Specifically, this seeks to answers to the following questions:

1. What is the organizational profile of the respondents in terms of:

1.1 Years of Operation,

1.2 Capitalization and, and

1.3 Monthly Income?

2. What are the strategies employed by Hugom Boatmen Association to have sustainable livelihood management practices in terms of:

2.1 Policy and Governance,

2.2 Technology and Investment, and

2.3 Local Adaptive Strategies?

3. Is there a significant relationship between the organizational profile of the respondents and the strategies employed of Hugom Boatmen Association on navigating sustainability for effective livelihood management practices?

4. Based on the findings of the study, what extension program may be proposed to sustain the livelihood of the Hugom Boatmen Association?

## **RESULT OF THE STUDY**

### ***1. Organizational Profile of the Respondents***

In this study, it is important to take the respondents' organizational profiles into account. In terms of years of operation, capitalization, and monthly income, the Hugom Boatmen Association's organizational profile was compiled.

Table 1 presents the organizational profile of the respondents in terms of years of operation.

**Table 1. Distribution of respondents by years of operation.**

Years of operation	Frequency	Percentage (%)
Below 1 year	12	11.76
1-5 years	30	29.41
6-10 years	15	14.71
11-15 years	6	5.88
Above 15 years	39	38.24
<b>Total</b>	<b>102</b>	<b>100</b>

As presented on the table above, the profile of the respondents in terms of years in operation is grouped into five categories: below 1 year, 1–5 years, 6–10 years, 11–15 years, and above 15 years. The majority of the 102 respondents have worked as boatmen in the organization for more than 15 years. It has a total of 39, occupying 38.24 percent of the population. Then, it was followed by 30 respondents from the range of 1–5 years with a percentage of 29.41. Next to this is 14.71 percent, or 15 of the respondents, ranging from 6 to 10 years. After that, it was followed by below 1 year with a range of 11.76 percent, or 12 of the respondents. Lastly, those respondents who operate between 11-15 years old with a frequency of 6 or 5.88 percent of the total number of respondents.

This shows that most of the respondents to the study had been employed as boatmen for more than 15 years. Most residents who live near coastal areas recognize that most of their work involves fishing and boating. Some of them are experts in this kind of job, while for others, this is the only job they know that will support their daily demands. This is proven based on the responses that the researchers gathered from the respondents, where they said that they were unable to stop boating because it was their source of income for supporting their family's needs.

According to Sinha N. (2014) Due to the nature of their work and expertise boatmen works for many years in the ocean because they do believe that here, they can make a living and could

earn wages comparable to other manual workers. As a result, the boatmen who has worked for a company or organization for a long time might contribute by using their expertise and exerting themselves physically while doing their job.

Table 2 presents the organizational profile of the respondents in terms of capitalization.

**Table 2. Distribution of respondents by capitalization.**

Capitalization	Frequency	Percentage (%)
Php50,000 and below	3	2.94
Php50,001- Php65,000	12	11.76
Php65,001- Php80,000	21	20.59
Php80,001- Php95,000	18	17.65
Above Php95,000	48	47.06
<b>Total</b>	<b>102</b>	<b>100</b>

As presented in Table 3, most of the capitalization ranges above Php95,000 with a frequency of 48 or a percentage of 47.06%. To be followed by Php65,001–Php80,000 of capitalization and have a frequency of 21 or 20.59% in percentage. Next is the capitalization, which ranges from Php80,001 to Php95,000 and consists of 18 frequencies with a percentage of 17.65%. Then, the range of Php50,001–Php65,000 obtained a frequency of 12 and a percentage of 11.76%. Lastly, the capital that ranged from Php50,000 and below had the least frequency of 3 and a percentage of 2.94%.

This shows that majority of members in the Hugom Boatmen Association possess a capital exceeding Php95,000 because they believe that more investments more chances of earning. As stated by the respondent, they invest in large and expensive boats because this way they can carry a lot of people on board and generate more money.



According to Cameron (2021), capitalization includes any tactic that increases one's capacity to create value. Businesses can use capital to invest in projects, materials, and equipment that the business organization needed to increase their operational value. Thus, the greater the return on investment for the company, the more meaningful the value proposition.

Table 3 presents the organizational profile of the respondents in terms of monthly income.

**Table 3. Distribution of respondents by monthly income.**

Monthly Income	Frequency	Percentage (%)
Php10,000 and below	45	44.12
Php10,001- Php20,000	30	29.41
Php20,001- Php30,000	6	5.88
Php30,001- Php40,000	3	2.94
Php40,001- Php50,000	0	0.00
Above Php50,000	18	17.65
<b>Total</b>	<b>102</b>	<b>100</b>

From the data above, most of the respondents had a monthly income of Php10,000 and below, which is 44.12% in percentage and a frequency of 45. Followed by the 30 respondents with a percentage of 29.41% who obtained Php10,001–Php20,000 in a month. Next, the range above PHP 50,000 consists of 18 respondents, which is equivalent to 17.65%. Then, the monthly income that ranges from Php20,001 to Php30,000 gets a frequency of 6, which is 5.88% in percentage. At last, 3 of the respondents had a monthly income of Php30,001–Php40,000, with a percentage of 2.94%. While the monthly income that ranges from Php40,001 to Php50,000 obtained a percentage of 0.00%. Therefore, most of the respondent's monthly income ranges between Php10,000 and below.

The researchers find out that most of the respondents do not earn much in a month. From the responses of the respondents to the researchers during their interviews, their answers matched



the results of the data and what they said. It can be said that they do not earn enough from boating to meet their needs. Because of that, the respondents need to have an extra source of income to fulfill their daily needs and support their unexpected expenses. Sticking to one source of income is not enough for them; that is why they need to be more resourceful.

According to Rhema Hans (2023), the sum that remains after covering all your monthly expenses is your monthly net income. This includes taxes, insurance premiums, and any other deductions that may be taken from your salary. Your business organization can manage your finances and create plans by being aware of your net income. Just keep in mind that, depending on your profession and any additional sources of income, your net income may change from month to month. Thus, by having a higher income, your business might support more activities and be more effective.

## **STRATEGIES EMPLOYED BY THE RESPONDENTS ON NAVIGATING SUSTAINABILITY FOR EFFECTIVE LIVELIHOOD MANAGEMENT PRACTICES**

Table 4 shows the strategies employed of the respondents in terms of years of operation.

**Table 4. Strategies employed by the respondents in terms of policy and governance.**

<b>Policy and Governance</b>	<b>Weighted Mean</b>	<b>Verbal Interpretation</b>
1. We effectively implemented the organization's policy on our job to ensure the safety of our customers. (Epektibo naming ipinatutupad ang patakaran ng organisasyon sa aming trabaho upang matiyak ang kaligtasan ng aming mga customer.)	3.44	Sometimes
2. We consult about the policies that will be carried out in our organization before they are implemented.	3.35	Sometimes

(Kinonsulta muna namin ang polisiya ng aming organisasyon bago ito ipatupad.)		
3. We give everyone the authority to practice sharing information, rewards, and power to motivate employees to be productive. (Binibigyan namin ang lahat ng awtoridad na magbahagi ng mga impormasyon, magbigay ng gantimpala at kakayahan upang hikayatin ang mga empleyado na maging produktibo.)	3.00	Sometimes
4. We present a positive profile in the community to enhance the popularity of tourism in our municipality. (Nagpapakita kami ng positibong imahe sa komunidad upang mapahusay ang katanyagan ng turismo sa ating munisipalidad.)	3.65	Always
5. We ensure that the policies are appropriately in place in order to provide clear guidelines on how the organization operates. (Tinitiyak namin na naaangkop ang mga patakaran upang makapagbigay ng malinaw na mga alituntunin kung paano nagsasagawa ang organisasyon.)	3.15	Sometimes
6. We comply with the mayor's permit as a requirement of the municipality. (Nagpapasa kami ng mayor's permit bilang dokumento na kinakailangan ng munisipyo.)	4.00	Always
7. We give inspiration to other people through the service we offer by providing and making our customer feel relax and peace. (Nagbibigay kami ng inspirasyon sa ibang tao sa pamamagitan ng serbisyo na aming iniaalok sa pamamagitan ng pagbibigay at pagpapadama ng kaginhawaan at kapayapaan sa aming customer.)	3.26	Sometimes
8. We solve complex issues in our organization through policy sectors. (Nilulutas namin ang mga komplikadong isyu sa aming	3.00	Sometimes

organisasyon sa pamamagitan ng sektor na patakaran.)		
9. We guarantee that our organization's policy will boost customer satisfaction by providing high-quality service. (Ginagarantiya namin ang mga patakaran ng aming organisasyon ay magpapataas ng kasiyahan ng customer sa pamamagitan ng pagbibigay ng mataas na kalidad ng serbisyo.)	3.41	Sometimes
10. We ensure that our organization controls the policies and procedures in order to achieve the business goals. (Tinitiyak namin na kinokontrol ng aming organisasyon ang mga patakaran at pamamaraan upang makamit ang mga layunin sa negosyo.)	3.12	Sometimes
<b>Composite Mean</b>	3.34	Sometimes

Legend: Always; 3.50 – 4.00 = Sometimes; 2.50 - 3.49 = Seldom; 1.50 - 2.49 = Never; 1.00 - 1.49

The table presents the findings, focusing on strategies employed by the Hugom Boatmen Association to establish sustainability in their livelihood in terms of policy and governance. This indicates that most of the respondents are sometimes able to implement strategies that will help their organization grow and last longer. In order to say that their association is legitimate, they submit documents that are required by the municipality to say that their work is legal. And in making policies, they often give everyone the ability to share their ideas so that each policy can be properly consulted with every member of the organization. As a result, policies can be effectively implemented that will cause the association to have a good image in the public and provide inspiration and satisfaction to their customers.

The highest ranked on this table states that Compliance with the Mayor's Permit ranked first with a weighted mean of 4.00 and a verbal interpretation of always. This strategy is assigned the highest rank, indicating its utmost importance, and is always implemented, reflecting the association's consistent adherence to this requirement. Positive Community Profile for Tourism ranked 2nd with a weighted mean of 3.65 and a verbal interpretation of always. This strategy is consistently implemented and has a high rank. The association's commitment to enhancing

the community's perception of tourism is evident. Effective Implementation of Organizational Policy has a weighted mean of 3.44 with a verbal interpretation of sometimes and is ranked 3rd. This indicates that they effectively execute the organization's policies to ensure customer safety, aligning with the organization's overarching goals. This strategy has a moderately consistent implementation.

On the other hand, the lowest ranking state on the table is controlled policies for business goals which ranked 8th with a weighted mean of 3.12 and a verbal interpretation of sometimes. It shows that sometimes it is implemented, and this strategy centers on aligning policies with business objectives. The policy sector for complex issue resolution and empowerment for information sharing and motivation ranked last with a weighted mean of 3.00 and a verbal interpretation of sometimes. This indicates that the association occasionally resolves intricate organizational challenges through policy sectors, indicating a strategic approach to problem-solving. Also, providing employees with authority for sharing information, rewards, and power is occasionally embraced as a strategy to foster motivation and productivity.

The composite mean score of 3.34 indicates that the association's strategies are generally implemented "sometimes." This suggests that while there is room for improvement in consistent strategy implementation, the association is making efforts to balance various approaches to ensure sustainable livelihood through effective policy and governance. The high-ranking strategies highlight their strengths, while those with lower ranks or occasional implementation point towards areas that could benefit from further attention and enhancement.

In relation, the administrator of Incorp Phil (2022) stated that a business must register their entity with various government agencies to ensure that the business is legal and follows the ordinances of the government. By doing so, customers can be assured that they are in good hands with any product or service they avail themselves of. Having a proper business policy will lead to satisfied customers and build the image of the business. As stated by Kimberlee Leonard (2018), business policy is very crucial and has ramifications ranging from legal liabilities to employee satisfaction and a positive public image. Once the customer feels that they are well treated, they will have a good perception of your organization and the services that you offer. Thus, it is very important that the policy be properly communicated and applied to all employees to ensure that any problem is avoided Stephen Roebuck (2023).

According to Susana Sierra (2023), good governance will control and guide the organization's people, policies, and procedures to achieve its goal and avoid any business problems. These will ensure that everything within the organization is aligned in practice to achieve business objectives. However, cross-sector cooperation, according to Arja R. Aro et al. al. (2016) can also reduce conflicts and address larger issues within the organization. As well as empowering people to share their ideas and power with other employees, which will contribute to business growth, Ricardo Singh (2022).

Supporting the fact, the study of Zhou Guan et. al (2019) which assess the knowledge, practices and identify the risk factors that linked to the respondent's province is somehow significantly contributed to the present study to give more knowledge on how to properly governed the community and the organization to reduce the risk factors that might the organization will encounter. This study is crucial to understand the need in order to develop strategies to support their livelihood.

Table 5 provides the strategies employed by the respondents in terms of technology and investments.

**Table 5. Strategies employed by the respondents in terms of technology and investment.**

<b>Technology and Investments</b>	<b>Weighted Mean</b>	<b>Verbal Interpretation</b>
1. We invest in internet technology for the long-term viability of the association. (Namumuhunan kami sa teknolohiyang internet para sa pangmatagalang posibilidad na mabuhay ang asosasyon.)	2.79	Sometimes
2. We effectively use verbal communication for marketing reasons in selling our services. (Mabisa naming ginagamit ang berbal na komunikasyon para sa pag-aalok ng aming serbisyo.)	3.74	Always
3. We invest in technology for the association to remain	2.82	Sometimes

competitive in terms of physical and digital security. (Namumuhunan kami sa teknolohiya para manatiling mapagkumpitensya ang asosasyon sa mga tuntunin ng pisikal at digital na seguridad.)		
4. We invest in capital to support the creation of new businesses. (Namumuhunan kami sa kapital upang suportahan ang pagbuo ng bagong negosyo.)	2.50	Sometimes
5. We use cellular phones to stay connected with our target customers and keep them aware of the services we provide. (Gumagamit kami ng cellular phone upang manatiling konektado sa aming mga kailangang customer at pinananatiling batid nila ang mga serbisyong ibinibigay namin.)	3.47	Sometimes
6. We use personal protective equipment such as life vests, hygiene kits, and others to maintain the safety of our customers. (Gumagamit kami ng mga kagamitang pangkaligtasan tulad ng life vests, hygiene kit at iba pa upang mapanatili ang kaligtasan ng aming mga customer.)	3.97	Always
7. We invest in electronic boat motors to make it simpler to travel where our target clients want to go. (Namumuhunan kami sa mga bangkang elektroniko upang mapabilis ang paglalakbay saan man gustuhin ng aming mga kliyente.)	3.97	Always
8. We invest in workplace management to improve the productivity of the association. (Namumuhunan kami sa pamamahala sa lugar ng trabaho upang mapahusay ang pagiging produktibo ng asosasyon.)	2.68	Sometimes
9. We invest in fishing nets in order to sustain the association's daily income when there are no clients on the island. (Namumuhunan kami sa lambat upang mapanatili ang pang-araw-	3.00	Sometimes

araw na kita ng asosasyon kapag walang mga kliyente sa isla.)		
10. We conduct business transactions for the efficiency and agility of the business. (Nagsasagawa kami ng mga transaksyon upang mapahusay at mapabilis ang negosyo.)	3.21	Sometimes
<b>Composite Mean</b>	3.22	Sometimes

Legend: Always; 3.50 – 4.00 = Sometimes; 2.50 - 3.49 = Seldom; 1.50 - 2.49 = Never; 1.00 - 1.49

The table highlights the research findings, with a specific emphasis on the Hugom Boatmen Association's pursuit of a sustainable livelihood through investments and technology. Ensuring the safety of customers seeking their services is paramount. Therefore, it is imperative that the equipment used by the boaters is consistently maintained in top-notch condition to guarantee everyone's well-being. Additionally, the table provides insights into the minimum performance benchmarks that boaters should concentrate on to enhance both their individual capabilities and the overall organization. Open communication and a calm demeanor with customers are key factors in fortifying the association's rapport with its clientele.

The highest-ranking strategy is the investment in electronic boat motors, scoring a weighted mean of 3.97, which is interpreted as "always." This indicates a steadfast commitment to enhancing travel efficiency for clients, as it is consistently and frequently implemented. Similarly, the use of personal protective equipment also holds the top position. This strategy, with a similar ranking, centers on safeguarding customer safety using appropriate safety gear. Effective verbal communication for marketing comes in third place, with a weighted mean of 3.74, also interpreted as "always." This underscores the consistent application of this strategy for marketing purposes.

The investment in internet technology takes the 8th spot with a weighted mean of 2.79, indicating a "sometimes" approach. This suggests that the association occasionally invests in internet technology, demonstrating a moderate yet not entirely consistent utilization of digital tools for long-term sustainability. Moving on to the 9th rank, we find Investment in Workplace Management, scoring a weighted mean of 2.68, also interpreted as "sometimes." This strategy



is occasionally put into action, with a focus on enhancing productivity through more effective workplace management. Lastly, Investment in Capital for New Businesses claims the lowest rank with a weighted mean of 2.50, and it's characterized by a verbal interpretation of "sometimes." This highlights that this strategy is employed intermittently.

The composite mean score of 3.22 points to a "sometimes" implementation of the association's technology and investment strategies. This suggests a blend of both consistent and intermittent approaches, indicating room for more systematic adoption of specific strategies to bolster sustainability. The strategies that ranked highly underscore the association's proficiency in safety, efficiency, and customer engagement. Though there may be areas needing further attention, the association's overall approach demonstrates a dedication to utilizing technology and investment for long-term viability.

Fishing Safety Gear (2023) underscores the utmost importance of prioritizing customer safety in supporting their findings. The organization consistently ensures the well-being of every individual embarking on their vessels. Additionally, the shift away from traditional rowing boats highlights the necessity of staying abreast of modern technology and trends. Fishermen now favor electronic boats for swift transportation of visitors, making them the prevailing choice (EA, 2023).

Furthermore, Herrity J. (2023) emphasizes that effective communication acts as a catalyst for engaging the targeted audience of a management team or organization. While verbal communication's impact on fundamental organizational processes is often overemphasized, it's crucial to remember the need for self-promotion before offering services to others. This fosters better understanding and appreciation.

As per Ben Mizes (2023), the prevalent use of mobile phones necessitates that every employee in a company should possess one for improved client communication. Moreover, larger companies commonly employ Integrated Workplace Management Systems (IWMS) to ensure a conducive and productive work environment. This encompasses creating secure, accessible, and comfortable spaces for meetings and workspaces. Fostering a sense of unity and mutual support among members contributes to the group's overall appeal. The mastery of negotiation skills is pivotal for managerial success, as it plays a crucial role in stakeholder relationships, achieving company objectives, and resolving workplace issues. Managers need to be flexible

in their negotiation approach to accommodate new ideas and methods, thus maintaining a loyal client base (System, 2020).

On a different note, Will Kenton (2023) defines capital investment as the acquisition of tangible assets by a company to further its long-term goals and objectives. For the group to achieve greater financial stability, each member must make an investment, preferably in monetary terms. In 2021, Alvina K, Clemente R, Fabian MC, et al. conducted a study focusing on the evaluation of workplace safety practices among fishermen in a coastal town in Central Luzon. Ensuring the safety of both boaters and their valuable clientele holds significant importance. This aligns with the present study's objective, which is to emphasize to respondents the paramount significance of prioritizing safety while delivering services and fostering strong customer relationships. A unified association is imperative for nurturing long-term growth and building upon the foundations that have already been laid.

Table 6 provides the strategies employed of the respondents in terms of technology and investments.

**Table 6. Strategies employed by the respondents in terms of local adaptive strategies.**

Local Adaptive Strategies	Weighted Mean	Verbal Interpretation
1. We used strategic thinking to create adaptive strategies in terms of solving complex problems and planning for the future. (Lumikha ng mga estratehiyang may kakayahang umangkop sa mga tuntunin ng paglutas ng mga kumplikadong problema at pagpapalano para sa hinaharap.)	3.09	Sometimes
2. We understand seasonal and unseasonal situations and quickly adapt to them. (Inuunawa namin ang mga di napapanahong sitwasyon at mabilis na nakaaangkop dito.)	3.06	Sometimes
3. We do fishing when there are no tourists who want to go island	3.06	Sometimes

hopping. (Kami ay nangingisda sa tuwing walang mga turista na nais mag-island hopping.)		
4. We ensure that the tourists will continuously gain new experiences from island hopping. (Tinitiyak namin na ang mga turista ay patuloy na makakukuha ng mga bagong karanasan mula sa island hopping.)	2.94	Sometimes
5. We used benchmarking to understand the organization's performance and potential. (Gumamit kami ng benchmarking o paghahalintulad sa iba upang maunawaan ang pagganap at potensyal ng organisasyon.)	2.88	Sometimes
6. We consider technology adaptation and innovativeness to increase employees' productivity when it comes to operating boats and touring tourists. (Isinasaalang-alang namin ang pagkakaroon ng teknolohiya at pagiging makabago upang mapataas ang produktibidad ng mga empleyado pagdating sa pagpapatakbo ng mga bangka at paglilibot sa mga turista.)	3.26	Sometimes
7. We consider the customer's feedback on the service we rendered. (Isinasaalang-alang namin ang mga puna ng mga customer tungkol sa serbisyong aming ibinigay.)	3.44	Sometimes
8. We ensure that boaters are enough to render service for the unexpected number of tourists that want to go island hopping. (Tinitiyak namin na ang mga magbabangka ay sapat para sa paglalaan ng serbisyo sa mga di inaasahang bilang ng mga turista na nais mag-island hopping.)	3.62	Always
9. We consider contingency planning in the organization. (Isinasaalang-alang namin ang pagkakaroon ng contingency plan	3.06	Sometimes

para sa mga maaaring mangyari sa hinaharap.)		
10. We apply resiliency and endurance to the times when natural phenomena such as storms, earthquakes and etc occur. (Nagkakaroon kami ng katatagan at pagtitiis sa mga oras na may mga penomena tulad ng mga bagyo, lindol at iba pa.)	3.35	Sometimes
<b>Composite Mean</b>	3.18	Sometimes

Legend: Always; 3.50 – 4.00 = Sometimes; 2.50 - 3.49 = Seldom; 1.50 - 2.49 = Never; 1.00 - 1.49

As an analysis of the researchers for the 3 highest ranked indicators, the association mostly practiced ensuring sufficient boaters to meet unexpected demand for island hopping as a consistent and high-priority strategy. It is necessary to render quick service for the customers and prevent their long time of waiting. It can also gain the satisfaction of the clients from their services. Then the association occasionally values and considers customer feedback to enhance the quality of services rendered. It will be helpful for them to consider the feedback of their clients to be aware of the things that they need to improve or maintain. In addition, the group sometimes displays resilience during natural events such as storms and earthquakes to adapt quickly to the changes. It is necessary for the business to remain alive and continue to provide services to its customers. the researcher finds out that the respondents do not usually practice the innovation of their services. And for the least ranked of indicators, they are consistent on the services they are offering for their clients. Then, they are not always look for the comparison of their organization to other organization to be aware on the function of their business.

The table shows the findings focusing on strategies employed by the Hugom Boatmen Association to establish a sustainable livelihood in terms of local adaptive strategies. Ensuring Adequate Boaters for Unplanned Demand ranked first with a weighted mean of 3.62 and a verbal interpretation of always. Then, customer feedback consideration ranked 2nd with a weighted mean of 3.44 and a verbal interpretation of sometimes. Lastly, resilience and endurance during natural phenomena ranked 3rd with a weighted mean of 3.35 and a verbal interpretation of sometimes. This means that the group sometimes displays resilience during natural events such as storms and earthquakes.

The association sometimes ensures tourists continuously gain new experiences during island hopping, indicating a moderate focus on customer satisfaction. Benchmarking for Performance Insights ranked last with a weighted mean of 2.88 and a verbal interpretation of sometimes. This indicates that the association occasionally employs benchmarking to understand its performance and potential in comparison to others.

The composite means of 3.18 reflects an overall assessment of strategy effectiveness. While the strategies are generally applied with a "sometimes" frequency, there is potential for more consistent implementation and refinement. These findings provide valuable insights into the association's efforts to navigate challenges and sustain its livelihood through adaptive strategies.

The findings are supported by the fact that having enough manpower within an organization greatly increases its competitive edge. They can sustain good services, and the organization can run smoothly if they do not have a problem with a lack of personnel (Timed Contributor, 2020). In the meantime, Flori Needle (2022) claims that consumer feedback can assist a business in determining what must be improved and maintained. Additionally, it is a clever way to gauge how happy customers are with the services provided by the operators. Additionally, one of the essential business practices is being alert to unpredictable happenings. When those occurrences occur, they can easily adapt to incremental change and abrupt disruptions (Aroller, 2022).

Client happiness in a business should be prioritized, which can be observed by developing the services the company offers or by introducing new activities that will make the client experience even more enjoyable. They must believe that their investment in the services was worthwhile and that the company genuinely values them (Trifon Tsvetkov, 2023). An organization should also search for its competitors. They may be more able to innovate their methods and remain competitive. It merely demonstrates that a business often adheres to its vision (Nicole Fallon, 2021).

Strategic thinking abilities that allow a company to apply critical thinking to solve complicated problems and plan can be used to implement local adaptive solutions. These abilities are necessary to reach professional goals, get over roadblocks, and deal with hurdles, especially if they are anticipated to take weeks, months, or even years to complete (Stobierski, T., 2020).

It is support market article of Lobos, K., & Wojciech, M., 2021 about management practices, and its objective is to identify the typical management practices of small and medium-sized enterprises that have achieved success in the market as measured by their business performance over the past years of operation, analyze the relationship between them and the market, and determine the relationship between management practices applied in SMEs and their success as measured by their business performance based on data from 2710 SMEs operating in the business. It is typically related to the current study because it assesses the management practices of their respondents and how it is significantly related to their profile. The past and present study gives a strong emphasis on customer-centric management practices because they offer a range of benefits, including improved customer satisfaction, loyalty, efficient resource allocation, and a competitive advantage. Such practices help businesses thrive in mature and competitive markets where understanding and meeting customer needs is vital for success.

***Significant relationship between organizational profile and strategies employed by the Hugom Boatmen Association  $X^2c > X^2t$  Reject  $H_0$ , otherwise do not reject.  $H_0$ :***

There is no significant relationship between the organizational profile of the respondents and the sustainable livelihood management practices of Hugom Boatmen Association

Table 7 shows the significant relationship between years of operation and strategies employed by the respondents.

**Table 7. Significant relationship between years of operation and strategies employed by the respondents.**

Profile	Strategies employed by the respondents	$X^2c$	$X^2t$	df	p-value	Decision	Interpretation
Years of Operation	Policy and Governance	1.45	9.49	4	0.05	Failed to reject	Not significant



<b>Years of Operation</b>	<b>Technology and Investment</b>	2.85	13.28	4	0.01	Failed to reject	Not significant
<b>Years of Operation</b>	<b>Local Adaptive Strategies</b>	2.85	11.14	4	0.025	Failed to reject	Not significant

**X<sup>2</sup>c= computed Chi Square Value**

**df= degrees of freedom**

**X<sup>2</sup>t=tabulated Chi Square Value**

**p-value= significance value**

The table presents the existence of a relationship between the organizational profile of the respondents and strategies employed by the Hugom Boatmen Association. On the part of Years of Operation vs. Policy and Governance, the computed chi is 1.45 and the critical value is 9.49. Since the computed chi does not exceed the critical value under degrees of freedom 4 and a p-value of 0.05, our decision is not to reject our hypothesis. This indicates that there is no significant relationship between years of operation and policy governance. The years of operation do not appear to have a statistically significant influence on the adoption of policy and governance strategies. The association's governance practices remain largely consistent across different tenure groups. Similarly, the computed chi of years of operation, technology, and investment is 2.85, and the critical value is 13.28; since the computed chi is less than under the degrees of freedom of 4 and a p-value of 0.01, we are not going to reject our hypothesis. This indicates that there is no significant relationship between years of operation, technology, and investment. The length of operation does not significantly impact engagement in technology and investment strategies. Regardless of tenure, the association's approach to technology and investment remains consistent. The computed chi under the Years of Operation and Local Adaptive Strategies is 2.85 and its critical value is 11.14; this shows that it does not exceed our critical value. Using a p-value of 0.025 and degrees of freedom of 4, we are not going to reject our hypothesis. The respondents' years of operation do not play a significant role in their adoption of local adaptive strategies. These strategies are consistently employed, irrespective of their association's duration.

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The quantitative analysis demonstrates that the respondents' years of operation within the Hugom Boatmen Association do not exhibit a significant relationship with their involvement in sustainable livelihood management practices. Across the dimensions of policy and governance, technology and investment, and local adaptive strategies, the duration of association does not seem to be a determining factor. This suggests that the association's strategic approach to sustainable livelihood management remains consistent across different tenure groups.

In relation, this shows number of years in operation is not significant in terms of policy and governance because policy change and governance dynamics are influenced by factors other than the length of time an organization has been in operation. According to Lena Eisenstein (2019) governance refers to the governing body of an organization in which the board of directors is the one that establishes and monitors the organization's policy. This simply means that once the person who manages the organization has changed and the rules have changed, it doesn't affect the of years that the employee has operated.

However, the number of years in operation is not significant in technology and investments because decision-making is more important, focusing on how the business can adapt to future trends and market conditions. As stated by Cardoso (2019) strategies like prioritizing customer needs and harnessing technology can contribute to sustainable business practices. This indicates that in order to grow your business, always focus on how it will succeed and meet its objectives.

Additionally, the number of in operation is not significant in local adaptive strategies because the business organization focuses on adapting to changing conditions rather than relying on the pat experiences. Nadia Ponomareva (2022) stated that the capacity to adapt changes can boost the company's performance. Thus, instead of wasting time trying to change your position, allow yourself to thrive in any conditions that will help the business grow.

Table 8 shows the significant relationship between capitalization and strategies employed by the respondents.

**Table 8. Significant relationship between capitalization and strategies employed by the respondents.**

Profile	Strategies employed by the respondents	X <sup>2</sup> c	X <sup>2</sup> t	df	p-value	Decision	Interpretation
Capitalization	Policy and Governance	3.36	9.49	4	0.05	Failed to reject	Not significant
Capitalization	Technology and Investment	0.75	13.28	4	0.01	Failed to reject	Not significant
Capitalization	Local Adaptive Strategies	0.67	11.14	4	0.025	Failed to reject	Not significant

X<sup>2</sup>c= computed Chi Square Value

df= degrees of freedom

X<sup>2</sup>t=tabulated Chi Square Value

p-value= significance value

The table represent the significant relationship between capitalization and strategies employed by Hugom Boatmen Association. Using the respondent's capitalization, policy, and governance, the computed chi is 3.36 and its critical value is 9.49. This shows that the computed chi does not exceed the critical value, so using the degrees of freedom of 4 and a p-value of 0.05, we are not going to reject our hypothesis. The capitalization status of respondents does not demonstrate a statistically significant impact on their engagement in policy and governance strategies. Regardless of their financial status, respondents tend to exhibit similar involvement in governance-related approaches. In capitalization, technology, and investment, the computed chi is 0.75 and the critical value is 13.28, so using the degrees of freedom of 4 and a p-value of 0.01, we are not going to reject our hypothesis. The capitalization status does not significantly influence the respondents' engagement in technology and investment strategies. Irrespective of financial capacity, the association's approach to technology and investment remains consistent. In capitalization and local adaptive strategies, the computed chi is 0.67 and does not exceed

the critical value of 11.14. Using the degrees of freedom of 4 and a p-value of 0.025, our decision is not to reject the hypothesis. The capitalization status of respondents does not play a significant role in their adoption of local adaptive strategies. These strategies are consistently employed, irrespective of their financial capacity.

The quantitative analysis reveals that respondents' capitalization status within the Hugom Boatmen Association does not exhibit a significant relationship with their involvement in navigating sustainability for effective livelihood management practices. Across the dimensions of Policy and Governance, Technology and Investment, and Local Adaptive Strategies, the financial capacity of respondents does not appear to be a decisive factor. The association's strategic approach to sustainable livelihood management remains consistent regardless of their capitalization status.

In the context of policy and governance, capitalization might not have much of an impact because good governance involves more than just financial resources. Funding is necessary to put policies and programs into action, but it is not the only thing that makes them successful. Stakeholder participation, accountability, openness, and expertise are all key aspects of governance and policy. In this regard, Satyendra (2014) asserts that it is essential to have an efficient policy communication system in place to guarantee that all parties involved, including staff members, clients, and partners, are aware of and obligated to abide by the organization's standards and expectations.

Moreover, capitalization might not be as important in the fields of technology and investment since these fields frequently depend on variables other than merely having enough money. As a result, capital investment entails acquiring material assets such as buildings, factories, and machinery, all of which support long-term strategic goals (Kenton, 2023). This claim emphasizes how crucial it is to spend money on tangible resources in order to accomplish long-term objectives. It functions as a foundational financial strategy, guaranteeing a steady stream of revenue and generating chances for lucrative new business endeavors.

Lastly, as local adaptive tactics frequently place a greater emphasis on creativity, adaptability, and knowledge of the specifics of the local market, capitalization may not be particularly important in this context. Therefore, in the current environment, technological innovation plays a crucial role in both employee motivation and talent retention when it comes to local coping

techniques (Dr. Ankita Singh, 2020). Since technology has become an essential component of the workplace, it is now the responsibility of businesses to embrace it and incorporate it into their workforce strategy.

Table 9 shows the significant relationship between monthly income and strategies employed by the respondents.

**Table 9. Significant relationship between monthly income and strategies employed by the respondents.**

Profile	Strategies employed by the respondents	X <sup>2</sup> c	X <sup>2</sup> t	df	p-value	Decision	Interpretation
Monthly Income	Policy and Governance	9.27	9.49	4	0.05	Failed to reject	Not significant
Monthly Income	Technology and Investment	17.28	13.28	4	0.01	Rejected	Significant
Monthly Income	Local Adaptive Strategies	17.28	11.14	4	0.025	Rejected	Significant

X<sup>2</sup>c= computed Chi Square Value

df= degrees of freedom

X<sup>2</sup>t=tabulated Chi Square Value

p-value= significance value

Using the profiles Monthly Income and Policy and Governance, the computed chi 9.27 does not exceed the critical value 9.49 under the degrees of freedom 4 and p-value 0.05. This indicates that they accept our hypothesis that there is no significant relationship between monthly income and the policies and governance that they are using. Respondents' monthly income does not exhibit a statistically significant impact on their engagement in policy and governance strategies. The governance-related approaches appear consistent across different income groups. On the other hand, the monthly income of the respondents and the technology

and investment results were 17.28 and exceeded the critical value of 13.28. Since the computed chi is greater than the critical value, using the degrees of freedom of 4 and the p-value of 0.01, we are going to reject the hypothesis. This indicates that there is a statistically significant relationship between respondents' monthly income and their engagement in technology and investment strategies. The adoption of these strategies varies based on different income levels. Similarly, the monthly income and local adaptive strategies resulted in a computed chi of 17.28, which exceeded the critical value of 11.14 under degrees of freedom 4 and a p-value of 0.025. This shows that there is a statistically significant relationship between respondents' monthly income and their adoption of local adaptive strategies. Different income groups exhibit varying engagement levels in these strategies.

The quantitative analysis demonstrates that respondents' monthly income within the Hugom Boatmen Association has a significant relationship with their involvement in two dimensions of sustainable livelihood management practices: technology and investment and local adaptive strategies. While the respondents' monthly income does not significantly influence their engagement in policy and governance strategies, it does play a role in shaping their adoption of strategies related to technology, investment, and local adaptability. Different income groups exhibit varying levels of involvement in these dimensions of strategic management.

As per Susana Sierra (2023), governance is the framework that allows control and proper direction of an organization's people, policies, and procedures in order to achieve its strategic goals. It is to ensure that the business strategy not only has a clear purpose but also considers the environment and acts in accordance with an ethical culture founded on values and principles. Therefore, monthly income does not have much importance when it comes to policy and governance. Here, an organization only needs to consider ethical matters in order to achieve its policies and governance. However, according to Horton, M. (2023), when management promotes business ethics and firm executives set a good example, employees are much better able to concentrate on the tasks at hand.

To support the findings, Donato Cardoso (2019) stated that an association will produce its goods and services more effectively if it is aware of the actual requirements of its customers. This will help associations maintain competitiveness and ensure physical and digital security. Investment in technology will pay off for an association since it improves their ability to

communicate with their target market, which will increase sales and make their way of life more sustainable. Do not invest in new technology just because it is cutting-edge; it will make your life easier and aid the organization in achieving its objectives. To succeed, determine what will benefit your association and your clients. In addition, an organization cannot expand their technologies, and they also cannot make an investment in new materials and other things related to the entire organization if they have no income from the services they offer.

According to Nadia Ponomareva (2023), local adaptive strategy has a crucial role, especially in today's world where many companies are susceptible to change. This may be influenced by a variety of internal and external factors, including the need to adapt to emerging market trends, mergers and acquisitions, and the general state of the economy. Changes and new issues will always arise in the workplace, but it is how these issues are handled that really makes a difference. This might involve a shift in management, tactics, obligations, or corporate culture. The capacity to adapt enables performance to be boosted rather than hampered by such changes. An organization's strength mostly depends on the people who work there. As a result, a workforce that is strong and flexible is essential to an organization's success. In addition to these findings, monthly income is necessary to maintain the adaptability of the organization. A firm needs to consider its income to sustain the creativity and innovativeness of the entire organization.

***Proposed activities on Hugom Boatmen Association toward sustainable livelihood management practices***

**Table 10. Proposed Strategies on \_\_\_\_.**

<b>Area of Concern</b>	<b>Findings</b>	<b>Proposed Strategies</b>	<b>Objectives</b>	<b>Persons Involved</b>	<b>Expected Outcome</b>
A researcher might investigate the relationship between the	As a result, in terms of monthly revenue in the organizational profile of the	The researchers concentrate on the Hugom Boatmen Associations'	The researchers concentrate on the Hugom Boatmen	The researchers	In order to have a sustainable way of life, it is expected of

<p>organizational profile of the respondents and sustainable livelihood management practices, with the goal of determining whether management practices have a causal effect on sustainable livelihood.</p>	<p>respondents, there is a considerable association between investment and technology and in local adaptive strategies. The Hugom Boatmen Association's management practices in terms of technology and investments as well as local adaption, must thus be the focus of attention because they have a significance influence on the</p>	<p>top-least effective management approaches in terms of investment and technology and local adaptive tactics. SLA; Sustainable Livelihood Approach</p>	<p>Association's top-least effective management approaches in terms of investment, technology, and local adaptive tactics. SLA: Sustainable Livelihood Approach</p> <p>To fully comprehend and acquire a broad knowledge of the significance of management practices</p>	<p>the Hugom Boatmen Association in Barangay Hugom, San Juan, Batangas to learn, grow, and have a profound awareness of the value of improving their management methods.</p> <p>Through this program, the Hugom Boatmen Association will properly address and</p>
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organization's ability to sustain itself in the long term.		in an organization for a sustainable way of life		will benefit from this.
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