



INFLUENCE OF WORK ETHICS ON JOB SATISFACTION AMONG JAIL OFFICERS TOWARDS AN INTERVENTION PROGRAM

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ABSTRACT

This research study evaluates the influence of work ethics on job satisfaction among jail officers of the Bureau of Jail Management and Penology. The study aims to determine the level of work ethics exhibited by the jail officers in terms of Care, Ethics Code, Regulation, Instrument, Independence, Hard work, and Work as goal as well as the level of job satisfaction among jail officers of the Jail Bureau in terms of Pay, Promotion, Supervision, Fringe benefits, Contingent rewards, Operating procedures, Coworkers, Nature of work and Communication. This study also ascertains the significant relationship between the respondents' job satisfaction and their work ethics and if the job satisfaction significantly influences jail officers' work ethics, and intervention programs may be proposed based on the results of this research study. A quantitative method with a survey questionnaire administered to collect information on work ethics and job satisfaction from one hundred fourteen (114) personnel of the Bureau of Jail Management and Penology. The results of the study reveal the significant relationship between work ethics and job satisfaction among the jail officers. The outcome of this research study implies that work ethic is one of the key attributes to increase employees' job satisfaction together with other organizational outcomes. Most importantly, it is crucial for the senior officers of the Jail Bureau to be aware that increasing personnel's job satisfaction can lead to increased organizational commitment, lower labor turnover, and improved productivity.

KEYWORDS: Work Ethics, Job Satisfaction, Jail Bureau, Jail Officer, Intervention Program

INTRODUCTION

In today's globalized world, businesses face a complex and ever-changing environment where work ethics significantly influence organizational success. As economies and societies become more interconnected, the role of work ethics in the workplace has gained increasing attention (Kumar et al., 2020; Singh & Kaur, 2022). Employees from diverse cultural backgrounds bring varied values and viewpoints, making work ethics a critical element of organizational behavior (Nguyen & Tran, 2022; Wang et al., 2021).

Work ethics matter greatly in modern business because employee conduct directly impacts an organization's performance in the international market (Kumar et al., 2020; Nguyen & Tran, 2022; Singh & Kaur, 2022; Wang et al., 2021). Instances of employee misconduct can severely damage a company's reputation, as illustrated by the Wirecard scandal, which led to the company's insolvency in 2020 following a large-scale accounting fraud (McLannahan & Storbeck, 2020; Jain & Sharma, 2021).

Furthermore, other studies suggest that the impact of work ethics on job satisfaction may be only marginally significant (Jackson, 2022; Martin & Martin, 2021) or even negatively significant (Zhang et al., 2020; Liu et al., 2021). Additionally, some findings reveal that work ethics might not influence organizational commitment at all (Patel & Patel, 2021; Hernandez & Hernandez, 2022). More recent research, however, supports the idea that strong work ethics can enhance job satisfaction among

professionals across various sectors (Kim et al., 2022; Smith & Johnson, 2021; Wong & Wong, 2022; González & Morales, 2021).

In the Philippines, where the economy is expanding rapidly and the workforce is quite diverse, work ethics significantly influence how organizations succeed. The country's distinct cultural heritage—shaped by its history, core values, and traditions—affects how employees understand and practice their work ethics (Del Rosario, 2020; Santos & Velasquez, 2021). As multinational corporations increase their presence and the Business Process Outsourcing (BPO) sector continues to grow, Filipino workers encounter various work cultures and expectations. This makes work ethics an essential part of workplace behavior (Austria, 2022). Filipino values such as strong family ties, respect for authority, and the bayanihan spirit often translate into workplace practices that emphasize teamwork, mutual respect, and community (Enriquez, 2022; Mercado, 2021). Additionally, with the country's economic growth and ongoing globalization, there is a blending of traditional and modern work ethics. Organizations must therefore find ways to balance these values to foster a positive and productive work environment (Dominguez, 2022; Gutierrez, 2021).

The Bureau of Jail Management and Penology (BJMP) faces challenges in maintaining effective intervention programs for its personnel and for Persons Deprived of Liberty (PDL), which can be attributed to various factors including resource constraints and jail personnel issues. Ethics is a code of standards



that guides an organization and the behavior of every individual. The most important values are those that set forth the ultimate purposes of the organization. Jail management, being a place of detention, is powerfully influenced by ethics.

Work Ethics are essential in correctional institutions because jail officers are entrusted with public safety, the humane custody of persons deprived of liberty, and the implementation of institutional rules and procedures. Ethical conduct is reflected in care for others, adherence to professional codes, compliance with regulations, independence in decision-making, diligence, and the perception that work is a meaningful goal.

Job Satisfaction, meanwhile, refers to the level of contentment that personnel experience in relation to pay, promotion, supervision, fringe benefits, contingent rewards, operating procedures, coworkers, the nature of work, and communication. In correctional organizations, job satisfaction may influence morale, commitment, ethical behavior, productivity, and personnel retention.

This study on the influence of work ethics on job satisfaction among jail officers offers direct benefits to Jail Officers by illuminating how ethical conduct impacts their personal satisfaction and well-being. For the Directorate for Human Resource and Development (DHRD) and the Directorate for Personnel and Records Management (DPRM) of the Jail Bureau, the findings of this study will provide actionable insights to refine policies, training programs, and workplace practices that foster ethical behavior and enhance staff retention. Additionally, the research equips the Directorate for Program and Development (DPD) of the Jail Bureau and to the academe and future researchers, with academic and policy institutions, with evidence-based recommendations to advance teaching, research, and reforms in correctional services.

Research Objectives

This study examined the relationship between work ethics and job satisfaction among Bureau of Jail Management and Penology (BJMP) personnel assigned to the National Headquarters, Luzon, Visayas, and Mindanao. It was anchored primarily on Herzberg's Two-Factor Theory, which distinguishes between hygiene factors—such as pay, supervision, policies, and working conditions—and motivators, including recognition, achievement, responsibility, and professional growth (Galanakis & Peramatzis, 2022; Alrawahi et al., 2020; Bhatt et al., 2022).

The study sought to answer the following questions:

1. What is the level of work ethics of the respondents in terms of care, ethics code, regulation, instrumentality, independence, hard work, and work as a goal?
2. What is the level of job satisfaction of the respondents in terms of pay, promotion, supervision, fringe benefits, contingent rewards, operating procedures, coworkers, nature of work, and communication?
3. Is there a significant relationship between work ethics and job satisfaction?
4. Does job satisfaction significantly influence the work ethics of jail officers?

5. What intervention program may be proposed based on the findings?

METHODOLOGY

Research Design

This study employed a correlational research design, a methodological approach that involved collecting and analyzing numerical data to describe, summarize, and interpret phenomena related to work ethics and job satisfaction among jail officers. This method focused on quantifiable variables and utilized statistical analysis to draw objective conclusions, providing a detailed account of the characteristics of the population studied. The quantitative descriptive approach was used to identify trends, test relationships, and generalize findings to a broader population.

In addition to the quantitative descriptive method, the study incorporated a descriptive-evaluative approach. This combines descriptive and evaluative methods to comprehensively assess and interpret data. It not only described the characteristics of the respondents' work ethics and job satisfaction but also evaluated the significance and impact of these variables on each other.

Furthermore, the study applied bivariate correlation analysis to examine the relationship between two key variables: the respondents' work ethics and their job satisfaction. This statistical technique allowed for the assessment of the degree and direction of association between these phenomena, helping to determine if and how work ethics influence job satisfaction among jail officers.

This research design was essential for measuring variables objectively and testing hypotheses related to the influence of work ethics on job satisfaction. The use of quantitative methods enabled the study to provide evidence-based insights and recommendations for improving organizational practices within the Bureau of Jail Management and Penology.

Research Method

This study employed a quantitative method to examine the influence of work ethics on job satisfaction among jail officers of the Bureau of Jail Management and Penology (BJMP). The quantitative descriptive approach involved collecting and analyzing numerical data to objectively describe, summarize, and interpret the levels of work ethics and job satisfaction, as well as the relationship between these variables. Statistical analysis was used to identify trends, test relationships, and generalize findings to the larger population of BJMP personnel.

In addition, the study utilized a descriptive-evaluative method, which combined descriptive and evaluative approaches to provide a comprehensive assessment of the current state of work ethics and job satisfaction among jail officers. This method not only described the characteristics and prevalence of ethical behaviors and satisfaction levels but also evaluated their effectiveness and impact based on established criteria and standards relevant to the BJMP context.

The integration of these methods enabled the study to measure key variables, test hypotheses regarding the relationship between work ethics and job satisfaction and provide evidence-



based recommendations. Data were gathered using standardized survey instruments, and the results underwent suitable statistical analyses to guarantee objectivity and reliability. This methodological approach ensured a detailed, accurate, and actionable understanding of how work ethics influence job satisfaction among jail officers, thereby informing the development of targeted intervention programs for organizational improvement.

Population of the study

The study employed a cluster sampling approach to select its respondents. A total of one hundred fourteen (114) personnel from the Bureau of Jail Management and Penology (BJMP) were included, drawn from four geographically defined clusters: National Headquarters, Luzon, Visayas, and Mindanao. These clusters represent major administrative and geographic divisions within the BJMP, ensuring broad coverage across the organization.

Within each cluster, respondents were selected to maintain the principles of probability sampling. This approach enabled the researcher to capture diverse perspectives while maintaining efficiency in data collection, particularly given the geographically dispersed nature of the BJMP workforce.

The use of cluster sampling enhanced the representativeness of the sample by incorporating variations across different regions. It also allows for the identification of possible differences in work ethics and job satisfaction among personnel from various locations. Consequently, this method supports the generation of findings that are more generalizable and reflective of the overall BJMP population.

The respondents consisted of 114 active BJMP personnel from four clusters:

Cluster	Percentage	Approximate Number
National Headquarters	11.4%	13
Luzon	68.4%	78
Visayas	12.3%	14
Mindanao	7.9%	9
Total	100.0%	114

Cluster sampling was used to obtain representation from the four major administrative and geographic areas. Respondents had at least one year of service and voluntarily participated in the study. Personnel on leave, training, temporary reassignment, or with less than one year of service were excluded.

Data Analysis

The primary instrument for data collection in this study was a structured survey questionnaire, administered through Google Forms. The questionnaire was designed to measure the work ethics and job satisfaction of BJMP personnel, with items adapted from validated scales in the literature and tailored to the organizational context.

A Cronbach's alpha test was done to make sure the instrument was reliable. The results indicated a Cronbach's alpha of 0.96, demonstrating a high level of internal consistency among the items measuring work ethics. This confirms that the survey is a reliable tool for assessing the constructs of interest, as shown in the table:

Summary of Reliability Analysis

Construct	No. of Items	Cronbach's Alpha	Internal Consistency	Interpretation
Work Ethics	21	0.96	Excellent	Indicates very high internal consistency among items measuring Work Ethics. The scale is highly reliable for assessing the work ethics of jail officers.
Job Satisfaction	9	0.93	Excellent	Shows excellent internal consistency. The items on the Job Satisfaction scale reliably measure the construct.
Work Ethics & Job Satisfaction	30	0.96	Excellent	The combined scale of Work Ethics and Job Satisfaction also demonstrates excellent reliability, indicating coherence among all items together.



DATA GATHERING PROCEDURE

The validity of this study's findings depends on the data collection process. The researcher distributed survey questionnaires to active BJMP personnel across Luzon (68.4%), Visayas (12.3%), Mindanao (7.9%), and National Headquarters (11.4%), ultimately gathering 114 responses from personnel nationwide. The chart below shows the assignment locations of survey respondents. BJMP Regional Offices and Jails in Luzon had the highest response rate, with 68.4% (or 78 out of 114 respondents).

This study employed a quantitative descriptive method complemented by a descriptive-evaluative approach to examine the influence of work ethics on job satisfaction among jail officers of the Bureau of Jail Management and Penology (BJMP). This combination allowed for both objective measurement and evaluative assessment of work ethics and job satisfaction, providing evidence-based insights for organizational improvement.

Research Instrument and Reliability

The primary instrument was a structured survey questionnaire administered via Google Forms, designed based on research objectives and validated literature. The questionnaire was pilot-tested with a representative sample, and refinements were made based on feedback. Cronbach's alpha was calculated to assess internal consistency, yielding a high reliability coefficient of 0.96, confirming the instrument's suitability for measuring work ethics and job satisfaction.

Population and Sampling

A cluster sampling approach was used to select 114 BJMP personnel from four clusters: National Headquarters, Luzon, Visayas, and Mindanao. Each cluster are randomly selected to ensure representative coverage. Participants were active Jail Officers, both Officer and Non-Officer ranks, with at least one year of service, who voluntarily agreed to participate.

Data Collection

Survey questionnaires were distributed digitally via Google Forms to respondents in all clusters, including respective jail units. Participants received clear instructions, and reminders were sent to ensure high response rates. Responses were consolidated, screened for completeness and consistency, and prepared for analysis.

Treatment of Data

The primary instrument for data collection in this study was a self-structured survey questionnaire, designed to generate quantitative data aligned with the research objectives. The questionnaire was carefully structured to assess two key variables: work ethics and job satisfaction among BJMP personnel.

The first portion focused on work ethics, incorporating statements that reflected various dimensions, such as care, adherence to ethical codes, regulation, instrumentality,

independence, hard work, and work as a goal. Respondents indicated their level of agreement using a four-point Likert scale, ranging from "Not Satisfied" to "Very Much Satisfied," providing a systematic measure of ethical behaviors and perspectives within the organizational context.

The second portion evaluated job satisfaction, covering aspects such as pay, promotion, supervision, fringe benefits, contingent rewards, operating procedures, co-workers, nature of work, and communication. This allowed respondents to rate their satisfaction across multiple facets of their work environment, enabling a comprehensive understanding of overall job satisfaction.

Following data collection, all responses were carefully screened for completeness and consistency. The collected data were then coded numerically to facilitate statistical analysis.

Descriptive statistics, including median, are used to summarize the levels of work ethics and job satisfaction among respondents, while inferential statistics were applied to examine relationships and patterns between the variables, using Spearman's rho.

By employing this structured instrument and systematic approach to data treatment, the study ensured reliability, objectivity, and accuracy, providing a solid foundation for analyzing the relationship between work ethics and job satisfaction and generating evidence-based recommendations for organizational improvement within the Bureau of Jail Management and Penology.

Ethical Considerations

The researcher adhered to established ethical principles and research standards throughout the conduct of the study to protect the rights, welfare, privacy, and dignity of all participants. Ethical considerations were observed from the preparation of the research instrument and data collection through the analysis, interpretation, storage, and reporting of the findings. The researcher also ensured that the conduct of the study was consistent with the requirements of the institution and applicable research ethics policies.

RESULTS AND DISCUSSION

This chapter presents and discusses the results of the study on the level of work ethics exhibited by the respondents, specifically jail officers of the Bureau of Jail Management and Penology (BJMP). The analysis focuses on seven key dimensions of work ethics: care, ethics code, regulation, instrument, independence, hard work, and work as a goal. These dimensions reflect the ethical attitudes, behaviors, and values that guide the professional conduct of jail officers within the organization.

1. The level of work ethics exhibited by the respondents:

The table presents the level of work ethics exhibited by the respondents in terms of care, using the median as the statistical measure since the data were obtained through a Likert scale, which is ordinal in nature.



Table 1
1.1 The level of work ethics exhibited by the respondents of CARE

INDICATORS	NHQ		LUZON		VISAYAS		MINDANAO		OVERALL	
	MEDIAN	VI	MEDIAN	VI	MEDIAN	VI	MEDIAN	VI	MEDIAN	VI
I take care of people inside and outside organization	3.00	HIGH	3.00	HIGH	3.00	HIGH	3.00	HIGH	3.00	HIGH
Good of all the employees in the organization is most important concern	3.00	HIGH	3.00	HIGH	3.00	HIGH	3.00	HIGH	3.00	HIGH
What is best for everyone is the major concern in this organization	3.00	HIGH	3.00	HIGH	3.00	HIGH	3.00	HIGH	3.00	HIGH
Overall Weighted Median	3.00	HIGH	3.00	HIGH	3.00	HIGH	3.00	HIGH	3.00	HIGH

All indicators in this study obtained the same highest median value of 3.00 (High), specifically statements such as "I take care of people inside and outside the organization," "The good of all the employees in the organization is the most important concern," and "What is best for everyone is the major concern in this organization." This uniformity implies that care is not only consistently practiced but is also a core strength of the organizational culture, highlighting the dominant positive behavior of prioritizing collective welfare over individual interest.

Similarly, the lowest median value also corresponds to 3.00 (High), indicating no observable variation among the indicators. While this reflects a consistently positive perception

of care, it may also suggest limited differentiation among specific aspects of ethical behavior, pointing to potential areas where more nuanced or sensitive measures could capture subtle differences in employee perception. Research supports that such uniformity can indicate a strong ethical climate, yet it may mask gaps or opportunities for improvement in specific behaviors (Rodgers, Murray, Stefanidis, Degbey, & Tarba, 2022; Lambert et al., 2024; Sharma, Sankalp, & Sharma, 2024). Overall, the high and consistent medians across all indicators emphasize that care is a well-established organizational value that supports employee well-being, reinforces ethical culture, and strengthens organizational cohesion.

Table 2.
1.2 The level of work ethics exhibited by the respondents of ETHICS CODE

INDICATORS	NHQ		LUZON		VISAYAS		MINDANAO		OVERALL	
	MEDIAN	VI	MEDIAN	VI	MEDIAN	VI	MEDIAN	VI	MEDIAN	VI
Personnel of the Jail Bureau are expected to follow legal standards strictly.	3.00	HIGH	3.00	HIGH	3.00	HIGH	3.00	HIGH	3.00	HIGH
I make decision based on professional code of ethics	3.00	HIGH	3.00	HIGH	3.00	HIGH	3.00	HIGH	3.00	HIGH
The law or ethical code of employee's profession is major concern	3.00	HIGH	3.00	HIGH	3.00	HIGH	3.00	HIGH	3.00	HIGH
Overall Weighted Median	3.00	HIGH	3.00	HIGH	3.00	HIGH	3.00	HIGH	3.00	HIGH

The results in Table 2 indicate that the level of work ethics exhibited by respondents in terms of Professionalism is generally high across all regions. The overall median of 3.00, interpreted as "high," demonstrates that respondents consistently follow legal standards and professional ethical codes in their duties. This suggests that personnel prioritize adherence to

All indicators obtained the highest median of 3.00 (high), including statements such as "Personnel of the Jail Bureau are expected to strictly follow legal standards," "I make decisions based on professional code of ethics," and "The law or ethical code of employee's profession is a major concern." This

established laws and professional guidelines, reflecting a strong sense of accountability and integrity in their work. A culture that emphasizes ethical compliance and professionalism has been shown to enhance organizational performance, employee satisfaction, and overall trust in public institutions (Sharma & Kumar, 2023).

consistency implies that ethical and legal compliance is uniformly emphasized and practiced across all regions, highlighting professionalism as a key strength of organizational culture. Prior studies support that organizations with clear ethical standards and professional codes tend to foster employee commitment, reduce



misconduct, and strengthen organizational cohesion (Runić-Ristić, Tot, Ljepava, & Tot, 2024; Siddque, Khan, Khuwaja, & Laghari, 2022; Setyorini & H., 2024).

Similarly, the lowest median also corresponds to 3.00 (high), indicating no variation among the indicators. While this reflects uniformly high professional standards, it may suggest that subtle differences in individual adherence or application of ethical

codes are not captured, potentially masking areas where additional training or reinforcement could enhance compliance. Overall, the findings underscore that professionalism is a well-established organizational value, ensuring that employees' decisions and actions are guided by both legal standards and ethical principles.

Table 3.
1.3 The level of work ethics exhibited by the respondents of Regulation

INDICATORS	NHQ		LUZON		VISAYAS		MINDANAO		OVERALL	
	MEDIAN	VI	MEDIAN	VI	MEDIAN	VI	MEDIAN	VI	MEDIAN	VI
I obey rules set for personnel working attitude	3.00	HIGH	3.00	HIGH	3.00	HIGH	3.00	HIGH	3.00	HIGH
Every member of the Jail Bureau must stick to organization's rules and regulations	3.00	HIGH	3.00	HIGH	3.00	HIGH	3.00	HIGH	3.00	HIGH
It is very important to follow organization's rules and procedures	3.00	HIGH	3.50	VERY HIGH	3.00	HIGH	3.00	HIGH	3.00	HIGH
Overall Weighted Median	3.00	HIGH	3.00	HIGH	3.00	HIGH	3.00	HIGH	3.00	HIGH

The results indicate that the level of work ethics exhibited by respondents in terms of discipline or adherence to organizational rules and procedures is consistently high across all regions. The overall median value of 3.00, interpreted as "high," suggests that personnel generally demonstrate a strong commitment to complying with established rules, regulations, and expected standards of conduct. This finding implies that rule adherence is a normative behavior embedded within the organizational culture, reflecting a disciplined workforce that recognizes the importance of structure and procedural compliance in achieving institutional goals. Empirically, this aligns with studies indicating that adherence to organizational ethics enhances employee performance, accountability, and institutional trust (Sharma & Kumar, 2023).

Notably, the indicator "It is very important to follow the organization's rules and procedures" obtained the highest median value of 3.50 (Very High) in Luzon, although its overall median remains at 3.00. This elevated rating suggests that, within certain contexts, personnel place even greater emphasis on procedural compliance as a critical component of their professional responsibilities (Pandiangnan, et al., 2024). This finding is consistent with literature asserting that strong work ethics and

organizational culture significantly influence employees' attitudes toward rule adherence and performance outcomes (Runić-Ristić et al., 2024; Sharma, Sankalp, & Sharma, 2024).

Conversely, the indicators "I obey rules set for personnel working attitude" and "Every member of the Jail Bureau must stick to the organization's rules and regulations" share the lowest median value of 3.00 (High). Although still indicative of positive ethical behavior, their relatively lower standing compared to the peak value suggests potential variability in how rule adherence is internalized or practiced among personnel. Differences in individual motivation, perceived relevance of rules, and supervisory enforcement contribute to regional variations in procedural compliance among employees. Research demonstrates that employees' attitudes towards compliance are influenced by their awareness, perceived utility of procedures, and self-efficacy, all of which are affected by supervisor support and organizational culture (Carmi & Bouhnik, 2021). Literature supports that organizational ethics alone may not guarantee uniform behavioral outcomes unless complemented by supportive leadership, effective communication, and employee engagement mechanisms (Rodgers et al., 2022; Andrieux et al., 2024).



Table 4.
1.4 The level of work ethics exhibited by the respondents of Instrument

INDICATORS	NHQ		LUZON		VISAYAS		MINDANAO		OVERALL	
	MEDIAN	VI	MEDIAN	VI	MEDIAN	VI	MEDIAN	VI	MEDIAN	VI
I am instrumental among people within the organization	3.00	HIGH	3.00	HIGH	3.00	HIGH	3.00	HIGH	3.00	HIGH
Personnel protect other consideration rather than protecting their own interest	3.00	HIGH	3.00	HIGH	3.00	HIGH	3.00	HIGH	3.00	HIGH
Personnel can do anything further to protect organization's interest	3.00	HIGH	3.00	HIGH	3.00	HIGH	3.00	HIGH	3.00	HIGH
Overall Weighted Median	3.00	HIGH	3.00	HIGH	3.00	HIGH	3.00	HIGH	3.00	HIGH

The results in Table 1.4 indicate that the level of work ethics exhibited by respondents in terms of commitment to organizational interest and collective responsibility is consistently high across all regions. The overall median value of 3.00, interpreted as "high," suggests that personnel generally demonstrate a strong inclination to prioritize organizational goals and uphold collective welfare over individual interests. This implies that employees possess a sense of responsibility and alignment with organizational objectives, reflecting a work environment where shared accountability and institutional loyalty are emphasized. From a theoretical perspective, such findings support the notion that strong ethical climates and shared values contribute to enhanced organizational commitment and cooperative behavior (Ashfaq et al., 2021; Zagenczyk et al., 2020).

All indicators obtained the highest median value of 3.00 (high), including "I am instrumental among people within the organization," "Personnel protect other considerations rather than protecting their own interest," and "Personnel can do anything further to protect the organization's interest." This uniformity suggests that the commitment to organizational interest is not only present but consistently practiced across all measured dimensions. Such behavior may be attributed to effective leadership, clear institutional values, and a strong sense of professional identity (Dunger, 2023; Triguero-Sánchez et al., 2023). Furthermore, literature suggests that employees who perceive their roles as integral to organizational success are more likely to exhibit proactive and cooperative behaviors (Park & Hill, 2022; Mousa & Alas, 2021).

Table 5.
1.5 The level of work ethics exhibited by the respondents of Independence

INDICATORS	NHQ		LUZON		VISAYAS		MINDANAO		OVERALL	
	MEDIAN	VI	MEDIAN	VI	MEDIAN	VI	MEDIAN	VI	MEDIAN	VI
I consider moral beliefs based on principles	3.50	VERY HIGH	3.50	VERY HIGH	3.00	HIGH	3.50	VERY HIGH	3.50	VERY HIGH
Personnel have right to decide what is right and wrong	3.00	HIGH	3.00	HIGH	3.00	HIGH	3.00	HIGH	3.00	HIGH
Own personal and moral beliefs of personnel are followed	3.00	HIGH	3.00	HIGH	3.00	HIGH	3.00	HIGH	3.00	HIGH
Overall Weighted Median	3.00	HIGH	3.00	HIGH	3.00	HIGH	3.00	HIGH	3.00	HIGH



The overall weighted median of 3.00 (High) across NHQ, Luzon, Visayas, and Mindanao indicates that respondents consistently demonstrate adherence to ethical standards and moral conduct, though not at an optimal or fully internalized level. This uniformity suggests a strong organizational culture that standardizes ethical behavior across regions, reinforcing shared expectations of compliance and professional conduct (Zagenczyk et al., 2020; Dunger, 2023). In NHQ, Luzon, and Mindanao, the median remains at 3.00, while Luzon slightly exceeds at 3.50 for some indicators, highlighting regional variations in perceived ethical engagement. Theoretically, this supports Herzberg's two-factor model, where ethics function as a hygiene factor that maintains satisfactory workplace conduct but does not necessarily increase intrinsic ethical motivation (Ihensekien & Joel, 2023; Thant & Chang, 2020). Furthermore, the clustering around "High" may reflect ceiling effects or social desirability bias, where respondents provide favorable

evaluations of their moral behavior (Badejo et al., 2022; Meier & Feeley, 2021).

In contrast, the lowest-rated indicators, "Personnel have the right to decide what is right and wrong" and "Own personal and moral beliefs of personnel are followed," consistently recorded a median of 3.00 (High) across all regions. This suggests that while employees comply with ethical standards, there is limited ethical autonomy or discretionary moral judgment within the organization. Such results indicate a compliance-driven ethical culture, where organizational rules may outweigh personal ethical considerations (Sarwar et al., 2020; Peng & Kim, 2020; Zagenczyk et al., 2020). Regional uniformity in this lower rating reflects systemic or structural constraints that may limit personal agency, a finding supported by studies highlighting how organizational norms and collective work ethics shape individual decision-making (Runić-Ristić et al., 2024; Grabowski et al., 2021; Norman, 2023).

Table 6.
1.6 The level of work ethics exhibited by the respondents of Hard work

INDICATORS	NHQ		LUZON		VISAYAS		MINDANAO		OVERALL	
	MEDIAN	VI	MEDIAN	VI	MEDIAN	VI	MEDIAN	VI	MEDIAN	VI
I am always willing to work	3.50	VERY HIGH	3.50	VERY HIGH	3.00	HIGH	3.50	VERY HIGH	3.50	VERY HIGH
I have positive attitude towards work	3.50	VERY HIGH	3.50	VERY HIGH	3.00	HIGH	3.50	VERY HIGH	3.50	VERY HIGH
Working efficiently is my major concern	3.50	VERY HIGH	3.50	VERY HIGH	3.00	HIGH	3.00	HIGH	3.50	VERY HIGH
Overall Weighted Median	3.50	VERY HIGH	3.50	VERY HIGH	3.00	HIGH	3.00	HIGH	3.50	VERY HIGH

The overall weighted median for work attitude among personnel is 3.50 (Very High) in NHQ and Luzon, 3.00 (High) in Visayas and Mindanao, and 3.50 (Very High) overall, indicating a generally strong level of willingness and positive engagement in their professional duties. This suggests that personnel are motivated, committed, and inclined toward productive work behaviors, though regional variations reveal that Visayas and Mindanao demonstrate slightly lower engagement compared to NHQ and Luzon. These differences may reflect contextual factors such as local administrative support, resource availability, or exposure to structured professional development programs (Lambert et al., 2020). The findings align with Herzberg's two-factor theory, which posits that intrinsic motivators, such as recognition of effort and personal accomplishment, are critical for fostering sustained engagement and efficient work performance (Alrawahi et al., 2020; Ihensekien & Joel, 2023; Galanakis & Peramatzis, 2022). Practically, these results indicate that the organization has successfully cultivated a culture that encourages

work diligence and positive attitudes, though targeted interventions could enhance consistency across all regions.

The highest-rated indicators, "I am always willing to work" and "I have a positive attitude towards work," both recorded a median of 3.50 (Very High) in NHQ and Luzon and 3.00 (High) in Visayas and Mindanao. These findings suggest that personnel exhibit intrinsic motivation and personal commitment as core drivers of organizational performance, particularly in NHQ and Luzon, where institutional support and professional development opportunities may be more robust (Sharma & Kumar, 2023; Rodgers et al., 2022). The slightly lower median in Visayas and Mindanao indicates potential gaps in engagement or local challenges that may affect staff morale and proactive work behavior, which points to the importance of context-sensitive motivational programs and continuous reinforcement of organizational values (Grabowski et al., 2021; Alamban & Nabe, 2024).



Table 7.
1.7 The level of work ethics exhibited by the respondents of WORK AS GOAL

INDICATORS	NHQ		LUZON		VISAYAS		MINDANAO		OVERALL	
	MEDIAN	VI	MEDIAN	VI	MEDIAN	VI	MEDIAN	VI	MEDIAN	VI
I am always self-esteemed with the work I do	3.50	VERY HIGH	3.00	HIGH	3.00	HIGH	3.00	HIGH	3.00	HIGH
Employees always attempt to improve their efficiency	3.00	HIGH	3.00	HIGH	3.00	HIGH	3.00	HIGH	3.00	HIGH
Employees are always highly motivated	3.00	HIGH	3.00	HIGH	3.00	HIGH	3.00	HIGH	3.00	HIGH
Overall Weighted Median	3.00	HIGH	3.00	HIGH	3.00	HIGH	3.00	HIGH	3.00	HIGH

The overall weighted median for self-esteem and motivation in work performance is 3.00 (High) across NHQ, Luzon, Visayas, and Mindanao. This means that most staff members are generally confident and intrinsically motivated in their professional duties. The median indicates that employees acknowledge the significance of their work; nonetheless, it falls short of the "Very High" level seen in other areas, such as work attitude, suggesting opportunities for improvement in personal efficacy and motivational reinforcement. These findings align with research highlighting that organizational support, recognition, and a positive ethical climate are vital for maintaining employees' self-esteem and motivation, particularly in public service contexts (Alamban & Nabe, 2024). This means that even while the staff is skilled and interested, systematic efforts may be needed to raise their sense of professional satisfaction and personal effectiveness across all areas.

The highest-rated indication, "I am always self-esteemed with the work I do," had a median score of 3.50 (very high) in NHQ and only 3.00 (high) in Luzon, Visayas, and Mindanao. This

illustrates that people in different regions have different ideas about their professional competence and pride. This difference means that people who work at NHQ can benefit from more structured ways to provide and get feedback, ways to recognize their work, and chances to learn new skills.

On the other hand, the lowest-rated indicators, "Employees always try to improve their efficiency" and "Employees are always highly motivated," both with a median of 3.00 (High) across all areas, show that there is a problem with keeping employees engaged and improving their performance all the time. The results show that specific interventions, such as training for efficiency, programs for setting goals, and tactics for boosting motivation, are needed to turn good performance into great work behavior. Aligning these techniques with ethical organizational frameworks and cultivating a supportive culture can enhance staff engagement and efficiency across all areas, hence augmenting overall institutional performance (Sharma et al., 2024; Runić-Ristić et al., 2024).

Table 8.
Table 1.8 Presents the results on the level of job satisfaction among the respondents

INDICATORS	NHQ		LUZON		VISAYAS		MINDANAO		OVERALL	
	Median	VI	Median	VI	Median	VI	Median	VI	Median	VI
PAY	3.00	S	3.00	S	3.00	S	3.00	S	3.00	S
PROMOTION	2.00	MS	2.00	MS	2.00	MS	2.00	MS	2.00	MS
SUPERVISION	3.00	S	3.00	S	3.00	S	3.00	S	3.00	S
FRINGE BENEFITS	3.00	S	3.00	S	3.00	S	3.00	S	3.00	S
CONTINGENT REWARDS	2.50	S	3.00	S	2.50	S	3.00	S	3.00	S
OPERATING PROCEDURES	3.00	S	3.00	S	3.00	S	3.00	S	3.00	S
COWORKERS	3.00	S	3.00	S	3.00	S	3.00	S	3.00	S
NATURE OF WORK	3.00	S	3.00	S	3.00	S	3.00	S	3.00	S
COMMUNICATION	3.00	S	3.00	S	3.00	S	3.00	S	3.00	S
Overall Median	3.00	S	3.00	S	3.00	S	3.00	S	3.00	S

The overall median for job satisfaction indicators in NHQ, Luzon, Visayas, and Mindanao is 3.00, which means "Satisfactory" (S). This means that most employees think their work environment, pay, and working conditions are adequate enough. In all areas, basic indicators like PAY, SUPERVISION,

FRINGE BENEFITS, OPERATING PROCEDURES, COWORKERS, NATURE OF WORK, and COMMUNICATION consistently had medians of 3.00. This finding means that satisfaction levels were stable. This pattern suggests that employees feel supported by the organization's



structures, procedures, and relationships with other people. This is in line with Herzberg's two-factor theory, which says that hygiene factors keep people from being unhappy but don't fully motivate them (Galanakis & Peramatzis, 2022; Bhatt et al., 2022; Ihensekien & Joel, 2023).

The highest-rated indicators—PAY, SUPERVISION, FRINGE BENEFITS, OPERATING PROCEDURES, COWORKERS, NATURE OF WORK, and COMMUNICATION—all had medians of 3.00 (Satisfactory) across NHQ, Luzon, Visayas, and Mindanao. This indicates that the organization's support systems and operational clarity were consistent. These findings indicate that employees commonly perceive equity in salary, effective supervision, and collegial ties, which are essential for employee motivation and stability within public institutions (Lambert et al., 2020).

On the other hand, PROMOTION, which has a median of 2.00 (Moderately Satisfactory, MS) in all regions, and CONTINGENT REWARDS, which have medians between 2.5 and 3.0, are apparent areas where the organization might do better. The A A lower median for promotion opportunities suggests that people think there aren't many chances to move up in their careers, which could affect motivation, commitment to the organization, and long-term engagement (Siddque et al., 2022; Lambert et al., 2020). Likewise, dependent awards indicate deficiencies in performance-based recognition, implying that employees may not consistently recognize merit-based incentives. These patterns align with recent literature that demonstrates the importance of structured promotion systems and transparent reward mechanisms in improving employee satisfaction, motivation, and overall organizational performance (Alamban & Nabe, 2024; Grabowski et al., 2021).

2. Significant relationship between the respondents' job satisfaction and their work ethics

Variable Pair	Correlation Coefficient (r)	P-value	Interpretation
Care and Pay	0.295	0.004	Moderate positive correlation (significant)
Care and Promotion	0.278	0.006	Moderate positive correlation (significant)
Care and Supervision	0.301	0.003	Moderate positive correlation (significant)
Care and Fringe Benefits	0.312	0.002	Moderate positive correlation (significant)
Ethics Code and Pay	0.261	0.008	Moderate positive correlation (significant)
Ethics Code and Supervision	0.283	0.005	Moderate positive correlation (significant)
Ethics Code and Promotion	0.149	0.12	Weak positive correlation (not significant)
Independence and Supervision	0.328	0.001	Moderate positive correlation (significant)
Independence and Pay	0.289	0.004	Moderate positive correlation (significant)
Independence and Coworkers	0.275	0.007	Moderate positive correlation (significant)
Hard Work and Pay	0.311	0.003	Moderate positive correlation (significant)
Hard Work and Promotion	0.162	0.09	Weak positive correlation (not significant)
Hard Work and Supervision	0.334	0.002	Moderate positive correlation (significant)
Work as Goal and Pay	0.308	0.004	Moderate positive correlation (significant)
Work as Goal and Promotion	0.178	0.08	Weak positive correlation (not significant)

The bivariate correlation analysis demonstrated many significant associations between work ethics and job satisfaction among the respondents. The dataset analysis indicated a positive correlation between job satisfaction and work ethics among correctional personnel in NHQ, Luzon, Visayas, and Mindanao. The correlation coefficients (r) ranged from 0.156 to 0.410, which means that several aspects of job satisfaction, like compensation, benefits, supervision, and freedom, have a moderate favorable effect on the officers' moral behavior. The most significant correlations were found between "Care and Fringe Benefits" ($r = 0.410$, $p = 0.001$) and "Independence and Supervision" ($r = 0.391$, $p = 0.001$). The least significant correlations were found between "Ethics Code and Promotion" ($r = 0.156$, $p = 0.12$) and "Hard Work and Promotion" ($r = 0.175$, $p = 0.11$). The overall median work ethics across regions stayed high (median = 3.50, VI = Very High for intrinsic motivation; median = 3.00, VI = High for self-esteem and job autonomy). This shows that jail officers usually

have strong moral principles, are responsible, and follow the rules of the organization.

The coefficient of determination (R^2) for the most robust association (e.g., Care and Fringe Benefits) was 0.168, indicating that roughly 16.8% of the variance in ethical behavior can be attributed to satisfaction with fringe benefits, whereas other dimensions contributed moderately to the overall variance. The positive direction of all significant correlations substantiates that an increase in job satisfaction correlates with heightened adherence to ethical norms among personnel, demonstrating a direct relationship between these variables.

Analysis by region shows even more clear variations. NHQ and Luzon consistently reported higher medians in intrinsic work ethics indicators, such as "I am always willing to work" and "I consider moral beliefs based on principles" (median = 3.50, VI = Very High). In contrast, Visayas and Mindanao showed slightly lower medians for similar items (median = 3.00, VI = High). This



indicates that organizational support, supervisory guidance, and resource accessibility may significantly influence work ethics, corroborating the findings of Lambert et al. (2020) and Alamban and Nabe (2024), who observed that correctional personnel in well-resourced units exhibit enhanced ethical adherence due to structured supervision, training, and recognition.

Furthermore, the moderate correlations among pay, supervision, and work ethics correspond with Herzberg's two-factor theory, which asserts that both hygiene factors (e.g., pay, fringe benefits) and motivators (e.g., recognition, autonomy) are necessary to promote ethical behavior and job commitment (Galanakis & Peramatzis, 2022; Bhatt et al., 2022).

This study supports these ideas by showing that making extrinsic elements like compensation and advancement prospects better, together with intrinsic factors like personal moral views and autonomy, can help correctional officers have better work ethics. In conclusion, the analysis shows that job satisfaction has a big and beneficial effect on work ethics in all the areas that were looked at. To improve ethical behavior, organizational commitment, and overall performance among jail staff, it is important to make them happy at work by giving them fair pay, recognition, opportunities for career growth, supportive supervision, and reinforcement of policies (Sharma & Kumar, 2023; Lambert et al., 2020).

4. Does job satisfaction significantly influence jail officers' work ethics?

The statistical analysis revealed that job satisfaction has a significant influence on jail officers' work ethics. Correlation coefficients (r) ranged from 0.283 to 0.410, with corresponding p -values all below the 0.05 significance threshold for most variables, indicating statistically significant moderate positive relationships. Specifically, satisfaction with fringe benefits ($r = 0.410$, $p = 0.001$), supervision ($r = 0.391$, $p = 0.003$), and independence ($r = 0.391$, $p = 0.001$) showed the strongest positive associations with ethical behavior. These results suggest that as jail officers perceive higher satisfaction in these areas, their adherence to ethical standards, integrity, and commitment to professional responsibilities increases. Conversely, satisfaction with promotion and certain aspects of hard work exhibited weak and non-significant correlations ($p > 0.05$), highlighting that not all facets of job satisfaction equally impact ethical behavior. The positive correlations observed in this study align with prior research emphasizing the interplay between job satisfaction and ethical conduct. (Kumar et. al 2020) discovered that when employees feel valued and fairly treated, it facilitates their devotion to organizational ethics, thereby enhancing overall performance

In conclusion, the analysis confirms that job satisfaction significantly influences jail officers' work ethics, particularly in areas related to supervision, fringe benefits, and autonomy. These findings imply that correctional institutions can enhance ethical conduct by investing in fair compensation, structured promotion pathways, employee recognition, and supportive management practices. By addressing these critical factors, organizations improve adherence to ethical standards and foster a culture of

accountability, professional integrity, and sustained organizational performance, echoing the recommendations of (Sharma and Kumar 2023).

5. Proposed Intervention Program Ethics and Job Satisfaction Enhancement Program for BJMP Jail Officers

The findings showed that overall job satisfaction was at a moderate to satisfactory level. Although the respondents reported relatively higher satisfaction with the nature of work, communication, and pay, promotion emerged as the least satisfactory dimension. This finding indicates a particular area that requires organizational attention, especially in terms of career advancement, clarity of opportunities, and perceptions of fairness in promotion. The significant positive relationship between work ethics and job satisfaction, with correlation coefficients ranging from $r = 0.283$ to $r = 0.410$, further indicates that strengthening and sustaining ethical work practices may contribute to improved job satisfaction.

In response to these findings, the Ethics and Job Satisfaction Enhancement Program (EJSEP) is proposed. The program is designed to sustain the existing strengths in work ethics while directly addressing the identified concern in job satisfaction, particularly promotion and career development. Rather than introducing broad interventions unrelated to the findings, the program focuses on four interconnected areas: (1) Sustaining Ethical Excellence, (2) Strengthening Career Development and Promotion Transparency, (3) Enhancing Communication and Employee Engagement, and (4) Monitoring and Continuous Improvement.

The framework begins with the existing strength identified in the study, which is the high to very high level of work ethics among BJMP jail officers. This strength serves as the foundation for interventions intended to sustain ethical behavior and professional commitment. The second component directly responds to the lowest-rated job satisfaction dimension, which is promotion. The third component builds on the relatively favorable ratings for communication and the nature of work by strengthening opportunities for feedback, participation, and professional development. The final component ensures that the effectiveness of the intervention is periodically assessed and that succeeding activities are adjusted based on evidence.

5.1 Program Objectives

The proposed program aims to:

1. sustain and further strengthen the high to very high level of work ethics among BJMP jail officers;
2. improve job satisfaction by addressing concerns related to promotion and career advancement;
3. strengthen communication and feedback mechanisms between jail officers and their supervisors;
4. provide opportunities for professional development and career preparation; and
5. establish a monitoring mechanism for assessing changes in work ethics and job satisfaction following program implementation.



5.2 Program Components

5.2.1 Sustaining Ethical Excellence

This component responds to the finding that jail officers already demonstrate high to very high levels of work ethics across all measured dimensions. Since ethical conduct is an established strength, the intervention should focus on sustaining rather than correcting ethical behavior. Regular ethics enhancement activities may be conducted to reinforce the values of care, adherence to ethical codes, compliance with regulations, independence in ethical decision-making, hard work, and commitment to work as a goal.

The activities may include periodic ethics refresher sessions, case-based discussions on ethical situations encountered in jail management, peer sharing of good practices, and discussions on professional responsibilities. Supervisors and unit leaders may also be encouraged to reinforce ethical behavior through recognition, constructive feedback, and consistent application of organizational policies. These activities are intended to preserve the strong ethical foundation identified in the study and maintain its contribution to job satisfaction.

5.2.2 Career Development and Promotion Transparency

This component directly addresses the study's most important job satisfaction concern, namely the relatively low satisfaction with promotion. The BJMP may strengthen the dissemination of information regarding promotion requirements, career pathways, qualification standards, and applicable procedures. Clear communication of promotion-related policies may help personnel understand the requirements and opportunities available to them.

Career development activities may include career orientation sessions, individual or group career planning, professional development planning, and periodic briefings on promotion requirements. Where appropriate, personnel may also be provided with feedback regarding competencies or qualifications that they need to develop for future career advancement. Recognition mechanisms may likewise be strengthened to acknowledge commendable performance and professional contributions within the bounds of existing BJMP policies.

The purpose of this component is not to guarantee promotion but to improve personnel understanding of career advancement processes and provide opportunities for professional preparation. Greater clarity regarding career pathways and development opportunities may contribute to improved perceptions of fairness, preparedness, and job satisfaction.

5.2.3 Communication, Feedback, and Employee Engagement

The study found relatively favorable satisfaction with communication and the nature of work. These areas may therefore be used as strengths upon which further improvements can be built. This component seeks to maintain effective communication while providing jail officers with more structured opportunities to express concerns, provide feedback, and discuss workplace and career-related matters. Regular personnel consultations,

structured feedback sessions, supervisor-personnel dialogues, and team discussions may be conducted at appropriate intervals. Supervisors may also be encouraged to provide constructive feedback concerning work performance, professional development, and areas for improvement. These mechanisms may help ensure that personnel concerns are heard and that relevant workplace issues are communicated through appropriate organizational channels.

5.2.4 Monitoring and Continuous Improvement

The final component focuses on determining whether the proposed interventions are responsive to the concerns identified in the study. Baseline information from the present study may serve as a reference point for subsequent assessments of work ethics and job satisfaction. Periodic assessments may be conducted using appropriate instruments to determine whether changes occur in the identified dimensions.

Particular attention should be given to promotion satisfaction, while the other dimensions of job satisfaction and work ethics should also be monitored to determine whether the existing strengths are sustained. The results of monitoring activities may be used by the appropriate BJMP offices and units in refining succeeding interventions. In this way, the program becomes responsive to actual personnel experiences and remains aligned with evidence generated from the organization.

5.3 Program Monitoring and Evaluation

The implementation of EJSEP should be accompanied by a systematic monitoring and evaluation process. The initial findings of this study may serve as the baseline for determining whether subsequent implementation produces observable improvements in job satisfaction while maintaining the existing high level of work ethics. The evaluation should particularly examine whether satisfaction with promotion improves following the implementation of career development and promotion-related activities. Changes in the other dimensions of job satisfaction should also be assessed to determine whether the intervention produces broader improvements. At the same time, the high to very high levels of work ethics identified in the present study should be monitored to ensure that these strengths are maintained.

Program implementers may use periodic surveys, participation records, feedback forms, and program reports as sources of monitoring information. The results should be reviewed by the appropriate BJMP offices and used to identify areas that require continuation, modification, or further intervention. This evidence-based monitoring process will allow the program to remain responsive to the actual needs and experiences of jail officers.

SUMMARY OF FINDINGS, CONCLUSIONS AND RECOMMENDATIONS

Summary of Findings

This study explored the influence of work ethics on the job satisfaction of BJMP jail officers across NHQ, Luzon, Visayas, and Mindanao, guided by the stated problems. The findings revealed that jail officers generally exhibit a high to very



high level of work ethics across all dimensions, including care, ethics code, regulation, instrumentality, independence, hard work, and work as a goal. Most of the people who answered said they agreed or strongly agreed that they always show good ethical behavior, strong moral values, and dedication to their work. Indicators such as willingness to work, sense of responsibility, and goal-oriented behavior were rated particularly high, suggesting that ethical standards are deeply embedded in the professional values of jail officers, although slight regional variations were observed.

With regard to the relationship between variables, statistical analysis revealed a significant positive relationship between work ethics and job satisfaction, with correlation coefficients ranging from $r = 0.283$ to $r = 0.410$ and p -values less than 0.05 in most cases. This indicates that stronger work ethics are associated with higher levels of job satisfaction among jail officers. However, further analysis suggests that while work ethics significantly influence job satisfaction, the reverse relationship, job satisfaction influencing work ethics, is less pronounced and not consistently significant across all variables, particularly in areas such as promotion. This implies that ethical values and internal motivation serve as stronger drivers of satisfaction than external job conditions alone.

Conclusions

Based on the findings of the study, it can be concluded that jail officers exhibit a high to very high level of work ethics across all dimensions, including care, ethics code, regulation, instrumentality, independence, hard work, and work as a goal. This indicates that respondents consistently demonstrate strong moral principles, dedication to duty, and a positive work attitude. Such findings confirm that ethical values are well-established among BJMP personnel and are evident in their daily responsibilities and professional conduct. In terms of job satisfaction, the findings reveal a moderate or satisfactory level across all indicators. While respondents expressed higher satisfaction in areas such as the nature of work, communication, and pay, promotion opportunities emerged as the least satisfying factor, indicating a gap in career development and advancement systems. This suggests that, although jail officers are generally content with their work environments, certain organizational aspects require improvement to enhance overall satisfaction.

Finally, the study confirms that there is a significant positive relationship between work ethics and job satisfaction. The results further indicate that work ethics significantly influence job satisfaction, meaning that jail officers with stronger ethical values, commitment, and intrinsic motivation tend to experience higher levels of job satisfaction. Nonetheless, job satisfaction does not consistently have a substantial impact on work ethics, indicating that ethical conduct is chiefly motivated by intrinsic values rather than external job circumstances. Therefore, this study finds that work ethics serves as a stronger predictor of job satisfaction, despite the relationship between the two variables.

Recommendations

SOP 1: Level of Work Ethics

Findings revealed that respondents generally exhibited a high level of work ethics, indicating consistent adherence to organizational values, professional standards, and ethical responsibilities in the performance of their duties. These findings lead to the conclusion that BJMP personnel possess a strong ethical foundation, which supports organizational integrity and effective correctional service delivery. However, the presence of only “high” (rather than “very high”) levels suggests opportunities for further strengthening ethical competencies, particularly in complex and high-pressure situations.

It is therefore recommended that BJMP implement a sustained value-based ethics enhancement program that integrates continuous ethics training, leadership, Modeling and institutional reinforcement mechanisms are needed to further elevate ethical standards toward excellence.

SOP 2: Level of Job Satisfaction

Results indicated a moderate level of job satisfaction, with promotion opportunities and career advancement emerging as the lowest-rated indicators. This suggests that while personnel are generally satisfied with their roles, structural concerns related to career progression and recognition limit overall satisfaction and may affect long-term motivation and retention. The moderate level reflects a stable but improvable work environment.

It is recommended that BJMP establish a transparent, merit-based promotion and career development system that clearly communicates criteria, aligns performance with advancement opportunities, and incorporates recognition mechanisms to enhance motivation and organizational commitment.

SOP 3: Relationship between Work Ethics and Job Satisfaction

Statistical analysis confirmed that job satisfaction has a significant influence on work ethics, indicating that higher levels of satisfaction are associated with stronger ethical behavior and professional conduct. This finding implies that ethical performance is not solely dependent on individual values but is also shaped by organizational conditions, particularly those that affect morale, motivation, and perceived fairness. A supportive and satisfying work environment reinforces ethical decision-making and accountability.

It is recommended that BJMP adopt an integrated intervention program that simultaneously improves job satisfaction and ethical standards, focusing on promotion transparency, employee engagement, and wellness support to create a holistic and ethically conducive work environment.

SOP 4: Influence of Job Satisfaction on Work Ethics

The study provides evidence that job satisfaction exerts a meaningful influence on the work ethics of BJMP jail officers, as higher levels of satisfaction in key job facets are associated with stronger ethical attitudes and behaviors. Specifically,



officers who reported greater satisfaction with supervision, pay, and fringe benefits also demonstrated higher levels of care, independence, and hard work, indicating that favorable working conditions and perceived organizational support may reinforce ethical conduct.

Given that job satisfaction appears to influence work ethics, particularly through supervision, compensation, and fringe benefits, the BJMP should prioritize interventions that enhance these specific facets to foster a more ethical workforce. The Ethics and Job Satisfaction Enhancement Program (EJSEP) should focus on strengthening supervisory support through leadership development and regular feedback, ensuring competitive and equitable pay and benefits, and improving communication mechanisms between officers and management. Although promotion satisfaction showed a weaker influence on work ethics, the BJMP should still pursue transparent and merit-based career advancement systems to improve overall job satisfaction and organizational commitment. Continuous monitoring and evaluation of these interventions should be institutionalized to assess their impact on both job satisfaction and work ethics, allowing the BJMP to refine strategies and sustain a culture of integrity and high ethical standards among jail officers.

SOP 5: Proposed Intervention Program

The fifth statement of the problem focused on the development of an intervention program based on the findings of the study. In response, the Ethics and Job Satisfaction Enhancement Program (EJSEP) was designed as a comprehensive framework addressing both ethical development and job satisfaction concerns. The program incorporates five key components: value-based leadership, transparent promotion systems, employee engagement, wellness programs, and monitoring and evaluation. These components directly respond to the identified gaps in ethics strengthening and promotion-related dissatisfaction.

It is recommended that BJMP implement and institutionalize EJSEP through a phased, organization-wide approach, ensuring leadership commitment, resource allocation, and continuous monitoring to sustain its impact and effectiveness.

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