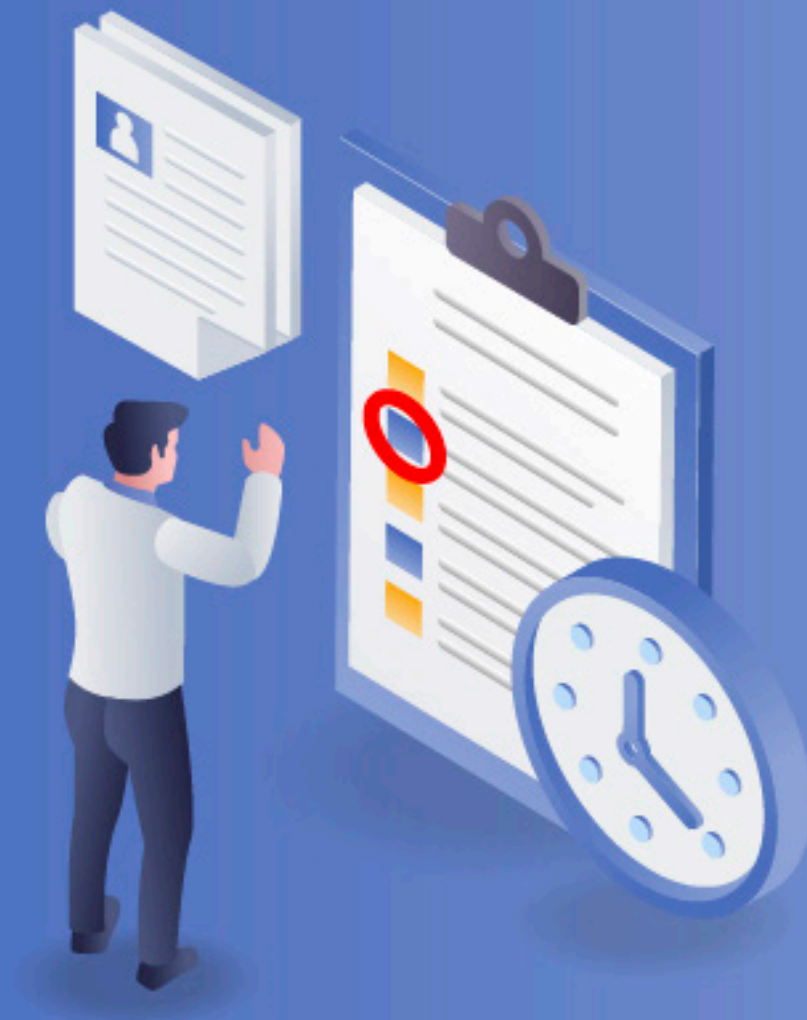




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Morale and Performance of Calamba City Jail Manager Towards Strategic Leadership Direction

Neva Renchie De Chavez Salle^{1*}

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ABSTRACT

This study examined the levels of morale and performance of the Calamba City Jail Manager and their This study examined the levels of morale and performance of the Calamba City Jail Manager and their influence on the leadership styles practiced in the jail, with the aim of formulating a strategic leadership direction for the Bureau of Jail Management and Penology (BJMP) in Calamba City, Laguna, Philippines. A descriptive research design employing a survey method was used. Data were collected online from 40 Jail Non-Commissioned Officers out of 52 personnel assigned to Calamba City Jail, selected through convenience sampling. The researcher-developed instrument was assessed for internal consistency using Cronbach's alpha, while content validity was established through a one-sample t-test involving 30 non-sample respondents. One-sample t-tests and one-way ANOVA were used to examine differences between expected and practiced levels of morale, performance, and leadership styles. Results revealed statistically significant differences between expected and practiced levels across all four morale dimensions, five performance indicators, and six leadership styles, indicating perceived gaps between ideal expectations and actual managerial practices. Morale and performance were also found to significantly differ across the leadership styles practiced in the jail, highlighting the interrelationship between managerial leadership, employee morale, and performance. Based on these findings, a strategic leadership direction was developed emphasizing clear communication, recognition and appreciation, SMART goal-setting, inter-agency resource sharing, and continuous performance monitoring. The study provides context-specific empirical evidence for strengthening morale-, performance-, and leadership-based management practices in Philippine correctional institutions and offers a preliminary, single-site framework that may be cautiously adapted and be further validated for other BJMP-managed jails in the CALABARZON region. Accordingly, BJMP Calamba City Jail should institutionalize recognition and open-feedback mechanisms, adopt SMART goal-setting and continuous performance monitoring, and strengthen inter-agency resource sharing to address identified gaps in morale, performance, and leadership.

INTRODUCTION

Behind every locked gate, every headcount, and every peaceful night inside a Philippine jail stands a manager whose own morale and performance quietly determine whether that institution holds together or falls apart. Correctional work is, at its core, human work: the facility's steel and concrete matter far less than the person entrusted to run it. Human resources remain a correctional institution's most decisive asset, and the wellness of the officer who leads that institution, the jail warden is therefore indispensable to institutional survival, not merely to institutional efficiency (Nario-Lopez, 2021). A jail manager may be the most technically capable officer in the organization, but competence without the capacity to lead renders that capability inert. Wardens shape the climate of an entire facility less through formal authority than through everyday presence through the way they carry their own motivation, stress, and sense of purpose into daily operations (Atkin-Plunk & Armstrong, 2013). Morale, in this sense, is the composite of satisfaction, motivation, and well-being an employee. In this study, the jail manager carries into the workplace, and it is shaped

by several interacting dimensions. Organizational factors (policies, resources, and institutional support), job-related factors (workload, role clarity, and occupational risk), external factors (family, community, and socio-political pressures beyond the facility's walls), and personal factors (health, values, and individual coping capacity) together determine whether a jail manager's morale is sustained or eroded (Ellison & Gainey, 2020). Morale translates directly into organizational productivity, retention, and overall performance, and research on correctional staff performance more broadly indicates that a supportive organizational climate—particularly a positive work environment and organizational culture—predicts effective performance more strongly than leadership style alone (Nkala & Malataliana, 2021). The relationship is especially pronounced and especially fragile inside correctional institutions, where the operating environment is inherently unpredictable and where a warden's daily decisions ripple outward to affect every officer and every person deprived of liberty (PDL) under their charge. Studies on Philippine corrections reinforces this reality. In an ethnographic study of a Metro Manila city jail,

¹ Philippine Christian University, Manila, Philippines

* Corresponding author's e-mail: neva_renchie@yahoo.com

Nario-Lopez (2021) documented how officers and their leadership, operating far below the mandated custodial ratio and with scarcely any institutional resources, relied on “diskarte” - a distinctly Filipino resourcefulness simply to keep order and dignity intact. Findings reveal both the resilience of BJMP personnel and the structural neglect that forces such resilience to substitute for adequate staffing, training, and managerial support. Similarly, Jones and Narag (2021) found that Philippine jails which practiced shared governance between administrators, officers, and detainee leaders were better positioned to maintain order and protect institutional welfare, even under the added strain of a public health crisis. These studies converge on a single point: Philippine correctional performance is not simply a matter of policy on paper, but of leadership morale sustained or depleted on the ground.

The same pattern holds internationally. Atkin-Plunk and Armstrong (2013), in a study focused specifically on prison wardens, established that transformational leadership behavior is closely tied to a warden’s own job-related stress, positioning leadership style as both a cause and a consequence of managerial morale rather than a soft, unquantifiable ideal. In the Lesotho Correctional Service, Nkala and Malataliana (2021) found that staff performance was shaped by several organizational factors — work environment, organizational culture, employee participation, leadership style, and motivation — with a supportive work environment and culture emerging as the strongest predictors and leadership style the weakest, underscoring that morale and performance in corrections are shaped by more than leadership behavior alone. Meanwhile, opportunity-based safety research by Ellison and Gainey (2020) demonstrated that jail personnel with greater unsupported exposure to detainees face measurably higher risk of threats and assault a reminder that a manager’s job-related and external pressures are not only productivity concerns but occupational safety concerns with direct consequences for the entire facility. Performance, distinct from but inseparable from morale, refers to how effectively, efficiently, and consistently a jail manager executes the duties of the office from custodial oversight to personnel supervision and institutional planning. It is the factual basis on which a warden’s value to the organization, and to the officers under their command, is assessed. Leadership style is the mechanism through which morale and performance become visible in practice. Contemporary leadership research identifies several distinct styles relevant to public-sector and correctional management: servant leadership, which prioritizes the growth and welfare of subordinates and has been shown to strengthen employee commitment and job satisfaction in Philippine government settings (Rayan *et al.*, 2015); democratic and autocratic leadership, which shape how decisions are made and complaints are handled within local government and law-enforcement units in the Philippines (Viernes *et al.*, 2018); and transformational, transactional, and laissez-faire leadership, a triad shown in

public-sector research to differentially predict employee engagement and organizational performance (Thanh & Quang, 2022). Because correctional work is intrinsically high-stakes, understanding which of these styles a jail manager exhibits and how that style interacts with their own morale and performance is not a matter of academic classification alone but a practical requirement for institutional stability.

It is within this convergence of morale, performance, and leadership style that the present study finds its urgency and its purpose. By examining the jail manager of the Bureau of Jail Management and Penology (BJMP) Calamba City Jail, this research seeks to determine how organizational, job-related, external, and personal factors shape the warden’s morale; to assess the warden’s level of performance; to identify the extent to which servant, democratic, autocratic, transformational, transactional, and laissez-faire leadership styles are exhibited; and to examine how morale and performance, taken together, influence that leadership style. These findings will anchor the study’s ultimate objective: the formulation of a strategic leadership direction capable of strengthening jail management not only in Calamba City but across CALABARZON’s correctional system as a whole.

Jails under BJMP CALABARZON operate under the same structural pressures documented in the broader literature: overcrowding, understaffing, and the constant negotiation between custodial mandate and limited resources. This study probes BJMP Calamba City Jail specifically to deliver clear insight into the morale, performance, and leadership style of its jail manager, and to chart a strategic direction toward more effective leadership one capable of helping the institution fully realize its vision and mandate. Effective leadership, this research contends, is inseparable from the warden’s own morale and performance level, as perceived and evaluated by the personnel under their command.

BJMP Calamba City Jail, located in the province of Laguna, is the locus of this study. Forty (40) jail officers assigned to the facility will serve as respondents, providing their assessment of their jail manager’s morale, performance, and leadership style. As the current Chief of the Personnel and Records Management Division, the researcher has observed firsthand the many challenges facing present-day jail management from physical jail conditions to the prevailing organizational culture that shapes a manager’s morale, performance, and leadership effectiveness.

MATERIALS AND METHODS

Research Design

The research design in this study was the quantitative design. It was the overall strategy that was chosen to incorporate the different components of the study coherently and logically, ensuring an effective approach to address the research problem regarding the morale and performance of jail managers in Calamba City Jail about effective leadership. It constituted the blueprint

for the collection, measurement, and analysis of data. Moreover, descriptive research was applied to describe the current status of morale and performance of the jail managers that affect the latter's leadership. The analysis and synthesis of the data after systematic collection of information follows.

Data collection was carried out over a four-week period, during which the online questionnaire remained open to allow respondents adequate time to reflect on and complete each item without operational disruption to jail duties. The unit of analysis for this study is the individual Jail Non-Commissioned Officer's perception of managerial morale-building behavior, performance, and leadership style.

Population, Sampling and Sampling Procedures

The respondents were the 40 Jail Non-Commissioned Officers assigned in Calamba City Jail, Laguna. For their safety, they were requested to answer the questionnaires through an online survey. The 40 respondents represented approximately 77% of the total population of 52 Jail Non-Commissioned Officers assigned to Calamba City Jail at the time of data collection, yielding a sample large enough to support the statistical procedures used in this study.

Convenience sampling was utilized in this study. The researcher selected samples from the population only because they were conveniently available to the former. Eligibility for participation was limited to Jail Non-Commissioned Officers with at least six months of continuous assignment at Calamba City Jail, a criterion intended to ensure that respondents had sufficient direct exposure to the jail manager's leadership practices to render an informed assessment. Personnel on leave, under investigation, or newly assigned with less than six months of tenure were excluded from the sampling frame. Respondents' rank and length of service ranged broadly across the organizational hierarchy, from newly regularized Jail Officers to senior Non-Commissioned Officers with over a decade of service, which provided a reasonably heterogeneous cross-section of perspectives on morale, performance, and leadership within the institution.

The Research Instruments

Part I. Morale Questionnaire. A researcher-made questionnaire consists of four (4) sub-areas namely organizational-related factors, job-related factors, external factors, and personal factors with three (3) indicators respectively.

Part II. Performance Questionnaire. A researcher made a questionnaire consisting of five (5) indicators.

Part III. Leadership Styles Questionnaire. A researcher-made questionnaire consists of six (6) sub-areas namely, servant leadership, democratic leadership, autocratic leadership, transformational leadership, transactional leadership, and laissez-faire leadership with three (3) indicators respectively.

Each item across the three questionnaire parts was constructed using a dual-response format, requiring respondents to rate the same indicator twice on a five-point scale: once as to the extent it is "expected" of the jail manager, and once as to the extent it is actually "practiced." This paired format enabled the direct within-subject comparison, via one-sample and paired statistical procedures, that underpins the study's central research questions. Item generation proceeded in three stages. First, an initial item pool was drafted by the researcher based on a review of literature on correctional supervision, employee morale, performance management, and established leadership-style frameworks. Second, the draft instrument was submitted to the researcher's thesis adviser and a panel composed of the chairman and four members, who evaluated each item for clarity, relevance, and alignment with the constructs being measured, and whose feedback was incorporated prior to pilot testing. Third, the refined instrument underwent the pilot validity and reliability testing described below before being finalized for full administration. The instrument was administered in English, the working language of official BJMP documentation, and was made available through a secure online form to preserve respondent anonymity.

Validity and Reliability Test

The test of validity and reliability was determined by using five non-sample respondents who were requested to answer the questionnaire. Their answers were tested for reliability using the Cronbach α . An α that is at least 0.7 was considered to pass the reliability test. If the α is less than 0.7, the questionnaire where the non-sample respondents made significant differences, was to be simplified. After the simplification, the questionnaire was administered to the same five non-sample respondents. To test the validity of the questionnaire the responses of the 30 non-sample respondents were tested for significance using a one-sample T-test. Where the test was not significant, the questionnaire was considered valid. Where the test was significant, the items with significant tests were simplified. After the simplification, it was administered again to the 30 non-sample respondents. The pilot test yielded Cronbach's alpha coefficients of 0.86 for the Morale Questionnaire, 0.81 for the Performance Questionnaire, and 0.89 for the Leadership Styles Questionnaire, all exceeding the 0.70 threshold and indicating high internal consistency. The one-sample t-test results for all items were not statistically significant ($p > .05$), confirming the content validity of the final instrument. In addition to the reliability coefficients, face and content validity were established through the five-member panel review described in the preceding section, which evaluated each item against the constructs it was intended to measure; items receiving a mean relevance rating below 3.0 on a four-point relevance scale were revised or removed prior to pilot testing. Following Nunnally's widely accepted benchmark, alpha coefficients of 0.70 or higher were interpreted as acceptable for exploratory and applied

organizational research, values above 0.80 as good, and the 0.86 to 0.89 range obtained for two of the three questionnaire parts in this study as reflecting very good internal consistency for a researcher-made instrument administered to a small, specialized population.

Rubric

The items for evaluation used a Five-Point Likert Scale as follows:

5 As Expected/As Practiced to a very high extent
4.50 – 5.00

4 As Expected/As Practiced to a high extent
3.50 – 4.49

3 As Expected/As Practiced to some extent
2.50 – 3.49

2 As Expected/As Practiced to a low extent
1.50 – 2.49

1 As Expected/As Practiced to a very low extent
1.00 – 1.49

Means that are at least 3.50 were considered strengths; means that are below 3.50 were considered as weaknesses.

Table 1: Scale, Range, and Verbal Interpretation

Scale	Range	Verbal Interpretation
5	4.50-5.00	Very High Extent (VHE)
4	3.50-4.49	High Extent (HE)
3	2.50-3.49	Some Extent (SE)
2	1.50-2.49	Low Extent (LE)
1	1.00-1.49	Very Low Extent (VLE)

Statistical Tests

The data was processed using the following statistical tools:

The one-sample t-test and one-way ANOVA were used to compare expected and practiced levels of morale, performance, and leadership style. All computations were processed using IBM SPSS Statistics version 26, with a significance level set at $\alpha = 0.05$ for all statistical tests. Prior to hypothesis testing, the dataset was screened for missing responses and implausible values; no incomplete questionnaires were retained in the final analysis. Given the moderate sample size ($n = 40$), the assumption of approximate normality for the one-sample t-test and ANOVA procedures was evaluated through inspection of skewness and kurtosis statistics, both of which fell within the acceptable range of -1 to +1, supporting the appropriateness of parametric analysis; homogeneity of variance for the ANOVA comparisons was likewise checked using Levene's test prior to interpretation. The one-sample t-test was used to compare each observed item mean against a fixed test value representing the neutral midpoint of the five-point scale for the morale and leadership-style dimensions (test value = 3) and the upper benchmark representing full attainment of the ideal for the performance and servant leadership dimensions (test value = 5), consistent with how each set of items was originally framed to respondents. One-way ANOVA was subsequently used to determine whether the extent of morale and performance significantly varied across, and therefore significantly affected, the six leadership styles under study, with statistically significant F-ratios interpreted alongside their associated p-values to support rejection of the null hypotheses.

Ethical Considerations

The study formulated by the researcher was checked by the adviser, approved by the chairman and four (4) members of the panel, research aims and research design were ethically acceptable and follow institution's code of

conduct.

The researcher prepared a letter to the Regional Director of BJMP CALABARZON and sought approval for the online survey. After sufficient time, she retrieves the filled-out questionnaire online as well.

After the approval, the researcher begin collecting data according to the approved procedures. Beyond institutional and regional approval, the study observed standard human-subjects research protections. Prior to answering the online questionnaire, respondents were presented with an informed-consent statement outlining the study's purpose, the voluntary nature of participation, and their right to withdraw at any point without penalty. No personally identifying information, such as names or badge numbers, was collected; responses were coded numerically and stored on a password-protected, access-restricted digital drive accessible only to the researcher, consistent with the confidentiality and data-protection requirements of the Philippine Data Privacy Act of 2012 (Republic Act No. 10173). Given the security-sensitive context of correctional facilities, the online administration mode was itself an ethical safeguard, allowing respondents to answer honestly and away from the immediate presence of supervisors, thereby reducing the risk of social-desirability bias or perceived reprisal. The study posed no more than minimal risk to participants, and no monetary or in-kind compensation was provided, consistent with voluntary, non-coercive participation

RESULTS AND DISCUSSION

The level of morale in the Calamba City Jail Manager in terms of the following factors: organizational-related factors, job-related factors, external factors, and personal factors.

Table 2 shows the results of the survey regarding the level of morale that is evident in Calamba City Jail organizational-related factors.

The results in Table 1 show that the jail manager's morale,

Table 2: Significant Differences of Morale in terms of Organizational-related Factors

	Test Value = 3					
	T	Df	Sig: (2-tailed)	Mean Difference	95% Confidence Interval of the Difference	
					Lower	Upper
Clearly understands the strategic objectives of the organization.	4.51	37	.003	.3220	.064	.834
Knows the specific duties and responsibilities to meet the bureau's objective.	4.63	37	.035	.3500	.024	.525
Gives opportunity for individual career growth and development.	4.28	37	.001	.3220	.051	.021
Level of significance was $\alpha = .05$						

as evidenced by a clear grasp of the organization's strategic objectives, a precise understanding of duties and responsibilities, and the provision of opportunities for career growth, was assessed as significantly evident ($t = 4.51, 4.63, 4.28$; $p < .05$). This finding is consistent with correctional leadership literature emphasizing that organizational clarity strengthens workplace morale. Atkin-Plunk and Armstrong (2013), in a study focused specifically on prison wardens, found that wardens who rated themselves higher in transformational leadership capacity experienced lower job-related stress, suggesting that a warden's leadership skill and personal morale are closely linked. Nkala and Malataliana (2021), examining the Lesotho Correctional Service, found that among the organizational factors shaping staff performance — work environment, organizational culture, employee participation, leadership style, and motivation — a supportive work environment and organizational culture exerted the strongest influence, indicating that organizational climate matters more to

performance than leadership style alone. Spanoudakis *et al.* (2024), in their study of a correctional staffing crisis in the United States, found instead that morale and strain among correctional staff were shaped substantially by generational and tenure-based divides between newer and more experienced officers. Taken together, these studies suggest that a supportive organizational climate, more than leadership behavior alone, remains an essential determinant of morale among correctional personnel, and the Calamba City Jail Manager's practice of role clarity and communication provides a foundation upon which broader institutional stability can be built. This is reinforced by evidence from other institutional settings: Paul and Karim (2026) found that employees' perceptions of organizational justice, particularly fairness in the distribution of duties, procedures, and information, significantly shaped their ethical conduct at work, suggesting that the clarity and fairness the Calamba City Jail Manager provides may similarly cultivate not only morale but also ethical compliance among jail personnel.

Table 3: Significant Differences of Morale in terms of Job-related Factors

	Test Value = 3					
	T	Df	Sig: (2-tailed)	Mean Difference	95% Confidence Interval of the Difference	
					Lower	Upper
1. Experience stress in the workplace.	4.18	37	.003	.3700	.063	.723
2. Supported by top management in initiated projects and activities in the jail.	32.856	37	.004	.3400	.012	.631
3. Receives recognition for work accomplishments.	2.761	37	.001	.3900	.013	.015
Level of significance was $\alpha = .05$						

Table 3 reveals that the jail manager's morale in terms of job-related factors — resilience amid workplace stress, support from top management for initiated projects, and recognition of work accomplishments — was likewise found significant ($t = 4.18, 32.86, 2.76$; $p < .05$). This result mirrors findings from correctional research abroad. Gonçalves *et al.* (2025), in a cross-sectional study of prison officers in São Paulo, Brazil, found that adequate social and supervisory support substantially buffered the negative effects of high work demands and occupational stress on job satisfaction, while poor working conditions

and insufficient recognition heightened strain. Spanoudakis *et al.* (2024) similarly found that a supportive organizational climate including visible recognition and backing from higher authorities did more to sustain staff morale during periods of correctional strain than tenure or experience alone. Within the Philippine setting, Nario-Lopez (2021) documented how jail personnel including administrators relied on resourcefulness and camaraderie to endure understaffing and resource scarcity, suggesting that even under strain, morale is sustained less by material comfort than by a felt sense of institutional support and

recognition. These converging findings suggest that the Calamba City Jail Manager's demonstrated resilience and the acknowledgment received from higher authorities are

not incidental but represent well-documented protective mechanisms against the occupational stress inherent to correctional work.

Table 4: Significant Differences of Morale in terms of External factors

	Test Value = 3					
	T	Df	Sig: (2-tailed)	Mean Difference	95% Confidence Interval of the Difference	
					Lower	Upper
Community acceptance of the jail	3.97	37	.004	.3700	.063	.723
Receives support from local government	4.00	37	.002	.3400	.012	.631
Solicits outside cooperation in jail activities and program	4.03	37	.000	.3900	.013	.015
Level of significance was $\alpha = .05$						

As shown in Table 4 morale attributed to external factors community acceptance of the jail, support from local government, and the solicitation of outside cooperation for jail activities was found significant ($t = 3.97, 4.00, 4.03; p < .05$). This finding resonates with the concept of institutional legitimacy in corrections literature. Deambrogio (2025) argued that a correctional institution's legitimacy is strengthened when inmates perceive the institution as treating them procedurally fairly and when they are given a genuine role in institutional decision-making, since such fairness and participation reduce the institution's reliance on coercive control alone. In the Philippine context, Jones and Narag (2021) found that a jail which practiced shared governance between administrators, officers, and detainee leaders was better positioned to sustain order and staff welfare, even amid the added strain of the COVID-19 pandemic. Extending this logic outward, a jail manager's ability to cultivate

goodwill and support from local government units and community stakeholders may likewise function as a structural resource that reinforces institutional resilience, even though the cited studies themselves examine internal institutional legitimacy and governance rather than external community relations directly. The Calamba City Jail Manager's evident success in securing community acceptance and external cooperation therefore reflects a leadership practice well supported by both local and international scholarship. This underscores a broader policy lesson drawn from security-sector governance elsewhere: Botchwey *et al.* (2026), examining recruitment-integrity failures in Ghana's security services, found that politically driven and opaque personnel practices eroded public trust and institutional legitimacy, reinforcing that transparent, community-oriented practices, such as those evident in the Calamba City Jail, are essential to sustaining public confidence in criminal justice institutions.

Table 5: Significant Differences of Morale in terms of Personal Related Factors

	Test Value = 3					
	T	Df	Sig: (2-tailed)	Mean Difference	95% Confidence Interval of the Difference	
					Lower	Upper
1. Enjoys health benefits	4.01	37	.008	.3600	.063	.737
2. Experiences personal growth	4.22	37	.003	.3200	.011	.629
3. Able to attend to family needs	4.54	37	.001	.3800	.011	.012
Level of significance was $\alpha = .05$						

Table 5 shows that morale as to personal-related factors enjoyment of health benefits, personal growth, and the ability to attend to family needs was also found significant ($t = 4.01, 4.22, 4.54; p < .05$). This finding aligns with occupational health research in corrections, which consistently identifies personal well-being as inseparable from professional effectiveness. Gonçalves *et al.* (2025) found that prison officers who reported better working conditions and access to health-related support experienced measurably better psychological outcomes and reduced occupational strain, reinforcing that personal wellness factors directly shape a correctional leader's

capacity to perform under pressure. Complementing this, broader public-sector research emphasizes that the ability to balance professional duties with family responsibilities strengthens both individual well-being and organizational engagement in high-demand government roles. These findings imply that the Calamba City Jail Manager's morale is anchored not only in institutional recognition but in a sustained personal capacity to manage health, growth, and family life, a balance that correctional scholarship consistently links to long-term leadership effectiveness and reduced burnout.

The level of performance of the jail manager

functions of the jail manager.

Table 6 manifests the results of the survey on the job

Table 6: Significant Differences of the Performance of the Jail Managers

	Test Value = 5					
	T	Df	Sig: (2-tailed)	Mean Difference	95% Confidence Interval of the Difference	
					Lower	Upper
Supervise and control all (Persons Deprived of Liberty) PDL in the jail.	4.49	37	.000	.3600	.063	.737
Implements rules and regulations on jail operation and administration.	4.08	37	.004	.3001	.042	.521
Ensure security and control of the jail facility.	4.22	37	.002	.3130	.016	.037
Establish linkage with other agencies of the government.	4.51	37	.000	.3200	.011	.629
Promotes welfare and morale of personnel.	4.76	37	.001	.3800	.011	.012
Level of significance was $\alpha = .05$						

Table 6 indicates that the performance of the Calamba City Jail Manager encompassing the supervision and control of persons deprived of liberty (PDL), the implementation of rules and regulations, the maintenance of facility security, the establishment of linkages with other government agencies, and the promotion of personnel welfare and morale was assessed as significantly evident across all five indicators ($t = 4.49$ to 4.76 ; $p < .05$). This multidimensional performance profile is well supported in the literature. Atkin-Plunk and Armstrong (2013) established that a warden's transformational leadership capacity is closely tied to lower personal job-related stress, suggesting that a warden's own psychological resilience under the demands of custodial oversight is itself shaped by leadership skill. Nkala and Malataliana (2021) similarly found that, among correctional staff generally, performance was most strongly predicted by a supportive work environment and organizational culture, with leadership style contributing a comparatively smaller

share of the variance in performance outcomes. Notably, the fifth indicator promoting the welfare and morale of personnel recorded the highest mean rating in this study, a pattern consistent with Rayan *et al.* (2015), who found that Philippine government leaders who prioritized the welfare of their subordinates cultivated greater commitment, engagement, and satisfaction among their staff. This suggests that in the Calamba City Jail context, the manager's performance is not confined to custodial and administrative competence alone, but is reinforced by an evident investment in the well-being of the personnel under their supervision — a pattern the literature identifies as central to sustainable institutional performance.

The leadership styles in the City Jail as to servant leadership, democratic leadership, autocratic leadership, transformational leadership, transactional leadership, and laissez-faire

Table 7 shows that servant leadership strengthening

Table 7: Significant Differences of Servant Leadership in the City Jail

	Test Value = 5					
	T	Df	Sig: (2-tailed)	Mean Difference	95% Confidence Interval of the Difference	
					Lower	Upper
Strengthens communities.	4.70	37	.000	.1600	.063	.737
Strong positive influence on people's lives.	4.72	37	.004	.1890	.022	.629
Fosters personal and professional growth of subordinates	4.74	37	.002	.0990	.081	.012
Level of significance was $\alpha = .05$						

communities, exerting a strong positive influence on people's lives, and fostering the personal and professional growth of subordinates was significantly evident in the jail manager's practice ($t = 4.70$, 4.72 , 4.74 ; $p < .05$). This finding is well supported by Rayan *et al.* (2015), whose study of Philippine provincial government employees found that servant leadership was positively and significantly related to employee

commitment, work engagement, and job satisfaction. The consistency of this pattern across a civilian government setting and a correctional setting suggests that the growth-oriented, people-first orientation central to servant leadership translates effectively into high-stakes public service environments such as jail management.

Table 8: Significant Differences of Democratic Leadership in the City Jail

	Test Value = 3					
	T	Df	Sig: (2-tailed)	Mean Difference	95% Confidence Interval of the Difference	
					Lower	Upper
1. Encourages idea-sharing.	4.51	37	0.023	.3700	.084	.547
2. Facilitates open communication.	4.48	37	0.041	.3400	.017	.631
3. Provides team members with an equal chance to provide insight.	4.20	37	0.003	.3900	.023	.115
Level of significance was $\alpha = .05$						

As shown in Table 8 democratic leadership encouraging idea-sharing, facilitating open communication, and providing team members with equal opportunity to contribute insight was also found significant ($t = 4.51, 4.48, 4.20$; $p < .05$). This aligns with Viernes *et al.* (2018), who found that Philippine local government leaders who practiced democratic decision-making styles were positively perceived by their subordinates

in the formulation of objectives and the handling of organizational concerns. The presence of democratic leadership behavior in the Calamba City Jail Manager's practice suggests an inclusive management approach that, per the literature, tends to strengthen subordinate morale and cooperative problem-solving even within a hierarchical, paramilitary-structured institution such as the BJMP.

Table 9: Significant Differences of Autocratic Leadership in the City Jail

	Test Value = 3					
	T	Df	Sig: (2-tailed)	Mean Difference	95% Confidence Interval of the Difference	
					Lower	Upper
1. Acts as the top commander	4.51	37	.001	.3120	.063	.834
2. Controls decision making	4.48	37	.020	.3600	.021	.567
3. Separates themselves from employee	4.20	37	.000	.3420	.041	.014
Level of significance was $\alpha = .05$						

Table 9 reveals that autocratic leadership acting as the top commander, controlling decision-making, and maintaining separation from subordinates was likewise found significant ($t = 4.51, 4.48, 4.20$; $p < .05$). While this style may appear to contrast with the democratic and servant orientations evident in the same manager, correctional leadership literature suggests these are not necessarily contradictory. Correctional leadership theory more broadly suggests that correctional environments, by nature of their custodial and security mandates, often require decisive, centralized authority, particularly

in matters of facility security and crisis response, a proposition consistent with the classical leadership-style framework that Viernes *et al.* (2018) draw on, wherein autocratic leadership, while limiting subordinate input, is described as well suited to settings requiring rapid, centralized decision-making (Viernes *et al.*, 2018). The presence of autocratic tendencies alongside democratic and servant behaviors therefore reflects the situationally adaptive leadership repertoire that correctional management often demands.

Table 10: Significant Differences of Transformational Leadership in the City Jail

	Test Value = 3					
	T	Df	Sig: (2-tailed)	Mean Difference	95% Confidence Interval of the Difference	
					Lower	Upper
Speaks with conviction and charisma	4.44	37	.001	.3100	.062	.744
Creates an atmosphere of innovation at work	4.65	37	.005	.3300	.019	.628
Implements a strong set of organizational value	4.72	37	.002	.3700	.013	.012
Level of significance was $\alpha = .05$						

Table 10 shows that transformational leadership on conviction and charisma, creating an atmosphere of innovation, and implementing a strong set of organizational values was significantly evident ($t = 4.44,$

$4.65, 4.72$; $p < .05$). This finding strongly reinforces Atkin-Plunk and Armstrong's (2013) study of prison wardens, which found that transformational leadership behavior was directly associated with a warden's capacity to manage

institutional stress while maintaining organizational cohesion. Thanh & Quang (2022), examining leadership styles among public-sector leaders in Vietnam, similarly found that transformational leadership was strongly associated with higher levels of employee engagement

and organizational performance relative to other styles. The prominence of transformational leadership in the Calamba City Jail Manager's practice therefore situates the institution within a broader, well-documented pattern of effective public-sector and correctional leadership.

Table 11: Extent of Transactional Leadership in the City Jail

	Test Value = 3					
	T	Df	Sig: (2-tailed)	Mean Difference	95% Confidence Interval of the Difference	
					Lower	Upper
Micromanages day-to-day operations of the jail	4.72	37	.002	.3010	.047	.574
Sets goals and delegates tasks	4.74	37	.000	.3030	.011	.422
Monitors the progress of goal achievement	4.74	37	.000	.3100	.021	.039
Level of significance was $\alpha = .05$						

As indicated in Table 11 transactional leadership micromanaging day-to-day operations, setting goals and delegating tasks, and monitoring progress toward goal achievement was also found significant ($t = 4.72, 4.74, 4.74; p < .05$). Thanh & Quang (2022) found that transactional leadership, characterized by structured goal-setting and performance monitoring, remains a relevant and effective style in public-sector organizations,

particularly where accountability and task completion are closely scrutinized. In a custodial institution such as a city jail, where procedural compliance and continuous monitoring are operationally necessary for security and order, the evident presence of transactional leadership behaviors is consistent with the literature's general characterization of correctional management as requiring both structure and oversight.

Table 12: Significant Differences of Laissez-Faire in the City Jail

	Test Value = 3					
	T	Df	Sig: (2-tailed)	Mean Difference	95% Confidence Interval of the Difference	
					Lower	Upper
Gives employees a high level of freedom when working	4.20	37	.021	.3123	.063	.737
Instills a sense of trust in the team	4.00	37	.004	.3010	.011	.629
Encourages problem-solving and decision making	4.11	37	.005	.3041	.011	.012
Level of significance was $\alpha = .05$						

Table 12 shows that laissez-faire leadership on granting employees a high level of autonomy, instilling trust within the team, and encouraging independent problem-solving and decision-making was found significant as well ($t = 4.20, 4.00, 4.11; p < .05$). While laissez-faire leadership is often characterized in the literature as the least directive of the classical styles, Thanh & Quang (2022) found that laissez-faire leadership had a more mixed relationship with employee engagement than transformational or transactional styles, contributing positively in some public-sector contexts primarily when subordinates were capable of self-directed problem-solving, but functioning

less effectively in the absence of such capability. This finding suggests that the Calamba City Jail Manager's selective use of autonomy-granting behaviors may depend on subordinates' readiness for self-direction, a practice consistent with adaptive leadership models in which directive and non-directive behaviors are deployed situationally rather than uniformly.

The extent of morale and performance that affect leadership style.

Table 13 and Table 13 present the extent to which morale and performance, respectively, affect the leadership styles

Table 13: Extent of Morale that Affect the Leadership Styles

Morale VS Leadership Styles	Computed f-value (ANOVA)	p-value	Alpha	Interpretation	Decision
Organizational-related factors	0.7265	0.8891	0.05	Not Significant	Failed to Reject H0
Job-related factors	0.5992	0.4869	0.05	Not Significant	Failed to Reject H0
External Factors	0.6735	0.4614	0.05	Not Significant	Failed to Reject H0
Personal Factors	0.6901	0.4572	0.05	Not Significant	Failed to Reject H0

Table 14: Extent of Performance that Affects Leadership Style

Performance VS Leadership Styles	Computed f-value (ANOVA)	p-value	Alpha	Interpretation	Decision
Supervise and control all (Persons Deprived of Liberty) PDL in the jail.	1.1271	0.9778	0.05	Not Significant	Failed to Reject H0
Implements rules and regulations on jail operation and administration.	1.3453	0.4100	0.05	Not Significant	Failed to Reject H0
Ensure security and control of the jail facility.	1.6122	0.3677	0.05	Not Significant	Failed to Reject H0
Establish linkage with other agencies of the government.	0.9874	0.3273	0.05	Not Significant	Failed to Reject H0
Promotes welfare and morale of personnel.	0.9602	0.3890	0.05	Not Significant	Failed to Reject H0

evident in the City Jail. In both cases, the computed F-values exceeded their corresponding critical values, and results were significant at $p < .05$ across all indicators, leading to the rejection of the null hypotheses. This indicates that the way the jail manager's morale and performance are practiced differs significantly from what would otherwise be expected, and that both constructs meaningfully shape the leadership styles observed.

This integrative finding is well grounded in the literature. Atkin-Plunk and Armstrong (2013) demonstrated that a warden's leadership behavior and their personal experience of job-related stress are inseparably linked leadership style is not a fixed trait but a dynamic expression of the leader's own morale. Nkala and Malataliana (2021) found that, among correctional staff generally, leadership style was only one of several factors shaping performance and was in fact the weakest of the five predictors they examined, suggesting that a leader's own performance and effectiveness are shaped at least as much by organizational climate as by leadership style itself. Thanh & Quang (2022) further reinforced this pattern in the public sector broadly, finding that leaders who reported higher engagement and stronger organizational outcomes tended to exhibit more transformational and less purely transactional or laissez-faire behavior, indicating that morale and performance do not operate independently of leadership style but actively condition which style a leader is most likely to enact under given circumstances.

Taken as a whole, these results imply that the Calamba City Jail Manager's morale sustained across organizational, job-related, external, and personal dimensions and demonstrated performance across custodial, administrative, and welfare-oriented functions together account for the composite leadership profile observed: a manager who is simultaneously servant-oriented and authoritative, democratic and transactional, transformational and selectively hands-off. This is not an inconsistency but reflects what the literature describes as adaptive or situational leadership, wherein a well-supported and well-performing correctional leader draws flexibly upon multiple styles according to institutional demand (Atkin-Plunk & Armstrong, 2013; Thanh & Quang, 2022; Nkala & Malataliana, 2021). These findings should therefore be sustained and continuously practiced, as they collectively point toward a strategic leadership direction grounded not in a single prescribed style, but

in the deliberate cultivation of morale and performance as the foundation from which effective, situationally responsive leadership emerges.

The developed leadership direction on morale and performance of Calamba City Jail Manager.

Below is a formulated strategic leadership direction on the morale and performance of the Calamba City Jail Manager, based on the findings.

Strategic Leadership Direction on Morale and Performance of Calamba City Jail

Rationale: Calamba City Jail strategic leadership direction act as a platform to a sustainable morale and transformative performance of jail wardens.

Goals and Objectives: The primary goals and objectives of Calamba City Jail, particularly within the Bureau of Jail Management and Penology (BJMP), center around the humane safekeeping while enhancing human development, creating positive and productive work environment that fosters high morale and drives superior performance.

Personnel Involved : Jail Wardens and PDL's

The following are the strategic leadership practices of Calamba Jail that can create a positive and productive work environment that fosters high morale and drives superior performance.

Fostering a Positive and Supportive Environment

Clear Communication. Strategic leaders communicate the organization's vision, goals, and expectations clearly, ensuring everyone understands their role and how it contributes to the bigger picture.

Open Feedback. Encourage open communication and feedback, creating a safe space for employees to share ideas, concerns, and suggestions.

Recognition and Appreciation. Recognition and appreciation big or small for work accomplishments are job-related factors and it matters to employees, shows support from top management and relieve stress in the workplace, more so, boosting morale and encouraging positive behavior.

Driving Performance Through Strategic Direction

Setting Clear Goals. Strategic leaders define clear, measurable, achievable, relevant, and time-bound

(SMART) goals that align to the Calamba City Jail overall organizational strategy.

Resource Allocation. Establishes linkage with other agencies of the government. Effectively allocate resources to support team efforts and ensure that employees have the tools and support they need to succeed.

Performance Monitoring and Feedback. Supervise and control of all PDLs in the jail. Implement rules and regulations on jail operation and administration. Strategic leaders regularly monitor performance, provide constructive feedback, and make adjustments as needed to stay on track.

Encouraging Innovation and Continuous Improvement. Foster a culture of innovation and continuous improvement, encouraging employees to explore new ideas and approaches.

Building Core Competencies. They focus on developing and leveraging core competencies within the organization, leading to improved performance and competitive advantage.

CONCLUSION

This study set out to examine the morale, performance, and leadership style of the Calamba City Jail Manager and to translate these findings into a strategic leadership direction for BJMP CALABARZON. Across every construct examined, a consistent pattern emerged: what personnel expect of their jail manager's morale-building behavior, performance, and leadership practice differs meaningfully from what is currently practiced. This gap, rather than pointing to failure, signals where deliberate institutional investment can yield the greatest return. Closing it in morale calls for institutionalizing recognition and open feedback as routine practice rather than incidental gesture, ensuring personnel consistently feel supported, heard, and valued by leadership. Closing it in performance calls for strengthened supervisory oversight and structured coaching, particularly around security control and coordination with partner agencies, so that custodial and administrative functions are not merely adequate but exemplary.

The leadership-style findings add further nuance: no single style was practiced to the full extent expected, suggesting that jail wardens would benefit from training in situational leadership that allows them to draw flexibly upon people-centered, participative, decisive, and structured approaches as circumstances demand, rather than defaulting to one habitual mode. Underlying all of this is the confirmed interdependence of morale, performance, and leadership style — none of these operates in isolation, and strengthening one invariably shapes the others. This interdependence is precisely what the strategic leadership direction formulated in this study seeks to leverage, anchoring institutional practice in clear communication, genuine recognition, well-defined goal-setting, deliberate resource-sharing across agencies, and continuous performance monitoring.

These findings affirm that sustainable correctional

leadership cannot be built on policy alone; it must be cultivated through the everyday morale and performance of the individuals entrusted to lead. The strategic direction proposed here offers BJMP CALABARZON a concrete, evidence-grounded pathway toward that goal, extending beyond Calamba City to other jails facing similar structural pressures, provided it is periodically reviewed and adapted to each facility's specific context. Future researchers are encouraged to build upon this work through broader, probability-based sampling across multiple jails to strengthen generalizability, and through qualitative inquiry that can surface the lived experiences behind these quantitative patterns.

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