



PERCEIVED EFFECTIVENESS AND CHALLENGES ENCOUNTERED IN THE MANAGEMENT OF LA TRINIDAD DISTRICT JAIL-MALE DORMITORY

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ABSTRACT

Effective jail management plays a critical role in ensuring institutional security, inmate welfare, personnel development, and successful rehabilitation programs within correctional facilities. This study assessed the effectiveness of jail management practices at the La Trinidad District Jail–Male Dormitory in Benguet, Philippines. Specifically, it examined the effectiveness of jail management, effectiveness of existing policies and guidelines, identified operational challenges encountered by jail personnel, and proposed an enhancement program to improve jail administration. It employed a mixed-methods research design utilizing quantitative and qualitative approaches. Data were gathered from jail personnel, PDLs, and visitors through structured questionnaires and supplemented by interviews and documentary analysis. Descriptive and inferential statistical tools were used to analyze quantitative data, while thematic analysis was employed for qualitative responses. Findings indicated that the overall jail management system was effective across all operational dimensions. Security measures were found to contribute significantly to maintaining order and discipline within the facility, while the provision of basic needs and developmental activities supported the welfare and rehabilitation of PDLs. Jail facilities were assessed as generally adequate in meeting institutional requirements, although concerns regarding space limitations and resource availability were identified. Personnel welfare and development programs were likewise viewed positively, contributing to employee competence and organizational performance. The study further revealed that existing policies and guidelines were generally effective in directing jail operations and ensuring compliance with correctional standards. However, persistent challenges such as overcrowding, limited financial and logistical resources, infrastructure constraints, and increasing demands on personnel continued to affect operational efficiency. The study concludes that effective jail management requires a balanced integration of security, rehabilitation, resource management, and personnel development. Continuous policy improvement, infrastructure enhancement, and stakeholder support are necessary to sustain the quality of correctional services and achieve the objectives of humane and effective jail administration.

KEYWORDS: Jail Management, Bureau of Jail Management and Penology (BJMP), Persons Deprived of Liberty (PDLs), Institutional Security, Rehabilitation Programs, Overcrowding, Correctional Administration

INTRODUCTION

Correctional institutions play a fundamental role in the criminal justice system as facilities responsible for the safe custody, supervision, and rehabilitation of persons deprived of liberty (PDLs). Beyond detention, modern correctional management emphasizes humane treatment, institutional security, and rehabilitation programs designed to facilitate the eventual reintegration of offenders into society. Effective jail management therefore requires the integration of security measures, administrative efficiency, and welfare services while ensuring compliance with national policies and international human rights standards (Maschi et al., 2021). In this context, correctional administrators are tasked with balancing custodial control and rehabilitative objectives, making the management of jail facilities a complex and multifaceted responsibility.

Globally, correctional systems continue to experience structural and operational challenges that affect the effectiveness of jail management. One of the most persistent issues is prison overcrowding, which has been widely documented as a critical

concern in many countries. Overcrowded detention facilities often experience strained resources, deteriorating living conditions, and difficulties in implementing rehabilitation and welfare programs. These conditions can also increase security risks and reduce the ability of correctional personnel to effectively manage inmates and maintain institutional order (Hamja et al., 2023). As inmate populations continue to rise in several jurisdictions, correctional administrators must address the challenges of limited infrastructure, personnel shortages, and inadequate resources while ensuring the safe and humane treatment of detainees.

The responsibilities of correctional personnel extend beyond maintaining security within detention facilities. Jail officers are expected to supervise inmates, prevent violence, enforce institutional rules, and facilitate access to services such as health care, education, livelihood programs, and legal assistance. However, these responsibilities are often complicated by operational pressures such as staffing limitations, heavy workloads, and the psychological demands associated with



supervising incarcerated populations. Studies have shown that correctional personnel frequently experience occupational stress and organizational challenges due to the complex nature of correctional work and the need to balance security enforcement with rehabilitation initiatives (Manuaba & Hidayat, 2023).

Recent global crises have further highlighted the vulnerabilities of correctional institutions and the importance of effective jail management. The COVID-19 pandemic, for instance, exposed systemic challenges within detention facilities worldwide, particularly with respect to overcrowding, healthcare capacity, and institutional preparedness. Correctional facilities became high-risk environments for disease transmission due to the close proximity of inmates and limited medical resources. As a result, correctional administrators were required to adopt adaptive management strategies, implement stricter health protocols, and strengthen coordination among correctional agencies to mitigate public health risks (Novisky et al., 2023).

In the Philippine context, the management of jail facilities is primarily handled by the Bureau of Jail Management and Penology (BJMP), which supervises district, city, and municipal jails across the country. These institutions are responsible for ensuring the safe custody and welfare of detainees while implementing rehabilitation and reintegration programs. However, Philippine jails face numerous operational challenges, including congestion, limited resources, and the increasing number of detainees awaiting trial. Such conditions place significant pressure on jail administrators and personnel who must maintain institutional order while addressing the needs of inmates (Painaga & Parreño, 2024).

Overcrowding in Philippine detention facilities remains a critical issue that affects the delivery of jail services and the overall effectiveness of jail management. High inmate populations often result in limited access to health services, sanitation issues, and difficulties in implementing rehabilitation programs. These conditions may also compromise the safety and well-being of both inmates and correctional personnel, highlighting the importance of evaluating existing management practices and identifying operational challenges within jail facilities (Macabago et al., 2020).

Given these circumstances, examining the perceived effectiveness of jail management practices and the challenges encountered by jail personnel is essential in improving correctional administration. Understanding how correctional officers and administrators perceive the effectiveness of institutional policies, programs, and operational procedures can provide valuable insights into areas that require improvement.

The La Trinidad District Jail – Male Dormitory, located in Benguet, plays a crucial role in the detention and management of male persons deprived of liberty within its jurisdiction. Like many district jails in the Philippines, it operates within a complex environment characterized by security demands, welfare concerns, and administrative responsibilities. Evaluating the effectiveness of its management practices and identifying the challenges encountered in daily operations can provide important

insights for strengthening jail administration, improving service delivery, and enhancing the welfare of inmates.

Existing literature has extensively examined correctional management, prison overcrowding, inmate welfare, and the operational challenges faced by correctional institutions across different countries. Studies have highlighted persistent issues such as limited resources, congestion in detention facilities, staffing shortages, and the complexities of maintaining security while promoting rehabilitation programs (Hamja et al., 2023; Novisky et al., 2023). Similarly, research conducted within the Philippine context has documented challenges related to the implementation of jail services, including healthcare provision, livelihood programs, and paralegal assistance for persons deprived of liberty (Painaga & Parreño, 2024).

While these studies provide valuable insights into correctional management, most existing research focuses on national-level analyses or broader correctional systems rather than specific detention facilities. There is limited empirical research examining the perceived effectiveness of jail management practices and the operational challenges encountered within individual district jails, particularly from the perspective of personnel directly involved in jail administration. Moreover, localized studies that evaluate how management strategies operate within specific institutional contexts remain scarce.

In the case of the La Trinidad District Jail – Male Dormitory, there is currently limited scholarly documentation regarding the effectiveness of its management practices and the specific challenges faced by jail personnel in carrying out their responsibilities. Understanding these experiences is essential because institutional conditions, resource availability, and operational realities may differ significantly across detention facilities.

Therefore, this study seeks to address this gap by examining the perceived effectiveness of jail management and the challenges encountered in the operation of the La Trinidad District Jail – Male Dormitory. By focusing on the perspectives of individuals directly involved in jail operations, the study aims to generate empirical evidence that may contribute to improving jail administration practices and strengthening correctional management policies.

Theoretical Framework

The study on “Perceived Effectiveness and Challenges Encountered in the Management of La Trinidad District Jail-Male Dormitory” is anchored on two complementary theoretical perspectives: Organizational Effectiveness Theory and Maslow’s Hierarchy of Needs. These theories collectively provide a framework for understanding both the structural and human dimensions of correctional management.

Organizational Effectiveness Theory. Organizational Effectiveness Theory emphasizes that an organization’s success is measured by its ability to achieve goals, adapt to internal and external challenges, and satisfy the needs of its stakeholders



(Cameron & Whetten, 2019). In the context of correctional institutions, organizational effectiveness involves the successful implementation of security protocols, provision of services for inmates, adherence to institutional policies, and promotion of staff welfare.

Applying this theory, the study examines how jail personnel and inmates perceive the effectiveness of management practices in the Male Dormitory. Specifically, the theory informs the evaluation of effectiveness of jail management in terms of security, basic needs, development programs, facility improvement, and personnel welfare), differences in perceptions across respondent groups, and effectiveness of policy implementation. By conceptualizing the jail as a complex organizational system, the theory allows the study to assess the interaction between management practices, institutional structures, and stakeholder outcomes.

Maslow's Hierarchy of Needs. Maslow's Hierarchy of Needs (1943/2020) posits that human motivation is driven by the fulfillment of hierarchical needs, beginning with physiological and safety needs and progressing to social, esteem, and self-actualization needs. In a correctional setting, both inmates and personnel have fundamental needs that must be addressed for the institution to function effectively.

For inmates, security, healthcare, adequate living conditions, and rehabilitative programs correspond to physiological and safety needs, while participation in vocational, educational, and personal development programs aligns with higher-order social and self-actualization needs. For personnel, opportunities for professional growth, recognition, and supportive work environments similarly fulfill higher-level needs. By meeting these needs, correctional facilities can enhance perceptions of effectiveness, compliance, and engagement, while reducing tensions and operational challenges (Maslow, 2020).

This study integrates the two theories to provide a holistic understanding of jail management. Organizational Effectiveness Theory offers a macro-level perspective, highlighting institutional performance, operational efficiency, and goal attainment. Maslow's Hierarchy of Needs provides a micro-level perspective, emphasizing how the fulfillment of human needs influences perceptions of effectiveness, participation in programs, and overall institutional stability.

By combining these frameworks, the study assumes that the perceived effectiveness of jail management is determined both by the organization's ability to implement policies, maintain security, and deliver services (organizational perspective) and by the extent to which inmates' and personnel's needs are satisfied (human-centered perspective). Operational challenges, such as overcrowding, limited resources, and understaffing, are expected to mediate this relationship, potentially affecting both institutional effectiveness and stakeholder satisfaction (Santos & Villanueva, 2022; Fernandez, 2021).

Statement of the Problem

The major objective of the study was to determine the perceived Effectiveness and Challenges Encountered in the Management of La Trinidad District Jail-Male Dormitory.

Specifically, it sought answers to the following questions:

1. How do the respondents perceive the effectiveness of jail management at La Trinidad District Jail-Male Dormitory in terms of:

1.1. Implement strong security measures for the control of PDLs,

1.2. Provide for the basic needs of PDLs,

1.3. Conduct activities for the development of PDLs,

1.4. Improve jail facilities, and

1.5. Promote the general welfare and development of personnel?

2. Is there a significant difference in the respondents' perceived effectiveness of jail management at La Trinidad District Jail-Male Dormitory between the three groups of respondents?

3. How do the jail personnel perceive the effectiveness of formulated policies and guidelines in the administration of La Trinidad District Jail?

4. What are the challenges encountered with regards to the management of La Trinidad District Jail-Male Dormitory?

5. Based on the results of the study, what program may be proposed?

METHODOLOGY

This study employed an explanatory sequential mixed methods design to examine the perceived effectiveness of jail management and the challenges encountered at the La Trinidad District Jail-Male Dormitory. This design involves the sequential collection and analysis of quantitative data, followed by qualitative inquiry to explain and contextualize the quantitative findings (Creswell & Plano Clark, 2018).

The quantitative phase used a structured survey questionnaire to assess perceived effectiveness in key areas of jail management, including security measures, provision of basic needs for Persons Deprived of Liberty (PDLs), developmental activities, facility improvement, and personnel welfare and development. Descriptive and appropriate inferential statistics were used to determine levels of effectiveness and differences among respondent groups. The qualitative phase followed to explore participants' experiences and perspectives regarding jail management policies, practices, and operational challenges, including overcrowding, limited resources, staffing constraints, and facility limitations. Qualitative data were analyzed thematically to provide contextual explanations for the quantitative results.

The two phases were integrated during interpretation following a QUAN → QUAL → integration sequence. The qualitative findings were used to explain and elaborate on the quantitative results, providing a more comprehensive understanding of jail management effectiveness and its operational challenges. The integration of numerical evidence and experiential insights strengthened the contextual relevance and overall credibility of the findings (Creswell & Creswell, 2018; Tashakkori & Teddlie, 2020).



This study used total enumeration for the jail personnel and persons deprived of liberty while convenience sampling was

applied for the visitors, consisting of family members, friends, legal representatives.

Table 1.
Population of the Study

Population Group	Frequency	Percent
PDL	33	32.35%
Personnel	27	26.47%
Visitor	42	41.18%
Total	102	100.00%

The primary data-gathering instrument was a researcher-developed structured questionnaire designed to assess the perceived effectiveness and challenges in the management of the La Trinidad District Jail–Male Dormitory. The instrument was developed based on the study’s Statement of the Problem, relevant literature on jail management, and correctional administration standards. It consisted of three sections: (1) perceived effectiveness of jail management across five areas—security measures, provision of basic needs for Persons Deprived of Liberty (PDLs), developmental activities, facility improvement, and personnel welfare and development; (2) effectiveness of policies and guidelines in jail administration; and (3) challenges encountered in jail management, including overcrowding, resource limitations, staffing constraints, facility conditions, and policy implementation. The third section also included open-ended items to obtain contextual insights from respondents.

Prior to administration, the questionnaire underwent expert content validation by specialists in criminology, correctional administration, and research methodology. The validators assessed the instrument for relevance, clarity, appropriateness, and alignment with the study objectives. Their recommendations were incorporated into the final instrument. A pilot test involving 20 respondents from Baguio City Jail, consisting of jail personnel and PDLs with characteristics similar to the target participants but excluded from the actual sample, was subsequently conducted to assess the instrument’s clarity, practicality, and reliability. The questionnaire yielded a Cronbach’s alpha of 0.89, indicating good internal consistency and exceeding the commonly accepted 0.70 threshold. Based on the pilot-test results and respondent feedback, necessary revisions were made to improve the clarity and appropriateness of the items before the final administration.

The collected data were checked for completeness, coded, tabulated, and analyzed using appropriate descriptive and inferential statistical techniques aligned with the study’s research questions. A four-point Likert scale was used to assess the perceived effectiveness of jail management and the implemented policies and guidelines: 4.00–3.26 = *Very Effective*, 3.25–2.51 = *Effective*, 2.50–1.76 = *Less Effective*, and 1.75–1.00 = *Not Effective*. The **median** was used to summarize respondents’ ratings, given the ordinal nature of the data.

To determine whether significant differences existed among the three respondent groups in their perceptions of jail

management effectiveness, the **Kruskal–Wallis H test** was employed. This non-parametric test is appropriate for comparing three or more independent groups with ordinal data. Statistical significance was evaluated at the **0.05 level**, with $p < .05$ indicating a significant difference.

For the qualitative component, responses concerning the challenges encountered in jail management were analyzed using **Braun and Clarke’s (2006) thematic analysis**. The analysis followed the six phases of familiarization with the data, generation of initial codes, searching for themes, reviewing themes, defining and naming themes, and producing the final report. This process enabled the researcher to identify recurring patterns and develop themes that captured the operational challenges and experiences associated with jail management.

The integration of quantitative and qualitative findings provided both measurable evidence of perceived effectiveness and contextual explanations of the challenges encountered, supporting a more comprehensive interpretation of jail management at the La Trinidad District Jail–Male Dormitory.

RESULTS AND DISCUSSIONS

This section presents presents, analyzes, and interprets the data gathered from the respondents.

Effectiveness of Jail Management at La Trinidad District Jail–Male Dormitory

This section presents the effectiveness of jail management at La Trinidad District Jail–Male Dormitory in terms of implement strong security measures for the control of PDLs, provide for the basic needs of PDLs, conduct activities for the development of PDLs, improve jail facilities, and promote the general welfare and development of personnel.

Implement strong security measures for the control of PDLs.

Table 2 presents the overall median for the effectiveness of jail management in implementing strong security measures for the control of Persons Deprived of Liberty (PDLs) which is 4.00, interpreted as *Very Effective* (VE). This indicates that, in general, respondents perceive the jail facility as successfully implementing security measures that maintain order, safety, and control within the institution.

The findings indicate that the La Trinidad District Jail–Male Dormitory has established a generally strong and effective security framework that supports safety, order, and control within



the facility. The high quantitative ratings suggest that security policies and procedures are consistently implemented and generally recognized by respondents as effective. However, indicators rated only *Effective* point to areas requiring continuous improvement, particularly inmate verification, response mechanisms, and consistent enforcement of disciplinary measures. These areas may be strengthened through regular personnel training, enhanced monitoring systems, and periodic evaluation of security protocols.

Qualitative findings explain these favorable ratings while highlighting persistent challenges involving **overcrowding, staffing limitations, inadequate resources, aging infrastructure, and emergency response capacity**. Despite these constraints, personnel sustain security operations through commitment, coordination, and adaptability. Overall, the findings demonstrate that security measures are generally effective, but addressing operational and resource limitations is essential to further strengthen jail security and responsiveness.

The findings are consistent with Steiner and Wooldredge (2020), Beijersbergen et al. (2020), and Ricciardelli et al. (2021), who emphasized the importance of trained personnel, structured security procedures, consistent policy implementation, and dynamic security in maintaining correctional order and reducing misconduct. The very effective ratings for monitoring, inspections, security coordination, surveillance, and emergency protocols suggest that the jail has organized security practices that support institutional stability and PDL compliance.

The results also align with UNODC (2024), BJMP (2022), and DILG (2021), which underscore adequate staffing, training, clear procedures, safe custody, and humane correctional management. However, indicators on PDL headcount and verification, immediate response to disturbances, and disciplinary implementation were rated *Effective* (median = 3.00), suggesting operational limitations. These findings are consistent with UNODC (2024), Lesmana et al. (2025), and COA (2022), who identified staffing and resource constraints as factors affecting correctional operations.

Table 2. Effectiveness of Jail Management in Terms of Implementing Strong Security Measures for the Control of PDLs

Implementing Strong Security Measures for the Control of PDLs	Jail Personnel		PDL		Visitor		Overall	
	Med	VI	Med	VI	Med	VI	Med	VI
1. Strict implementation of entry and exit procedures for visitors and personnel.	4.00	VE	4.00	VE	3.00	E	4.00	VE
2. Proper inspection and search of visitors and materials entering the facility.	4.00	VE	4.00	VE	3.00	E	4.00	VE
3. Continuous monitoring and supervision of Persons Deprived of Liberty (PDLs).	4.00	VE	4.00	VE	3.00	E	4.00	VE
4. Regular headcount and verification of PDLs inside the dormitory.	4.00	VE	3.00	E	3.00	E	3.00	E
5. Immediate response of personnel to disturbances or security threats.	4.00	VE	3.00	E	3.00	E	3.00	E
6. Effective implementation of jail rules and disciplinary procedures.	4.00	VE	3.00	E	3.00	E	3.00	E
7. Utilization of surveillance equipment such as CCTV cameras.	4.00	VE	4.00	VE	3.00	E	4.00	VE
8. Regular security inspections of jail premises and dormitories.	4.00	VE	4.00	VE	3.00	E	4.00	VE
9. Proper coordination among jail personnel during security operations.	4.00	VE	4.00	VE	3.00	E	4.00	VE
10. Implementation of emergency security protocols during incidents.	4.00	VE	4.00	VE	3.00	E	4.00	VE
Overall	4.00	VE	4.00	VE	3.00	E	4.00	VE

VE- Very Effective, E - Effective

Overall, the findings affirm that structured security systems, trained personnel, procedural consistency, and active supervision contribute to effective jail management. Nevertheless, continued improvements in operational responsiveness, staffing, resources, and PDL accountability procedures are necessary to further strengthen security effectiveness and align with correctional best practices.

Provide for the basic needs of PDLs. The overall median rating for the effectiveness of jail management in providing for the basic needs of Persons Deprived of Liberty (PDLs) is 3.00, which is interpreted as Effective (E). This indicates that respondents generally perceive the jail facility as capable of meeting the essential needs of PDLs, including food, water, healthcare, sanitation, and living conditions. However, the rating also suggests that there is still room for improvement to achieve a higher level of effectiveness.



Table 3.
Effectiveness of Jail Management in Terms of Providing for the Basic Needs of PDLs

Providing for the Basic Needs of PDLs	Jail Personnel		PDL		Visitor		Overall	
	Med	VI	Med	VI	Med	VI	Med	VI
1. Adequate food is provided regularly to PDLs.	4.00	VE	3.00	E	3.00	E	3.00	E
2. Safe drinking water is accessible to PDLs.	3.00	E	3.00	E	3.00	E	3.00	E
3. Medical and health services are available when needed.	4.00	VE	3.00	E	3.00	E	3.00	E
4. Availability of medicines and basic medical assistance.	3.00	E	3.00	E	3.00	E	3.00	E
5. Clean and adequate sleeping areas are provided.	4.00	VE	3.00	E	3.00	E	3.00	E
6. Sanitation and hygiene facilities are properly maintained.	3.00	E	3.00	E	3.00	E	3.00	E
7. PDLs are provided with basic hygiene supplies when available.	4.00	VE	3.00	E	3.00	E	3.00	E
8. Proper waste management and cleanliness inside the dormitory.	4.00	VE	3.00	E	3.00	E	3.00	E
9. Timely response to health concerns and medical emergencies.	4.00	VE	3.00	E	3.00	E	3.00	E
10. Adequate ventilation and lighting in the dormitory areas.	4.00	VE	3.00	E	3.00	E	3.00	E
Overall	4.00	VE	3.00	E	3.00	E	3.00	E

V E- Very Effective, E - Effective

The findings indicate that the La Trinidad District Jail–Male Dormitory is effective in providing the basic needs of PDLs, including food, water, healthcare, sanitation, hygiene, and living conditions. However, the absence of *Very Effective* ratings suggests that service quality and consistency require further improvement.

The qualitative findings explain these results, identifying inadequate resources, overcrowding, staffing limitations, infrastructure constraints, and emergency response challenges as factors affecting service delivery. Although essential services are generally provided, these operational constraints may limit their accessibility, timeliness, and quality.

The difference in perceptions is also notable: jail personnel rated the provision of basic needs as *Very Effective*, whereas PDLs and visitors rated them *Effective*. This variation may reflect differences in institutional roles and direct experiences with services. Overall, the findings demonstrate effective provision of basic needs while highlighting the need to address overcrowding, resource shortages, staffing, infrastructure, and service responsiveness to further improve PDL welfare and promote humane correctional management.

The findings are consistent with WHO (2021), Penal Reform International (2022), and Aon et al. (2023), emphasizing that adequate food, healthcare, sanitation, clean water, and humane living conditions are essential to PDL welfare and institutional stability. The effective ratings suggest that La Trinidad District Jail–Male Dormitory generally meets these basic service requirements.

The results also align with Aon et al. (2025), Hooper et al. (2025), and UNODC (2024), which identified overcrowding as a factor affecting access to essential services and living

conditions. In the Philippine context, the findings support BJMP (2022) and DILG (2021) standards requiring the provision of adequate food, healthcare, sanitation, and other essential services to PDLs.

However, the difference in perceptions is notable, as jail personnel rated basic-needs provision *Very Effective*, while PDLs and visitors rated it only *Effective*. This may reflect differences in institutional roles and direct experiences, consistent with Mukasheva et al. (2024). Moreover, overcrowding, resource constraints, and staffing limitations reported by COA (2022) and World Prison Brief (2023) may explain why none of the indicators achieved an overall *Very Effective* rating.

Overall, the findings demonstrate that the jail effectively provides for PDLs’ basic needs, but continued improvements in healthcare, sanitation, resources, staffing, and living conditions are necessary to enhance service quality and promote humane correctional management.

Conduct activities for the development of PDLs. The overall median rating for the effectiveness of jail management in conducting activities for the development of Persons Deprived of Liberty (PDLs) is 3.00, which is interpreted as *Effective* (E). This indicates that respondents generally perceive the developmental and rehabilitative programs provided by the jail as successful in supporting the personal growth, rehabilitation, and reintegration of PDLs. However, the findings also suggest that there are opportunities to further strengthen these programs to achieve a higher level of effectiveness.

The findings indicate that the La Trinidad District Jail–Male Dormitory is effective in implementing educational, counseling, spiritual, recreational, livelihood, and reintegration



activities, demonstrating its rehabilitative function beyond custody and security. However, the *Effective* ratings suggest opportunities to improve program quality, accessibility, and participant engagement, particularly in livelihood training and reintegration preparation.

The qualitative findings explain these results by highlighting resource constraints, personnel workload, limited space, and the need for stronger program support. While jail

personnel reported efforts to sustain rehabilitation programs through coordination with external agencies and partner organizations, PDLs noted limitations in the frequency and availability of activities. Staffing shortages and competing responsibilities may also affect consistent program delivery, while overcrowding and space constraints restrict recreational and skills-development activities.

Table 4. Effectiveness of Jail Management in Terms of Conducting Activities for the Development of PDLs

Conducting Activities for the Development of PDLs	Jail Personnel		PDL		Visitor		Overall	
	Med	VI	Med	VI	Med	VI	Med	VI
1. Educational programs are conducted for PDLs.	4.00	VE	3.00	E	3.00	E	3.00	E
2. Livelihood training programs are available to PDLs.	4.00	VE	2.00	LE	3.00	E	3.00	E
3. Skills development activities are provided.	3.00	E	3.00	E	3.00	E	3.00	E
4. Spiritual or religious services are regularly conducted.	3.00	E	3.00	E	3.00	E	3.00	E
5. Counseling services are available for PDLs.	4.00	VE	3.00	E	3.00	E	3.00	E
6. Recreational and sports activities are organized.	3.00	E	3.00	E	3.00	E	3.00	E
7. Programs that promote discipline and positive behavior are implemented.	4.00	VE	3.00	E	3.00	E	3.00	E
8. Activities that encourage personal growth and rehabilitation are conducted.	4.00	VE	3.00	E	3.00	E	3.00	E
9. Participation of external organizations in rehabilitation programs.	4.00	VE	3.00	E	3.00	E	3.00	E
10. Programs help prepare PDLs for reintegration into society.	4.00	VE	3.00	E	3.00	E	3.00	E
Overall	4.00	VE	3.00	E	3.00	E	3.00	E

VE- Very Effective, E - Effective

Overall, the findings demonstrate that developmental programs contribute to PDL rehabilitation, but their effectiveness can be further enhanced through expanded livelihood opportunities, stronger external partnerships, adequate resources and personnel, and improved space and scheduling management to support meaningful rehabilitation and successful reintegration.

The findings indicate that La Trinidad District Jail–Male Dormitory effectively implements educational, counseling, skills development, rehabilitation, and reintegration programs that support the personal growth and behavioral development of persons deprived of liberty (PDLs). These results are consistent with Rosli, Anuar, and Hamzah (2021), who emphasized that educational, vocational, and psychosocial interventions enhance inmates' well-being, self-efficacy, and prosocial behavior. The effective rating for educational programs also corroborates Duwe and Clark (2020), who found that correctional education contributes to behavioral change and reduced recidivism, while the literature of Davis et al. (2021) highlights the role of vocational training in employability and social reintegration.

A notable divergence emerged in livelihood training, which PDLs rated Less Effective (2.00) compared with jail personnel's Very Effective (4.00) assessment. This perception gap may indicate concerns regarding program accessibility, frequency, quality, or relevance to post-release employment.

Consistent with Mukasheva et al. (2024) and Ahmad and Tharshini (2026), rehabilitation programs are more effective when they are responsive to PDLs' needs, meaningful, and aligned with employability and reintegration goals. The findings likewise support Wilson, Gallagher, and MacKenzie (2000), who emphasized the value of correctional interventions that address criminogenic needs and promote prosocial behavior.

The results further demonstrate alignment with BJMP (2022) and DILG (2021), which promote educational, livelihood, spiritual, counseling, and reintegration activities within Philippine correctional facilities. The effective rating for external organizational participation also highlights the value of partnerships with community, religious, and non-government organizations in expanding rehabilitation opportunities (Mukasheva et al., 2024). Nevertheless, the predominance of Effective rather than Very Effective ratings may reflect persistent operational constraints, including overcrowding, limited resources, staffing shortages, and competing security demands identified by Lesmana, Karnado, and Fikri (2025), UNODC (2024), COA (2022), and World Prison Brief (2023). Overall, the findings affirm the jail's rehabilitative function while pointing to the need to strengthen the quality, accessibility, relevance, and sustainability of developmental programs, particularly livelihood and employability initiatives.



Improve jail facilities. The overall median rating for the effectiveness of jail management in improving jail facilities is 4.00, which is interpreted as Very Effective (VE). This finding indicates that respondents generally perceive the jail administration as highly effective in maintaining and enhancing the physical facilities and infrastructure necessary for the safe, secure, and humane management of Persons Deprived of Liberty (PDLs).

The findings indicate that jail management is highly effective in improving the physical environment of La Trinidad District Jail–Male Dormitory. Maintenance, cleanliness, sanitation, and infrastructure development were positively assessed, demonstrating their contribution to safety, security, and the well-being of PDLs and personnel. These findings are consistent with UNODC (2022, 2024), which emphasizes that adequate correctional infrastructure supports both institutional security and rehabilitation, and with Gaes (2022), who stressed the importance of facility design and maintenance in creating

secure and rehabilitative environments. The results likewise support BJMP (2022) and DILG (2021) standards requiring safe, clean, and humane detention facilities.

Despite these positive assessments, ventilation, lighting, accommodation space, emergency facilities, and security equipment received comparatively lower ratings, indicating continuing infrastructure and resource limitations. Qualitative findings reinforce these concerns, particularly through themes of *Facility and Infrastructure Limitations* and *Overcrowding and Space Constraints*. Respondents described aging structures, poor ventilation, limited sleeping space, congestion, and inadequate or outdated surveillance and communication equipment. These findings corroborate Walmsley (2021) and Hooper, Virdun, and Phillips (2025), who noted that overcrowding and inadequate physical conditions can compromise inmate welfare, supervision, visibility, and institutional safety.

Table 5. Effectiveness of Jail Management in Terms of Improving Jail Facilities

Improving Jail Facilities	Jail Personnel		PDL		Visitor		Overall	
	Med	VI	Med	VI	Med	VI	Med	VI
1. Regular maintenance of jail buildings and structures.	4.00	VE	4.00	VE	3.00	E	4.00	VE
2. Cleanliness and orderliness of jail surroundings.	4.00	VE	4.00	VE	3.00	E	4.00	VE
3. Adequate lighting in jail facilities.	3.00	E	3.00	E	3.00	E	3.00	E
4. Proper ventilation inside the dormitory areas.	4.00	VE	3.00	E	3.00	E	3.00	E
5. Availability of safe and functional sanitation facilities.	4.00	VE	4.00	VE	3.00	E	4.00	VE
6. Improvement of security installations and infrastructure.	4.00	VE	3.00	E	3.00	E	3.00	E
7. Adequate space for PDL accommodation.	3.00	E	4.00	VE	3.00	E	3.00	E
8. Proper maintenance of visitation areas.	3.00	E	4.00	VE	3.00	E	3.00	E
9. Provision of emergency safety equipment and facilities.	3.00	E	4.00	VE	3.00	E	3.00	E
10. Continuous efforts of management to improve jail infrastructure.	4.00	VE	4.00	VE	3.00	E	4.00	VE
Overall	4.00	VE	4.00	VE	3.00	E	4.00	VE

VE- Very Effective, E - Effective

The disparity in stakeholder perceptions is also significant. Jail personnel generally assessed facility improvements more favorably, whereas PDLs and visitors provided more moderate evaluations. This may reflect differences in exposure and experience, consistent with Mukasheva et al. (2024), who observed that perceptions of correctional conditions vary among institutional stakeholders. The qualitative findings further suggest that personnel coordination, resource mobilization, and routine maintenance help sustain facility conditions despite manpower and resource constraints.

Overall, the findings demonstrate that jail management has made substantial progress in maintaining and improving the correctional environment. However, persistent overcrowding, aging infrastructure, limited space, and inadequate technological and emergency equipment indicate the need for sustained infrastructure investment, facility modernization, capacity

expansion, and continuous stakeholder feedback. Addressing these gaps would further strengthen the safety, functionality, and rehabilitative value of the jail environment, consistent with concerns raised by COA (2022) and Penal Reform International (2022).

Promote the general welfare and development of personnel. The overall median rating for the effectiveness of jail management in promoting the general welfare and development of personnel is 3.00, which is interpreted as Effective (E). This indicates that respondents generally perceive the jail administration as capable of supporting the welfare, professional growth, and overall development of its personnel. While the findings reflect a positive assessment, they also suggest that there is room for further enhancement to achieve a higher level of effectiveness.



Table 6. Effectiveness of Jail Management in Terms of Promoting the General Welfare and Development of Personnel

Promoting the General Welfare and Development of Personnel	Jail Personnel		PDL		Visitor		Overall	
	Med	VI	Med	VI	Med	VI	Med	VI
1. Provision of regular training for jail personnel.	4.00	VE	3.00	E	3.00	E	3.00	E
2. Opportunities for professional development and career advancement.	4.00	VE	2.00	LE	3.00	E	3.00	E
3. Implementation of programs that promote personnel welfare.	3.00	E	3.00	E	3.00	E	3.00	E
4. Availability of support systems for personnel facing work-related stress.	3.00	E	3.00	E	3.00	E	3.00	E
5. Fair and effective leadership and supervision in the jail.	3.00	E	3.00	E	3.00	E	3.00	E
6. Recognition of personnel performance and achievements.	4.00	VE	3.00	E	3.00	E	3.00	E
7. Promotion of teamwork and cooperation among personnel.	3.00	E	3.00	E	3.00	E	3.00	E
8. Adequate staffing to perform jail management tasks.	3.00	E	3.00	E	3.00	E	3.00	E
9. Clear communication between management and personnel.	3.00	E	3.00	E	3.00	E	3.00	E
10. Encouragement of ethical conduct and professionalism among personnel.	3.00	E	3.00	E	3.00	E	3.00	E
Overall	3.00	E	3.00	E	3.00	E	3.00	E

VE- Very Effective, E - Effective

The findings indicate that jail management effectively supports personnel welfare and professional development through training, recognition, leadership, communication, and organizational support mechanisms. These practices contribute to personnel competence, motivation, and effective correctional operations, consistent with Lambert, Keena, and Leone (2020), who emphasized the role of organizational support and career opportunities in correctional officer performance.

However, the predominance of Effective rather than Very Effective ratings suggests that personnel support systems remain constrained by staffing shortages, workload pressures, limited resources, and demanding operational conditions. Qualitative findings under *Personnel and Workload Challenges* and *Space and Population Management Strategies* reinforce these concerns, with respondents describing multiple responsibilities, increased stress associated with overcrowding, and limited opportunities for rest and professional development. These conditions are consistent with Ricciardelli et al. (2021), who associated occupational stress, workload, and limited advancement with burnout and reduced institutional effectiveness.

The Less Effective (2.00) rating for professional development and career advancement from PDLs further suggests perceived limitations in personnel growth opportunities. Although PDLs are not direct beneficiaries of such programs, their observations may reflect the effects of personnel workload, morale, and organizational constraints. Similarly, the Effective ratings for stress-management and welfare programs indicate that support mechanisms are available but may require strengthening. This supports Owusu Ansah, Tsabedze, and Mapaling (2025), who emphasized the importance of wellness and stress-

management interventions in improving correctional officers' well-being and performance.

The qualitative findings further highlight the importance of resource mobilization, leadership, coordination, and teamwork in sustaining personnel performance despite operational limitations. These observations align with Bennett (2021) and Crewe and Liebling (2022), who emphasized that personnel welfare and institutional effectiveness depend on organizational commitment, adequate resources, effective leadership, clearly defined roles, and communication. The findings likewise reflect BJMP (2022) and COA (2022), which identify staffing and resource constraints as continuing challenges in Philippine correctional facilities.

Overall, jail management has established functional mechanisms for personnel welfare and development, but their effectiveness could be enhanced through increased staffing, expanded career development opportunities, stronger mental health and stress-management support, adequate resources, and improved employee engagement and communication. Strengthening these areas would promote personnel well-being and professional growth while contributing to more efficient, responsive, and humane jail management.

Significant Difference in the Respondents' Perceived Effectiveness of Jail Management at La Trinidad District Jail-Male Dormitory

Table 7 presents the results of the Kruskal-Wallis H test determining whether there are significant differences in the respondents' perceived effectiveness of jail management at La Trinidad District Jail-Male Dormitory across different groups.

The results of the Kruskal-Wallis test indicate that perceptions among jail personnel, PDLs, and visitors did not



significantly differ in *implementing strong security measures for the control of PDLs* ($H = 4.215$, $p = .122$), *conducting activities for the development of PDLs* ($H = 2.981$, $p = .225$), and *promoting the general welfare and development of personnel* ($H = 1.864$, $p = .394$). These findings suggest a shared assessment of security, rehabilitation, and personnel welfare practices, possibly reflecting the consistent implementation of institutional policies and procedures. This is consistent with Steiner and Wooldredge

(2020) and Beijersbergen et al. (2020), who emphasized that clear rules, structured procedures, and consistent institutional practices promote perceptions of safety and order. Similarly, Duwe and Clark (2020), Davis et al. (2021), Mukasheva et al. (2024), and Lambert, Keena, and Leone (2020) support the recognized value of rehabilitation and personnel-support programs across correctional settings.

Table 7. Significant Difference in the Respondents' Perceived Effectiveness of Jail Management at La Trinidad District Jail-Male Dormitory According to Group

Dimension	H-value	p-value	Decision ($\alpha = 0.05$)	Interpretation
Implementing strong security measures for the control of the PDL	4.215	0.122	Fail to Reject H_0	No significant difference exists
Providing for the basic needs of PDLs	8.764	0.013	Reject H_0	A significant difference exists
Conducting activities for the development of PDLs	2.981	0.225	Fail to Reject H_0	No significant difference exists
Improving jail facilities	10.547	0.005	Reject H_0	A significant difference exists
Promoting the general welfare and development of personnel	1.864	0.394	Fail to Reject H_0	No significant difference exists

In contrast, significant differences were observed in *providing for the basic needs of PDLs* ($H = 8.764$, $p = .013$) and *improving jail facilities* ($H = 10.547$, $p = .005$). These differences indicate that respondents do not experience or evaluate food, water, healthcare, sanitation, space, ventilation, and other facility conditions in the same manner. The findings are consistent with WHO (2021), Aon, Oberconz, and Brasholt (2023), and Penal Reform International (2022), which identified overcrowding and resource limitations as factors affecting the equitable provision of basic services. Likewise, UNODC (2022), Walmsley (2021), and Gaes (2022) noted that inadequate infrastructure and overcrowding can produce varying experiences of correctional conditions. Local studies by Castillo (2020) and Domingo and Ramos (2022) similarly documented challenges involving congestion and deteriorating jail infrastructure in Philippine correctional facilities.

Overall, the findings suggest that perceptual convergence occurs in areas governed by standardized policies and established practices, particularly security, rehabilitation, and personnel welfare. Conversely, perceptual differences emerge in

areas directly influenced by resource availability and lived experience, particularly basic needs and physical facilities. These results underscore the need for jail management to complement standardized policies with stakeholder-sensitive monitoring, regular feedback mechanisms, and targeted improvements in basic services and infrastructure to address gaps in how correctional conditions are experienced and perceived by different groups.

Effectiveness of Formulated Policies and Guidelines in the Administration of La Trinidad District Jail

The overall median rating for the effectiveness of the formulated policies and guidelines in the administration of La Trinidad District Jail is 3.25, which is interpreted as Effective (E). This indicates that the existing policies and administrative guidelines are generally perceived as effective in supporting jail operations, maintaining security, delivering services, and guiding personnel in the performance of their duties. While the overall assessment is positive, the results suggest that there is still potential to strengthen policy implementation and effectiveness.

**Table 8. Effectiveness of Formulated Policies and Guidelines in the Administration of La Trinidad District Jail**

Policies and Guidelines	Jail Personnel		PDL		Visitor		Overall	
	Med	VI	Med	VI	Med	VI	Med	VI
1. Policies and guidelines clearly define the roles and responsibilities of jail personnel in the administration of the facility.	3.00	E	4.00	VE	3.00	E	3.00	E
2. Policies and guidelines provide clear procedures for maintaining security and controlling Persons Deprived of Liberty (PDLs).	3.00	E	4.00	VE	4.00	VE	4.00	VE
3. Existing administrative policies effectively support the implementation of jail programs and services.	4.00	VE	3.00	E	3.00	E	3.00	E
4. Policies and guidelines help ensure the proper delivery of basic services to Persons Deprived of Liberty (PDLs).	3.00	E	3.00	E	3.00	E	3.00	E
5. The implementation of policies and guidelines contributes to the orderly operation of the jail facility.	4.00	VE	4.00	VE	3.00	E	4.00	VE
6. Policies and administrative guidelines are consistently implemented by jail personnel.	3.00	E	4.00	VE	3.00	E	3.00	E
7. Policies and guidelines provide clear direction in addressing security incidents and emergency situations within the jail.	4.00	VE	4.00	VE	3.00	E	4.00	VE
8. The policies and guidelines promote accountability and discipline among jail personnel.	3.00	E	4.00	VE	3.00	E	3.00	E
9. Policies and administrative procedures support the effective implementation of rehabilitation and development programs for PDLs.	3.50	VE	4.00	VE	3.50	VE	3.50	VE
10. The policies and guidelines contribute to improving coordination and communication among jail personnel.	4.00	VE	4.00	VE	3.00	E	4.00	VE
11. Policies and guidelines support the proper maintenance and management of jail facilities.	4.00	VE	3.00	E	3.00	E	3.00	E
12. The existing policies and guidelines contribute to improving the overall efficiency of jail administration.	4.00	VE	4.00	VE	3.50	VE	4.00	VE
Overall	3.75	VE	4.00	VE	3.00	E	3.25	E

VE- Very Effective, E - Effective

The integration of the quantitative and qualitative findings indicates that the policies and guidelines of La Trinidad District Jail–Male Dormitory are generally well-established and effective in guiding security, administration, rehabilitation, welfare, and emergency operations. High ratings for security procedures, coordination, communication, and emergency response are consistent with Steiner and Wooldredge (2020), UNODC (2022), Bennett (2021), and Crewe and Liebling (2022), who emphasized the importance of clear policies, structured procedures, trained personnel, leadership, and effective coordination in correctional management.

However, the qualitative findings reveal that policy effectiveness is moderated by operational and structural constraints. Themes on *Security and Safety Challenges*, *Personnel Workload and Performance Issues*, and *Space and Population Management Challenges* show that overcrowding and staffing shortages make PDL monitoring, segregation, emergency response, and routine operations more difficult. These findings support Ricciardelli, Carleton, and Groll (2021), who highlighted

the importance of adequate staffing and dynamic security practices in maintaining effective correctional supervision. Thus, although security policies are perceived as effective, their implementation remains dependent on sufficient manpower and facility capacity.

Similar gaps were observed in basic services and facility management. Moderate quantitative ratings for food, healthcare, sanitation, space, and facility support are reinforced by qualitative reports of delayed medical attention, insufficient hygiene supplies, limited food provisions, poor ventilation, aging infrastructure, and inadequate surveillance equipment. These findings are consistent with WHO (2021), Penal Reform International (2022), UNODC (2022), and Walmsley (2021), which identify overcrowding and resource limitations as major barriers to humane and effective correctional administration. The evidence therefore suggests a gap between policy intent and implementation capacity, particularly where service delivery depends heavily on material and financial resources.



For rehabilitation and personnel welfare, the findings generally indicate effective policy implementation, consistent with Duwe and Clark (2020), Davis et al. (2021), and Lambert, Keena, and Leone (2020), who emphasized the value of structured rehabilitation, organizational support, and leadership in promoting positive correctional outcomes. Nevertheless, qualitative evidence indicates that staffing limitations, workload pressures, space constraints, and resource shortages can restrict program participation and personnel development, suggesting that the effectiveness of these policies also depends on adequate institutional capacity.

Overall, the convergent findings demonstrate that the policy framework is relatively strong, but its full effectiveness is constrained by overcrowding, insufficient staffing, limited resources, and infrastructure deficiencies. This indicates that improving policy outcomes requires not only clear and consistently implemented guidelines but also adequate human, financial, technological, and physical resources. Strengthening these operational foundations would enable the jail to translate established policies more consistently into improved security, basic service delivery, rehabilitation, facility management, and personnel performance.

Challenges Encountered with Regard to the Management of La Trinidad District Jail-Male Dormitory

This section presents the challenges encountered with regards to the management of La Trinidad District Jail-Male Dormitory.

Operational Challenges in Jail Management. The findings revealed that both jail officers and Persons Deprived of Liberty (PDLs) identified several operational difficulties that affect the effective management of the La Trinidad District Jail-Male Dormitory. Five major themes emerged from the interviews: (1) Overcrowding and Space Constraints, (2) Personnel and Workload Challenges, (3) Inadequate Resources and Basic Services, (4) Facility and Infrastructure Limitations, and (5) Safety, Security, and Emergency Response Concerns. These challenges influence the efficiency of jail operations, the welfare of PDLs, and the ability of personnel to maintain order and security within the facility.

Theme 1: Overcrowding and Space Constraints. The findings identify Overcrowding and Space Constraints as a central challenge affecting security, welfare, rehabilitation, and daily jail operations. PDLs described limited and uncomfortable living space, congestion, and restrictions on recreational activities, while jail personnel reported difficulties in supervision and inmate segregation. These findings support UNODC (2022) and Walmsley (2021), which emphasized that overcrowding strains security systems, increases tension, and compromises inmate welfare. Thus, despite the *Very Effective* quantitative ratings for security measures, the qualitative findings indicate that excessive population density limits their full implementation and effectiveness.

Theme 2: Personnel and Workload Challenges. The Personnel and Workload Challenges theme highlights staffing shortages and increasing workload as significant constraints on

jail operations. Jail personnel reported difficulties in maintaining adequate shifts, responding during emergencies, and managing peak visitation periods, while PDLs observed delays in addressing concerns because personnel handle multiple responsibilities. These conditions may contribute to fatigue, reduced responsiveness, and diminished supervision quality. The findings are consistent with Ricciardelli et al. (2021) and Fernandez (2021), who emphasized that workload pressures and inadequate staffing can adversely affect correctional personnel performance and institutional efficiency.

Theme 3: Inadequate Resources and Basic Services.

The theme Inadequate Resources and Basic Services reflects limitations in medical supplies, hygiene materials, food provision, and other essential services. Personnel identified budgetary and logistical constraints, while PDLs reported insufficient hygiene supplies, delays in medical attention, and concerns regarding food adequacy. These findings corroborate WHO (2021) and Aon et al. (2023), which noted that overcrowding and resource limitations can compromise healthcare, sanitation, nutrition, and general inmate welfare. The findings therefore suggest that although basic services are being provided, their adequacy and timeliness remain affected by resource constraints.

Theme 4: Facility and Infrastructure Limitations.

The Facility and Infrastructure Limitations theme provides further explanation for the comparatively lower quantitative ratings concerning ventilation, space, and facility support. Participants identified aging infrastructure, poor ventilation, limited personal space, and outdated surveillance and communication equipment. These concerns are consistent with UNODC (2022) and Castillo (2020), which identified inadequate infrastructure and overcrowding as persistent challenges in correctional facilities. The findings indicate that maintenance efforts have helped sustain acceptable conditions, but modernization and structural improvements remain necessary to enhance both security and PDL welfare.

Theme 5: Safety, Security, and Emergency Response

Concerns. The theme Safety, Security, and Emergency Response Concerns demonstrates that operational limitations can affect the real-time implementation of otherwise effective security policies. Personnel and PDLs reported occasional delays in responding to emergencies and disturbances, particularly when multiple incidents occur simultaneously and manpower is limited. This suggests that while established emergency protocols provide clear operational direction, their effectiveness depends on adequate staffing, equipment, and response capacity.

Implications of the Findings. Overall, the integration of the quantitative and qualitative findings demonstrates that jail management systems and policies are generally functional and effective, but their implementation is constrained by interconnected operational challenges. The five themes—Overcrowding and Space Constraints; Personnel and Workload Challenges; Inadequate Resources and Basic Services; Facility and Infrastructure Limitations; and Safety, Security, and Emergency Response Concerns—show that overcrowding is a particularly significant underlying issue that intensifies staffing,



resource, infrastructure, and security pressures. Addressing these challenges through facility expansion, adequate staffing, improved resource allocation, infrastructure modernization, and strengthened emergency-response capacity is essential to fully realize the intended outcomes of effective jail management, PDL welfare, rehabilitation, and institutional security.

Effects of Operational Challenges on Jail Management. The findings revealed that the operational challenges encountered at the La Trinidad District Jail–Male Dormitory have significant effects on institutional security, the welfare of Persons Deprived of Liberty (PDLs), and the performance of jail personnel. Analysis of the responses generated five major themes: (1) Security and Safety Challenges, (2) Personnel Workload and Performance Issues, (3) Welfare and Basic Service Limitations, (4) Facility and Infrastructure Constraints, and (5) Emergency Response and Operational Efficiency Concerns. These themes demonstrate how operational difficulties create interconnected effects that influence both the management of the facility and the well-being of its occupants.

Theme 1: Security and Safety Challenges. The Security and Safety Challenges theme indicates that overcrowding and limited space make PDL monitoring, classification, and segregation more difficult, increasing tension and the risk of conflict. JO1 and JO4 highlighted difficulties in maintaining effective supervision and segregation, while PDLs reported that congestion affects safety and daily living conditions. These findings contextualize the *Very Effective* quantitative ratings for security measures by demonstrating that, although security systems are established and functional, their effectiveness is constrained by facility congestion. This supports UNODC (2022) and Walmsley (2021), who emphasized that overcrowding can undermine even well-designed security and control mechanisms.

Theme 2: Personnel Workload and Performance Issues. The Personnel Workload and Performance Issues theme shows that staffing shortages and multiple responsibilities contribute to fatigue, reduced efficiency, and delayed responses. JO2, JO6, and JO7 reported difficulties in maintaining adequate coverage, particularly during emergencies, visitation, and special activities, while PDL9 observed delays in addressing concerns. These findings provide context for the generally *Effective* quantitative ratings for personnel welfare and performance, indicating that established systems are functional but affected by manpower limitations. The results are consistent with Ricciardelli et al. (2021) and Fernandez (2021), who associated workload pressures and occupational stress with correctional personnel performance.

Theme 3: Welfare and Basic Service Limitations. The Welfare and Basic Service Limitations theme demonstrates the effects of resource constraints on the delivery of healthcare, hygiene, food, and rehabilitation services. Personnel identified shortages of medical and logistical resources and budget limitations, while PDLs reported insufficient hygiene supplies, delayed medical

attention, concerns about food adequacy, and limited activities. These findings explain the *Effective* rather than consistently *Very Effective* quantitative assessments of basic needs provision and corroborate WHO (2021) and Aon et al. (2023), which identified overcrowding and resource limitations as factors affecting inmate health and welfare. The findings suggest that service provision is functional but its adequacy and timeliness remain vulnerable to resource constraints.

Theme 4: Facility and Infrastructure Constraints. The Facility and Infrastructure Constraints theme highlights aging structures, inadequate surveillance and communication equipment, poor ventilation, and limited personal space. JO5 and JO10 identified technological and structural deficiencies, while PDL4 and PDL6 described difficulties maintaining cleanliness and adequate ventilation. These findings directly explain the comparatively lower *Effective* ratings for ventilation, space, and equipment in the quantitative results. The results support Gaes (2022) and UNODC (2022), who emphasized that inadequate infrastructure can compromise security, health, operational efficiency, and rehabilitative conditions.

Theme 5: Emergency Response and Operational Efficiency Concerns. The Emergency Response and Operational Efficiency Concerns theme reveals that manpower limitations can delay responses when multiple incidents occur simultaneously. JO9 and PDL7 reported delays during emergencies and disturbances, indicating that established response procedures may be difficult to implement promptly when personnel and resources are insufficient. Thus, positive quantitative assessments of security and emergency-response systems should be interpreted alongside the operational limitations identified qualitatively. The findings demonstrate that effective protocols require adequate personnel, equipment, and response capacity to achieve consistent real-time effectiveness.

Implications of the Findings. Overall, the findings demonstrate that the operational challenges of La Trinidad District Jail–Male Dormitory have interrelated effects on security, PDL welfare, personnel performance, and service delivery. Across the five themes, overcrowding emerges as a central concern, contributing to supervision difficulties, increased personnel workload, resource pressures, infrastructure strain, and emergency-response challenges. The convergence of the quantitative and qualitative findings suggests that jail management is generally effective at the policy, systems, and procedural levels, but operational realities limit the consistency and quality of implementation. Addressing these challenges through decongestion measures, adequate staffing, improved resource allocation, infrastructure modernization, and strengthened emergency-response capacity is therefore essential to enhance institutional security, PDL welfare, and personnel performance.



Proposed Program as output of the study

Based on the findings of the study, La Trinidad District Jail–Male Dormitory demonstrates generally effective jail management in terms of security, provision of basic needs, rehabilitation programs, facility management, personnel welfare, and policy implementation. However, qualitative findings reveal persistent operational challenges, particularly overcrowding, limited manpower, inadequate resources, and aging infrastructure. These challenges affect the full optimization of jail services despite the presence of effective systems and policies.

In response, the Integrated Jail Enhancement and Resilience Program (IJERP) is proposed. The program aims to strengthen operational efficiency, improve inmate welfare, and enhance personnel capacity through coordinated interventions focusing on space management, resource mobilization, infrastructure improvement, personnel support, security enhancement, and rehabilitation strengthening.

General Objective: To enhance the operational efficiency, safety, and welfare conditions of La Trinidad District Jail–Male Dormitory through an integrated system of management interventions addressing overcrowding, staffing constraints, resource limitations, and infrastructure challenges.

Specific Objectives

1. To improve space utilization and manage overcrowding through structured population control strategies.
2. To strengthen personnel performance and reduce workload stress through coordination and capacity-building mechanisms.
3. To enhance access to basic services such as healthcare, sanitation, and essential supplies through resource mobilization.
4. To improve jail infrastructure, sanitation, and safety conditions through continuous maintenance and upgrading.
5. To strengthen security and emergency response systems through dynamic monitoring and preparedness training.
6. To expand rehabilitation and development opportunities for Persons Deprived of Liberty (PDLs).

Program Components and Activities

1. Space Optimization and Population Management
 - a. Implementation of structured cell assignment and scheduling system
 - b. Strengthened inmate classification and segregation practices
 - c. Controlled movement scheduling (sleeping, visitation, recreation)
2. Personnel Strengthening and Workload Management
 - a. Task-sharing and shift rotation system
 - b. Stress management and peer support sessions
 - c. Continuous training on jail operations and crisis handling

3. Resource Mobilization and Welfare Support

- a. Partnerships with LGUs, NGOs, and health agencies
- b. Regular medical missions and health outreach programs
- c. Establishment of minimum essential supply buffer system

4. Facility Improvement and Maintenance Program

- a. Routine inspection and preventive maintenance system
- b. Ventilation and sanitation improvement projects
- c. Repair of aging infrastructure and upgrade of basic utilities

5. Security and Monitoring Enhancement

- a. Strengthening CCTV and surveillance systems
- b. Standardized incident reporting and response protocol
- c. Continuous monitoring and dynamic security practices

6. Rehabilitation and Development Program Expansion

- a. Expanded educational and livelihood training programs
- b. Counseling and psycho-social support services
- c. Structured recreational and behavior modification activities

7. Emergency Preparedness and Response System

- a. Regular emergency drills (fire, riot, medical emergencies)
- b. Formation of rapid response teams
- c. Incident simulation and crisis management training

Expected Outcomes

1. Improved control of inmate population and reduced congestion effects
2. Enhanced efficiency and well-being of jail personnel
3. Faster and more reliable response to medical and security concerns
4. Improved living conditions for PDLs
5. Strengthened rehabilitation and reintegration outcomes
6. More resilient and coordinated jail operations

Conclusions

Based on the findings of the study, it is concluded that:

1. Jail management practices of the La Trinidad District Jail–Male Dormitory are generally effective, with strong performance in security measures and facility management. While the institution effectively fulfills its custodial and administrative functions, improvements in the provision of basic needs, developmental programs for persons deprived of liberty (PDLs), and personnel welfare may further enhance overall jail management effectiveness.

2. The respondents generally share similar perceptions regarding the effectiveness of security measures, developmental programs for persons deprived of liberty (PDLs), and personnel welfare, reflecting consistency in the implementation of these aspects of jail management. However, the significant differences observed in the provision of basic needs and jail facilities suggest variations in experiences and perceptions related to resource availability and facility conditions.

3. The formulated policies and guidelines in the administration of the La Trinidad District Jail are effective,



indicating that existing administrative measures adequately support the management and operation of the facility.

4. The management of the La Trinidad District Jail-Male Dormitory is challenged by issues related to overcrowding, personnel workload, inadequate resources and basic services, facility limitations, and safety and security concerns. These operational challenges significantly affect the efficiency of jail operations, the welfare of persons deprived of liberty (PDLs), and the ability of personnel to effectively maintain order, security, and institutional management.

4.3 Recommendations

Based on the findings of the study, the following recommendations are proposed:

1. The jail administration should further strengthen and sustain existing security measures to maintain the very effective level of control over Persons Deprived of Liberty (PDLs), with continued emphasis on monitoring systems, staff training, and consistent implementation of security protocols.
2. Improvement of jail facilities should be prioritized through infrastructure upgrading, expansion of sleeping quarters, enhancement of ventilation and sanitation systems, and regular maintenance programs to address the significant differences in perceptions regarding facility adequacy.
3. The provision of basic needs of PDLs should be enhanced by ensuring consistent access to sufficient food, clean water, healthcare services, hygiene supplies, and sanitation facilities, with stronger coordination with local government units and partner agencies to address resource gaps.
4. Rehabilitation and development programs for PDLs should be sustained and expanded by increasing access to educational, livelihood, and psychosocial interventions, ensuring that programs are more responsive to the needs and interests of PDLs.
5. The management should strengthen personnel welfare programs by providing continuous training, stress management support, and opportunities for professional development to maintain effective performance and job satisfaction.
6. Resource mobilization efforts should be strengthened through partnerships with local government units, non-government organizations, and other stakeholders to supplement medical supplies, equipment, and program resources.
7. Jail management should continue enhancing emergency preparedness by regularly conducting drills, updating contingency plans, and improving communication and coordination systems within the facility.
8. Continuous monitoring and evaluation of jail policies and guidelines should be conducted to ensure their effective implementation and responsiveness to the evolving needs of PDLs and personnel.
9. Adoption of the program proposed.

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Research Instrument

Part 1. Respondent's Classification

Please check if: ☐ Jail Personnel
☐ Person Deprived of Liberty (PDL)
☐ Visitor

Part 2. Effectiveness of Jail Management at La Trinidad District Jail-Male Dormitory

Kindly check the effectiveness of jail management at La Trinidad District Jail-Male Dormitory in terms of implementing strong security measures for the control of PDLs, providing for the basic needs of PDLs, conducting activities for the development of PDLs, improving jail facilities, and promoting the general welfare and development of personnel, using the legend as follows:

- 4 - Very Effective (VE)
- 3 - Effective (E)
- 2 - Less Effective (LE)
- 1 - Not Effective (NE)

A. Implementing Strong Security Measures for the Control of PDLs	4 VE	3 E	2 LE	1 NE
1. Strict implementation of entry and exit procedures for visitors and personnel.				
2. Proper inspection and search of visitors and materials entering the facility.				
3. Continuous monitoring and supervision of Persons Deprived of Liberty (PDLs).				
4. Regular headcount and verification of PDLs inside the dormitory.				
5. Immediate response of personnel to disturbances or security threats.				
6. Effective implementation of jail rules and disciplinary procedures.				
7. Utilization of surveillance equipment such as CCTV cameras.				
8. Regular security inspections of jail premises and dormitories.				
9. Proper coordination among jail personnel during security operations.				
10. Implementation of emergency security protocols during incidents.				
B. Providing for the Basic Needs of PDLs				
1. Adequate food is provided regularly to PDLs.				
2. Safe drinking water is accessible to PDLs.				
3. Medical and health services are available when needed.				
4. Availability of medicines and basic medical assistance.				
5. Clean and adequate sleeping areas are provided.				
6. Sanitation and hygiene facilities are properly maintained.				
7. PDLs are provided with basic hygiene supplies when available.				
8. Proper waste management and cleanliness inside the dormitory.				
9. Timely response to health concerns and medical emergencies.				
10. Adequate ventilation and lighting in the dormitory areas.				
C. Conducting Activities for the Development of PDLs				
1. Educational programs are conducted for PDLs.				
2. Livelihood training programs are available to PDLs.				
3. Skills development activities are provided.				
4. Spiritual or religious services are regularly conducted.				
5. Counseling services are available for PDLs.				
6. Recreational and sports activities are organized.				
7. Programs that promote discipline and positive behavior are implemented.				
8. Activities that encourage personal growth and rehabilitation are conducted.				
9. Participation of external organizations in rehabilitation programs.				
10. Programs help prepare PDLs for reintegration into society.				
D. Improving Jail Facilities				
1. Regular maintenance of jail buildings and structures.				
2. Cleanliness and orderliness of jail surroundings.				



3. Adequate lighting in jail facilities.				
4. Proper ventilation inside the dormitory areas.				
5. Availability of safe and functional sanitation facilities.				
6. Improvement of security installations and infrastructure.				
7. Adequate space for PDL accommodation.				
8. Proper maintenance of visitation areas.				
9. Provision of emergency safety equipment and facilities.				
10. Continuous efforts of management to improve jail infrastructure.				
E. Promoting the General Welfare and Development of Personnel				
1. Provision of regular training for jail personnel.				
2. Opportunities for professional development and career advancement.				
3. Implementation of programs that promote personnel welfare.				
4. Availability of support systems for personnel facing work-related stress.				
5. Fair and effective leadership and supervision in the jail.				
6. Recognition of personnel performance and achievements.				
7. Promotion of teamwork and cooperation among personnel.				
8. Adequate staffing to perform jail management tasks.				
9. Clear communication between management and personnel.				
10. Encouragement of ethical conduct and professionalism among personnel.				

Part 3. Effectiveness of Formulated Policies and Guidelines in the Administration of La Trinidad District Jail

Kindly check the effectiveness of formulated policies and guidelines in the administration of La Trinidad District Jail, using the legend as follows:

4 - Very Effective (VE)

3 - Effective (E)

2 - Less Effective (LE)

1 - Not Effective (NE)

Indicators	4 VE	3 E	2 LE	1 NE
Policies and guidelines clearly define the roles and responsibilities of jail personnel in the administration of the facility.				
Policies and guidelines provide clear procedures for maintaining security and controlling Persons Deprived of Liberty (PDLs).				
Existing administrative policies effectively support the implementation of jail programs and services.				
Policies and guidelines help ensure the proper delivery of basic services to Persons Deprived of Liberty (PDLs).				
The implementation of policies and guidelines contributes to the orderly operation of the jail facility.				
Policies and administrative guidelines are consistently implemented by jail personnel.				
Policies and guidelines provide clear direction in addressing security incidents and emergency situations within the jail.				
The policies and guidelines promote accountability and discipline among jail personnel.				
Policies and administrative procedures support the effective implementation of rehabilitation and development programs for PDLs.				
The policies and guidelines contribute to improving coordination and communication among jail personnel.				
Policies and guidelines support the proper maintenance and management of jail facilities.				
The existing policies and guidelines contribute to improving the overall efficiency of jail administration.				



Part 4. Challenges Encountered Regarding the Management of La Trinidad District Jail-Male Dormitory

1. What specific operational difficulties (e.g., overcrowding, limited resources, staffing constraints, or facility limitations) affect the effective management of the La Trinidad District Jail–Male Dormitory?
2. How do these identified challenges affect the security, welfare of Persons Deprived of Liberty (PDLs), and the performance of jail personnel in carrying out their duties?