

Correlates of Workplace Stress among Jail Officers of the Bureau of Jail Management and Penology-Caraga (BJMP-Caraga)

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ABSTRACT

Workplace stress is known to be a negative driver of work productivity in many sectors. While the literature is rich in studies that focus on factors of workplace stress, few are conducted in the context of jail management in the Philippines, where challenges are highly evident. This study intends to fill in this gap using a descriptive-correlational design and quantitative approach. A total of 253 jail officers, with at least three years of work experience, were randomly sampled from the different BJMP offices in the Caraga region. The Perceived Stress Scale (PSS-14), a standardized questionnaire, was used to determine the level of stress experienced by jail officers in their workplaces. Moreover, a researcher-made five-point Likert scale questionnaire was used to measure the hypothesized correlates, namely, Workload, Work-life Balance, and Physical Environment. Descriptive statistics reveal that the jail officers manifest low to moderate stress levels. This goes along with the positive status of the hypothesized correlates. Moreover, Spearman's rho correlation coefficients showed that workload, work-life balance, and physical environment are significantly and negatively correlated to stress levels. Relative to the existing studies, the quantitative findings provide supplemental statistical evidence about the negative impact of excessive workload and poor work-life balance on the stress levels at the workplace, in the context of jail management. Furthermore, the findings of the study highlight essential inputs to human resource management in the aspect of ensuring the better well-being of BJMP's workforce.

Keywords: Correlates, Jail Officers, Workplace Stress, BJMP-Caraga

1.0 INTRODUCTION

Jail officers are prone to developing workplace stress due to their close and regular contact with PDL, who suffer from various physical, psychological, and financial issues, coupled with the unpredictability of their behavior that poses a constant threat to security. Adding to these are their personal problems and other issues that come up when managing a jail. The Bureau of Jail Management and Penology (BJMP) acknowledges that officers working in jails are at considerable risk of workplace stress. As a result, the BJMP recognized that the number of jail officers with developing mental health issues is increasing, prompting it to create the BJMP Mental Health Program Manual in 2018 (Alamban & Nabe, 2024).

AXA Study of Mind Health and Wellbeing (2023) revealed alarming statistics about the global prevalence of workplace stress. The Philippines topped the list among countries surveyed for those who quit their jobs at 18%. Added that 10% of Filipinos were struggling with mental health and stress, and 7% felt

somewhat strained at work due to a lack of skills, unclear tasks, or insufficient support from their managers. AXA Mind Health Report (2024) concluded that 32% of the global population was experiencing mental health conditions, and 75% of the working population was experiencing workplace stress. Employee satisfaction with company wellbeing initiatives was relatively moderate, with 70% reporting disengagement at work. AXA Mind Health Report (2025) added that 53% of employees report above-average stress levels, and only 47% of workplaces have mental health policies.

Due to the rising cases of stress and mental health-related issues in workplaces in the Philippines, the Civil Service Commission stressed the need for government agencies to implement measures that promote a healthy workplace and that a healthy public sector workforce is productive. Generally, Republic Act No. 11036, also known as “The Mental Health Act of 2018,” guarantees the basic right of all Filipinos to mental health, inclusive of the fundamental rights of people who require mental health services. The State will commit to promoting the well-being of people by integrating mental health programs in the workplace to address the stigma and discrimination usually associated with mental health. In support to RA 11036, CSC Resolution No. 1901265, or the Guidelines on the Development of Mental Health Program (MHP) in the Public Sector was promulgated on October 23, 2019 (Moreno & Moreno, 2023), which states that government agencies are mandated to integrate and advocate the mental health initiatives in all human resource and organizational development policies and programs in the agency and ensure that every employee is consciously aware and sensitive to mental health issues and programs. However, despite several issuances and programs, workplace stress remained a serious challenge in the BJMP.

Existing studies about workplace stress are conducted mostly in an educational setting or in private industries. Very little attention is given to the context of BJMP officers who are facing complex challenges and demands in managing Persons Deprived of Liberty or PDL. Nario-Lopez (2021) expressed that existing research on jails only accounted for the PDL’s perspectives, and the lives of jail officers were studied only to a lesser extent. In the review conducted, only Alamban & Nabe (2024) have studied the occupational stress level of jail officers in the Philippine setting. This study fills a knowledge gap in research with jail officers by understanding correlates of their stress levels through a statistical approach. Findings of the study are useful in discovering facts about correctional stress phenomena and identifying effective interventions for the workplace stress problem.

This study investigated the correlation of Jail officers’ workplace stress levels against Workload, Work-life Balance, Physical Environment, Role in the Organization, Work Relationship with Colleagues and Supervisors, Work Relationship with Persons Deprived of Liberty, and Support Received from the Leadership. Workload contributed to mental health problems and burnout in the prison sector (Clements et al., 2020). Dominado and Valdez (2021) found that workplace stress is often associated with unfamiliarity and unreasonable workloads. Sanliturk (2021) revealed that heavy workload and high working hours influence the level of occupational stress. Rachman (2021) remarked that employee workloads that do not match real conditions can significantly increase workplace stress.

The Philippines has the second-worst work-life balance score among 60 countries surveyed in the report of Remote, in its Global Life-Work Balance Index 2024 (Zapanta, 2024). Alamban and Nabe (2024) confirmed it, revealing that work-life conflict is sometimes felt by BJMP personnel. Yap and Nitafan (2024) said that uniformed personnel assigned to prisons tend to have a lower quality of work life compared to those with less challenging assignments. Similarly, Ronatay (2024) assessed the quality of life at work of enlisted personnel of the Philippine Marine Corps and found that high work-related stress

is experienced particularly during operational assignments, and this extends to their immediate families due to their inability to strike a balance between work and family.

Moreover, the physical environment of the jail is another issue that triggers workplace stress. Unhealthy work environments trigger stress and depression in the workplace (Dominado & Valdez, 2021). The physical environment at work plays a role in how well an individual can cope with workplace stress (Gaur et al., 2021). Overcrowding and not too spacious buildings are factors contributing to congestion, which impacts the duty performance of jail officers (Asis, 2022). Poor physical environments contribute to stress, which, when severe, may cause psychological injury to an employee (Comcare, 2024). An overcrowded and understaffed corrections facility is not conducive to sound mental health (Editorial Staff, 2025). Oyedele et al. (2025) examined the effect of physical work environments on organizational processes and outcomes and found that workplace ambiance, spatial configuration, and aesthetics impact outcomes related to mental health, motivation and attitudes, and work processes.

Considering the known correlations and influences of Workload, Work-life Balance, and Physical Environment towards workplace stress levels, this study provides additional empirical evidence in supporting the same claim in the context of BJMP officers who are facing the extraordinary demands of PDL in the Caraga region.

2.0 METHODS

This study employed a quantitative approach through the use of a survey. A random sample of 253 jail officers, with at least three years of work experience, from the BJMP-Caraga was considered. The BJMP-Caraga comprises one (1) regional office, seven (7) district jails, and five (5) city jails. The Perceived Stress Scale (PSS-14), a standardized questionnaire, was used to determine the level of stress experienced by jail officers in their workplaces. The Perceived Stress Scale (PSS-14), was used to determine the level of stress experienced by jail officers in their workplace. This tool was developed by Tom Kamarck, Robin Mermelstein, and Sheldon Cohen in 1983. In the Philippine setting, it was used by Valencia et al. (2023) to determine the level of personal resilience and its relationship with loneliness, stress, sleep quality, and perceived health among Filipino military personnel during the COVID-19 pandemic. It consists of fourteen questions about one's feelings and thoughts during the last month, which were answered by the respondents through this scale (4-Very Often, 3-Fairly Often, 2-Sometimes, 1-Almost Never, 0-Never). Scoring rules were based on the instructions given in the tool. In addition, a researcher-made five-point (1-Strongly Agree, 2-Agree, 3-Uncertain, 4-Disagree, 5-Strongly Disagree) Likert scale questionnaire was used to measure the hypothesized correlates, namely, workload, work-life balance, and physical environment. The researcher-made instrument was pilot tested on thirty (30) respondents, and Cronbach's alphas were calculated. Data showed that workload, work-life balance, and physical environment, respectively, posited alphas of 0.723, 0.714, and 0.745. These numerical estimates imply that the instrument is reliable. Moreover, descriptive statistics such as frequency, percentage, and mean scores were used to describe workplace stress levels and the status of workload, work-life balance, and physical environment. On the other hand, Spearman's rho correlation coefficient was used to measure correlations because the data do not satisfy the normal distribution assumption per the Shapiro-Wilk test results.

3.0 RESULTS AND DISCUSSIONS

This section presents the results of the analysis of the data gathered in the study. Significant findings are discussed in relation to existing studies and their relevant implications.

Table 1 shows the frequency and percentage distribution of the respondents according to their stress levels based on the Perceived Stress Scale. Each indicator ranges from 0 to 4 in score. The total score is obtained by summing all 14 items, resulting in a score ranging from 0 to 56. Scores ranging from 0 to 18 would be interpreted as low stress. Scores ranging from 19 to 37 would be read as moderate stress. Scores ranging from 38 to 56 would be construed as high perceived stress.

Table 1
Frequency and Percentage Distribution of Respondents according to Stress Level

Categories of Stress Levels Based on the Total Scores	Total Score Range	Frequency	Percentage
Low Stress	0-18	113	45
Moderate Stress	19-37	140	55
High Stress	38-56	0	0
Total		253	100

Table 6 shows the distribution of respondents with respect to their stress levels. It can be noted that 55% or 140 out of 253 respondents demonstrated a moderate stress level, while 45% (113) of the jail officers perceived a low level of stress. Further, no respondent has manifested a high level of stress as posited in the same table. The job of jail officers in the Philippines is naturally challenging, which demands highly capable officers. The statistical distribution shown in Table 1 speaks of the ability of the jail officers in the Caraga region to manage job stress, while no one revealed a high level of stress. Another possibility is explained by the adequate training support provided by the government to all jail officers in the country (Celik & Kose, 2024).

This implies that workplace stress varies from person to person. Some participants reports one or multiple causes of workplace stress which include overthinking decisions, understaffing, insufficient training or skills for the job, poor relationships with colleagues or office heads, jail crisis incidents, unreasonable or too many demands of work, role conflict, feelings of unfairness, lack of appreciation, poor support environment, inability to disconnect from work, interpersonal conflict, level of responsibility, lack of systems available to respond to concerns, lack of proper resources, heavy workload, tight deadlines, difficult customers, exposure to threats and hazards, and long commutes (Alamban & Nabe, 2024).

Quantifying the workplace stress as perceived by the jail officers in the Caraga Region, Table 2 presents the mean scores of every item of the Perceived Stress Scale instrument. The quantification of the score is indicated in the footnote to ensure better interpretability. Relative to the original tool, items 4, 5, 6, 7, 9, 10, and 13 were reversed to a negative tone to ensure parallelism.

Table 2
Workplace Stress Level of BJMP-Caraga Jail Officers

Indicators	Mean	Level
1. I am upset because something happened unexpectedly.	1.75	Average
2. I feel that I am not able to control important things in my	0.98	Low
3. I feel nervous and stressed.	1.66	Average
4. I can't deal successfully with irritating life hassles.	1.25	Low
5. I feel that I am not effectively coping with important changes that are occurring in my life.	0.94	Low

6. I am not confident of my ability to handle personal	0.66	Very
7. I feel that things are not going my way.	1.25	Low
8. I am not able to cope with the things that I have to do.	0.88	Low
9. I can't control the irritations in my life.	1.11	Low
10. I don't feel that I am on top of things.	1.96	Average
11. I am angry because of things that happened that are outside of my control	1.53	Low
12. I find myself thinking about things that I have to	2.95	High
13. I can't control the way I spend my time.	1.07	Low
14. I feel difficulties are piling up so high that I cannot overcome them.	1.48	Low
Overall	1.39	Low

Note: Mean scores falling between 0.01-0.80: Very Low, 0.81-1.60: Low, 1.61-2.40: Average, 2.41-3.20: High, 3.21-4.00: Very High

Although perceived stress levels varied, what one person may perceive as stressful, another may view as challenging. Table 2 shows that based on the mean score of each indicator, the jail officers in BJMP Caraga achieve an overall mean score of 1.39, indicating that many of them are experiencing “low stress”. This implies that aspects of their workplace are likely somewhat stressful, but they can cope with. This supports the study by Alamban & Nabe (2024), which revealed that occupational stress sometimes manifests among jail personnel, as well as the study by Valencia et al. (2023), which reports that Filipino soldiers experience stress fairly often.

Furthermore, Table 2 indicates that the highest mean, 2.95, is associated with the item “I find myself thinking about things that I have to accomplish.” This means that several jail officers perceived that many things needed or required in work are not being attained. Some people believe they are unproductive or unsuccessful at work. Some argue that it is difficult to accomplish anything, even when one is doing quite a lot by all objective standards. The mean is a reflection of the feeling that things take too long to accomplish and that what one does is rather pointless. Additionally, some may feel that they are failing to accomplish what they set out to do with their work and become frustrated for not completing it. Some may feel that they are not achieving goals fast enough. One participant remarked, “I am thinking that I haven’t met my targets, and it bothers me. It bothers me for not achieving the target activities for the quarter, and I feel pressured at work”. Pettersen (2023) explained that people who feel they are unproductive tend to feel dissatisfied, and that can result in physical and emotional problems, negatively affecting the quality and quantity of work. This aligns with Celik & Kose (2024), which postulates that workload will be perceived at a low level if one is capable of optimistic thinking.

Table 3 presents the status of workload as perceived by the respondents.

Table 3
Status of Workload as Perceived by the Jail Officers

Indicators	Mean	Qualitative Response	Status of Workload
1. My workload is not excessive.	2.66	Uncertain	Slightly Good
2. I have adequate time to complete the tasks given.	2.38	Agree	Good

3. I have the ability to make my own decisions about specific tasks.	2.31	Agree	Good
4. I am happy with my hours of work.	2.06	Agree	Good
5. My workload is manageable.	2.16	Agree	Good
Overall Mean	2.31	Agree	Good

Note: Mean scores falling between 1.00-1.80: Very Good, 1.81-2.60: Good, 2.61-3.40: Slightly Good, 3.41-4.20: Fair, 4.21-5.00: Poor

Table 3 shows that Jail officers in the Caraga Region perceive a good status of workload, as evidenced by an overall mean of 2.31. One participant remarks, “I just think that workload stressors are not a hindrance. I am thankful that I have work. I don’t think it is a problem, and it all depends on how I handle it. I won’t make a complaint, for I believe nothing will happen.” However, this table also indicates the highest mean of 2.66 on the item “My workload is not excessive,” with an equivalent status of “slightly good.” This implies that jail officers are putting in extra effort or working overtime to meet job demands and the delight of customers, despite having insufficient necessary resources. A fair workload is distributed to prevent crisis incidents and reduce jail congestion. As Ranchman (2021) explains, the more problems an organization faces, the higher the risk of workload for employees. One participant remarks, “Deep inside, I am not stressed at work because I can do the tasks, likely because I am used to it ever since. I will become stressed when I am given tasks that are beyond my scope, but I must do them because if I don’t, it would affect the operation. It seems I am overwhelmed with work.”

Furthermore, Table 3 indicates the lowest mean of 2.06 on the item “I am happy with my hours of work” with the interpretation of “good”. Several factors influenced these responses. For those rendering custodial functions, BJMP Caraga implements an 8-hour tour of duty (TOD) or three shifts daily to ensure that personnel are always vigilant and alert during their TOD. However, in the exigency of service, a work shift rotation may be extended beyond the standard eight-hour shift, but not more than 24 hours in total. For those performing administrative work, it is customary to have working hours from 8:00 AM to 5:00 PM, Monday through Friday. It implies that jail officers are satisfied with these duty details and work hours set-ups. Another possible reason for this result is that BJMP Caraga embraces the Program to Institutionalized Meritocracy and Excellence in Human Resource Management (PRIME-HRM). In this program, top management makes jail officers feel valued and appreciated. The agency invests in employees’ happiness and health, as the saying goes, “happy employees do more than what is expected”. Negoza (2024) describes a happy employee as more creative and open to innovative ideas, driving organizational growth. Moreover, BJMP Caraga continues to hire new jail officers, and additional human resources certainly ease the workload, reduce hours of work and tiredness, increase productivity, and improve morale. One participant remarks, “In my experience working with another culture, I’ve noticed a difference between having an excessive workload and a lighter workload. When the workload is manageable, it makes me happier with my work. Additionally, having less work gives me more time to innovate.”

Table 4 shows the perception of jail officers on the status of work-life balance. It must be noted that items 4 and 5 are originally negative in tone but were reversed in the discussions below.

Table 4
Status of Work-Life Balance as Perceived by the Jail Officers

Indicators	Mea n	Qualitative Response	Status of Work- life Balance
1. I feel energized, especially early in the week.	2.31	Agree	Good
2. I have enough time to spend with my loved ones.	2.37	Agree	Good
3. I have control over my work life.	2.49	Agree	Good
4. I don't think about work when I am not working.	3.26	Uncertain	Slightly Good
5. My family is fine with me about how much time I spend working.	2.51	Agree	Good
Overall Mean	2.59	Agree	Good

Note: Mean scores falling between 1.00-1.80: Very Good, 1.81-2.60: Good, 2.61-3.40: Slightly Good, 3.41-4.20: Fair, 4.21-5.00: Poor

Table 4 shows that the respondents perceived a good status of work-life balance based on the overall mean of 2.59. It implies that the quality of work life for jail officers is nearly ideal and that the organization can unlock their full potential. The majority of respondents are productive and less likely to burn out due to family support. One participant remarks, "I think of my family as the source of my strength and inspiration." Ismail et al., (2022) explored the job satisfaction of women public employees while implementing the work-from-home policy and found that work-life balance, work stress, and motivation might influence job satisfaction. Yap & Nifatan (2024) further explained that the result of improved work-life quality is higher job satisfaction, thereby enabling workers to accomplish their personal and professional lives more successfully. The result is opposite to the study by Ronatay (2024), which describes the work of enlisted personnel of the Philippine Marine Corps as highly stressful, particularly during operational assignments, and usually unable to strike a balance between work and family.

Table 4 shows the highest mean, 3.26 on the item "I think about work when I am not working" with the interpretation "slightly good". This implies that the average number of jail officers fear underperforming and constantly engage in work during personal time. It becomes a normal action for jail officers to work beyond office hours; therefore, the result supports the Remote report that Filipinos spend an average of 40.63 hours a week at work, making it one of the worst countries in terms of work-life balance among 60 countries surveyed (Zapanta, 2024). Ballin (2021) suggested that the more hours spent at work, the greater the tendency to experience stress. One participant remarks, "I love my work, I enjoy it. If I don't have anything to do, my mind becomes cluttered and negative thoughts appear, that's why I love being busy." On the other hand, Table 4 indicates the lowest mean of 2.31 on the item "I feel energized, especially early in the week" with an interpretation "good". It implies that despite the challenges and problems encountered in the workplace, most jail officers maintain a positive mindset, are happy, and are energized. One participant remarked, "Every day off from work, I go home because I am not close with my board mates. I love doing house chores because as I accomplish something, I feel happy."

The result further implies that jail personnel get enough sleep, take time with their families to relax, maintain regular exercise, eat a nutritious diet, and connect with others. This supports the study by Saini & Bansal (2023), which concluded that healthy appetite, exercise, and sound sleep are indicators of

excellent health, and taking advantage of these can help manage stress and lead to a fulfilling life. One participant remarks, “I think about how to react to my stress. When I am at home, I sleep. When I feel relaxed, I focus on the problem, and then I have a to-do list to act on my priorities.” Another one remarks, “I do physical strategies like jogging to release what I feel, and it also gives me happy hormones.”

Table 5 presents the level of perception of jail officers of workplace stress in terms of physical environment.

Table 5
Status of Physical Environment as Perceived by the Jail Officers

Indicators	Mean	Qualitative Response	Status of Physical Environment
1. My workplace is not overcrowded.	2.53	Agree	Good
2. My workplace is not exposed to hazards (such as ergonomics, chemicals, noise, air quality, temperature, etc.)	2.63	Uncertain	Slightly Good
3. My workplace has clean toilets.	2.35	Agree	Good
4. My workplace has adequate ventilation.	2.31	Uncertain	Good
5. My office has organized workspaces.	2.31	Agree	Good
Overall Mean	2.43	Agree	Good

Note: Mean scores falling between 1.00-1.80: Very Good, 1.81-2.60: Good, 2.61-3.40: Slightly Good, 3.41-4.20: Fair, 4.21-5.00: Poor

Table 5 shows an overall mean of 2.43, indicating a perceived good status of the physical environment. BJMP Caraga’s total floor area is 10,463 sqm, and the standard space allocated for each PDL is 4.7 sqm, which means the organization can accommodate a maximum of 2,226 PDLs to meet the United Nations standards. As of September 2025, the agency caters to only 2,197 PDLs; therefore, it is not overcrowded, which affects jail officers’ perception. Moreover, the BJMP Caraga accomplished four building constructions and 24 facility repairs and improvements over the last three years (2022-2024), totaling P46,089,531.73, thereby improving the physical environment. One participant remarks, “Before, the comfort room was not very clean, and the office itself was hot, but now the facility has improved. We have newly provided buildings, thus making additional space for the daily conduct of activities.” It supports Asis (2022), which suggests that overcrowding and inadequate building space contribute to congestion, impacting the duty performance of jail officers. The American Addiction Center, through its editorial staff in 2025, added that the environment of a corrections facility is not conducive to sound mental health due to overcrowding.

The result further implies that offices and jails have sanitary toilets, and the services of assigned jail aides are the reason for it. Gaur et al., (2021) posit that the physical environment at work plays a role in how well an individual can cope with workplace stress.

Table 5 exposes the lowest mean 2.31 on the two items “My workplace has adequate ventilation” and “My office has organized workspaces” respectively, with an interpretation of “good”. It implies that BJMP Caraga provided and maintained a suitable environment that is stress-reducing, burnout-preventing, and emotionally preventive, necessary for the operation of its processes. It acknowledges the importance of acquiring and maintaining equipment like air conditioning units, cabinets, including hardware and

software. Dominado & Valdez (2021) said that unhealthy work environments trigger stress and depression in the workplace. Better air quality has a holistic effect on employee health, and proper ventilation can lead to better concentration, increased environmental satisfaction, and lower absences. One participant remarks, “The ventilation is good for the rooms are spacious, and each is provided with an air conditioner. Offices are organized. Each person has their own space and table so that they can do their work.”

It is noted, however, that the highest mean 2.63 is on the item “My workplace is not exposed to hazards (such as ergonomics, chemicals, noise, air quality, temperature, etc.)” with the interpretation of “slightly good”. It implies that although the physical environment in the BJMP Caraga offices and jails is generally perceived to be healthy, some issues need to be addressed, such as improper waste management. Littering by visitors, PDL, and sometimes jail officers poses severe environmental risks, including pollution, disease spread, and flooding that triggers workplace stress. One participant remarks, “As to air quality, we have numerous PDL, we never know their breath and sickness. We have a closed facility, which makes it more hazardous, and our space is not conducive or suitable, so there is a significant possibility of contracting airborne diseases in jail. Waste is also hazardous because it is not disposed of immediately. The smells and flies reach everywhere, and it is not good for us,” one participant added. “Wastes are not collected immediately. It accumulates, contributing to the increase in flies in jail. It also floods when it rains heavily and sometimes enters the gate, making it prone to hazards.” According to Comcare (2024), poor physical environments contribute to stress, which, when severe, may cause psychological injury to an employee. It supports Oyedeji et al. (2025), who examined the effect of physical work environments on organizational processes and outcomes and found that workplace ambiance, spatial configuration, and aesthetics impact outcomes related to mental health, motivation, attitudes, and work processes.

Correlation analysis was performed using Spearman’s rho coefficient following the results of non-normal distribution via the Shapiro-Wilk tests. Table 6 below presents the details of the statistical estimates.

Table 6 Correlation analysis investigating the correlates of workplace stress using Spearman's rho coefficient			
Independent Variables	Spearman's rho	p-value	Remarks
Workload	0.657	<0.001	Significant
Wok-life Balance	0.562	<0.001	Significant
Physical Environment	0.432	<0.001	Significant

Table 6 presents the correlation analysis of workload, work-life balance, and physical environment against workplace stress levels of the jail officers. Spearman’s rho correlation coefficient was used because the data do not follow the assumption of normality. Focusing on the values in Table 6, it can be observed that all independent variables or correlates show positive and significant correlations with workplace stress. Considering the scaling used in the Likert scale and the workplace stress scoring procedure, the positive correlation coefficients indicate that with better workload, work-life balance, and physical environment, jail officers are more likely to manifest lower stress levels. These empirical results are common in many existing studies that are conducted in the educational and private sectors. Nwoko et al. (2023) noted that workload in teaching and other functions is a critical determinant of work stress and mental health. Similarly, in a private firm, Kamboj (2025) highlighted that work-life balance and physical environment are strong determinants of employees’ stress levels and mental well-being. Consequently, the findings in

Table 6 provide supplemental quantitative evidence that supports the essence of workload, work-life balance, and positive physical environment against stress and other mental health issues. Moreover, the results of this paper offer implications leading to better human resource management and strategies, given the nature of work demands in BJMP.

4.0 CONCLUSIONS

The results above strongly implied coherence with the existing theoretical knowledge about the essential role of workload, work-life balance, and physical environment in regulating stress in different workplaces. More particularly, in BJMP offices, jail officers often face extraordinary challenges in managing PDLs; the study generally concludes that workplace stress is highly correlated to workload, work-life balance, and physical environment, which consequently offers significant inputs to leadership roles and human resource management.

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