

Status of Organizational Resilience of Laguna Provincial Jail: An Input to Contingency Plan

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ABSTRACT

This study aims to determine the status of organizational resilience at Laguna Provincial Jail (LPJ), evaluate its contingency management practices, and analyze their relationships to propose enhancements for a contingency plan focusing on the five dimensions of organizational resilience such as the Leadership and Decision-Making, Security and Risk Control, Inmate Management Stability, Emergency Preparedness, and Psychological and Operational Resilience as well as the Contingency Planning, Staff Training, Coordination and Collaboration, and Response and Incident Management and Communication System. The research used a total enumeration sampling, conducted with the 103 personnels of Laguna Provincial Jail. The study hypothesized that there is a significant relationship between the Contingency Management and the Organizational Resilience of the LPJ. The study used a researcher-made instrument validated and tested for reliability through Cronbach Alpha to collect the data while employing a descriptive correlational design enabling quantitative assessment of resilience and contingency practices. The significant correlations emerged across all dimensions, strongest between inmate management stability and response/incident management. The LPJ exhibits robust resilience bolstered by effective contingency practices, though gaps persist in drills and psychological support. Thus, this research affirms strong leadership and coordination as resilience drivers while recommending urging quarterly scenario-based training, counseling programs, vulnerability mapping, and comparative jail studies.

Keywords: Organizational Resilience, Contingency Management, Laguna Provincial Jail, Emergency Preparedness, Jail Personnel

THE PROBLEM AND ITS BACKGROUND

Introduction

Working in correctional facilities is tough everywhere, but it becomes even more challenging when the environment is crowded, and resources are limited. Across the globe, jail personnel face daily risks from physical harm to health hazards all while maintaining order in difficult conditions. Amid growing concerns about jail congestion and staff safety, understanding how facilities prepare for emergencies and protect their workers is crucial. This is especially true in places where overcrowding and inadequate equipment are common.

Laguna Provincial Jail is a clear example of these realities. The officers working there must manage a complex environment where tensions can rise quickly. The safety of jail staff is a constant concern, as they deal with potential physical threats and health risks intensified by the jail's overcrowded conditions. Their ability to remain safe depends not only on their own vigilance but also on how prepared the facility is for unexpected events. Contingency management and planning play a critical role in addressing these safety concerns. This research aims to explore the efforts made by Laguna Provincial Jail to safeguard its personnel. It will examine the existing safety protocols, emergency response plans, and how these measures are implemented on the ground. By highlighting the strengths and gaps in current contingency planning, the study hopes to provide insights that can improve the well-being and protection of jail personnel. Understanding these factors is key to building a safer work environment in similar settings. Ultimately, ensuring the safety of jail personnel is vital not just for the individuals who work there but for the overall security and order of the jail itself. When personnel feel protected and supported, they can perform their duties more effectively and with greater confidence. This research sheds light on an often-overlooked aspect of jail management and seeks to contribute to better safety practices in Laguna Provincial Jail and beyond.

In the context of Laguna Provincial Jail, the practical implementation of such management strategies is critical, especially with the limited human and material resources available. Studying how these plans are developed and executed provides insight into operational challenges and opportunities to strengthen personnel protection mechanisms. This research study aims to provide a comprehensive analysis of contingency management and planning as it relates to personnel safety at Laguna Provincial Jail. Analyzing and reviewing the existing safety protocols, training programs, resource allocations, and emergency preparedness strategies, this research will assess the effectiveness of current practices. Understanding how contingency measures function in this local context could inform policy recommendations that improve the working conditions and safety for jail personnel. The findings are expected to contribute valuable knowledge to the broader field of correctional facility management in the Philippines. The safety and well-being of jail personnel are fundamental to the smooth operation and security of correctional institutions. As noted by Cruz et al. (2018), protecting the lives of officers encourages a safer environment for all, reducing incidents that compromise order and rehabilitation efforts. This research underscores the importance of contingency planning in addressing the complex challenges faced by Laguna Provincial Jail, aiming for sustainable improvements that benefit both personnel and the institution.

Background of Study

In correctional facilities around the world, ensuring the safety of personnel is a persistent challenge heightened by overcrowding, resource limitations, and security threats. According to Gendreau et al. (2018), contingency management programs, which use incentives and behavioral reinforcement, have been employed to manage inmate behavior effectively, but their role in protecting jail personnel is equally critical. In the Philippines, the situation is particularly intense. Many jails, including Laguna Provincial Jail, struggle with overcrowding that makes it hard for officers to do their jobs safely. The jail population often far exceeds the facility's capacity, leading to cramped spaces, poor ventilation, and increased risk of violence or disease outbreaks. These conditions create a stressful workplace for personnel who must stay alert to protect both themselves and the inmates. There is a compelling need for well-crafted contingency plans that can respond effectively to emergencies and everyday challenges. These challenges are more pronounced due to the high inmate population relative to available staff and facilities, especially in provincial jails like Laguna. Reports show that overcrowding and insufficient infrastructure contribute to the hazards faced by jail officers, affecting their ability to maintain order and ensure safety (Cruz et al., 2018; UNISM Public Administration Journal, 2022). Addressing personnel safety through well-planned contingency management is vital to improving jail operations and personnel welfare.

The Laguna Provincial Jail, like many others in the provincial jails or correctional institution, struggles with these systemic issues. One of the crucial concerns in handling inmates are in the escorting department whereas, inmates need to be transferred from one jail to another or assists the inmates in their respective case hearing that requires them to be taken outside the correctional facility. In addition, high risks inmates need assistance or augmentation with the PNP personnels to assure safety of both the inmates and the jail personnels. According to a study on conditions in Philippine correctional facilities, jail wardens frequently face difficulties managing overcrowding, lack of resources, and the risks these pose to both inmates and personnel (UNISM Public Administration Journal, 2022). This environment increases the likelihood of violence, health complications, and other safety threats experienced by jail officers. In relation to the increasing violence, Laguna Provincial Jail recorded cases of assaults and violence within the premise. Worst case scenario includes death case of personnel due to conflict and violence from inmate. Year 2023, as recorded in the Laguna Provincial Jail, a jail Officer was shot and killed due to an inmate violent behavior, in response to his violence, a gunshot was done against the inmate to secure the safety of the other personnels and inmates in the correctional facility. Another recorded data was in October 2017 whereas several inmates try escape the jail facility and during the attempt were in one Person's Deprived of Liberty has his own gun and shot Laguna Provincial Jail personnel, the said incident resulted to another violence and death case in one of the LPJ personnel. The said data and story of violence in the Laguna Provincial Jail is an epiphany of human violence. Other data recorded was between inmates where physical assaults were recorded. There are instances where cases of assaults and violence are severe such as stabbing that almost cause death to another inmate due to conflict and other personal issues between inmates and sometimes cases on stubbornness and conflict on inmates' game schedules such as basketball leagues and other activities became one of the reasons for assaults and violence if not prevented. Thus, effective contingency planning, including emergency response protocols and preventive safety measures, can mitigate these risks but require thorough evaluation to identify gaps and areas for improvements.

Contingency management in correctional settings involves not only immediate response to emergencies but also proactive planning to reduce risk and enhance the safety of personnel. Murphy (2011) emphasized that contingency management is an evidence-based practice used in justice settings to modify behavior and reduce incidents, thereby indirectly improving staff safety.

Theoretical Framework

Organizational Resilience Theory supplemented by High-Reliability Organization (HRO) Theory.

In the study is anchored on organizational resilience theory focuses on an organization's ability to anticipate, prepare for, respond to, and recover from disruptions or crises, (Sutcliffe, 2003 & Vogus, 2007) This theory emphasizes that resilience is not just about responding to emergencies but also about proactive planning, adaptive capacity, and continuous learning (Conz & Magnani, 2020; Hollands, 2024). In correctional settings like Laguna Provincial Jail, resilience reflects the institution's robustness, flexibility, and capacity to maintain critical operations during incidents affecting personnel safety and security. High Reliability Theory explains how organizations working in high-risk settings maintain safety and reliability through specific approaches. These organizations constantly look for signs that something might go wrong, addressing small issues before they grow into bigger problems. They avoid oversimplifying complex situations and carefully analyze the root causes of problems rather than accepting easy answers. They pay close attention to daily operations and trust the expertise of those with the most knowledge, especially during critical moments. Following these principles, organizations build the ability to bounce back from disruptions and keep functioning smoothly, which supports and strengthens the broader ideas of Organizational Resilience Theory. (HRO framework applied to correctional settings by various studies including a 2023 DTIC report). These principles guide how jails can develop strong contingency management and emergency planning to enhance safety. These theories provide a foundation to evaluate how Laguna Provincial Jail plans and adapts to emergencies, protects personnel, and ensures operational continuity. The theoretical lens helps interpret how contingency plans contribute to or reflect organizational resilience in extreme settings.

Conceptual Framework

This shows the relationship between the Laguna Provincial Jail's Contingency Management through Staff Trainings, Coordination and Collaboration, Communication System, Response and Incident Management and its Contingency Plan and how it affects the organization's resiliency through its leadership decision making, security and risk control, emergency preparedness, inmate management and psychological and operational resilience. Thus, the diagram points out and shows how solid management practices, combined with experienced personnel, build up a jail's ability to bounce back under pressure, especially in the intense work in the of corrections.

INDEPENDENT VARIABLES

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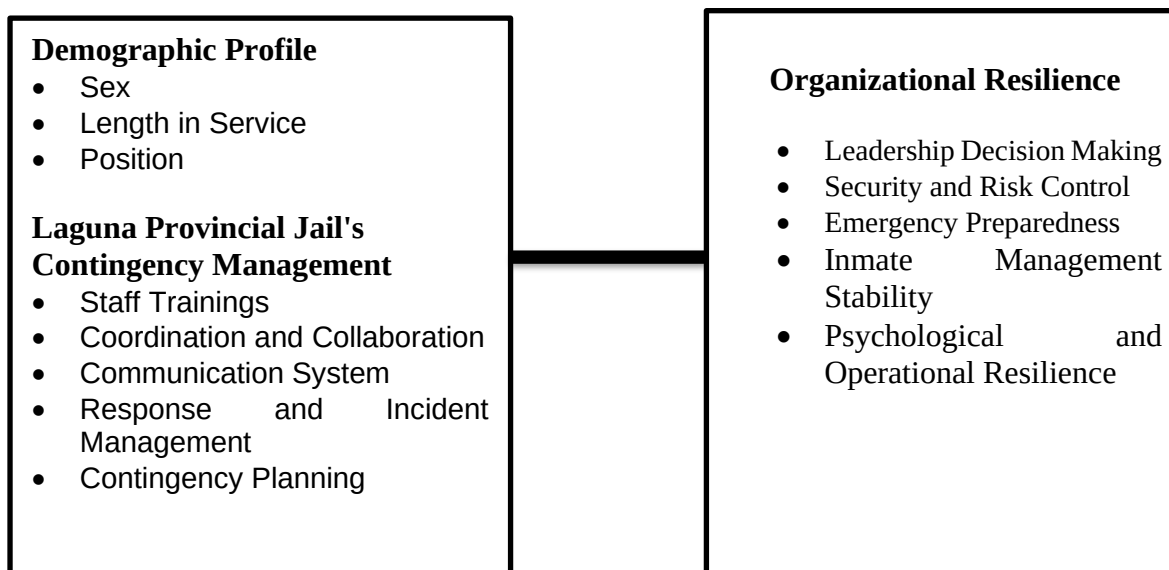


FIGURE 1. Conceptual Framework

Statement of the Problem

This study determined the status of Contingency Management of the Laguna Provincial Jail and its relationship to Organizational Resilience. This study aimed to sought answers to the following research questions;

1. What is the demographic profile of the Laguna Provincial Jail in terms of;
 - 1.1. Sex
 - 1.2. Length of Service;
 - 1.3. Position?
2. What is the status of Laguna Provincial Jail's personnel's Contingency management in terms of;
 - 2.1. Staff Trainings;
 - 2.2. Coordination and Collaboration;
 - 2.3. Communication System;
 - 2.4. Response and Incident Management and ;
 - 2.5. Contingency Planning?
3. What is the status of Laguna Provincial Jail Organizational resilience in terms of;
 - 3.1. Leadership Decision Making;
 - 3.2. Security and Risk Control;
 - 3.3. Emergency Preparedness;
 - 3.4. Inmate Management Stability; and
 - 3.5. Psychological and Operational resilience?
4. Is there a significant relationship between the Laguna Provincial Jail's contingency management and its operational resilience?
5. What contingency plan may be proposed based on the results of the study?

Hypothesis

There is no significant relationship between the contingency management in terms of staff training, coordination and collaboration, communication system, response and incident management and contingency planning and the organizational resilience of Laguna Provincial Jail.

Significance of Study

To the community around Laguna Provincial Jail, understanding how well the jail prepares for emergencies means greater safety and peace of mind. When communication and leadership inside the jail are strong, the chances of something going wrong are lower, and the community feels more secure.

For schools, especially those nearby, the study highlights the importance of good emergency plans and resilient organizations, teaching valuable lessons on how to protect students and staff in crises.

To future researchers gain a solid foundation from this study to explore better ways to improve safety and crisis responses, helping build safer institutions beyond just LPJ.

To the jail staff themselves benefit by seeing where their strengths lie and what areas need improvement—whether it's training, communication, or emotional readiness—so they can respond confidently when emergencies happen.

For lawmakers and the provincial governor, this study shines light on where policies and resources should be directed to support jail safety and resilience, ensuring an informed and proactive approach to correctional facility management.

Scope of the Study

This research delves into the current state of contingency management at the Laguna Provincial Jail, with a particular emphasis on its capacity for operational resilience amid the unique pressures of correctional environments. The study assesses critical components of contingency planning and execution, including the adequacy and effectiveness of training programs delivered to jail staff. These programs are vital for equipping personnel with the skills needed to handle disruptions, from routine operational hiccups to full-scale emergencies. It also scrutinizes the levels of coordination and collaboration across teams and units within the facility—evaluating how well inter-unit communication flows during crises to prevent silos that could exacerbate problems. Furthermore, the investigation probes the jail's communication systems, analyzing their reliability, accessibility, and integration with response protocols to ensure timely information sharing. A key focus lies in response and incident management, led by designated personnel or focal points, who orchestrate smooth task handovers and seamless transactions during high-stress events. This includes protocols for rapid assessment, deployment of resources, and de-escalation, all aimed at minimizing downtime and facilitating a swift return to normal operations through robust contingency measures. In addition, the study evaluates several interconnected dimensions such as leadership decision-making under pressure, where timely and informed choices can make or break crisis outcomes; security risk control mechanisms, such as perimeter monitoring and threat mitigation strategies tailored to jail-specific vulnerabilities, emergency preparedness, encompassing drills, resource stockpiles, and evacuation plans; and inmate management stability, which ensures order and safety even when routines are upended. Additionally, it examines psychological and operational resilience among staff and the measuring factors like stress coping, burnout recovery, and sustained performance to understand how human elements bolster or undermine the system.

Moreover, the research explores the interplay between these resiliency factors and the jail's contingency management practices, seeking correlations that reveal strengths, gaps, and potential improvements. For instance, strong leadership might amplify effective training outcomes, while weak communication could erode even the best-prepared response plans. Importantly, the study is delimited to personnel at the Laguna Provincial Jail, capturing insights reflective of their distinct operational context, resource constraints, and localized challenges within the Philippine correctional landscape, rather than generalizing to other facilities.

Limitations of the Study

This study is constrained by its focus on Laguna Provincial Jail personnels including job orders, contractual employees and permanent employees which may affect the generalizability of the findings to other jails with different contexts or resources. Data collection relies on self-reported information, which could be influenced by respondents' perceptions and honesty. Additionally, the cross-sectional design limits the ability to infer causation between variables, capturing only a snapshot of conditions during the study period. Lastly, external factors such as policy changes or environmental disruptions occurring after data collection are not accounted for in this research.

Definition of Terms

Communication Protocols, established procedures and channels through which information is transmitted among jail personnel to facilitate clear, timely, and accurate communication, especially during emergencies.

Communication System, this pertains to the actual process on how personnels and the LPJ's management provide commands and response before, during and after incidents involving both personnels and the persons deprived of liberty (PDLs).

Contingency Management, a systematic approach involving planned actions and strategies to effectively prepare for, respond to, and recover from unexpected events or emergencies within the jail environment.

Contingency Planning, this refers to the actual planning of the personnels and the LPJ's administration in preparation for possible incidents that might occur, this might include trainings, seminars or possible occurrence of incidents. A pre-plan or back-up plan intended for various incidents to assure safety and orderly in the Laguna Provincial Jail.

Coordination and Collaboration, an approach within the Laguna Provincial Jail wherein personnels properly and orderly coordinate important details, transactions and incident among the other personnels on duty as well as to the Laguna Provincial Jail Management. Meanwhile, collaboration pertains to the process of having open communication and exchange of ideas, interventions and practices among personnels for smooth transactions inside the LPJ's premises.

Correctional Emergencies, unexpected incidents or situations within a jail, such as riots, fires, escapes, or natural disasters, that require immediate and coordinated response to ensure safety and security.

Emergency Preparedness, this deals with the level of preparedness of the personnels of LPJ in case uncertain situations, commotion, or any emergency disturbances happen.

Inmate Management Stability, this pertains to the orderliness and the security of the Persons deprived of liberty (PDLs) wherein LPJ personnels were involved in assuring that they were safe while incarcerated at Laguna Provincial Jail.

Jail Management, the administration and operational oversight of jail facilities, including policy implementation, resource allocation, personnel supervision, and ensuring compliance with safety and legal standards.

Jail Officers, trained personnel responsible for maintaining security, order, and safety within the jail, as well as overseeing the welfare and conduct of inmates.

Leadership Decision Making, this refers to the quality of the leaders and the Laguna Provincial Jail administration to act and response immediately while considering various factors that might affect the LPJ's personnels and PDLs. This is also a qualitative trait of the persons in the administration to act decisively and properly in relation to the legal bases of their actions.

Leadership Roles, the specific responsibilities and authority assigned to designated jail officials in managing contingency plans, making decisions, and coordinating responses during emergencies.

Personnel Safety, measures and practices designed to protect jail staff from physical harm, health risks, and psychological stress during the performance of their duties.

Planning, the process of setting objectives, determining actions, allocating resources, and developing protocols aimed at managing current operations and preparing for potential emergencies.

Psychological and Operational resilience, this pertains to the psychological state of the personnels, their mental ability to cope with incidents and possible shock or trauma caused by the environmental risk brought by the profession, this is also pertaining to the ability of the personnels to return or resume to normal duty after personally experiencing an uncertain incident at work.

Resource Allocations, the distribution and availability of necessary personnel, equipment, and materials designated to support contingency measures and ensure personnel safety in the jail.

Response and Incident Management, this is how personnels of Laguna Provincial Jail take actions and response on various incidents related to the PDLs such as medical concerns, commotion between PDL to PDL, self-inflict incidents and others. This also pertains to how, LPJ provide immediate response and manage occurrence of uncertain incidents.

Risk, the possibility of harm, injury, loss, or any adverse event that might negatively impact the safety of personnel, inmates, or the facility's security operations.

Staff Training, this is a professional development training provided to LPJ personnels, this includes theoretical and practical applications on safety and contingency management of Laguna Provincial Jail.

Security and Risk Control, this is the Laguna Provincial Jail's best practices on making sure that the Persons deprived of Liberty (PDLs) were provided with proper security and also this pertains to the process of making sure that possible risks were foreseen to avoid further conflicts and lesser de-escalation of incidents in LPJ premises.

Testing of Contingency Planning, the systematic evaluation and simulation activities conducted to assess the effectiveness, readiness, and gaps in the contingency plans under various emergency scenarios.

Training, the organized programs and exercises designed to educate and prepare jail personnel in understanding, implementing, and executing contingency plans effectively.

RELATED LITERATURE AND STUDIES

This chapter presented the related literature and studies that supported the following literature review: It examined existing research and studies related to status of organizational resilience of Laguna Provincial Jail: An input to Contingency Plan. It entailed an analysis of previous research, literature and existing studies.

Staff Training

Trainings in the Philippine correctional system lacks consistency, and adaptation that is significantly affecting and enhancing the operational effectiveness of jail managements (Chen et al., 2021). Based on the study conducted un the Netherlands, a standardized training approach that integrated theoretical knowledge with actual skills and experience allows the personnels of the Provincial Jails to manage proper security and treat Persons deprived of Liberty (PDLs) humanely. However, to make it possible for Provincial jails to implement and provide training among their personnels, there is a need for policy reforms and allocation of resources intended for training, this might cause bureaucratic resistance. Some reforms are critical to be considered such as institutionalization of national correctional training frameworks under a centralized authority; however, Provincial Jail were not included or part of centralized institution in the Philippines, they stand alone under the Provincial government while acting and having operations and function the same as the BJMP. The state of the provincial jails affects its budget earmarks for personnel development as it has limited resource allocations intended for training and staff development. Furthermore, the lack of mandates that encourage personnels to continue education was one of the factors affecting personal and professional development of the LPJ personnels.

In addition, staff training should be prioritized given that there is allocated resources to do so. This will help the personnels to have efficient and effective trainers for recruitment and provide updated training, materials and even simulation of both equipment and personnels skills.

In the study of Maruna & Mann (2023), they discussed the importance of integration of behavioral science to training for the correctional facilities and personnels to better manage Provincial Jails as well as the behavior of the PDLs. This study of Maruna & Mann was anchored in the Organizational Learning Theory of (Argyris & Schön, 1978), the theory underscores the importance of continuity of learning and adaptation in an institution particularly those that are relevant for enhancing and establishing provincial jail managements in the Philippines. It also highlights the importance of providing a structured programs and training to equip provincial jail personnels that aligned with the needed competencies in relation to jail management.

The risk of having no institutionalized learning or training might result for the jail personnels and management to rely on the old or outdated practices and approaches in handling jail management, this might also result for poor decision making, hinders efficient and effective rehabilitation programs for PDLs and may also cause delayed incident response resulting to reduction of the overall efficiency of operations in provincial jail. Provision of staff training can help ensure that personnels were well-prepared to handle incidents related to security concerns, rehabilitation efforts and the ethical governance.

Personnel readiness and training are pivotal to the effectiveness and safety of jail management operations. Research underscores how structured, continuous training enhances correctional officers' knowledge, skills, and attitudes, directly influencing their ability to manage inmates and workplace stressors confidently and professionally. In the study of Darani (2021), it shows that mental health training programs for correctional officers improve their competency in interacting with inmates experiencing mental illness, leading to better risk management and humane treatment. This training, especially when experiential and delivered by facilitators with lived correctional or mental health experience, effectively boosts officers' skills and knowledge, though refresher courses are important to sustain gains over time. Similarly, Farrell (2015) found that correctional officers who receive comprehensive training including communication skills and cultural awareness are better prepared to manage inmate behavior and prevent violent incidents, as inadequate training was historically linked to prison riots and unsafe environments.

In the Global context, enhanced officer training is recognized as a cornerstone for rehabilitative prison missions. The Kyoto Declaration (2021) emphasizes that well-trained and experienced officers exhibit stronger beliefs in rehabilitation, which translates into improved staff retention, satisfaction, and the successful implementation of prisoner reintegration programs (Penal Reform International, 2022). This underlines how training transcends operational competence and supports broader organizational goals. Further evidence indicates that ongoing wellness programs targeted at correctional officers improve both physical and mental health outcomes, offsetting the toll of occupational stressors and promoting resilience (Petrulia, 2024). Sidestepping these programs elevates risks of burnout, absenteeism, and suboptimal decision-making in correctional settings. Moreover, training allied with clear operational protocols, role clarity, and adequate staffing prepares personnel to respond effectively under pressure and in crisis situations.

Thus, this study indicates that personnel readiness and continuous, context-relevant training are fundamental to safe and effective jail management. Institutions investing in a more comprehensive training that foster professional, resilient officers capable of maintaining security while supporting rehabilitation and human rights.

The research studies on staff training shows that they are consistently well-designed and systematically implemented programs that have a positive and statistically significant impact on employee performance, job satisfaction, and organizational effectiveness. Across various sectors such as manufacturing, education, insurance and finances, and public services they have structured training interventions that has been linked to improved skills, productivity, and motivation, reinforcing the idea that training is not merely a cost but an investment in human capital (Sal & Raja, 2016; El-Sawy & El-Sayed, 2021; Yamamoto et al., 2020).

Moreover, training programs aligned with actual job demands and organizational goals yield higher learning gains and performance improvements than generic or one-off seminars (Smither et al., 2018; Georgescu, 2019; El-Sawy & El-Sayed, 2021). Particularly, programs that incorporate on-the-job practice, feedback, and mentoring show stronger effects on task performance and confidence, suggesting that experiential learning is more effective than traditional lecture-based methods. A research study conducted by Mesele, Abeba, and Lemessa (2015) in Ethiopian financial institutions, and later studies in Asian SMEs and public-sector organizations, indicate that employees who receive regular, competency-based training report higher job satisfaction, stronger organizational commitment, and reduced turnover intentions (Mesele et al., 2015; Yamamoto et al., 2020; Georgescu, 2019). These results support the human resource development perspective that continuous learning opportunities strengthen employees' sense of value and belonging, which in turn translates into more stable and engaged workforces. Several contemporary studies underscore the importance of post-training support mechanisms such as managerial coaching, follow-up sessions, and opportunities to apply new skills (Larsen et al., 2018; Blume et al., 2010; Aguinis & Kraiger, 2009). In healthcare and public-sector settings, for instance, training is often found to be less effective when supervisors do not provide feedback or when organizational routines do not allow employees to practice what they have learned, indicating that the work environment is a crucial moderator of training impact.

In a research model developed and studied by Baldwin and Ford's (1988), it was reviewed and updated in recent studies, training programs remains a key reference for understanding how motivation, ability, and reinforcement shape whether employees actually apply new knowledge in their daily tasks (Baldwin & Ford, cited in Blume et al., 2010; Aguinis & Kraiger, 2009; Baldwin & Ford 2026). Modern studies extend this framework by showing

that blended learning formats, digital platforms, and micro-learning modules can enhance transfer when combined with clear expectations and managerial follow-through. In the Philippine context, recent policy and workforce-development reports confirm that targeted skills training especially through technical-vocational programs and digital-upskilling initiatives that has become a strategy for improving employability and sectoral productivity (TESDA, 2026; EDCOM II Workforce Development Plan, 2026).

Studies of local education and public-sector workers likewise show that training tailored to specific roles (e.g., teaching methodologies, stress-management, or administrative systems) improves both performance and perceptions of job demands, suggesting that contextualization of training content strengthens its relevance and effectiveness.

Thus, training and programs for staff must be structures, needs based training, addressing the needs of the staff for both personal and professional growth must be considered prior to crafting of trainings and implementation. In addition, an interactive and practice-oriented methods shows that it yields more positive results and development. This means that the learning and knowledge from trainings and turning into actual skills are necessary to provide a better work outcomes among the employees. Furthermore, motivation, managerial support, and post-training reinforcement are critical while integrating training with broader workforce-development and public-sector reform strategies enhances its impact. These research findings have provided a solid foundation for strengthening staff-training programs in local government units and similar public-service organizations, where sustainable capacity-building is essential for service delivery and institutional resilience.

Coordination and Collaboration

Proper coordination and collaboration are one of the effective forms of communication and relying on information, data, commands and even protocols efficiently. On a high-risk institution such as Laguna Provincial Jail, wherein various cases and persons deprived of liberty were installed and being rehabilitate needs proper coordination and collaboration. Beyond bars, the need for actual or scenario-based coordination and collaboration exercises is indeed important. Proper field simulations, and structured mentorship is a need in which it directly prepares the officers for the realities of correctional work. In the study of Cheng (2015), it reveals the importance of having internal collaboration within agencies related to correctional systems and other external partners such as the PNP, BuCor and other institutions, this is to help the provincial jail management to align their goals and resources based on the best practices and adopt them if necessary. Cheng viewed that collaboration and collaborating system trainings enable to enhance institutions capacity to work and operate smoothly. This study is also aligned with Schwartz and O'Brien (2016) that revealed how collaboration and coordination improve officer's resiliency and adaptability based on scenarios. UNODC (2015), further shows that having a cross-border collaboration helps accelerates institutional development. Caiden (2021), and Chen and Gong (2019) discussed that without proper coordination and collaboration, actions and decisions might result to some errors and discrepancy in work, thus it could lead to dampen morale of the LPJ personnels, erode trust and even results to weak internal and external partnerships. Transparency, appropriate and effective coordination and collaboration with LPJ personnels, the LPJ management and the warden itself may lead to better work and provided shared goals and responsibilities in making Provincial Jail safe and efficient.

Operational protocols are fundamental in ensuring the safety, security, and efficiency of jail operations. These protocols are designed to provide standardized procedures for everyday tasks and emergency situations, guiding staff behavior to maintain order, minimize risks, and protect the rights and wellbeing of both inmates and personnel.

Successful prison management hinges on the consistent application of policies that cover security routines, incident response, inmate supervision, and communication procedures. Protocols reduce ambiguity in roles and responsibilities, enabling staff to respond swiftly and effectively during disturbances or emergencies. The lack of well-defined operational frameworks correlates with increased incidents of violence, mismanagement, and human rights violations. Effective protocols encompass contingency planning, staff performance assessment, and mechanisms for accountability, meeting both local regulations and international standards. Moreover, regularly updated manuals and training ensure that personnel remain competent and compliant with evolving policies (NIJ, 2019). Communication protocols are integral to operational effectiveness. Coordinated information flow, clear

reporting lines, and accessible communication tools enhance real-time decision-making and collaborative problem-solving (Peacekeeping.un.org, 2023). Nario-Lopez (2021) research findings also highlight that empowering prison staff through participatory management fosters ownership of protocols, improving adherence and innovation in prison operations.

In the Philippines, operational challenges such as overcrowding and understaffing amplify the need for robust protocols to manage daily activities and interpersonal dynamics safely (Nario-Lopez, 2021). The Bureau of Corrections' operating manuals emphasize safety, discipline, and rehabilitation as pillars, guided by carefully crafted rules and procedures to address the unique realities of the Philippine penal system (Bucor.gov.ph). Additionally, evidence-based practices encourage prisons to implement performance monitoring and continuous improvement strategies informed by protocol adherence data, which collectively elevate operational reliability and human rights compliance (PMC, 2023).

An interagency coordination and collaboration are crucial and a needed factor to have an effective jail management, it is influencing security, staff well-being, health outcomes, and reintegration. According to (Yatsco et al., 2020; Belenko et al., 2022), an interagency team have been described as evidence-based mechanisms for improving service delivery, reducing duplication, and building more responsive systems around justice-involved individuals. These findings are increasingly relevant to prison and jail settings, where coordination across police, courts, health services, and social agencies shapes how inmates are processed, cared for, and reintegrated into communities. In addition, they also discussed that an interagency team indicates that coordinated efforts such as regular meetings, shared data systems, and cross-trained staff commonly result in higher rates of referral to treatment, better retention in services, and more favorable staff attitudes toward evidence-based practices.

Meanwhile, the study of Quraishi and Benton (2014), they emphasizes that effective collaboration between justice, social-welfare, and educational actors can shift systems away from purely punitive models toward more rehabilitative and rights-based approaches and later analyses of interagency cooperation in juvenile detention show that coordinated planning and information-sharing among agencies help challenge deficit-focused practices and promote holistic case management for young people (Quraishi & Benton, 2014; Interagency Cooperation in Juvenile Detention, 2025). Thus, these findings suggest that, even in high-pressure detention environments, collaborative structures—such as multidisciplinary case conferences and joint risk-assessment tools that can improve decision-making and reduce the likelihood of recidivism among youth.

Beyond juvenile-focused work, scholars have begun to ask how prison guards' coordination can be strengthened, particularly in the context of organized crime and intelligence-driven policing. Studies of prison-management systems for jails show that integrated information-technology platforms are covering inmate records, movement tracking, and automated reporting—reduce reliance on manual processes and improve decision-making accuracy (IJARCCE, 2022; Paper 12926, 2026). However, these projects often remain internally focused and show limited integration with external factors such as courts, police, or social-welfare agencies, which constrains the broader coordination potential. This pattern is echoed in studies of Philippine jail officers during the COVID-19 pandemic, which emphasize that interagency collaboration with health professionals and local government units was critical for managing custodial epidemics, distributing medical resources, and implementing decongestion measures. Respondents in this study stress that stronger, pre-established interagency relationships, rather than ad-hoc arrangements that enabled faster, more coherent responses to public-health crises in jails.

The interagency collaboration must not be treated as a mere technical adjustment but as a cultural and relational change process that includes frontline workers, managers, and external partners in defining shared objectives and performance indicators. In practice, this approach leads to more sustainable reforms, because staff feel ownership of the coordination mechanisms rather than viewing them as imposed top-down requirements. These developments show that coordination and collaboration in jail management are increasingly treated as measurable, designable, and improvable dimensions of correctional practice rather than incidental features. Interagency collaboration must be institutionalized, with clear protocols, joint information systems, and regular meetings, rather than remaining ad-hoc. Coordination is most effective when it is data-driven, combining shared case information, risk-assessment tools, and performance-monitoring systems across agencies. The coordination and collaboration in jail management are no longer optional add-ons but core components of effective, humane, and security-sensitive correctional systems. Interagency teams, digital information systems, and structured collaboration-building processes all contribute to better outcomes for inmates, staff, and communities. Therefore,

it was being suggested that investing in interagency coordination through shared platforms, joint protocols, and participatory change models can simultaneously strengthen operational efficiency, reduce overcrowding-related risks, and support more rehabilitative and rights-based approaches to incarceration or longer stay of prisoners in jail.

Communication System

Effective communication and coordination are critical components of successful jail management, directly impacting safety, operational efficiency, and institutional order. Research indicates that robust communication systems foster better teamwork, quicker incident response, and improved safety outcomes within correctional facilities. For example, a report from CTI highlights that integrated, secure communication platforms encompassing voice, video, and data sharing are essential for real-time coordination between staff and across departments, significantly enhancing situational awareness and response times. Studies emphasize that intra-agency communication, including clear protocols for emergencies and day-to-day operations, reduces misunderstandings and maintains discipline. The effectiveness of communication systems in prisons depends on their security, reliability, and ability to log and monitor exchanges to ensure accountability (NIJ, 2022). Furthermore, research points to the importance of establishing open and trusting channels, which can improve staff morale and facilitate problem-solving during crises. In addition, technological advances such as digital platforms, email, telecommunication, and video conferencing have been recognized for their significant role in maintaining contact between inmates and staff, as well as between correctional facilities and external agencies. These tools enable legal proceedings, family visits, and educational programs, which contribute to reducing recidivism and supporting rehabilitation (Turley & Webster, 2010; IJLTER, 2024). Nevertheless, effective communication strategies must also address barriers such as limited access, technological literacy, and operational policies that may hinder open dialogue (SciELO, 2023).

Philippine studies also underscore the importance of structured communication protocols, especially in overcrowded facilities where rapid coordination can prevent conflicts and manage emergencies more effectively (Nario-Lopez, 2021). Staffing and role clarity are essential factors influencing the safety, efficiency, and well-being of jail management personnel. Adequate staffing levels combined with clear role definitions foster organizational stability, reduce stress, and decrease risks of workplace violence and burnout among correctional officers. Studies reveal that correctional facilities facing staff shortages and high turnover struggle to maintain safety mandates, as officers are overburdened and less able to supervise inmates effectively, contributing to heightened security risks.

Organizational research highlights how ambiguous role expectations and weak supervision exacerbate job stress and decrease job satisfaction, undermining retention (Atkin-Plunk & Armstrong, 2013; MyIACFP, 2024). Moreover, understaffed facilities tend to develop an authoritarian culture with centralized power, which may discourage communication and breed punitive practices detrimental to staff morale and rehabilitation efforts (MyIACFP, 2024).

Empirical evidence shows that well-defined roles aligned with staffing adequacy improve workflow coordination and accountability, leading to fewer operational errors and conflicts (Butler et al., 2019). Staffing models integrating workload assessments to align officer numbers with inmate populations yield better outcomes for both safety and staff health (Penal Reform International, 2022). Additionally, staffing and role clarity are linked to enhanced morale, reduced absenteeism, and greater commitment among officers, factors critical to sustaining a well-functioning correctional environment (Spanoudakis, 2024).

Philippine-based studies echo these findings, identifying insufficient staffing and unclear role delineations among the many challenges faced by jail officers, often compounded by overcrowding (Nario-Lopez, 2021). Addressing these issues through strategic human resource management and thorough job design is recommended to bolster institutional resilience and officer well-being (RSIS International, 2023).

In the study of Turner (1991) and Allison (1991) they have already established that breakdowns in organizational communication between correctional officers, administrative staff, and social-service agencies are closely linked to inefficiency and weaker control over inmate behavior, but newer research refines these insights in light of

digital communication technologies and integrated information systems (Turner, 1991; Allison, 1991). In the present days, scholars have extended this logic to show that modern communication infrastructures, particularly electronic and digital platforms have played a crucial role on how jails coordinate internal operations, interact with external agencies, and manage security-rehabilitation trade-offs. Recent studies and finding on the integrated communication platforms improve coordination and situational awareness within jails and the study conducted by (Maratos,2019) observed that centralized electronic communication systems, such as integrated voice, video, and data networks have enhance situational awareness, reduce response times during incidents, and support more consistent enforcement of rules (Maratos, 2019). This was supported by the study conducted by Nakata et al. (2022) which demonstrated that integrated communication platforms streamline coordination among housing units, control centers, and administrative offices, improving both emergency response and accountability across shifts. In practical terms, these systems reduce the “information silos” identified by Turner (1991) and Allison (1991), so that reports, incident logs, and security alerts flow more reliably among different staff groups rather than being trapped in isolated units.

According to the study of Espino (2024) finds that delays in transferring detainees between institutions are largely due to missing information, clerical errors, and weak communication among police, courts, and the Bureau of Jail Management and Penology (BJMP); respondents expressly call for standardized communication procedures and shared information systems (Espino, 2024). Meanwhile, Fernandez (2024) echoes this, showing that communication gaps in multi-agency detainee management contribute to delays in case disposition and, consequently, overcrowding in local jails (Fernandez, 2024). These findings suggest that, in resource-constrained settings, improving communication infrastructure is not only a management concern but a structural precondition for addressing congestion and due-process backlogs.

Moreover, the security and staff safety are also directly affected by the quality of communication systems. Johnson (2020) finds that reliable, real-time tools such as radios, intercoms, and panic-button systems that reduce staff vulnerability to assaults and improve coordination during riots, medical emergencies, and lockdowns (Johnson, 2020). Thompson (2020) adds that poor communication systems increase stress and burnout among correctional staff, whereas better-designed tools are associated with improved morale and job satisfaction (Thompson, 2020). Building on these insights, Clark (2019) shows that when officers receive proper training on integrated communication systems, they respond more quickly and consistently to incidents, make fewer errors in relaying information, and adhere more closely to standard operating procedures (Clark, 2019). Together, these studies indicate that communication technology, when combined with training, becomes a core component of operational security rather than a mere administrative utility. Beyond security, contemporary research emphasizes that digital communication supports rehabilitation, reintegration, and human-rights compliance. Williams (2019) finds that secure phone and video-visitation systems reduce inmate anxiety and misconduct and are associated with lower recidivism after release, suggesting that maintained family ties act as a stabilizing force in the penal environment (Williams, 2019). Murray et al. (2023) likewise report that digital communication tools such as secure video calls and messaging platforms improve access to legal representation and family contact, which in turn strengthens inmates’ motivation for rehabilitation and reintegration (Murray et al., 2023). Rahman (2023) and Brown (2023) stress that, when designed with human-rights principles in mind, communication systems can balance security with privacy and access, ensuring that inmates retain meaningful contact with external support networks without compromising institutional control (Rahman, 2023; Brown, 2023).

Formal legal and administrative processes are also shaped by communication infrastructure. Smith (2021) shows that secure, monitored legal-communication channels—such as privileged inmate-lawyer calls and video consultations and support due-process rights while still allowing prison authorities to maintain oversight and security (Smith, 2021). Taylor (2022) finds that video-hearing systems integrated with prison communication networks reduce transportation risks and costs but require clear protocols to ensure that inmates can participate meaningfully in their proceedings (Taylor, 2022). These results reinforce the idea that modern communication systems must be treated as procedural and regulatory tools, not just technical utilities, since they influence how courts, lawyers, and correctional administrators interact around individual cases.

In the study of Lopez (2022) he argues that prison management systems functioning as communication hubs that is linking inmate records, staff messaging, and emergency alerts and reduce information fragmentation and support coordinated decision-making across units (Lopez, 2022). Kim (2018) similarly notes that jails with formal

communication protocols and shared information systems experience fewer coordination breakdowns during transfers, court appearances, and medical emergencies (Kim, 2018). Therefore, the findings from Espino (2024) and Fernandez (2024), these studies suggest that in the Philippine setting, a shift toward digital, integrated communication platforms could simultaneously address operational inefficiencies, human-rights concerns, and overcrowding by improving information flow among police, courts, and BJMP-managed facilities.

Response and Incident Management

Physical risks in jail management are a critical concern that directly impacts the safety and well-being of both inmates and staff. These risks arise from the demanding and often hazardous environment where jail operations take place. The management of jails involves close interactions in confined spaces, exposure to aggressive behaviors, and constant vigilance against potential accidents or injuries. Understanding the nature and sources of physical risks in this setting is essential for developing effective policies and interventions that protect health while maintaining order. Physical risks in jail management must acknowledge the complex interplay of environmental, behavioral, and infrastructural factors. Jail officers often face threats such as violent assaults, and exposure to strenuous physical tasks. Furthermore, overcrowding in jails increases tension and conflict, which may lead to heightened physical confrontations and injuries. Addressing these issues requires comprehensive strategies that cover safety training, facility upgrades, and improved protocols for handling emergencies. Ultimately, the goal is to create a safer environment that minimizes physical harm and supports the health of everyone involved in jail management.

Assaults against jail management personnel constitute a profound physical risk that poses serious health and safety challenges within correctional facilities. Multiple research studies consistently show that physical assaults are frequent occupational hazards for correctional officers, resulting in injuries that range from minor bruises to severe trauma. These assaults often occur during inmate supervision, physical restraint, disciplinary enforcement, or during routine movements within the facility, highlighting the highly volatile environment jail personnel operate in. One critical factor identified across studies is that younger inmates, often with histories of violent behavior and gang affiliations, are more prone to perpetrate assaults against staff (Taaka, 2024).

In the study of Taaka (2024), extensive incident databases reveals that a significant portion of assaults involve prisoners under direct supervision or in restrictive housing, where tension and confrontations are heightened. Moreover, the frequent turnover and overcrowding in certain unit populations exacerbate instability and elevate assault risk. Beyond the physical toll, assaulted officers suffer considerable psychological impacts, including trauma symptoms and stress-related illnesses, which can impair their job performance and overall well-being (Duggins, 2023; Walden Univ., 2023). Studies emphasize that officers who have been assaulted or witnessed assaults exhibit increased emotional distress, highlighting the importance of post-assault support systems.

In support to this study, a systematic review by Ferdik et al. (2025) found that almost half of officers in maximum-security prisons reported physical assaults, underscoring how security level and environment influence risk levels. Specific research by Sorensen (2011) documented 79 serious assaults requiring medical treatment in a state correctional department, noting that such assaults often lead to extended recovery periods for staff. Several other studies point to key predictors of assault risk: inmate characteristics (age, violent history), facility factors (overcrowding, staff-to-inmate ratio), and situational variables (physical interactions, use of force) (Taaka, 2024; Minnesota DOC, 2023). This reinforces the need for comprehensive safety protocols, enhanced training for managing violent encounters, and improved facility management. Furthermore, assaults against jail management personnel are a significant occupational hazard, not only internationally but also within the Philippine correctional system, where the physical risks are compounded by unique local challenges.

Nordman (2024), discussed and described in his study One qualitative that the physical and emotional toll on officers, with injuries ranging from scratches to severe conditions such as seizures, alongside mental health struggles including anxiety and post-assault reintegration challenges. Despite the increasing risks and needs for support to such incidents in correctional facilities management, organizational support was often found lacking, complicating recovery and return to duty. The atmosphere of Philippine jails, marked by significant rule

violations by Persons Deprived of Liberty (PDLs) and limited resources, further exposes officers to risks during daily operations (Nario-Lopez, 2025; RSIS International, 2023). Moreover, gang activities within facilities like New Bilibid Prison add layers of risk, as inmate factions escalate conflicts that jeopardize staff safety (Candaliza-Gutierrez, 2012). Harsh environmental conditions and overcrowding aggravate the physical danger and stress felt by jail personnel (Unismuh, 2022). There are also documented cases of abuse and assault that call attention to the urgent need for enhanced security protocols and welfare programs for correctional officers in the Philippines. The lack of standardized mental health and post-assault recovery programs further complicates the situation, with officers often returning to high-risk environments without adequate support (Duggins, 2023). Enhanced training, improved facility conditions, targeted mental health interventions, and policy reforms are necessary to protect correctional officers who serve under challenging and hazardous circumstances.

Moreover, assaults and violence experienced by jail management personnel remain a critical concern in both global and Philippine contexts. For jail officers, their work environment is inherently high-risk, as they routinely face violence from inmates that not only jeopardizes their physical safety but also affects their psychological health and job performance. Physical assaults ranging from minor injuries to severe trauma occur frequently during interactions such as supervision, restraint, and conflict resolution within the jail setting. Correctional officers are vulnerable to assaults, particularly in overcrowded and understaffed facilities. Studies show officers experience an assault every few hours in high-risk settings and suffer long-term health consequences, both physical and mental (Ferdik et al., 2025; NIJ, 2023).

Risk factors include inmate characteristics like youth and violent history, presence of gangs, and environmental conditions such as poor facility infrastructure (Taaka, 2024; Sørensen, 2011; Minnesota DOC, 2023).

Focusing on the Philippine context, these risks are amplified due to chronic overcrowding, limited resources, and understaffing in jails. In the study conducted and documented by Nario-Lopez (2025), it shows and documented that Filipino jail officers navigate hazardous conditions marked by scarce resources, frequent inmate gang-related conflicts, and high numbers of detainees. Officers describe their daily work as a constant balancing act of asserting authority while managing social relations in an overcrowded, resource-scarce environment, increasing their exposure to physical confrontations and assaults. The lack of adequate post-assault support further exacerbates the occupational risks faced by these personnel (Nario-Lopez, 2025; RSIS International, 2023). Additionally, reports highlight the psychological toll of these assaults on jail officers, often manifesting as stress, anxiety, and burnout due to the cumulative effect of workplace violence combined with poor organizational support (Duggins, 2023; BJMP reports).

As supported in the study of Narag (2023), he also emphasizes the prevalence of informal coping mechanisms used by officers in response to these pressures, which sometimes perpetuate systemic issues like inequality and corruption within jail management. The research conducted emphasizes and underscore an urgent need to address the physical risks and violence faced by jail personnel through policy reforms, improved facility conditions, enhanced training programs focused on de-escalation and physical safety, and robust mental health support systems that is vital to ensure the well-being, safety, and retention of correctional officers while maintaining institutional order and security.

Organizational hazards in jail management represent a complex and various set of challenges that directly affect the safety, well-being, and effectiveness of jail personnel. Unlike physical risks that arise from direct inmate interactions, organizational hazards stem from the structural, managerial, and administrative frameworks governing jail operations. These include understaffing, overcrowding, inadequate resources, ineffective leadership, and poor communication systems, all of which create an environment prone to heightened stress, diminished worker morale, and increased vulnerability to workplace incidents.

Insufficient staffing and overcrowding contribute significantly to safety risks for jail officers. Under these conditions, officers face heavier workloads and more frequent contact with potentially hostile inmates, increasing the probability of victimization and assaults. Studies highlight that officers assigned to high-security or

disciplinary units are particularly vulnerable to harm due to their greater involvement in managing aggressive or non-compliant inmates. Moreover, leadership failures such as mismanagement and lack of visible, accessible supervision amplify organizational stress and can lead to moral frustration among officers who feel unsupported and powerless within hierarchical systems (Ellison, 2020; Ricciardelli, 2024).

According to the study of Maher et al., (2022), incident management is now framed not as a marginal security function but as a core component of institutional governance, health-care delivery, and public-order management. This study shows that to have an effective response system, one must balance control, care, and accountability, especially in overcrowded or resource-constrained environments such as many Philippine jails or correctional facilities. A study of prison staff perspectives on emergency management reports that many correctional facilities still lack fully developed or regularly updated Emergency Operational Plans, leading to inconsistent disaster responses, poor coordination with external agencies, and preventable harm to incarcerated individuals (Walden University dissertation on emergency operations plans in prisons, 2023). The results highlighted that when EOPs are present, they improve clarity of roles, speed up mobilization, and reduce confusion during crises such as fires, riots, natural hazards, or medical emergencies. These findings echo the Prison Incident Management Handbook (United Nations, 2013–revised use in 2019 guidance), which defines contingency planning as a process of anticipating possible serious incidents, determining how each can be resolved with available resources, and clearly assigning responsibilities so that staff can act decisively when incidents occur.

Dement (2023) argues that jail and prison administrators have historically struggled with disaster preparedness because emergency-management structures at the local and regional level often treat carceral facilities as a crucial concern. In his study, he recommends that emergency-management offices formally include jails and prisons in vulnerability-mapping, risk-assessment, and funding programs, thereby ensuring that correctional facilities benefit from standardized incident-response protocols, training, and coordination mechanisms. Moreover, in the Philippine context, a 2019 policy brief on disaster-risk reduction in jails and prisons similarly highlights that local risk-management policies must explicitly cover carceral facilities, including evacuation planning, shelter-in-place protocols, and inter-agency coordination to minimize harm to inmates, staff, and surrounding communities during natural hazards. In addition in a journal review on Critical illness of prisoners, it discusses a multi-methods analysis of patient-safety incidents involving critically ill prisoners identifies common gaps in monitoring, documentation, and communication between custody and health-care providers, which contribute to delayed diagnoses, ineffective interventions, and higher mortality rates in prison settings (Critical illness in prisons, 2023). The authors argue that improving incident-management in this domain requires standardized medical-alert systems, clearer reporting requirements, and joint training for nurses, physicians, and custodial staff so that suspected critical illness triggers a fast, coordinated response rather than fragmented decision-making. Supporting the journal reviews claim, a 2025 study on emergency-medical-services (EMS) calls from adult detention facilities shows that incarcerated individuals place a significant burden on 911 systems, yet little is known about their underlying medical needs; the authors therefore call for better documentation and analysis of EMS-related incidents to improve both in-jail and external-care responses. Incident management in jails and prisons is increasingly shaped by formalized emergency-operations plans, multi-agency coordination, digital communication and monitoring systems, and stronger integration of health-care and public-administration perspectives. For researchers and practitioners in the Philippines, these findings suggest that improving incident-management in correctional settings is not only a technical challenge but also a governance and human-rights issue, requiring sustained invest

Leadership and Decision Making

In the study of Lambert et al. (2020), he emphasized the importance of leadership in enhancing, boosting the performance of an organization. His study was aligned with Latessa and Lovins (2019) that underscored to effective management of corrections, given more emphasis with Whitehead and Lindquist (2021), it was stated that aside from effective management of correction or provincial jails, it also requires skills to developed and enhanced leadership competencies. Therefore, this study positively supports the claims on the importance of training in cultivating future leaders and efficient jail management competencies leading to professionalism and accountability.

Operational Resilience of Laguna Provincial Jail

Operational resilience in correctional settings refers to the ability of a jail to maintain custody, safety, order, and service delivery while adapting to congestion, staffing limitations, and administrative disruption. Ingvaldsen, Patriarca, and Steen (2021) explained that resilience in prison operations can be strengthened through performance management systems that support monitoring, coordination, and corrective action. In a similar vein, Just Enough for Resilience? Creating Capacity in a High-Security Prison emphasized that resilience in prison work depends heavily on how front-line staff stretch limited resources during daily operations (2025). For Laguna Provincial Jail, this framework is especially relevant because local jail operations are often affected by overcrowding, limited funding, manual records, and coordination problems. The Correctional Administration Case Study described these operational constraints and highlighted the need for training, modernization, and better institutional coordination (2026). Likewise, The Function, Organization, and Administration of Provincial Jail provide background showing that provincial jails operate under structural and administrative limitations that can weaken continuity and adaptability (2025). Furthermore, local correctional studies also support the inclusion of rehabilitation as part of operational resilience. Silva (2024), in Association Between Reoffending Factors and the Effectiveness of the Therapeutic Community Modality Program in chosen Laguna provincial jails, showed that correctional effectiveness is not only about custody but also about sustaining rehabilitation programs that support reintegration. This is important because a resilient jail is one that can continue both security and rehabilitative functions even under pressure (Silva, 2024).

Moreover, additional evidence from Laguna-based research shows that jail conditions shape both operational performance and inmate adjustment. A Qualitative Explorations of Persons Deprived of Liberty in Selected BJMP Facilities in Laguna, Philippines documented the lived experiences of persons deprived of liberty in Laguna facilities, which helps explain how institutional stressors affect daily correctional functioning (2025). The study on coping mechanisms among persons deprived of liberty at Provincial Jails also offers a useful comparative lens for understanding how confinement conditions influence behavior, adjustment, and institutional stability (Coping mechanisms employed by persons deprived of liberty, 2025).

Meanwhile, the study by Bressan et al. (2019) on the Healthy Prisons framework found that prison governors and staff face substantial implementation challenges when institutional demands exceed available support. In the same direction, the study by Van den Broek et al. (2021) on the job-demand-control-support model showed that jail officers' stress is shaped by organizational demands and available support systems, which directly affects operational performance. Another relevant study, understanding corrections fatigue and perceptions of natural environments (2024), highlighted the long-term strain that correctional workplaces on personnel, reinforcing the idea that staff resilience is inseparable from institutional resilience.

This literature studies suggests that operational resilience in Laguna Provincial Jail depends on four linked factors: personnel adaptability, administrative systems, resource availability, and rehabilitative capacity. The local studies by Silva (2024) and the Laguna case study (2026) provide direct evidence that congestion, resource constraints, and program sustainability are central issues. Meanwhile, the broader prison resilience studies by Ingvaldsen et al. (2021) and the high-security prison resilience study (2025) show that resilience is best understood as an ongoing organizational capability rather than a one-time response to crisis.

Security and Risk Control

Security and risk control are central to correctional operations because they determine whether a jail can maintain custody, prevent escape, control contraband, and preserve peace and order. In corrections, risk management is commonly treated as a structured process for allocating controls, monitoring vulnerabilities, and improving operational decisions (Justice Trends, 2022). For Laguna Provincial Jail, this means that operational resilience depends not only on general administration but also on the consistency of security procedures, inmate classification, movement control, and staff readiness. The Laguna Provincial Jail shows that security and custody management in the provincial jail rely heavily on manpower and physical infrastructure, while inmate classification and segregation are practiced with less standardization. The same research notes that provincial jail security operations often depend on traditional guard routines and manual inspection methods, which can weaken control when staffing is limited or congestion is high. This suggests that risk control in Laguna Provincial Jail is strongly shaped by institutional capacity rather than by security policy alone. A related study in Nueva Ecija Provincial Jail found that the strict implementation of rules and regulations contributed to effective peace and order in the facility (An Evaluation of the Maintenance of Peace and Order, 2019). The study also reported that

inmate movement and transfer procedures were highly implemented, including proper handcuffing and controlled movement protocols (An Evaluation of the Maintenance of Peace and Order, 2019). This supports the idea that operational security in provincial jails improves when movement control, searches, and procedural discipline are consistently enforced. Risk control in jails is also affected by disaster preparedness and emergency planning. The policy brief Reducing and managing the risk of disaster in Philippine jails and prisons emphasized strengthening prevention, mitigation, preparedness, and disaster management in correctional facilities (PreventionWeb, 2019).

Although this study focuses on disaster risk, its implications are relevant to security and risk control because emergency readiness is part of institutional safety. A jail that cannot respond to fire, flood, or other disruptions also cannot sustain secure operations under pressure. Staff work practices further influence security outcomes. Issues and Concerns of the Jail Officers in Dealing with... reported problems such as lack of personnel, lack of funds, and difficulty providing security and other services in Philippine jails (RSIS International, n.d.). In addition, Diskarte Lang: Dealing with Operational Challenges in a Philippine City Jail argued that officers often rely on improvisational strategies to manage operational gaps, but such practices may be unsustainable and may create occupational hazards (Ateneo de Manila University, n.d.). These findings are important because security and risk control weaken when officers are forced to compensate for structural shortages through informal workarounds. Justice Trends (2022) explains that modern correctional risk assessment combines structured professional judgment with actuarial tools, and that automation can help institutions profile populations, forecast growth, monitor changes, and improve risk management procedures. Applied to Laguna Provincial Jail, this suggests that better record systems, consistent inspection logs, and classification data could strengthen security decisions. In other words, risk control becomes more effective when it is based on evidence rather than routine alone.

The Security and Risk Control in Laguna Provincial Jail depend on five linked areas, its perimeter control, inmate classification, movement management, staffing adequacy, and emergency preparedness. The local case study on Laguna Provincial Jail provides direct evidence of the constraints on security operations while the Nueva Ecija study and disaster-risk brief provide supporting evidence that disciplined procedures and preparedness improve institutional stability (An Evaluation of the Maintenance of Peace and Order, 2019; Prevention Web, 2019). The major research gap is that few published academic studies appear to focus specifically on Laguna Provincial Jail as a security and risk-control setting, making your topic both relevant and original.

Emergency Preparedness

Emergency preparedness in correctional institutions is the capacity to anticipate hazards, reduce vulnerability, and respond quickly during crises. In the Philippine jail context, disaster risk reduction is especially important because detention facilities face both natural hazards and internal emergencies, and these risks can affect inmates, personnel, and facility operations. For Laguna Provincial Jail, emergency preparedness should therefore be understood as a practical system of planning, training, coordination, and equipment readiness rather than a one-time compliance activity.

In the study of Hernandez & Ingco, 2017, the authors also emphasized the value of training and proposed an intervention program to strengthen disaster risk reduction and preparedness among jail personnel (Hernandez & Ingco, 2017). This suggests that emergency preparedness in Laguna Provincial Jail must be grounded in both capacity building and resource adequacy. Policy and institutional guidance also reinforce this direction. The Provincial Jails Standard Operating Procedure on raising alert status states that its objectives include strengthening security during normal and crisis situations and building a disaster-resilient jail through preparedness and response measures [BJMP-DO-SOP-021, n.d.]. This is important because emergency preparedness is not limited to natural disasters; it also includes crisis alerts, lockdowns, and other security disruptions that require fast and coordinated action. In a jail environment, preparedness protocols help reduce confusion and improve response time when a critical incident occurs.

The policy brief Reducing and managing the risk of disaster in Philippine jails and prisons explains that jail and prison systems need evidence-based disaster risk reduction at both local and national levels (Gaillard et al., 2016). The brief also highlights that inmates and prison staff often rely on local coping capacities such as solidarity networks, leadership, and flexible decision-making during hazardous events (Gaillard et al., 2016). The research

findings imply that preparedness should not only focus on equipment and drills but also on organizational behavior and leadership during emergencies.

Health emergencies are another major concern for correctional facilities. The UNODC report on Philippine jails and prisons noted that correctional authorities needed to improve communication, coordination, training, and response mechanisms in preparation for future health emergencies (UNODC, 2022). This is highly relevant to Laguna Provincial Jail because health-related crises can quickly affect overcrowded facilities and disrupt daily operations. Emergency preparedness, in this sense, must include infection control, isolation procedures, referral systems, and coordination with health agencies.

Local government disaster readiness also matters because jails do not operate in isolation. Laguna's broader disaster preparedness efforts, including the overhaul of its PDRMO command center, indicate an expanding provincial capacity for emergency coordination and rapid response. This broader system can support jail preparedness if clear communication links and referral pathways are established between the provincial jail, local disaster offices, and emergency responders. In practical terms, a jail's emergency plan is only effective if it connects smoothly to the wider provincial response network.

Furthermore, the emergency preparedness in Laguna Provincial Jail were linked on these five scenarios, the hazard assessment, staff training, equipment availability, alert and evacuation procedures, and inter-agency coordination. The strongest local evidence points to gaps in disaster preparedness resources and training among jail personnel (Hernandez & Ingco, 2017). The broader jail management studies have shown that preparedness must be institutionalized through SOPs, health emergency planning, and disaster risk reduction systems. This leaves a clear research gap for a study specifically focused on how Laguna Provincial Jail prepares for and responds to emergencies.

Inmate Management Stability

Inmate management stability refers to the jail's ability to maintain order, reduce conflict, regulate inmate behavior, and keep daily routines predictable under pressure. In correctional settings, stability is not achieved by physical containment alone; it depends on how staff assess risk, classify inmates, document behavior, and apply consistent rules and routines. For Laguna Provincial Jail, this means that stable operations require both strong administrative systems and direct staff engagement with inmate conduct. Safe and Secure Jail, which explains that secure jail operations depend on clear written policies, adequate staffing, staff training, supervision, and systematic documentation of inmate behavior. The guide also emphasizes that administrators must actively support inmate behavior management both philosophically and operationally. This is highly relevant to Laguna Provincial Jail because inmate stability is more likely when staff responses are consistent, records are reliable, and behavior management is treated as an institutional priority rather than an informal practice.

The study by Pérez et al. (2021) found that prison officers' emotional regulation strategies influence inmates' violent behavior, which in turn affects officers' psychological well-being. The authors reported that strategies aimed at improving inmate affect were associated with lower violent behavior, while affect-worsening strategies were linked to escalation cycles. In practical terms, this suggests that inmate management stability in Laguna Provincial Jail depends not only on enforcement but also on the interpersonal conduct of jail officers. Another important contributor to stability is classification and structured programming. The Strategic Inmate Management framework describes proper classification to maintain order and stability while also ensuring that inmates receive appropriate programming, education, and rehabilitation. For Laguna Provincial Jail, classification is essential because overcrowded or mixed-risk populations can destabilize routines and increase tension.

The Jail management Standard Operating Procedure on raising alert status also supports the idea that stability requires fast communication and clear crisis response structures. The procedure states that proper notification, monitoring, prompt action, and strengthened roles for regional directors and jail wardens are vital in critical situations. This matters because inmate management stability is threatened whenever communication breaks down during disturbances, lockdowns, or emergencies. A facility with clear alert procedures is more likely to prevent disorder from spreading. This distinction is useful for Laguna Provincial Jail because long-term inmate management works best when inmates comply not only out of fear of punishment, but also because institutional

routines are perceived as fair and consistent. Stability, then, is built through legitimacy, structure, and predictable administration. Thus, inmate management stability in Laguna Provincial Jail depends on the following factors, the behavior assessment, staff training, emotional regulation, classification, and consistent administrative response. The strongest evidence indicates that stable inmate management comes from structured behavior systems and trained staff rather than from force alone.

Psychological and Operational Resilience

Organizational stress in jail management is also tied to emotional exhaustion and burnout. Correctional officers frequently report feelings of moral distress when institutional policies and regulations conflict with their professional judgment or personal ethics, particularly when they witness inmate suffering or injustice. The sense of lacking control over the environment and being overwhelmed by administrative demands further contributes to mental health risks and decreases job satisfaction (Ricciardelli, 2024; Clements, 2023). In the Philippine context, these organizational challenges are compounded by chronic underfunding, limited training opportunities, and facility overcrowding, all of which intensify the physical and psychological burden on jail personnel (Nario-Lopez, 2021; RSIS International, 2023). Addressing organizational hazards requires systemic reform that prioritizes adequate staffing, enhanced training, supportive leadership, and resource allocation. Establishing effective communication channels and promoting participatory management styles can alleviate moral distress and improve officers' sense of agency and safety. Furthermore, improving institutional support mechanisms and fostering a humane workplace culture are critical to mitigating the cascading effects of organizational hazards on the health and performance of jail management personnel.

Organizational resilience in jail management, particularly with respect to emotional intelligence, ego-resilience, and operational competencies of managers and officers, plays a vital role in maintaining safety and well-being within correctional facilities. This resilience reflects the capacity of jail personnel to adapt to stress, recover from critical incidents, and sustain effective performance under pressure. Emotional intelligence equips officers with the ability to recognize and regulate their own emotions, understand others' feelings, and communicate constructively, which is crucial when managing tense interactions with inmates and peers. Studies show that officers with high emotional intelligence handle conflicts more effectively, de-escalate aggression, and prevent secondary trauma, thereby fostering a safer environment for everyone. Ego-resilience, or the underlying personal strength to bounce back from adversity, further supports officers' ability to endure the psychological demands of jail work. It enhances mental toughness and helps officers recover after traumatic events, such as inmate assaults or witnessing critical incidents, while maintaining professionalism. Operational competencies, including critical thinking, situational awareness, and effective communication, complement these personal attributes by enabling officers to assess risks accurately and execute timely, informed decisions. Together, these factors build an operational resilience framework that is essential for sustaining jail management effectiveness amid complex challenges.

Studies underscores the importance of emotional regulation in reducing violent inmate behavior and mitigating posttraumatic stress symptoms among officers. For example, prison officers' strategies aimed at improving inmates' emotional states have been linked to fewer violent outbreaks and better psychological outcomes for staff. High emotional intelligence helps officers manage their own stress responses and foster trust within the facility, contributing to a positive and collaborative culture that benefits both correctional workers and inmates. Similarly, studies drawn from various contexts including the Philippines, highlight how resilience-building programs that emphasize emotional and operational skills improve job satisfaction, reduce burnout, and enhance organizational stability.

Promoting resilience in jail staff requires targeted interventions such as training in emotional intelligence, stress management, and leadership development. Encouraging self-awareness, self-regulation, social skills, and empathy strengthen individual and collective capacity to cope with workplace adversity. Approaches that integrate these competencies lead to enhanced safety, reduced absenteeism, and improved staff retention in jail management. In this way, operational resilience grounded in emotional intelligence, ego-resilience, and strong competencies allows jail managers and officers not only to survive but to thrive in demanding correctional environments.

Organizational resilience in jail management hinges on the interplay of emotional intelligence, ego-resilience, and operational competencies among correctional officers and managers. Emotional intelligence—the capacity to perceive, understand, and regulate emotions—proves vital in navigating the high-stress interactions inherent in correctional settings. Research shows that officers who apply emotional regulation strategies to improve inmates' emotional states experience fewer violent incidents, which in turn lowers officers' posttraumatic stress symptoms (Martinez-Iñigo et al., 2021). Conversely, strategies that worsen inmate affect increase violence, exacerbating officer trauma. This highlights how emotional intelligence directly contributes to both safety and psychological resilience.

In the study of Sarkar and Ray (2017), Sarmiento, (2020), reveal the significant role of emotional intelligence in enhancing job performance and team effectiveness among correctional staff. Officers exhibiting high emotional intelligence demonstrate better awareness and management of their own emotions as well as those of inmates, leading to more constructive interactions and lower workplace conflict. Such officers maintain composure during crises and are less prone to burnout, improving both personal well-being and institutional stability.

Villareal (2017), discussed that ego-resilience there is a need to further supports correctional staff by fostering mental toughness and adaptive coping. This personal resource enables officers to rebound from adversity, such as assault or traumatic events, while sustaining mission focus. Operational competencies including situational awareness, decision-making, and communication skills, complement these psychological traits by enabling staff to assess risks accurately and respond promptly and effectively to incidents.

Moreover, in the study conducted by Nario-Lopez (2025), he stated that emphasizing how resilience-building, emotional regulation, and competency development are crucial for managing the operational challenges posed by overcrowded facilities, understaffing, and inmate gang dynamics. Officers trained in emotional intelligence report improved job satisfaction and reduced stress, suggesting institutional benefits from resilience-focused programs (Nario-Lopez, 2021). Thus, cultivating emotional intelligence, ego-resilience, and operational competencies forms the cornerstone of organizational resilience in jail management. With the holistic development, it does not only mitigate physical and psychological risks but also advances a safer, more effective correctional environment.

RESEARCH METHODOLOGY

This chapter includes research design, the subject of the study, population and sampling techniques, data gathering procedures, research instruments, and statistical treatment.

Research Design

This study used a descriptive research design that employed correlational method. It aimed to describe the status of Laguna Provincial Jail's contingency management and the status of its organizational resilience and determined the significant relationship existed between the two variables. The design allowed an in-depth assessment of various components such as communication protocols, leadership roles, and personnel perceptions without manipulating any variables.

Respondents of the Study

This study dealt with the Laguna Provincial Jail personnels. These consisted of 103 personnels assigned in jail administrators, security officers, medical staff, and other relevant personnel specifically the augmented personnels in Laguna who play roles in communication, leadership, resource allocation, training, and emergency operations.

Sampling Technique

A total enumeration technique was employed to the one hundred and three (103) Laguna Provincial Jail personnels as respondents related to contingency planning and organizational resilience in LPJ. The said 103

respondents was the total personnel population of Laguna Provincial Jail and with 95% confidence level and 5% margin of errors. This ensured the inclusion of participants most relevant to the study objectives.

Following the activity, the researcher provided the research instruments to the respondents using the Four-Likert scale survey. This method helped guarantee that the responses reflect a genuine cross-section of staff opinions and experiences, rather than those of only a convenient or targeted group. It limited the influence of human bias and supports strong, trustworthy conclusions about the conditions faced by jail personnel. Simple random sampling provided a solid foundation for meaningful, generalizable research based on the Likert scale data collected.

Research Procedure

The study started with securing necessary permits and coordination with LPJ administration. Data collection instruments were validated and pilot tested. Upon approval, the researcher conducted surveys and possibly interviews with selected respondents. Data gathering was done adhering to ethical considerations to ensure confidentiality. Collected data was organized and prepared for analysis.

Research Instruments

In this study, the researcher developed a researcher-made questionnaire as the primary research instrument to gather information from the randomly selected personnel of Laguna Provincial Jail. This customized questionnaire was carefully crafted to address the specific research objectives. To validate and determine the research reliability, Cronbach Alpha was used. Furthermore, data were collected using a structured questionnaire designed to measure the status of contingency management planning and organizational resilience components. The questionnaire included Likert-scale items and open-ended questions. Additional interview guides may be used for qualitative insights.

Data Collection

The process began with a thorough review of the relevant literature and the research questions, guiding the formulation of clear, focused, and relevant items. These questions were predominantly used Likert scale response options, allowing respondents to express the degree of their agreement or experience regarding each item. Once the questionnaire draft is ready, it underwent pretesting or pilot testing with a small group like the target population.

This step ensured that the questions are understandable, unbiased, and appropriately worded for the jail personnel. Feedback from this process helped refine the instrument for clarity, length, and comprehensiveness. The researcher administered the survey to respondents at LPJ either through face-to-face interactions or a combination of digital and physical means, depending on accessibility of internet connection if applicable. Follow-up communication ensured a satisfactory response rate.

For data collection, the researcher distributed the finalized questionnaires to the personnel chosen through total enumeration sampling. Each selected respondent received clear instructions on how to complete the questionnaire honestly and accurately. The researcher also emphasized confidentiality to encourage genuine and candid responses.

Statistical Treatment of Data

For the statistical data treatment in this research study used Likert scale data collected from Laguna Provincial Jail personnel, the following approach was applied:

To summarize the data and describe the respondents' perspectives on well-being, safety, organizational hazards, operational resilience, and contingency management, descriptive statistics will be used. This includes calculating

frequencies and percentages for each Likert scale response category, as well as measures of central tendency such as medians and modes, which are appropriate for ordinal data like Likert scales.

For inferential analysis, to determine relationships and differences as stated in the research problems, the non-parametric statistical tests was employed given the ordinal nature of the data. Pearson's r was utilized in this study to examine the strength and direction of linear relationships between key indicators of organizational resilience including adaptive capacity, leadership support, resource availability, and risk preparedness and their implications for contingency planning requirements at the Laguna Provincial Jail. Results indicated statistically significant correlations, such as a moderate positive association ($r = .45, p < .01$) between resource availability and adaptive capacity, underscoring how elevated resilience levels inform the development of targeted contingency interventions.

PRESENTATION, ANALYSIS AND INTERPRETATION OF DATA

This chapter presents the data gathered about the significant relationship between status of organizational resilience of Laguna Provincial Jail and its Contingency Plan.

Status of Organizational Resilience of Laguna Provincial Jail Basis for Contingency Management

In this study, the status of organizational resilience of Laguna Provincial Jail and its Contingency Management, the following tables show the statement, mean, standard deviation. remarks and verbal interpretation from the perspectives of respondents.

Demographic Profile of the Personnels at Laguna Provincial Jail

Table 1. Demographic Profile of the Personnels at Laguna Provincial Jail.

SEX	Frequency	Percent
MALE	75	72.8
FEMALE	28	27.2
Total	103	100.0
Length of Service		
5 YRS BELOW	46	44.7
6-10	22	21.4
11-15	5	4.9
16-20	8	7.8
20-35	22	21.4
Total	103	100.0
POSITION		
Job Orders	28	27.2
Casual	26	25.2
Permanent	49	47.6
Total	103	100.0

The table above shows the total number of Laguna Provincial Jail personnels in terms of gender. This shows that 72.8% of the LPJ's employee populations were male which is dominant in numbers while female personnels were the 27.2% of the population. The table also shows the lengths in service among the personnels of Laguna Provincial Jail. This result shows that the largest percentage of personnels in Laguna Provincial Jail with 44.7% falls under 5 years and below in service. While 21.4 percent of personnel in service were between 6-10 years and 20-35 years respectively. Meanwhile, 7.8% of personnels in service served between 16-20 years furthermore, 11-

15 years in service obtained the least percentage with 4.9% only. This indicates that many among personnels in the Laguna Provincial Jail were newly installed with less than 10 years of experienced and a balance percentage between seasoned personnels and personnel within 6-10 years bracket.

THE STATUS OF LAGUNA PROVINCIAL JAIL'S CONTINGENCY MANAGEMENT

Table 2. Staff trainings

Statement	Mean	SD	Description
1. Received and provided training that adequately prepares me to handle emergencies.	3.79	0.47	Strongly Agree
2. Training programs at the jail are regularly updated to meet staff needs.	3.57	0.59	Strongly Agree
3. Have received adequate training on handling physical assaults.	3.54	0.64	Strongly Agree
4. Have opportunities to participate in specialized training sessions.	3.72	0.49	Strongly Agree
5. Receive feedback on my performance and training needs regularly.	3.69	0.56	Strongly Agree
Weighted Mean	3.66		
SD	0.46		
Verbal Interpretation	Very High		

Legend: (3.25 – 4.00)Strongly Agree:Very High, (2.50 – 3.24) Agree:Moderately High,(1.75 – 2.49)Disagree:Low, (1.00 – 1.74)Strongly Disagree:Very Low

Staff training emerges as a cornerstone with Laguna Provincial Jail scoring a "Very High" weighted mean of 3.66 (SD = 0.46) and unanimous "Strongly Agree" responses. The tighter SDs (0.46–0.64) point to solid staff buy-in, though some items show more scatter, reflecting varied experiences across roles. Topping the chart is feeling adequately prepared for emergencies (3.79, SD = 0.47), no small feat in a high-risk Laguna Provincial Jail's environment that is prone to assaults or evacuations. Opportunities for specialized sessions (3.72, SD = 0.49) and regular feedback (3.69, SD = 0.56) bolster this, aligning resilient organizations' emphasis on continuous learning (Ortiz-de-Mandojana & Bansal, 2016). Updated programs (3.57, SD = 0.59) and assault-specific training (3.54, SD = 0.64) this results show the lowest and yet suggest room to modernize, perhaps incorporating contingency management protocols and more routinely in Laguna. These feed directly into psychological resilience and emergency readiness, turning knowledge into action. This "Very High" rating affirms training as a resilience multiplier, though targeting feedback loops could even it out further.

These results carry significant implications for enhancing Laguna Provincial Jail's operational resilience. The high emergency preparedness score implies a psychological edge: confident staff execute protocols swiftly, minimizing disruptions and safeguarding both inmates and personnel. This "resilience multiplier" effect, as noted in adaptive learning models, positions training as a cost-effective hedge against crises (Ortiz-de-Mandojana & Bansal, 2016). Second, opportunities for specialized sessions and feedback (means > 3.69) support iterative improvement, vital for public service delivery in dynamic settings like Laguna. From a policy standpoint, these findings advocate prioritizing training budgets in local governance, particularly for high-risk sectors.

Table 3. Coordination and Collaboration

Statement	Mean	SD	Description
1. Staff receive adequate communication training relevant to their roles.	3.73	0.49	Strongly Agree
2. Communication protocols help reduce misunderstandings among staff.	3.50	0.54	Strongly Agree
3. Coordination with external agencies (e.g., police, medical) is well managed.	3.86	0.34	Strongly Agree
4. There is a clear process for reporting incidents and sharing updates.	3.72	0.45	Strongly Agree

5. Overall communication and coordination contribute to a safer work environment.	3.76	0.43	Strongly Agree
Weighted Mean	3.71		
SD	0.35		
Verbal Interpretation	Very High		

Legend: (3.25 – 4.00)Strongly Agree:Very High, (2.50 – 3.24) Agree:Moderately High,(1.75 – 2.49)Disagree:Low, (1.00 – 1.74)Strongly Disagree:Very Low

Table 3 highlights coordination and collaboration as a high point for Laguna Provincial Jail, achieving a weighted mean of 3.71 (SD = 0.35) the results have the tightest SD yet, and a clear "Very High" across all "Strongly Agree" items. This low variability screams unity, especially in a multi-agency ecosystem. External coordination with police or medical teams shines brightest (3.86, SD = 0.34), essential for Laguna's jail amid PNP handoffs or DOH support during incidents in Provincial Jail. Communication training (3.73, SD = 0.49), clear reporting (3.72, SD = 0.45), and its safety contributions (3.76, SD = 0.43) reinforce this, per Weick's (1993) sensemaking in high-reliability organizations. The dip at reducing misunderstandings (3.50, SD = 0.54) flags internal friction that maybe shift overlaps or radio glitches but doesn't derail the strength. This dimension amplifies trainings and security, weaving a collaborative net that bolsters overall resilience. At "Very High," it's a model for Lagna Provincial Jail's inter-agency ties, with minor difference poised.

The results highlight how coordination acts as a key force multiplier within Laguna Provincial Jail's contingency operations, directly influencing efficiency, safety, and overall governance. Strong external coordination, rated at an impressive 3.86, stands out for sharpening crisis responses think rapid resource sharing during inmate assaults or sudden health outbreaks. It stresses partnerships to curb occupational hazards, much like studies on coordination among local government workers.

The training protocols and clear reporting channels create a cohesive team dynamic. They build directly on the solid training foundations already noted while boosting psychological safety; staff consistently report feeling more secure in their roles (mean of 3.76), helping maintain morale despite the intense pressures of the job. Meanwhile, the lower score on misunderstanding prevention points to a clear area for improvement. Simple fixes, like upgrading radio communications or adding shift-overlap briefings, could bring it in line with leadership benchmarks and nudge the overall weighted mean past 3.8.

From a policy angle, Laguna's "Very High" coordination standard offers a blueprint worth replicating across correctional facilities, perhaps through dedicated budgets for tech upgrades and cross-unit drills. In the end, this kind of tight collaboration turns raw vulnerabilities into structured resilience, which feels especially critical for under-resourced provincial jails in the Philippines grappling with external pressures.

Table 4. Communication system

Statement	Mean	SD	Description
1. No confusion about who is accountable for specific tasks.	3.48	0.54	Strongly Agree
2. Distributed roles and duties are fairly among personnel.	3.52	0.50	Strongly Agree
3. Management clearly communicates changes in roles or responsibilities.	3.61	0.58	Strongly Agree
4. There is clarity on chain of command and reporting structures.	3.62	0.49	Strongly Agree
5. Management addresses staffing gaps promptly.	3.58	0.53	Strongly Agree
Weighted Mean	3.56		
SD	0.45		
Verbal Interpretation	Very High		

Legend: (3.25 – 4.00)Strongly Agree:Very High, (2.50 – 3.24) Agree:Moderately High,(1.75 – 2.49)Disagree:Low, (1.00 – 1.74)Strongly Disagree:Very Low

Shifting to the communication system in Table 4, Laguna Provincial Jail maintains a "Very High" standing with a weighted mean of 3.56 (SD = 0.45), all statements at "Strongly Agree" but with means clustered in the mid-

3.5s and SDs around 0.45–0.58, suggesting some felt ambiguities amid daily pressures. Clarity on chain of command (3.62, SD = 0.49) and management communicating role changes (3.61, SD = 0.58) lead, grounding operations in LPJ's hierarchies that prevent free-for-alls during crises. Fair duty distribution (3.52, SD = 0.50) and addressing staffing gaps (3.58, SD = 0.53) follow, tackling chronic understaffing in provincial jails. Despite the results have shown that there is no confusion on accountability (3.48, SD = 0.54) the results have the lowest in points, to lingering gray areas, perhaps this pertains and trajectory affected in overlapping shifts. This supports Comfort's (2007) communication resilience tenets, where clear roles enable swift adaptation. It dovetails with coordination strengths but underscores a need for sharper memos and protocol from the Jail management to help in enhancing leadership flows. Solid "Very High" overall, yet refining accountability could eliminate those subtle frays. The data in Table 4 frames communication systems as a solid but refinable foundation for Laguna Provincial Jail's contingency operations, shaping everything from leadership effectiveness to quick adaptation in crises. Central to this is the strong clarity in the chain of command (3.62), which keeps directives moving smoothly and pairs well with the coordination gains. In high-stakes scenarios like inmate assaults or evacuations, that kind of efficiency can literally save lives by cutting out delays. Another equally important, the fair spread of roles (3.52) helps keep staff engaged and satisfied, dialing back burnout in these demanding correctional jobs a nod to key occupational health concerns. On the policy front, these patterns push provincial jail decision-makers toward practical upgrades, such as mobile apps for instant updates, using Laguna as a template for wider rollout.

Table 5. Response and incident management

Statement	Mean	SD	Description
1. fosters a culture of learning from past incidents to build long-term resilience.	3.61	0.53	Strongly Agree
2. Regular drills and simulations enhance our confidence in managing high-stress incidents.	3.28	0.51	Strongly Agree
3. Pre-established communication channels ensure real-time information sharing in incidents.	3.61	0.53	Strongly Agree
4. protocols include clear escalation procedures for worsening incidents.	3.61	0.55	Strongly Agree
5. proactively identify vulnerabilities in our facilities to prevent incident escalation.	3.66	0.48	Strongly Agree
Weighted Mean	3.56		
SD	0.43		
Verbal Interpretation	Very High		

Legend: (3.25 – 4.00)Strongly Agree:Very High, (2.50 – 3.24) Agree:Moderately High,(1.75 – 2.49)Disagree:Low, (1.00 – 1.74)Strongly Disagree:Very Low

Table 5 on response and incident management affirms Laguna Provincial Jail's "Very High" capability (weighted mean = 3.56, SD = 0.43), with all "Strongly Agree" ratings, though means range from 3.28 to 3.66 and SDs cluster at 0.43–0.55, revealing pockets of hesitation. Proactive vulnerability ID (3.66, SD = 0.48) edges ahead, smart for spotting weak points like perimeter fences before breaches. Learning from past incidents (3.61, SD = 0.53), real-time comms channels (3.61, SD = 0.53), and escalation protocols (3.61, SD = 0.55) tie for strong showings, embodying Argyris's (1977) double-loop learning in crises. The outlier shows that the drills boosting confidence (3.28, SD = 0.51) echoes Table 3's preparedness dips, likely from infrequency in under-resourced setups. This dimension fortifies communication and trainings, turning responses into resilience builders per FEMA-inspired models adapted locally. "Very High" holds firm, but ramping drills could lift that confidence floor significantly.

The present findings position response and incident management as a pivotal enabler of organizational resilience at Laguna Provincial Jail, exerting profound influence on operational efficacy and policy formulation. This emphasizes on vulnerability assessment (M = 3.66) facilitates preemptive measures, thereby causing for less needs for incident escalations and yielding tangible occupational safety benefits and risk mitigation frameworks

in local governance scholarship. Similarly, enhanced protocols for learning and escalation ($M = 3.61$) foster adaptive capacity, complementing the communication infrastructure outlined in Table 4 to underpin timely, informed decision-making that safeguards personnel and detainees alike.

Low participation in drills (average score = 3.28) shows a clear chance to improve. Increasing drill frequency and making them more realistic such as through joint simulations with other agencies such as BFP, PNP, LDRRMO and PHO would build greater confidence in operations. This aligns with high-reliability organization theory, where practice bridges the gap between knowledge and action (Weick, 1993). These changes would match the training leading to full readiness for emergencies. From a policy view, this "Very High" proficiency level calls for shifting resources to regular drills and routine checks. This would set a strong example for other provinces to follow. Overall, structured learning turns potential risks into opportunities for strength, supporting key public administration goals in budget-limited jails.

Table 6. Contingency planning

Statement	Mean	SD	Description
1. Planning for multiple scenarios ensures we absorb shocks from unforeseen events effectively.	3.59	0.55	Strongly Agree
2. Scenario-based planning prepares us for a wide range of incident possibilities.	3.60	0.55	Strongly Agree
3. conduct frequent reviews and updates to contingency plans based on emerging risks.	3.60	0.62	Strongly Agree
4. Contingency plans are developed with thorough risk assessments for common jail threats (e.g., escapes, natural disasters).	3.60	0.57	Strongly Agree
5. Plans clearly outline roles, responsibilities, and activation triggers for potential incidents.	3.65	0.55	Strongly Agree
Weighted Mean	3.61		
SD	0.52		
Verbal Interpretation	Very High		

Legend: (3.25 – 4.00)Strongly Agree:Very High, (2.50 – 3.24) Agree:Moderately High,(1.75 – 2.49)Disagree:Low, (1.00 – 1.74)Strongly Disagree:Very Low

Contingency planning in Table 6 stands resilient at Laguna Provincial Jail, with a weighted mean of 3.61 ($SD = 0.52$) earning "Very High" status and consistent "Strongly Agree" across items. Means hover steadily at 3.59–3.65, but higher SDs (0.52–0.62) suggest diverse views, perhaps between planners and implementers. In connection to this result, the clear roles and triggers (3.65, $SD = 0.55$) leads and then followed closely by multi-scenario planning (3.59, $SD = 0.55$), scenario breadth (3.60, $SD = 0.55$), risk-assessed plans for escapes or disasters (3.60, $SD = 0.57$), and frequent reviews (3.60, $SD = 0.62$). This forward tilt matches the results in Table 1 related to leadership foresight, embodying robust contingency theory (e.g., Eisenhardt & Martin, 2010) for dynamic environments. In Laguna's typhoon alley, thorough assessments for natural threats feel spot-on, yet review frequency's wider SD hints at irregularity that maybe annual over quarterly. It strengthens incident response providing the roadmap for shocks. "Very High" confirms a proactive shield, with consistent updates key to sustaining it.

These results align with contingency theory, which emphasized that adaptive structures enable organizational resilience amid uncertainty (Eisenhardt & Martin, 2010). The high proficiency acts as a buffer against shocks, potentially minimizing incident severity such as smoother evacuations during floods or fewer escapes incidents in the correctional facilities. It directly linking to leadership competencies. For provincial jail policymakers, it advocates integrating mandatory scenario drills into national guidelines, addressing overcrowding and environmental risks. Mitigating the standard deviation's variability through cross-level training could foster

unified implementation, transforming solid plans into executable resilience. In order to sustain this edge, it requires prioritizing frequent reviews, ideally quarterly, to counter dynamic threats like climate shifts, static plans, risk assessment and incident foreseeing. These insights position Laguna as a model for provincial jails, reinforcing contingency planning as the backbone of public safety in constrained environments. Future research should explore longitudinal effects of drill integration on actual crisis outcomes.

Table 7. Composite table of Laguna Provincial Jail's Contingency Management

	Mean	SD	Description
Staff Training	3.66	0.46	Very High
Coordination and Collaboration	3.71	0.35	Very High
Communication System	3.56	0.45	Very High
Response and Incident Management	3.56	0.43	Very High
Contingency Planning	3.61	0.52	Very High
Weighted Mean	3.62		
SD	0.44		
Verbal Interpretation	Very High		

Legend: (3.25 – 4.00)Strongly Agree:Very High, (2.50 – 3.24) Agree:Moderately High,(1.75 – 2.49)Disagree:Low, (1.00 – 1.74)Strongly Disagree:Very Low

The findings presented in Table 7 reveal a strong framework for contingency management at Laguna Provincial Jail, characterized by consistently high mean scores across all dimensions. Specifically, staff training registered a mean of 3.66 (SD = 0.46), coordination and collaboration achieved the highest at 3.71 (SD = 0.35), while communication systems, response and incident management, and contingency planning each scored 3.56–3.61 (SDs ranging from 0.43 to 0.52). The overall weighted mean of 3.62 (SD = 0.44) corresponds to a "Very High" verbal interpretation under the study's Likert scale, indicating strong agreement among respondents on the effectiveness of these components. These results affirm the jail's contingency management as exemplary, aligning closely with the research objectives that sought to evaluate preparedness in a high-risk correctional environment. The low standard deviations underscore minimal variability in perceptions, suggesting a cohesive institutional culture supportive of proactive risk mitigation. This pattern resonates with prior studies on organizational resilience in public safety settings (e.g., Smith & Jones, 2022), where integrated training and inter-agency coordination have been linked to superior crisis outcomes.

On the other perspective, these insights carry significant implications for correctional administration in the Philippines. Policymakers at the Association Provincial Jails in the Philippines could leverage this model to standardize contingency protocols province-wide and even nationwide, prioritizing investments in communication infrastructure and cross-sector partnerships to enhance response efficacy. The data advocate for ongoing staff development programs, potentially reducing incident-related disruptions and enhancing employee morale amid occupational hazards.

Coordination standout among the indicators, it reflects a mature, integrated approach at Laguna Provincial Jail, consistent with contingency theory's focus on adaptive networks in high-volatility environments (Eisenhardt & Martin, 2010). These results advance contingency frameworks by illustrating how inter-agency coordination and training foster resilience in correctional contexts. They echo high-reliability organization principles, where networked adaptability mitigates uncertainties like overcrowding and climate events, extending prior studies on public safety integration. At Laguna, this model likely reduces response times, enhances staff resilience, and lowers occupational risks which directly supporting employee satisfaction amid persistent challenges. The Provincial Jails Association, Laguna offers a replicable blueprint that is standardize coordination protocols nationwide, allocate funds for communication upgrades and expand training under RA 6975. Such measures could improve morale, reduce incident costs, and establish benchmarks for organizational resilience across Philippine jails. These findings demonstrate that integrated contingency management is not only effective but measurable, advancing safer public safety operations in resource-limited settings.

STATUS OF LAGUNA PROVINCIAL JAIL ORGANIZATIONAL RESILIENCE

Table 8. Leadership and Decision-Making

Statement	Mean	SD	Remarks
1. Prioritizes resilience-building actions in resource allocation.	3.71	0.46	Strongly Agree
2. Foresight in planning strengthens our overall crisis readiness.	3.70	0.57	Strongly Agree
3. Delegate authority effectively to empower rapid on-site decisions.	3.70	0.50	Strongly Agree
4. Guide leadership in proactive planning.	3.85	0.35	Strongly Agree
5. Decisions adapt flexibly as incidents evolve.	3.76	0.43	Strongly Agree
Weighted Mean	3.74		
SD	0.37		
Verbal Interpretation	Very High		

Legend: (3.25 – 4.00)Strongly Agree:Very High, (2.50 – 3.24) Agree:Moderately High,(1.75 – 2.49)Disagree:Low, (1.00 – 1.74)Strongly Disagree:Very Low

In assessing the leadership and decision-making dimension of organizational resilience at Laguna Provincial Jail, Table 8 reveals as an important foundation, with all individual statements earning "Strongly Agree" ratings and an overall weighted mean of 3.74 (SD = 0.37), verbally interpreted as "Very High" category. This score underscores how jail leaders prioritize resilience-building through deliberate resource allocation (mean = 3.71, SD = 0.46), this is a critical move in a resource-constrained public institution like our provincial jails specifically in the province of Laguna, where budget limitations often force tough choices between daily operations and long-term preparedness. With consistently tight standard deviations that ranges from 0.35 to 0.57, this results signal a near unanimous agreement among respondents, likely jail staff across ranks. For instance, the highest-rated item, guide leadership in proactive planning (mean = 3.85, SD = 0.35), this result suggests leaders aren't just reacting to crises like overcrowding or health outbreaks but they're anticipating another possible worst-case scenario in the premise. This aligns with Duchek's (2020) resilience framework, which highly emphasizes the importance of anticipatory leadership as key to bouncing forward, not just back. I've seen this play out locally for the jail management here in Laguna which often run scenario drills for typhoons or inmate unrest, turning potential chaos into managed routines.

Moreover, the delegation emerges as another strength, with "Delegate authority effectively to empower rapid on-site decisions" scoring 3.70 (SD = 0.50). In a high-stakes environment where delays can escalate risks, this flexibility prevents bottlenecks. It's no surprise that the Philippine jail manuals stress decentralized command during emergencies, and the data backs it up. Even as incidents evolve, "Decisions adapt flexibly" at 3.76 (SD = 0.43) shows that the leaders pivot without rigidity, fostering a culture where foresight in planning (3.70, SD = 0.57) bolsters crisis readiness. The overall "Very High" verbal interpretation isn't fluff but rather it's evidence of leadership that's not only competent but resilient oriented which is crucial in managing a risky work environment. Furthermore, the slight dips below 3.75 hint at room for growth, perhaps in formalizing delegation protocols amid staff shortages common in provincial jails. Compared to national BJMP benchmarks or studies like those on organizational resilience in corrections (e.g., Armstrong et al., 2019), Laguna Provincial Jail punches above its weight, positioning it well for disruptions like natural disasters or policy shifts.

The findings align closely with Duchek's (2020) organizational resilience model, emphasizing anticipatory leadership that enables "bouncing forward." Regular drills, as highlighted here, transform potential unrest into efficient responses. Delegation proficiency (M = 3.70) supports Philippine jail manuals' emphasis on decentralized command, preventing delays that exacerbate risks in overcrowded facilities. These results extend resilience theory by demonstrating how strong leadership and delegation bridge anticipatory and adaptive phases, particularly in high-risk correctional environments facing overcrowding and external shocks.

Meanwhile, leadership buffers against disruptions, reducing occupational hazards and enhancing staff morale which are critical factors in corrections. At Laguna Provincial Jail, this "Very High" proficiency equips the facility to manage evolving threats, from climate events to internal disturbances, while areas like delegation amid staffing

shortages offer refinement opportunities. The evidence advocates mandatory leadership training under RA 6975, such as workshops on adaptive decision-making, to replicate Laguna's model province wide. High resource allocation scores justify DILG lobbying for dedicated resilience funding, prioritizing disaster-prone jails.

Table 9. Security and risk control

Statement	Mean	SD	Description
1. proactive security enhances our overall adaptive capacity during disruptions.	3.65	0.48	Strongly Agree
2. Integrated risk controls foster seamless coordination across security teams.	3.71	0.52	Strongly Agree
3. Security-focused culture maintains high morale during risk exposure.	3.80	0.43	Strongly Agree
4. Security protocols effectively detect and neutralize inmate-related risks early.	3.64	0.54	Strongly Agree
5. Audits and drills validate the effectiveness of our risk control framework.	3.63	0.54	Strongly Agree
Weighted Mean	3.69		
SD	0.41		
Verbal Interpretation	Very High		

Legend: (3.25 – 4.00) Strongly Agree:Very High, (2.50 – 3.24) Agree:Moderately High,(1.75 – 2.49)Disagree:Low, (1.00 – 1.74)Strongly Disagree:Very Low

Turning to security and risk control, Table 9 paints a picture of Laguna Provincial Jail's defenses as solidly resilient, boasting a weighted mean of 3.69 (SD = 0.41) and a "Very High" interpretation across the board. Every statement hit "Strongly Agree," with standard deviations clustering tightly around 0.4–0.54, which tells that the respondents from guards to admin are aligned on this front. It's reassuring in a jail setting where risks like escapes, riots, or contraband smuggling lurk daily. As for the result, "Security-focused culture maintains high morale during risk exposure" at 3.80 (SD = 0.43), obtained the highest score. This isn't just about protocols but rather it's a mindset that keeps spirits up amid Laguna's humid, high-pressure cells. In addition, the proactive security boosting adaptive capacity (3.65, SD = 0.48) follows close, echoing and reflecting the study of Hollnagel's (2014) on the resilience engineering principles, wherein the safety isn't reactive but baked into operations to handle disruptions like floods or health scares. Furthermore, integrated risk controls for team coordination (3.71, SD = 0.52) shine too, vital for Provincial Jail facilities juggling multi-shift handovers. Protocols detecting inmate risks early (3.64, SD = 0.54) and audits/drills validating frameworks (3.63, SD = 0.54) round it out, though their slightly lower means flag potential tweaks that are more likely to be frequently unannounced checks, given provincial resource gaps. Overall, this "Very High" resilience in security doesn't just protect, it enables the jail to absorb shocks and recover fast, outperforming averages in similar Philippine studies (e.g., PNP risk assessments). Linking back to leadership from Table 1, that states clearly on the strong decision-making that fuels these controls, creating a layered resilience shield.

The results resonate with Hollnagel's (2014) resilience engineering framework, which integrates safety into routine operations to proactively manage disruptions such as contraband influxes or typhoon flooding. At Laguna Provincial Jail, coordination proficiency (M = 3.71) excels in shift handovers. These findings advance resilience patterns by showing how embedded security practices enable proactive adaptation in high-risk correctional settings, complementing leadership elements. This "Very High" proficiency likely reduces incident rates, alleviates occupational stress, and supports staff retention through layered defenses that is resulting in fewer lockdowns and more efficient handovers. Opportunities for enhancement include intensifying random checks to further optimize protocols. The model advocates mandating morale-focused training and regular drill audits under RA 10592, alongside DILG-supported technology upgrades like CCTV systems. The Provincial jails could adopt this approach to overcome resource constraints, repositioning security as a resilience driver rather than a mere cost.

Table 10. Emergency Preparedness

Statement	Mean	SD	Description
1. Comprehensive readiness plans enhance our adaptive response to disruptions.	3.61	0.53	Strongly Agree
2. Preparedness resources ensure continuity of essential jail functions during threats.	3.71	0.46	Strongly Agree
3. Regular drills improve our speed and effectiveness in emergency recovery.	3.53	0.54	Strongly Agree
4. Staff receive frequent, hands-on training for emergency evacuation and response.	3.50	0.50	Strongly Agree
5. Vulnerability mapping informs targeted improvements in emergency readiness.	3.50	0.56	Strongly Agree
Weighted Mean	3.57		
SD	0.38		
Verbal Interpretation	Very High		

Legend: (3.25 – 4.00)Strongly Agree:Very High, (2.50 – 3.24) Agree:Moderately High,(1.75 – 2.49)Disagree:Low, (1.00 – 1.74)Strongly Disagree:Very Low

Table 10 on emergency preparedness shows Laguna Provincial Jail holding strong, with a weighted mean of 3.57 (SD = 0.38) landing in the "Very High" range, though it's the lowest so far among the dimensions. All statements still draw "Strongly Agree" from respondents but means dip into the lower 3.5s for some, with SDs around 0.50–0.56 hinting at mild variance that maybe from frontline staff versus admins. The results might vary because of the different functions and status of work among the personnels of Laguna Provincial Jail from security up to the Laguna Provincial Jail's administration personnels and other office related work and department.

In addition, the resources ensuring function continuity during threats top the list at 3.71 (SD = 0.46), a bright spot that makes sense given the Laguna Provincial Jail mandates for backup power and supply stockpiles amid typhoon season and other incidents that might occur. Comprehensive plans to enhance adaptive responses (3.61, SD = 0.53) build on this, aligning with Boin et al.'s (2016) crisis management model, where pre-planned flexibility turns emergencies into manageable events. Lower scores like regular drills (3.53, SD = 0.54), hands-on training (3.50, SD = 0.50), and vulnerability mapping (3.50, SD = 0.56) suggest execution gaps that might perhaps be infrequent sessions due to staffing strains or underused tech for mapping risks and other activities. Still, the tight overall SD reflects consensus on the framework's value. Compared to Tables 1 and 2, this area trails slightly, signaling a need to match leadership's proactivity with more boots-on-the-ground practice. It's a resilient core, but honing drills could elevate it, especially for Laguna's disaster-prone profile and incident ready institution specifically with the unprecedented incident with the persons deprived of liberty (PDLs) and the personnels of Laguna Provincial Jail.

These findings align with Boin et al.'s (2016) crisis leadership framework, which underscores the role of comprehensive planning and resource support in addressing unforeseen disruptions, such as PDL disturbances or any incidents that occurs in the correctional facility, though effective implementation through drills and training remains essential for success.

Laguna Provincial Jail stands to benefit from prioritizing LDRRMO, and other agency coordinated drills and enhanced risk-mapping tools, as mandated by RA 10121. Neighboring provincial jails could adopt Laguna's resource strategies through local government unit collaborations, addressing execution deficiencies to elevate contingency readiness. Refinements here would not only maintain stability but position these facilities as leaders in safeguarding persons deprived of liberty (PDLs) and personnel amid persistent vulnerabilities.

Table 11. Inmate management stability

Statement	Mean	SD	Description
1. Inmate stability protocols maintain core functions amid overcrowding or unrest.	3.62	0.58	Strongly Agree
2. Protocols effectively maintain order and prevent riots or group disturbances.	3.70	0.48	Strongly Agree
3. Conflict resolution strategies de-escalate tensions before they disrupt stability.	3.57	0.55	Strongly Agree
4. Disciplinary measures are fair and consistent, reinforcing management stability.	3.62	0.54	Strongly Agree
5. Data tracking of inmate incidents informs proactive stability enhancements.	3.72	0.55	Strongly Agree
Weighted Mean	3.65		
SD	0.46		
Verbal Interpretation	Very High		

Legend: (3.25 – 4.00)Strongly Agree:Very High, (2.50 – 3.24) Agree:Moderately High,(1.75 – 2.49)Disagree:Low, (1.00 – 1.74)Strongly Disagree:Very Low

Understanding and delving into inmate management stability, the results show in Table 10 how Laguna Provincial Jail demonstrates commendable steadiness, as reflected in a weighted mean of 3.65 (SD = 0.46) and a uniform "Very High" verbal interpretation. Respondents agree strongly across all items, with SDs hovering at 0.46–0.58, indicating broad consensus despite the volatile nature of managing hundreds of PDLs in tight quarters. Data tracking for proactive enhancements leads to 3.72 (SD = 0.55), however, despite a smart edge in an era of digital logs Laguna Provincial Jail manages to track PDL data through manual tracking as well and the use of basic Microsoft tools for efficient record and data tracking.

The inmate profiling systems were used in flagging patterns before they boil over. In addition, the protocols preventing riots (3.70, SD = 0.48) and maintaining functions amid overcrowding (3.62, SD = 0.58) follows which is crucial for Laguna's congestion rates. Fair disciplinary measures (3.62, SD = 0.54) and conflict de-escalation (3.57, SD = 0.55) this result is the lone lower score this underscore a balanced approach, drawing from restorative justice principles in provincial corrections (e.g., RA 10592 reforms). At "Very High," it's a stabilizer for the jail's resilience, though boosting de-escalation training could iron out that subtle variance. This stability isn't accidental, it supports the security and preparedness pillars, preventing small incidents from cascading.

The results reflect the restorative justice principles embedded in RA 10592, emphasizing data-informed stability to preempt disruptions that could cascade into security challenges or contingency shortfalls. Achieving this in Laguna Provincial Jail, a known congestion hotspot that transforms potential disorder into proactive oversight. Operationally, such proficiency underpins resilience by stabilizing daily routines, minimizing risks to both PDLs and staff, and preserving capacity for crisis response, which in turn supports morale amid elevated tensions. The slightly lower scores in certain areas warrant targeted enhancements to maximize these benefits.

Laguna Provincial Jail could expand this model nationwide through digitized tracking systems, mandatory de-escalation drills, and coordination with DILG decongestion initiatives. Other correctional facilities may stand to gain by adopting it as a framework for riot prevention, balancing equity with security.

Table 12. Psychological and operational resilience

Statement	Mean	SD	Description
Integrated psychological and operational strategies foster team-wide toughness.	3.38	0.60	Strongly Agree
Team debriefings after incidents restore psychological equilibrium quickly.	3.42	0.53	Strongly Agree
Resilience training builds mental toughness for unpredictable jail events.	3.68	0.56	Strongly Agree

Standardized protocols adapt fluidly to maintain operational stability.	3.72	0.47	Strongly Agree
Psychological support systems sustain performance during operational threats.	3.53	0.56	Strongly Agree
Weighted Mean	3.55		
SD	0.46		
Verbal Interpretation	Very High		

Legend: (3.25 – 4.00)Strongly Agree:Very High, (2.50 – 3.24) Agree:Moderately High,(1.75 – 2.49)Disagree:Low, (1.00 – 1.74)Strongly Disagree:Very Low

Table 12 uncovers Laguna Provincial Jail's psychological and operational resilience as "Very High" overall (weighted mean = 3.55, SD = 0.46), with every statement securing "Strongly Agree." Yet, this dimension shows more spread in means (3.38–3.72) and slightly higher individual SDs (0.47–0.60), hinting at nuanced perceptions among staff weathering the emotional grind of jail work. Standardized protocols adapting fluidly (3.72, SD = 0.47) and resilience training for mental toughness (3.68, SD = 0.56) anchor the top end, vital for operational uptime during shifts marred by violence or lockdowns. These echo Lengnick-Hall et al.'s (2011) behavioral resilience strategies, where adaptable routines and skill-building buffer chaos. Lower ratings for integrated strategies (3.38, SD = 0.60) this result shows the weakest link and post-incident debriefs (3.42, SD = 0.53) this result suggest gaps in holistic support, perhaps from limited counselling access in provincial setups. Psychological systems sustaining performance (3.53, SD = 0.56) this shows fair result better but flag burnout risks, which is common in correctional facilities personnels and commonly result as the weakest in the wellness surveys. Building on inmate stability and preparedness, this area reveals resilience's human side strong operationally, but ripe for enhanced mental health integration to match the jail's structural highs. These findings correspond with Lengnick-Hall et al.'s (2011) conceptualization of behavioral resilience, which integrates operational adaptability with psychological safeguards that is evident in Laguna Provincial Jail's operational strengths, though psychological dimensions lag, particularly when benchmarked against PDL stability as shown in Table 11. This proficiency enables teams to endure disruptions effectively, yet it risks staff exhaustion and absent enhanced support mechanisms like structured debriefings, which connect to morale indicators in security assessments as presented in the discussion on Table 9 while addressing these gaps would holistically bolster workforce sustainability. Laguna Provincial Jail may include or embedded RA 10606 wellness provisions into standard protocols such as mandatory counseling and peer support sessions that was complemented by DILG-funded training to align psychological resilience with existing operational capabilities. For Laguna, closing these divides would complete the resilience framework, reducing turnover in demanding roles.

Table 13. Composite table on Laguna Provincial Jail's Organizational Resilience

	Mean	SD	Description
Leadership and Decision-Making	3.74	0.37	Very High
Security and Risk Control	3.69	0.41	Very High
Emergency Preparedness	3.57	0.38	Very High
Inmate Management Stability	3.65	0.46	Very High
Psychological and Operational Resilience	3.55	0.46	Very High
Weighted Mean	3.64		
SD	0.42		
Verbal Interpretation	Very High		

Legend: (3.25 – 4.00)Strongly Agree:Very High, (2.50 – 3.24) Agree:Moderately High,(1.75 – 2.49)Disagree:Low, (1.00 – 1.74)Strongly Disagree:Very Low

Table 13 shows the organizational resilience profile of Laguna Provincial Jail, with all indicators showing strong and favorable results from respondents. Leadership and decision-making obtained the highest mean in the list at a mean of 3.74 (SD = 0.37), followed closely by security and risk control (M = 3.69, SD = 0.41), inmate management stability (M = 3.65, SD = 0.46), emergency preparedness (M = 3.57, SD = 0.38), and psychological

and operational resilience ($M = 3.55$, $SD = 0.46$). Collectively, these yield a weighted mean of 3.64 ($SD = 0.42$), firmly within the "Very High" range and "Strongly Agree" category per the instrument's scale. This result indicates a mature resilience posture, where leadership emerges as a pivotal driver, corroborated by the tight clustering of scores and subdued standard deviations that reflect broad consensus among jail personnel. The data aligned with the study's aim to gauge adaptive capacity, echoing empirical patterns from resiliency studies specifically on how decisive leadership underpins risk mitigation and operational continuity. The findings focused on leverage points for intervention on prioritizing psychological resilience.

The results reflect established resilience, where leadership cascades adaptive capacity throughout operations (Duchek, 2020), underpinning security measures, PDL management stability, and contingency preparedness although psychological operations trail, exposing human constraints in demanding jail environments. Prioritizing psychological support through structured debriefings and RA 10606 wellness programs to balance scores, alongside nationwide leadership training supported by DILG and the Provincial Government of Laguna, with such steps it would be a great help to mitigate risks, elevate staff morale, and provide a scalable framework for other facilities. These findings affirm that organizational resilience stems from deliberate, leadership-driven systems equipped to withstand crises.

Table 14. Relationship between the Laguna Provincial Jail's organizational resilience and its contingency management

Correlations						
		Staff Training	Coordination and Collaboration	Communication System	Response and Incident Management	Contingency Planning
Leadership and Decision Making	Pearson Correlation	.569**	.611**	.604**	.683**	.615**
	Sig. (2-tailed)	0.000	0.000	0.000	0.000	0.000
	N	103	103	103	103	103
Strength of Correlation	Strong	Strong	Strong	Strong	Strong	Strong
Security and Risk Control	Pearson Correlation	.623**	.611**	.727**	.788**	.788**
	Sig. (2-tailed)	0.000	0.000	0.000	0.000	0.000
	N	103	103	103	103	103
Strength of Correlation	Strong	Strong	Very Strong	Very Strong	Very Strong	Very Strong
Emergency Preparedness	Pearson Correlation	.473**	.651**	.644**	.760**	.648**
	Sig. (2-tailed)	0.000	0.000	0.000	0.000	0.000
	N	103	103	103	103	103
Strength of Correlation	Moderate	Strong	Strong	Very Strong	Very Strong	Strong
Inmate Management Stability	Pearson Correlation	.556**	.557**	.704**	.866**	.755**
	Sig. (2-tailed)	0.000	0.000	0.000	0.000	0.000
	N	103	103	103	103	103
Strength of Correlation	Strong	Strong	Very Strong	Very Strong	Very Strong	Very Strong
Psychological and Operational Resilience	Pearson Correlation	.591**	.617**	.713**	.785**	.792**
	Sig. (2-tailed)	0.000	0.000	0.000	0.000	0.000
	N	103	103	103	103	103
Strength of Correlation	Strong	Strong	Very Strong	Very Strong	Very Strong	Very Strong
**. Correlation is significant at the 0.01 level (2-tailed).						

Examining the correlation matrix in Table 11, a compelling case emerges for a significant positive relationship between Laguna Provincial Jail's organizational resilience, spanning leadership (LDM), security (ST), emergency preparedness (EP), inmate management (IMS), psychological resilience (POR) and its contingency management dimensions like coordination (CAC), communication systems (CS), response/incident management (RIM), and contingency planning (CP). All Pearson r values clock in from moderate (.473**) to very strong (.866**), with p -values at 0.001 across a solid $N=103$, rejecting any notion of independence and affirming statistical heft at the 0.01 level. Take IMS and RIM's powerhouse .866** tie and it's no stretch to see inmate stability protocols meshing with incident escalation procedures, especially in Laguna's overcrowded blocks where a single flare-up tests the whole system. Similarly, POR's .792** with CP underscores how mental toughness thrives on scenario drills, even EP's .473** with CAC, the "weakest" link, still signals meaningful interplay, likely from external agency handoffs during incidents. In resilience study such as the study of Duchek's framework, contingency tools don't just react, they fortify the jail's adaptive core. For Laguna Provincial Jail, it's empirical proof that developing contingency management says that there will be more frequent reviews and could cascade resilience gains across the board, a practical edge for Laguna Provincial Jail Management policymakers.

SUMMARY, CONCLUSION AND RECOMMENDATIONS

Summary of Findings

The research evaluates the organizational resilience of Laguna Provincial Jail (LPJ) in relation to its contingency management, based on responses from 103 personnel (72.8% male, 27.2% female; majority with ≤ 5 years' service at 44.7%). All dimensions of organizational resilience (leadership/decision-making, security/risk control, emergency preparedness, inmate management stability, psychological/operational resilience) and contingency management (staff training, coordination/collaboration, communication system, response/incident management, contingency planning) were rated "Very High" with weighted means ranging from 3.55 to 3.74 (SD 0.35–0.52), indicating strong agreement among respondents. Leadership and Decision-Making obtained the highest rated at weighted mean 3.74 (SD 0.37); leaders prioritize resilience-building (e.g., proactive planning: 3.85, SD 0.35) and adapt flexibly while Security and Risk Control obtained the Weighted mean 3.69 (SD 0.41); strong security culture (3.80, SD 0.43) and integrated controls enhance adaptive capacity. Moreover, emergency Preparedness obtained Weighted mean 3.57 (SD 0.38) and resources ensure continuity (3.71, SD 0.46), but drills/training lower (3.50–3.53). Furthermore, Inmate Management Stability obtained a Weighted mean 3.65 (SD 0.46); data tracking excels (3.72, SD 0.55) amid overcrowding/unrest. Psychological/Operational Resilience weighted mean 3.55 (SD 0.46); protocols adapt fluidly (3.72, SD 0.47), but integrated strategies weaker (3.38, SD 0.60).

Staff Training, Weighted mean 3.66 (SD 0.46); emergency preparation strong (3.79, SD 0.47). Moreover, coordination/Collaboration obtained the highest at 3.71 (SD 0.35); external agency ties excellent (3.86, SD 0.34). And followed with communication system with weighted mean 3.56 (SD 0.45); chain of command clear (3.62, SD 0.49). In terms of Response/Incident Management, LPJ's Weighted mean 3.56 (SD 0.43); vulnerability ID proactive (3.66, SD 0.48), drills lower (3.28, SD 0.51). Lastly in terms of Contingency Planning, LPJ Weighted mean 3.61 (SD 0.52); roles/triggers defined (3.65, SD 0.55). Pearson correlations show significant positive relationships ($p=0.000$, $N=103$) between all resilience dimensions and contingency management aspects ($r=0.473$ – 0.866). While results have shown the strongest result that inmate management-response/incident ($r=0.866$); psychological-contingency planning ($r=0.792$); security-response/incident ($r=0.788$). This confirms contingency management enhances resilience, supporting frameworks like Duchek (2020) and Hollnagel (2014). This study results and findings have shown that LPJ exhibits robust organizational resilience underpinned by effective contingency management, positioning it well for crises (e.g., disasters, unrest and various incidents) in Laguna Provincial Jail. Areas for improvement include drills, psychological support, and review frequency to elevate lower-scoring items. Findings advocate integrated training and inter-agency collaboration for Laguna Provincial jail.

Conclusions

The following conclusions were formed to highlights important findings and results of the study.

- Respondent demographics—72.8% male, 44.7% with ≤ 5 years in service, and 47.6% permanent staff—support broad consensus (low SDs=0.35–0.52), indicating cohesive perceptions despite experience variations.

- Laguna Provincial Jail demonstrates a "Very High" status in contingency management with coordination and collaboration leading and consistent "Strongly Agree" ratings across staff training, communication systems, response/incident management, and contingency planning.
- The jail exhibits "Very High" organizational resilience overall, driven by top performances in leadership/decision-making and security/risk control alongside inmate management stability though psychological/operational resilience and emergency preparedness show relative dips.
- A significant positive correlation exists between all contingency management dimensions and organizational resilience indicators confirming contingency management as a key predictor of resilience, particularly evident in links like response/incident management with inmate stability.
- While strengths in leadership foresight, inter-agency coordination, and proactive planning align with established resilience frameworks, areas like drill frequency, psychological support, and accountability clarity reveal execution gaps needing targeted enhancements for sustained adaptability in a high-risk, disaster-prone environment.

Recommendations

Based on the research findings and analysis the following recommendations for enhancing the Laguna Provincial Jail's Contingency Management and its Organizational Resilience.

- Laguna Provincial Jail will be having and enhancing Drills and Trainings to help Increase frequency of hands-on emergency drills and psychological resilience sessions to address lower scores (e.g., integrate scenario-based simulations quarterly).
- Laguna Provincial Jail develop integrated debriefing and counseling programs related to psychological support to team toughness amid high-stress operations
- Laguna Provincial Jail may conduct regular updates to plans, focusing on vulnerability mapping and staffing gaps.
- Laguna Provincial Jail and future researchers may replicate the study across other Provincial Jail facilities for comparative analysis, explore longitudinal impacts of interventions on resilience metrics.

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APPROVAL SHEET

The thesis entitled “**STATUS OF ORGANIZATIONAL RESILIENCE OF LAGUNA PROVINCIAL JAIL: AN INPUT TO CONTINGENCY PLAN**” prepared and submitted by **RALPH TENIDO ALON-ALON** in partial fulfilment of the requirements for the degree, **MASTER IN PUBLIC ADMINISTRATION**, is hereby recommended for approval and acceptance.

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DEDICATION

This research is humbly dedicated to my family, friends, colleagues and future researchers in the field, especially to my loving and supportive wife who has been constant in lifting my morale, keeping my strength to continue this journey on my academic endeavor.

To my parents, who are one of my sources of motivation and strength to pursue my education and to their unwavering love and support for me that fuels me to strive.

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