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The Organizational Culture in Jails and Its Impact on Good Governance

Jsinsp Royette Salinas Arcipe[1], Dr. Donald Barroga Narra[2]

[1]PhD Student, Graduate School, Philippine College of Criminology, Manila
[2]Dean, College of Criminal Justice Education, University of the Visayas, Cebu City

ABSTRACT

This study examined the relationship between the organizational culture and good governance in jail units under the Bureau of Jail Management and Penology (BJMP) in the provinces of Cebu, Bohol, Negros Oriental, and Siquijor. It sought to determine how culture influenced governance practices in jail settings through the principles of good governance set by UNESCAP, the dimensions of organizational culture, and the paths of governance capabilities reform. The study assessed the jail units regarding their level of practices on organizational culture and governance, their significant differences, and their correlations to propose an enhancement program. The study utilized a descriptive-correlational research design. The data were gathered with a validated survey questionnaire from 336 jail officers assigned to jail units. It was quantified using the median and analyzed using inferential statistical tools, such as the Mann-Whitney U Test, Kruskal-Wallis Test, and Spearman's Rho Correlation. The result revealed that detail-oriented, outcome-oriented, stable, people-oriented, and team-oriented cultures were always consistently practiced, while innovative and aggressive cultures were less consistently practiced. Furthermore, governance principles were rated at high practice levels except in the participation principle, with minimal variations in the jail units of Negros Oriental. For the governance capabilities reform, it revealed challenges in leadership and innovation, although it showed to be slightly serious. Statistical analysis confirmed that there were significant correlations between certain cultural dimensions and governance principles. It meant that organizational culture practices had influenced the effectiveness of governance implementation in the jail units. In addition, positive organizational culture should be strengthened while addressing the less developed. This would further enhance governance outcomes in jail. At last, this study could contribute to the programs initiated by the Jail Bureau. It offered evidence-based insights for capacity building of jail officers, policies and guidelines refinement, and sustainable development of the institution.

Keywords: Organizational Culture, Good Governance, Governance Capabilities Reform, Jail Officers, Jail Units, Bureau of Jail Management and Penology (BJMP)

INTRODUCTION

Jail units were fundamental components of the criminal justice system under the law enforcement and correctional pillar. They operated with the principles of safekeeping, development and rehabilitation, and reintegration, which were essential in changing the lives of incarcerated individuals and becoming productive citizens in the country. These were to ensure the humane custody, welfare, and development of Persons Deprived of Liberty (PDL) while upholding public safety and the rule of law. The Bureau of Jail Management and Penology (BJMP) thrived with these mandates through its four main sections in the jail

units. These sections included the administrative, security and control, welfare and development, and health sections that worked hand-in-hand to maintain peace and order inside the facility and deliver essential services for PDL clientele. This structure reflected the dual role of jails as both custodial and developmental institutions, like balancing discipline with human rights in line with restorative justice. The Bureau also adhered to the United Nations Standard Minimum Rules for the Treatment of Prisoners (Nelson Mandela Rules), which emphasized humane detention, rehabilitation, and respect for dignity as global standards for correctional management (UNODC, n.d.). Within this structure, jail officers developed an organizational culture defined by discipline, empathy, and adaptability as they balanced the demands of security and rehabilitation (La Vigne, 2024; Schultz, 2023; Forman-Dolan et al., 2022).

Organizational culture was a system of shared values and behaviors that shaped how members of an institution performed their duties, made decisions, and related to one another (Fernandes et al., 2023; Basar et al., 2022). In public service institutions like jails, culture influenced the realization of good governance. Good governance was defined by the United Nations Economic and Social Commission for Asia and the Pacific (UNESCAP) as the transparent, accountable, participatory, and equitable management of public affairs. When supported by a strong ethical culture, governance fosters trust, fairness, and efficiency (Khalid & Maidin, 2022). The study was also anchored on the Sustainable Development Goals (SDGs), particularly SDG 16 (Peace, Justice, and Strong Institutions), SDG 10 (Reduced Inequalities), and SDG 17 (Partnerships for the Goals), which promoted justice, equality, and cooperation to advance institutional accountability and human rights. These international standards had common concepts highlighted that humane jail governance must be rooted not only in policies and systems but also in values and culture.

The BJMP was established under Republic Act No. 6975 or the DILG Act of 1990. Its mandates were to ensure the humane safekeeping and development of PDL. Despite this, the Jail Bureau continued to face persistent and systemic issues and challenges like overcrowding, limited resources, and leadership inconsistencies across jail facilities. Recognizing that structural reforms alone were insufficient, the BJMP created the Journey for Advancement, Innovation, and Long-Term Development Plan (JAIL Plan 2040) to reinforce the existing programs and align them to a single long-term development plan. It is a transformation roadmap toward becoming a world-class agency guided by professional excellence and humane governance. This plan was aligned with the government's long-term vision called AmBisyon Natin 2040. This plan aspired for a "matatag, maginhawa, at panatag na buhay para sa lahat." Likewise, the Philippine Development Plan (PDP) 2023-2028 and the BJMP Medium-Term Development Plan (MTDP) 2023-2028 reinforced these objectives through professionalization, bureaucratic efficiency, digital transformation, and participatory governance. With this, organizational culture should be strengthened. It was to ensure that the Jail Bureau's governance systems would remain ethical, transparent, sustainable, and consistent with both national development goals and international correctional standards. In countries like Norway and Canada, they demonstrated rehabilitative and people-centered cultures that gained positive results like decreased recidivism rates and enhanced legitimacy in correctional institutions (Berkeley Political Review, 2022; Correctional Service Canada, 2024). On the other hand, developing countries, especially in Southeast Asia, often faced bureaucratic inefficiencies and some still practiced punitive systems that hindered reformation (Human Rights Watch, 2021). In the Philippines, there was a need to bridge the gap between policy and practice by cultivating an institutional culture that supported transparency, accountability, and humane jail management. In Central Visayas, the 7S Framework for Service Excellence of the Regional Director of BJMP Regional Office VII (BJMPRO-VII) and the establishment of BJMP Regional Office of Negros Island Region (BJMPRO-NIR) paved the way of

national programs into localized governance models. These were anchored on discipline, innovation, and stakeholder participation. Despite this, there were studies that have explored how organizational culture affects governance practices in jail units. Therefore, the study sought to address that gap by examining the relationship between organizational culture and good governance in the jail units in Cebu, Bohol, Negros Oriental, and Siquijor. It contributed to the ongoing national reforms aligned with the Nelson Mandela Rules, the SDGs, and the JAIL Plan 2040, which collectively advanced humane, transparent, and accountable jail management.

Literature Review

Organizational culture was developed through shared experiences and challenges, shaping how people within institutions thought, behaved, and made decisions (Freedman, 2025; Goker, 2021). In jail settings, culture played a crucial role in defining how officers interpreted rules, interacted with colleagues and PDL, and upheld governance values (La Vigne, 2024; Kiekbusch, 2023). The Organizational Culture Profile (OCP) identified seven dimensions of culture, namely: detail-oriented, innovative, aggressive, outcome-oriented, stable, people-oriented, and team-oriented. These dimensions served as indicators of how personnel carried out their duties (Radtke, 2022). A detail-oriented culture refers to an environment that emphasizes accuracy, precision, and adherence to established procedures to ensure transparency and operational integrity. An innovative culture fostered experimentation, creativity, and openness to new ideas that allowed institutions to adopt modern and rehabilitative approaches. An aggressive culture encouraged competitiveness, assertiveness, and control to achieve organizational objectives, though it required careful balance to prevent excessive rigidity. An outcome-oriented culture prioritized results and performance metrics, which focused on achieving institutional goals and measurable progress. A stable culture valued order, predictability, and consistency, which maintained discipline and reliability within the organization. A people-oriented culture placed importance on fairness, empathy, and the humane treatment of individuals, that promoted respect and dignity among personnel and PDL. Lastly, a team-oriented culture promoted cooperation, trust, and shared accountability, fostering collaboration across all levels of the organization (Saylor Academy, 2024; Rudy, n.d.).

Globally, these cultural traits were linked to the quality of governance in jail and prison systems. Nations such as Norway and Canada demonstrated that humane and innovative cultures led to lower recidivism and higher institutional trust (Djokovic & Shanahan, 2023; Stamatakis, 2024). Conversely, countries with rigid, control-based systems like Japan and the United States experienced persistent organizational resistance and low morale (Reyna, 2024). The United Nations Economic and Social Commission for Asia and the Pacific (UNESCAP) defined eight principles of good governance. These were participation, rule of law, transparency, responsiveness, consensus orientation, equity and inclusiveness, effectiveness and efficiency, and accountability. These principles provided a framework for ethical and transparent correctional management (Penal Reform International, 2022). Specifically, participation referred to the inclusion of all stakeholders in decision-making to ensure collective ownership of policies. The rule of law demanded fair and impartial enforcement of regulations to safeguard rights and ensure institutional justice. Transparency required openness and public access to information, which builds trust and deters corruption. Responsiveness emphasized timely and appropriate institutional actions to address societal and organizational needs. Consensus orientation encouraged collective agreement and cooperation in policymaking. Equity and inclusiveness ensured fairness and equal opportunity across all members of the organization. Effectiveness and efficiency sought to optimize resource utilization for maximum

institutional performance, and accountability obligated decision-makers to take responsibility for their actions and outcomes (Byrne, n.d.). These principles led to improved decision-making, stronger institutional legitimacy, and greater compliance with the law when embedded with a constructive culture. Foreign correctional studies showed how these governance principles manifested in practice. For instance, Canada's inclusion of indigenous elders in rehabilitation programs reflected participation and equity. Another, Germany's fair application of laws demonstrated the rule of law as well as the United Kingdom's independent monitoring boards embodied transparency and accountability (Correctional Service Canada, 2024; Topfer, 2021; European Court of Human Rights, 2025). Similarly, Norway's consensus orientation and responsiveness proved that cultural adaptability reinforced effective governance (Norwegian Parliamentary Ombud, 2022; Penal Reform International, 2025).

In the Philippines, the Bureau of Jail Management and Penology (BJMP) operated under a paramilitary structure that emphasized stability and discipline. This corresponded to the stable and detail-oriented cultural dimensions (Luz, 2022). As correctional philosophy shifted toward rehabilitation, the Jail Bureau recognized the importance of cultivating innovative, people-oriented, and team-oriented cultures to support reform. Programs like the Therapeutic Community Modality Program (TCMP) and digital initiatives such as the single carpeta system and CCTV integration reflected responsiveness, effectiveness, and efficiency (Susbilla, 2023; Institute for Solidarity in Asia, n.d.). Leadership development and human rights personnel training promoted accountability and transparency. It demonstrated the interplay between the culture and the governance practices (Dickinson, 2024; Commission on Human Rights, 2023).

The study also grounded its framework in the five paths of governance capabilities reform, namely leadership, innovation, execution, responsiveness, and readiness (OECD, 2020). Leadership referred to the ability to set a clear vision, uphold integrity, and inspire others toward ethical service and reform. Innovation emphasized adaptability, modernization, and the pursuit of creative solutions to institutional challenges. Execution described the process of transforming strategies and policies into measurable outcomes through structured planning and accountability. Responsiveness highlighted institutional agility in addressing immediate and emerging needs, ensuring the welfare and security of both personnel and PDL. Finally, readiness referred to an organization's preparedness to embrace change and sustain reforms through training, resource management, and continuous improvement (McAllister, 2023; Saylor Academy, 2024; The Strategy Institute, 2025). When positive cultural traits reinforced these governance paths, organizations became more humane, efficient, and adaptive (Indeed Editorial Team, 2025). In the BJMP context, this was evident in decentralized management, participatory planning, and training-driven execution, which strengthened leadership, responsiveness, and institutional readiness (Caliwan, 2025; Guda, 2022).

Both foreign and local literature demonstrated that organizational culture and governance were inseparable elements in institutional performance. A jail organization with a detail-oriented, stable, people-oriented, and team-oriented culture was more likely to uphold the rule of law, transparency, and accountability. An innovative and responsive culture supported participation, effectiveness, and efficiency in governance. Altogether, the seven dimensions of organizational culture, eight governance principles, and five paths of governance capabilities reform provided a comprehensive lens for understanding the dynamics and improving jail management. Yet, a research gap remained in the Philippine context. Few studies had systematically examined how these frameworks interacted within BJMP facilities. This study thus filled that gap by empirically exploring how organizational culture influenced governance practices in the jails

of Cebu, Bohol, Negros Oriental, and Siquijor, and by formulating a data-driven program to enhance both culture and governance within the Bureau.

Paradigm of the Study

The study was grounded on the integration of criminological and organizational theories that explained how culture influenced governance behavior within jail units. The main theory was Edgar Schein's Organizational Culture Triangle Theory (1990). It proposed that culture was composed of shared beliefs, values, and assumptions that shaped institutional behavior (Carrier, 2019). This model highlighted that the success and legitimacy of any organization depended on its underlying culture. The study also adopted the Organizational Culture Profile (OCP) by O'Reilly, Chatman, and Caldwell (1991), which identified seven core cultural dimensions as behavioral indicators of institutional strength (Rudy, n.d.; Tadesse Bogale & Debela, 2024). Several criminological theories were integrated to support these concepts. First, Bandura's Social Learning Theory (1977) posited that behavior was learned through observation and reinforcement which underscored the role of leadership in modeling ethical conduct (McLeod, 2025; Rafiudin et al., 2024). Second, Merton's Strain Theory (1938) explained how institutional pressures, such as overcrowding or lack of resources, could lead to deviant behavior, and how an innovation-oriented culture could mitigate such strains (Psychology Writing, 2024). Third, Cohen and Felson's Routine Activities Theory (1979) identified the importance of capable guardianship, where accountability and transparency acted as deterrents to misconduct (McNeeley, 2022). Lastly, the Ethics of Care Philosophy established that a culture rooted in ethical values, accountability, and care promoted transparency and effective jail administration (Freedman, 2025).

The study also employed the Input-Process-Output (IPO) model to structure its conceptual framework. The Input consisted of the study's legal foundations, theoretical and criminological frameworks, research problems, and the concepts of organizational culture, principles of good governance, and governance capabilities reform. The Process involved the validation of the survey questionnaire from the experts, systematic collection and analysis of data using descriptive and inferential statistical methods, and presentation of results. The Output was a proposed intervention program aimed at enhancing organizational culture and governance in jail facilities. It was shown below:

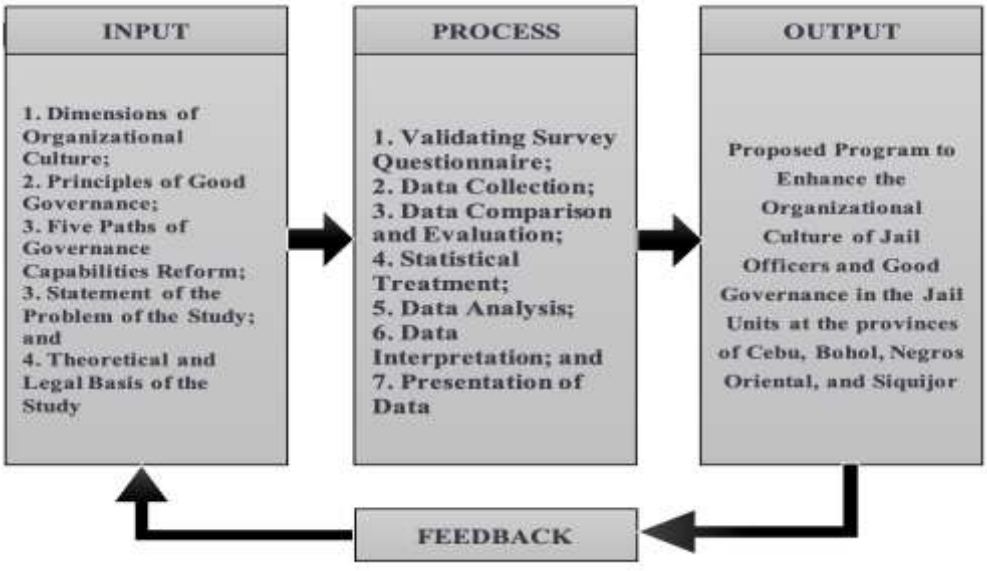

Figure1. Conceptual Framework of the Study

Significance of the Study

This study was important because it helped explain how organizational culture shaped good governance in jails. For jail officers, it provided awareness of how their daily actions and shared values influenced teamwork, decision-making, and job fulfillment. For the BJMP, the findings guided the creation of a more humane, professional, and transparent culture aligned with its mission of safekeeping and rehabilitation. The PDL, service providers, and community benefited through improved programs, fair treatment, and stronger public trust in jail institutions. The results also served as a guide for policymakers in crafting reforms that promoted ethical and accountable jail governance consistent with human rights standards. For the criminology field, the study added practical knowledge and data useful for instruction and research. Finally, it helped the researcher and future scholars gain a deeper understanding of how culture and governance work together to build safe, ethical, and reform-oriented correctional systems.

Objectives of the Study

The study aimed to determine how organizational culture influenced governance practices within the jail units of the provinces of Cebu, Bohol, Negros Oriental, and Siquijor. Specifically, it pursued the following objectives:

a. To assess the level of practices on the organizational culture of jail officers in terms of detail-oriented, innovative, aggressive, outcome-oriented, stable, people-oriented, and team-oriented cultures.
b. To identify whether significant differences existed in the perception of respondents regarding the level of organizational culture across jail units.
c. To determine the level of practices on good governance in terms of participation, rule of law, consensus orientation, equity and inclusiveness, effectiveness and efficiency, accountability, transparency, and responsiveness.
d. To examine whether significant differences existed in the protection of respondents on the level of practices of good governance among the identified variables.
e. To determine the relationship between the level of practices on organizational culture and the level of practices on governance in jail units.
f. Assess the level of seriousness of the challenges encountered in jail governance in terms of leadership, innovation, execution, responsiveness, and readiness.
g. To identify whether significant differences existed in the respondents' perception of the seriousness of these challenges.
h. To propose a program based on the findings to enhance organizational culture and strengthen good governance in jail institutions.

METHODOLOGY

Research Design

This study applied a quantitative research design to examine the relationship between organizational culture and good governance in jail settings. This approach involved the collection and analysis of numerical data to identify patterns, correlations, and trends among variables. A structured survey questionnaire was utilized to obtain measurable and comparable responses from the participants. This design provided a systematic approach for assessing organizational culture and governance practices. This allowed the researcher to quantify how one variable influenced the other. The use of statistical tools ensured that findings were empirically validated and capable of being generalized to a similar context.

Overall, this method allowed for precision, replicability, and evidence-based conclusions that could support policy-making and enhance governance reforms within the Bureau of Jail Management and Penology (Bhandari, 2023; Lim, 2024).

Research Method

This study used a descriptive-correlational research method under a quantitative approach to examine the relationship between organizational culture and good governance in jail settings. The descriptive part aimed to present the existing conditions of jail culture and governance practices, while the correlational aspect measured how these two variables were related. Using a structured survey questionnaire, the study gathered reliable data that represented the perceptions and experiences of jail personnel. Statistical tools were applied to analyze the strength and direction of relationships between variables, providing an evidence-based understanding of how culture influenced governance outcomes. This method was appropriate because both organizational culture and governance occurred naturally within the jail system and could not be manipulated experimentally. Overall, the descriptive-correlational approach ensured that the findings were valid, measurable, and practical, serving as a sound basis for improving policy and management practices in the BJMP (Aithor, 2024).

Population of the Study

The study focused on jail officers assigned to jail units under the BJMP in the provinces of Cebu, Bohol, Negros Oriental, and Siquijor, with a total population of 2,113 jail personnel distributed across 43 jail units, where 26 in Cebu, 10 in Negros Oriental, 6 in Bohol, and 1 in Siquijor. Jail personnel assigned at regional offices were excluded to maintain focus on those directly engaged in jail operations and PDL clientele. Using Slovin's formula with a 5% margin of error, a representative sample of 336 respondents was determined and proportionally distributed as follows: 235 jail personnel from Cebu, 57 jail personnel from Negros Oriental, 37 jail personnel from Bohol, and 7 jail personnel from Siquijor. Stratified random sampling was applied to ensure proportional representation from each province, minimizing bias and enhancing validity. The study included both Jail Officer Rank (JOR) and Jail Non-Officer Rank (JNOR) personnel who had sufficient tenure in their respective jail units to ensure familiarity with organizational culture and governance practices. This inclusive approach captured diverse perspectives across functional and geographical areas. Thus, it provides a realistic and comprehensive understanding of the prevailing culture and governance dynamics within the jail units.

Data Gathering Tool

The study used a survey questionnaire as its main data-gathering tool, supported by a few informal interviews to add context to the responses. The questionnaire was designed around three key frameworks: the Organizational Culture Profile (OCP) with its seven cultural dimensions; the eight principles of good governance from the UNESCAP; and the five paths of governance reform. Questions were drawn from the BJMP policies, laws, and related research to ensure accuracy and relevance. To guarantee its validity, the tool was reviewed by experts from the BJMP, academe, and research, who evaluated it for clarity and alignment with the objectives of the study. The instrument's reliability was confirmed through Cronbach's Alpha, conducted among 31 jail officers assigned to the Regional Office. The reliability test has an overall result alpha of 0.95 with an interpretation of excellent internal consistency. This meant that the instrument was reliable for full-scale research and could be confidently used for a dissertation study. With these steps, the survey became a credible and practical tool for measuring how organizational culture shaped governance within the BJMP jail unit.

Data Gathering Procedures

The data gathering followed a systematic and ethical process to ensure credible results. A validated and reliable survey questionnaire was constructed based on the Organizational Culture Profile (OCP), the eight principles of good governance, and the five paths of governance reform were used as the main tool. After securing approval from the PCCR Graduate School and BJMP Regional Office VII, the researcher distributed the questionnaires through stratified random sampling, ensuring fair representation across provinces. Respondents gave an informed consent form, and confidentiality was strictly observed. The collected data were checked, organized, and analyzed using descriptive and inferential statistics such as the median, Mann-Whitney U test, Kruskal-Wallis Test, and Spearman's Rho Correlation. Findings were presented in tables and later used to design a program that aimed to strengthen both governance and organizational culture in BJMP jail units.

Treatment of Data

The study used a range of quantitative statistical tools to ensure accuracy and reliability in data interpretation. Responses were analyzed using a 5-point Likert Scale to measure levels of practice in organizational culture, governance, and the seriousness of challenges encountered. The median was used as the main measure of central tendency to summarize respondents' perceptions while minimizing the effect of outliers. To test for differences in perceptions among groups, the Mann-Whitney U Test (for two groups) and Kruskal-Wallis Test (for three or more groups) were applied. Spearman's Rho Correlation determined the relationship between organizational culture and governance practices, revealing whether stronger cultural traits were linked to better governance. The results guided the formulation of a program proposal aimed at improving organizational culture and governance within the jail units. This program included a rationale, logical framework, strategic plan, and monitoring and evaluation scheme to support evidence-based policy and institutional reform.

Ethical Considerations

The study followed ethical research standards to ensure honesty, respect, and confidentiality among participants. Before data collection, all respondents were provided with an Informed Consent Form explaining the study's purpose, procedures, potential risks and benefits, and their right to voluntarily participate or withdraw at any time without consequence. Participation was purely voluntary, and no coercion or pressure was applied. Confidentiality, anonymity, and data protection were strictly maintained throughout the process in compliance with the Data Privacy Act of 2012 (RA 10173). The study included only jail officers assigned to jail units, excluding minors, PDL, senior citizens, and persons with disabilities, to ensure ethical appropriateness. Approval was secured from the Dean of PCCR Graduate School and the Regional Director of the Jail Bureau before data collection, ensuring the study adhered to institutional and professional ethical standards.

RESULTS AND DISCUSSION

A. Level of Practices of the Respondents on Organizational Culture

This section presents the level of practices of jail officers on the seven dimensions of organizational culture as observed in the jail units across Cebu, Bohol, Negros Oriental, and Siquijor. Assessing these dimensions was essential in understanding how cultural values influenced work behavior, leadership, and governance within the BJMP. The analysis offered insights into how well institutional practices aligned with the Jail Bureau's mandate of human safekeeping and development. By examining the seven dimensions of organizational culture, the study sought to identify both areas of cultural strength and opportunities for

improvement, which served as a foundation for enhancing governance capability and organizational reform. The table below shows the results for this section:

Table 1.
Summary of Responses on the Level of Practices on Organizational Culture in Jails (Median Score)

Indicators	CJ	BJ	NOJ	SJ	Overall Median Score
1. Detailed-oriented Culture	5	5	5	5	5
2. Innovative Culture	5	5	4	4	5
3. Aggressive Culture	4	4	4	5	4
4. Outcome-oriented Culture	5	5	5	5	5
5. Stable Culture	5	5	5	5	5
6. People-oriented Culture	5	5	5	5	5
7. Team-oriented Culture	5	5	5	5	5

Legends: CJ=Cebu Jails; NOJ=Negros Oriental Jails; BJ=Bohol Jails; SJ=Siquijor Jails; 5=Always Practiced; 4=Often Practiced; 3=Sometimes Practiced; 2=Rarely Practiced; 1=Never Practiced.

The results showed that most organizational culture dimensions such as detail-oriented, innovative, outcome-oriented, stable, people-oriented, and team-oriented, received an overall median score of 5, interpreted as "Always Practiced." This finding indicated that these cultural aspects almost always exceeded job requirements, portraying jail officers as exceptional role models who exemplified professionalism, precision, and ethical service. The consistent adherence to procedures, teamwork, and respect reflected a mature and institutionalized work culture across all jail units. However, the aggressive culture dimension obtained a slightly lower overall median score of 4, interpreted as "Often Practiced," which suggested that while assertiveness and competitiveness were evident, they were expressed moderately to balance performance drive with collaboration. The uniform high ratings across other dimensions highlighted the jail personnel strongly valued discipline, accountability, and cooperation, essential for maintaining stability and ensuring quality service delivery. These results reflected that the organizational culture was both robust and people-centered, with structured operations promoting efficiency and harmony within the jail environment (Radtke, 2022; Saylor Academy, 2024; Carrier, 2019). The results aligned with the literature emphasizing that a structured, rule-based, and people-oriented culture enhances operational reliability, compliance, and institutional trust within correctional systems (Reyna, 2024; Ministry of Justice of Japan, 2025). Global correctional frameworks also underscored that such cultures foster transparency and accountability, consistent with the Nelson Mandela Rules and international correctional standards (United Nations Office on Drugs and Crime, n.d.). At the same time, prior studies cautioned that while stability supports governance, an overly rigid culture may limit adaptability and innovation (Djokovic & Shanahan, 2023). The consistent "Always Practiced" rating on people-oriented and team-oriented dimensions affirmed the global shift toward humanized jail management, where fairness, collaboration, and respect are linked to improved morale and rehabilitative success (Gul Akkoyun, 2024; Correctional Service Canada, 2024). Locally, these findings supported the goals of BJMPRO-VII's 7S Framework for Service Excellence and ISO Accreditation, both of which advance shared responsibility and human dignity in jail service (Susbilla, 2023; Balingit, 2025).

Collectively, the findings reinforced the governance principles of accountability, equity, and transparency promoted by UNESCAP, aligning with the JAIL Plan 2040 and Philippine Development Plan 2023-2028, which emphasize ethical leadership, innovation, and institutional resilience.

B. Differences in the Perception of the Respondents on the Level of Practices on Organizational Culture

This section examined how jail officers differed in their perceptions of organizational culture. Understanding these differences was important because it helped explain how leadership approaches, administrative changes, and operational conditions shaped workplace behavior and daily operations. By identifying which cultural practices varied and which remained consistent, the study provided a clearer picture of how organizational culture functioned across jail units. The table below presented the results in this section:

Table 2.
Difference in the Perception of the Respondents on the Level of Practices on Organizational Culture (Kruskal-Wallis Test)

Indicators	X2	df	p value
Detailed-oriented culture	8.84	3	0.032
Innovative Culture	7.76	3	0.051
Aggressive Culture	10.85	3	0.013
Outcome-Oriented Culture	12.38	3	0.006
Stable Culture	7.12	3	0.068
People-Oriented Culture	4.19	3	0.242
Team-Oriented Culture	4.97	3	0.174

The result showed that officers differed significantly in their perceptions of outcome-oriented ($p = 0.006$), aggressive ($p = 0.013$), and detail-oriented ($p = 0.032$) cultures. This meant that some jail units placed stronger emphasis on meeting targets, assertive decision-making, and strict attention to detail than others. Differences in innovative ($p = 0.051$) and stable ($p = 0.068$) cultures were close to significant but not strong enough to confirm meaningful variation. Meanwhile, people-oriented and team-oriented cultures showed no significant differences, indicating that values such as respect, fairness, and teamwork were consistently practiced across all provinces. Overall, the results suggested that while performance-related practices varied, human-centered and collaborative practices remained stable throughout the jail units.

These variations aligned with literature explaining that organizational culture changed depending on leadership styles, resource conditions, and operational demands (Carrier, 2019; Luz, 2022). Units that scored higher in outcome-oriented and detail-oriented cultures reflected environments where performance measurement, documentation standards, and structured governance systems were strongly enforced. Differences in aggressive culture were consistent with studies showing that organizational transitions and administrative pressure often produced more competitive or assertive work environments. In contrast, the uniformity in people-oriented and team-oriented cultures supported findings that fairness, collaboration, and dignity were deeply institutionalized in jail settings influenced by national policies, programs, and international standards promoting humane treatment (United Nations Office on Drugs and Crime, n.d.; OECD, 2020). Together, the results and literature showed that while performance expectations differed

across jails, shared values centered on respect and teamwork remained a strong cultural foundation in all jail units.

C. Level of Practices of the Respondents on Governance

This section focused on how good governance was actually practiced in the jail units. It looked at eight areas to see whether these principles were not only written in policies but also lived out in day-to-day work. By capturing the jail officers' own perceptions, the section provided a grounded picture of what governance really looked like on the ground and pointed to areas that were already strong, as well as those that still needed support. The result was shown in the table below:

Table 3.
Summary of Responses on the Level of Practices on Good Governance in Jails (Median Scores)

Indicators	CJ	BJ	NOJ	SJ	Overall Median Score
1. Participation	5	5	4	5	5
2. Rule of Law	5	5	5	5	5
3. Consensus-oriented	5	5	5	5	5
4. Equity and Inclusiveness	5	5	5	5	5
5. Effectiveness and Efficiency	5	5	5	5	5
6. Accountability	5	5	5	5	5
7. Transparency	5	5	5	5	5
8. Responsiveness	5	5	5	5	5

Legends: CJ=Cebu Jails; NOJ=Negros Oriental Jails; BJ=Bohol Jails; SJ=Siquijor Jails; 5=Always Practiced; 4=Often Practiced; 3=Sometimes Practiced; 2=Rarely Practiced; 1=Never Practiced.

The results showed that governance in the four provinces generally operated at a very high level. Most dimensions posted an overall median of 5 (Always Practiced), including rule of law, consensus orientation, equity and inclusiveness, effectiveness and efficiency, accountability, transparency, and responsiveness. This meant that rules were applied fairly, rights and due process were respected, operations were productive, complaints were acted on, information was shared, and concerns and emergencies were addressed promptly. Participation likewise reached an overall median of 5, with Bohol, Cebu, and Siquijor rating it as "Always Practiced," while Negros Oriental rated it at 4 (Often Practiced), suggesting that consultative processes were present but could still be strengthened there. Overall, the pattern indicated that good governance was already part of the normal way of working in these jails, with only a few gaps, mainly in participation and some efficiency and transparency indicators in Negros Oriental, that called for further improvement.

These patterns were consistent with earlier literature showing that when a shared organizational culture was stable, people-oriented, team-oriented, and detail-oriented, governance norms such as rule of law, equity, transparency, and accountability tend to be embedded in everyday routines rather than remain abstract ideals (Freedman, 2025; Goker, 2021; Penal Reform International, 2022; Radtke, 2022; Saylor Academy, 2024). The consistently high scores across most dimensions reflected the kind of routinized behavior described in governance and culture frameworks, where shared assumptions and values were translated into visible, repeated practices at all levels (OECD, 2020; United Nations Economic and Social

Commission for Asia and the Pacific, n.d.). Strong ratings for rule of law, equity and inclusiveness, accountability, transparency, and responsiveness also echoed international standards such as the Nelson Mandela Rules and national reforms under the Philippine Development Plan, BJMP's Performance Management System, and the 7S Framework for Service Excellence, all of which emphasized humane treatment, documentation, stakeholder engagement, and ethical leadership (United Nations Office on Drugs and Crime, n.d.; Department of Budget and Management, n.d.; Institute of Solidarity in Asia, n.d.; Balingit, 2025; Luz, 2022). The slightly lower participation score in Negros Oriental fitted prior observations that very stable, hierarchical, or resource-strained environments could unintentionally limit voice and involvement, signaling that participation and consensus-building remained key areas for targeted capacity-building under the paths of leadership, innovation, execution, responsiveness, and readiness (Nario-Lopez, 2021; Pozon, 2025; OECD, 2020).

D. Difference in the Perception of the Respondents on the Level of Practices on Governance

This section examined how jail officers across Bohol, Cebu, Negros Oriental, and Siquijor perceived governance practices within their respective jail units. By comparing responses across provinces, this analysis clarified whether key governance principles were implemented uniformly or varied due to differences in leadership styles, operational demands, and administrative transitions. Identifying these variations was crucial to understanding how governance was experienced on the ground and where improvements could be most effectively directed. The result of this section was shown below:

Table 4.
Difference in the Perception of the Respondents on the Level of Practices on Governance

Indicators	X2	df	p value
Participation	5.28	3	0.152
Rule of Law	7.76	3	0.051
Consensus-Oriented	8.25	3	0.041
Equity and Inclusiveness	4.57	3	0.206
Effectiveness and Efficiency	10.24	3	0.017
Accountability	7.03	3	0.071
Transparency	7.28	3	0.064
Responsiveness	4.05	3	0.257

The results showed statistically significant differences in effectiveness and Efficiency ($p = 0.017$) and Consensus-Oriented Governance ($p = 0.041$), indicating that these two principles were not perceived uniformly across the four provinces. These variations suggested that some jail units performed better in optimizing resources, maintaining productivity, and fostering shared agreement in decision-making processes. Meanwhile, other governance principles such as Participation, Rule of Law, Equity and Inclusiveness, Accountability, Transparency, and Responsiveness did not show significant differences with all p-values above 0.05. This meant that these practices were perceived as consistently implemented across the region, showing a stable and uniform governance framework across the BJMP jail units. Overall, the results highlighted a generally strong governance landscape, with opportunities for improvement in enhancing collaborative decision-making and strengthening operational efficiency, particularly in areas where minor gaps appeared.

These findings aligned with the related literature and studies, which emphasized that governance practices tended to vary most in aspects influenced by resource availability, leadership approaches, and operational pressure, such as efficiency and consensus-building (Freedman, 2025; Goker, 2021). The significant variations observed were consistent with studies noting that institutions undergoing structural adjustments often showed temporary inconsistencies in execution and collaborative decision-making (Penal Reform International, 2022; Luz, 2022). Meanwhile, the uniformity in principles such as the rule of law, fairness, and accountability echoed earlier literature stating that rights-based and paramilitary organizations typically maintained stable adherence to legal standards, ethical conduct, and transparent processes regardless of location (Saylor Academy, 2024; Correctional Service Canada, 2024). These patterns also supported the concepts embedded in the 7S frameworks for Service Excellence, which stressed that stable routines, shared responsibility, and structured systems helped cultivate predictable, rights-respecting, and ethically compliant governance practices across jail units (Balingit, 2025).

E. Relationship Between the Level of Practices on Organizational Culture and the Level of Practices on Governance

This section examined how organizational culture and governance were connected across the jail units, recognizing that culture often shaped how institutions functioned, made decisions, and upheld standards. By using Spearman's rho, the study assessed whether stronger cultural practices were associated with stronger governance performance. The table was presented the result of this section as shown below:

Table 5.
Relationship Between the Level of Practices on Organizational Culture and the Level of Practices on Governance

Level of Practices	Spearman's rho	p value
Governance and Organizational Culture	0.742	<.001

The analysis showed a strong and statistically significant positive correlation between organizational culture and governance, with a Spearman's rho of 0.742 ($p < 0.001$). This meant that jail units with more consistent, stable, and people-oriented cultural practices also demonstrated higher levels of transparency, accountability, participation, and overall governance effectiveness. The strength of this relationship confirmed that improvements in culture were closely mirrored by improvements in governance, validating the study's core assumption that a well-institutionalized organizational culture enhanced the quality of jail management. The significance level further indicated that this pattern was unlikely due to chance, underscoring the essential role of cultural foundations in shaping governance outcomes.

This finding aligned with the related literature and studies, which consistently emphasized culture as a key driver of organizational behavior, leadership performance, and institutional accountability (Radtke, 2022; Luz, 2022; McAllister, 2023). The correlation also reflected the principles embedded in the JAIL Plan 2040 and the 7S Framework for Service Excellence, which identified cultural transformation as central to long-term reform and improved governance (Balingit, 2025). Likewise, it supported national and international research showing that jail systems with strong ethical, team-oriented, and people-centered cultures were more capable of upholding human rights, delivering efficient services, and maintaining transparent operations (Correctional Service Canada, 2024; United Nations Office on Drugs and Crime,

n.d.). Together, these insights confirmed that organizational culture was not merely complementary but foundational to good governance, highlighting the importance of sustained cultural development to strengthen leadership behavior, policy implementation, and institutional performance across the jail units.

F. Level of Seriousness of the Challenges Encountered on Organizational Culture and Jail Governance

This section examined how jail officers perceived the seriousness of challenges affecting organizational culture and governance across the four provinces. Using median scores, the analysis assessed concerns related to leadership, innovation, execution, responsiveness, and readiness. These factors directly influenced day-to-day operations, decision-making, and the overall efficiency of jail management. The goal of this section was to identify which organizational areas required the most attention and to understand how these challenges shaped governance practices within the jail units. The result of this section was shown in the table below:

Table 6.
Summary of Responses on the Level of Seriousness of the Challenges Encountered (Median Scores)

Indicators	BJ	CJ	NOJ	SJ	Overall Median Score
1. Leadership	2	1	2	2	2
2. Innovation	2	2	2	1	2
3. Execution	1	1	2	1	1
4. Responsiveness	2	1	1	1	1
5. Readiness	2	1	2	1	1

Legends: CJ=Cebu Jails; NOJ=Negros Oriental Jails; BJ=Bohol Jails; SJ=Siquijor Jails; 5=Extremely Serious; 4=Very Serious; 3=Moderately Serious; 2=Slightly Serious; 1=Not Serious.

The results showed that respondents generally rated the challenges as Not Serious (1) to Slightly Serious (2), indicating that these issues did not significantly hinder operational performance. Leadership and innovation concerns such as inconsistent guidance, resistance to new ideas, and difficulty in implementing technologies, were rated Slightly Serious (2). It suggested only minor areas needing improvement. Meanwhile, execution, responsiveness, and readiness were mostly rated Not Serious (1), reflecting that jail units were largely functional, coordinated, and timely in implementing programs, responding to emergencies, and adapting to operational needs. The overall pattern revealed that organizational systems and governance structures were stable and effective, with only modest concerns in leadership clarity and innovative capacity requiring further reinforcement.

These findings were consistent with the related literature and studies emphasized that stable, rule-bound, and detail-oriented cultures often supported efficient and uninterrupted jail operations, explaining why challenges in execution, readiness, and responsiveness were generally perceived as minimal (Radtke, 2022; Streng, 2023; Sbraccia & Vianello, 2022). The Slightly Serious ratings for leadership and innovation also reflected earlier studies, noting that hierarchical and paramilitary structures like the BJMP sometimes struggled with uniform guidance, creativity, and adaptability. These areas were often identified as needing continuous improvement to enhance governance performance (Luz, 2022; Pozon, 2025; Gutterman, 2023).

Furthermore, Schein's Organizational Culture Theory and the Organizational Culture Profile supported the idea that dominant cultures marked by stability, teamwork, and people-orientation provided strong operational foundations, while areas requiring transformational leadership and proactive innovation naturally needed further reinforcement (Carrier, 2019; Tadesse Bogale & Debela, 2024; McAllister, 2023). Overall, these results affirmed that the jail units generally operated effectively with leadership consistency and innovation readiness emerging as the primary areas for ongoing capacity-building to sustain good governance and organizational excellence.

G. Difference in the Perception of the Respondents on the Level of Seriousness of the Challenges Encountered

This section examined whether jail officers across Bohol, Cebu, Negros Oriental, and Siquijor perceived the seriousness of organizational and governance challenges differently. Using the Kruskal-Wallis test, the analysis assessed variations across the five paths of governance capabilities reform to determine whether these challenges were experienced uniformly or differently across the four provinces. The result of this section was shown in the table below:

Table 7.
Difference in the Perception of the Respondents on the Level of Seriousness of the Challenges Encountered (Kruskal Wallis Test)

Indicators	X2	df	p value
Leadership	1.026	3	0.795
Innovation	0.623	3	0.891
Execution	0.198	3	0.978
Responsiveness	0.463	3	0.927
Readiness	1.182	3	0.757

The results showed that there were no statistically significant differences in the respondents' perceptions across all five indicators, with p-values all greater than 0.05. This meant that jail officers, regardless of province, shared similar views on the seriousness of the challenges they encountered. Their consistent ratings indicated that concerns related to guidance, innovation resistance, project execution, responsiveness, and operational readiness were understood in largely the same way. Overall, the findings suggested a cohesive operational environment, where organizational conditions and day-to-day challenges were experienced uniformly across BJMP Region VII.

This uniformity of results emphasized that institutions operating under the same mandates, policies, and administrative structures tended to encounter similar patterns of challenges due to standardized governance practices and shared organizational culture (OECD, 2020; United Nations Office on Drugs and Crime, 2020). National frameworks such as the Philippine Development Plan 2023-2028 also underscored the importance of harmonized systems to ensure consistent service quality, while JAIL Plan 2040, MTDP 2023-2028, and the 7S Framework for Service Excellence reinforced policy alignment and cohesion across jail units (Department of Budget and Management, n.d.; Institute for Solidarity in Asia, n.d.; Balingit, 2025). Together, these findings indicated that the perceived seriousness of challenges across jail units remained uniform because the organizational environment itself was shaped by unified protocols, shared culture, and consistent governance expectations.

H. Program Proposal to Enhance Organizational Culture of Jail Officers and Good Governance in Jail Units

This section presented the proposed intervention developed from the findings of the study to address the organizational culture and governance challenges experienced across BJMP jail units in Cebu, Bohol, Negros Oriental, and Siquijor. The goal of this program proposal was to provide a clear, research-based framework that would strengthen leadership consistency, promote innovation, and enhance participatory and responsive governance in alignment with BJMP's mandate and long-term strategic direction.

The proposed **Innovating Leadership Engagement and Development (iLEAD) Program** was conceptualized to directly respond to the study's identified weaknesses in leadership alignment, clarity of guidance, and the uneven integration of innovative practices across jail units. The results showed that certain jails experienced leadership gaps, limited encouragement for creative problem-solving, and inconsistent support for participatory decision-making. Thus, the program aimed to cultivate stronger supervisory coherence, encourage proactive and adaptive thinking, and elevate the involvement of jail personnel and stakeholders in governance processes. By grounding its objectives in actual conditions observed in the four provinces, the program sought to build a more engaged, transparent, and responsive organizational culture capable of elevating operational effectiveness and reinforcing the Jail Bureau's commitment to ethical and people-centered governance.

To translate these objectives into practical and measurable outcomes, the program adopted a Logical Framework Analysis (LFA), which served as a structured blueprint outlining the program's goals, performance indicators, verification tools, and required assumptions. Through this matrix, leadership development, innovation promotion, and participatory governance were linked to tangible indicators such as training completion, innovation outputs, and participation ratings. The LFA ensured that each intervention was anchored on clear expectations and measurable results, allowing the BJMP to track progress and adjust strategies based on data-driven insights.

Table 8.
Logical Framework Analysis of the Proposed Program of Study

Narrative Summary	Objectively Verifiable Indicators	Means of Verification	Assumptions
Objective: Enhance leadership capacity, participatory governance, and innovation culture in BJMP jail units.	100% of Jail Wardens, Division & Sections Chief trained; implementation of at least 3 innovations per jail units, sections, and divisions; 20% increase in participation ratings	Training attendance and assessment reports; innovation logbooks; staff and stakeholder survey results	Continued support form BJMP regional and unit leadership; availability of resources and personnel
Purpose: Establish a structured program to strengthen governance through leadership and innovation interventions.	Quarterly leadership coaching sessions conducted; innovation Labs held bi-monthly; participatory planning meetings held quarterly	Session attendance sheets; Lab activity logs; minutes of planning meetings	Active engagement of jail officers and stakeholders; coordination among BJMP units

Activity 1: Conduct quarterly Leadership Coaching Sessions on ethical supervision and clarity	Minimum 4 coaching sessions held annually	Training schedules, attendance reports, post-session evaluations	Availability of qualified trainers and participant commitment
Activity 2: Facilitate bi-monthly Innovation Labs for idea generation and solution development	At least 6 innovation lab sessions per year; Minimum 3 innovations adopted	Innovation lab logs, validation reports from wardens	Supportive environment for creativity; timely feedback and follow-up
Activity 3: Organize quarterly Participatory Planning Meetings involving jail wardens/staff and stakeholders	4 planning meetings per year documented	Meeting minutes, attendance and feedback forms	Stakeholder willingness to participate; effective communication channels

Complementing the LFA, the program's Strategic Implementation Framework organized the rollout into four phases. The Planning Phase focused on preparing operational guidelines, aligning stakeholders, finalizing schedules, and ensuring logistical readiness. The Capacity Building Phase equipped supervisors, facilitators, and program focal persons with the skills and tools needed for effective delivery. The Implementation Phase carried out leadership coaching sessions, innovation labs, and participatory planning activities tailored to each jail unit's operational context. Finally, the Monitoring and Evaluation Phase established continuous feedback loops through surveys, attendance records, innovation logs, and assessment reports to measure effectiveness, document best practices, and guide program refinement. These were shown below:

Figure 2. Strategic Implementation Framework of the Proposed Program of Study

Together, the LFA and the four-phased strategic framework ensured that the program was systematically planned, efficiently executed, and continuously improved to achieve sustainable transformation in organizational culture and governance across BJMP jail facilities.

CONCLUSIONS AND RECOMMENDATIONS

The organizational culture practices in the jail units of the four provinces of Cebu, Bohol, Negros Oriental, and Siquijor promoted professionalism, teamwork, and discipline among the jail personnel. It provided a stable foundation for the effectiveness and efficiency of jail operations as well as the positive engagement of jail personnel. Despite this, it was still notable that the differences in the practice of some specific cultural dimensions, particularly those influenced by leadership behavior, operational demands, and local management styles, were observed. This indicated that cultural experiences and practices varied across jail units. These variations highlighted the importance of creating context-sensitive cultural development programs that address the unique needs of each province.

The governance practices were the same with organizational culture across the jail units. It reflected the strong adherence to the principles of good governance such as transparency, accountability, and participation. Generally, jail personnel internalized the core values of good governance. This resulted in the alignment of decision-making and operational practices to the mandates of the Jail Bureau. However, some of the governance principles were still practiced differently in the jail units. This suggested the need for localized support and targeted capability-building of the jail personnel to strengthen the consistency of governance implementation. Further, the study revealed a strong and significant relationship between organizational culture and governance. It meant that a well-institutionalized organizational culture was instrumental in shaping the governance practices in the jail unit.

The ratings of “not serious” or “slightly serious” on the challenges in organizational culture and governance practices prevailed in the results of the study. However, it still needs attention to the repeating issues and problems revealed in the results, such as but not limited to unclear leadership, low readiness for innovation, weak coordination, and slow response to the concerns of stakeholders. It suggested that the regional office must initiate in making solutions to these concerns that were seen in all provinces. Overall, the study showed the importance of maintaining and improving good governance and organizational culture practices in the jail units. This would be addressed by initiatives such as but not limited to improving leadership, supporting innovation, strengthening implementation, and engaging stakeholders.

In response to these findings and conclusions, the recommendations below were formulated to strengthen both organizational culture and governance practices across jail units:

First, innovative and aggressive cultures had lower and inconsistent practices in the jail units. It should be strengthened through programs that build creativity, adaptability, and assertiveness among jail personnel. Innovation laboratories, design-thinking workshops, and performance-based recognition systems were suggested strategies to address these lower practices in the organizational culture. Through these initiatives, it would enhance the readiness of jail personnel for new ideas and foster a more progressive organizational culture.

Second, core cultural values should be standardized regionally to address variations in cultural perception. Suggested initiatives were inter-unit benchmarking, leadership coaching, and the integration of cultural indicators into performance evaluations of the jail personnel and the jail unit as a whole. Establishing these

standards with consistency would reduce disparities and reinforce shared organizational culture identity across the four provinces.

Third, governance practices should be enhanced through participatory mechanisms. Suggested initiatives were quarterly planning, dialogues, structured feedback from PDL and families, and improved communication systems both in the regional office and in the jail units. A Governance Scorecard would enable uniform and objective monitoring of governance performance.

Fourth, regionwide governance capacity-building was essential to address differences in how governance principles were practiced. Training programs should focus on collaborative leadership, policy implementation, responsiveness, and service delivery. Further, it should be facilitated by the regional office to ensure equitable and accessible development opportunities for all jail personnel.

Fifth, the strong positive correlation between organizational culture and governance should guide policymaking and training design. Programs such as the iLEAD initiative must be fully implemented and institutionalized. It is to ensure that organizational cultural strengths could lead to improved governance outcomes.

Sixth, the recurring operational challenges required targeted interventions even though rated only as slightly serious. Targeted interventions might include leadership clarity, enhancing innovation support, and improving responsiveness. These might be achieved through leadership guidebooks, stakeholder feedback teams, and systematic policy reviews of the Jail Bureau.

Seventh, unified regional strategies should be adopted due to the severity of challenges encountered across the jail units in four provinces. The shared interventions in leadership, innovation, execution, and readiness would ensure optimal resource utilization and consistent performance outcomes in the whole region.

Eighth, the iLEAD Program that was built upon the study's Logical Framework Analysis should be officially adopted, operationalized and institutionalized. This program focused on leadership development, innovation, and participatory governance that provided a comprehensive approach in improving both organizational culture and governance practices.

Finally, it is recommended that the BJMPRO-VII and BJMPRO-NIR formally adopt the study's findings. They used it as reference points for future policy reforms, performance evaluation systems, and training initiatives for jail personnel. The statistically validated link between organizational culture and governance principles should serve as a foundation for ongoing institutional strengthening and capacity development across all jail units.

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