International Journal of Research on Multidisciplinary Studies
Online ISSN: 3116-4137 | Print ISSN: 3116-4145
Volume 1, Issue 9, pp. 469-482, October 2026
https://ijroms.com

Original Article

Lived Experiences of Bureau of Jail Management and Penology Escort Personnel in Selected City Jails in the Province of Cebu

Angelica T. Medellin[1], Paulino V. Pioquinto[2], Guilbert Mansueto[3]
Jennice M. Jumalon[4], Karen Abegail P. Cuizon[5]

Author Information:
[1]*Collegio de San Antonio de Padua, Danao City, Cebu, Philippines*

[2-5]*University of Cebu, Lapu-Lapu and Mandaue, Mandaue City, Philippines*

Correspondence:
medellin.angelica98@gmail.com

Article History:

Date Received: September 25, 2026
Date Revised: October 5, 2026
Date Accepted: October 9, 2026
Date Published: October 18, 2026

DOI: https://doi.org/10.67903/ijroms0522

Document ID: *2026IJROMS0522*

Recommended Citation:
Medellin, A. T., Pioquinto, P. V., Mansueto, G., Jumalon, J. M. & Cuizon, K. A. P. (2026). Lived Experiences of Bureau of Jail Management and Penology Escort Personnel in Selected City Jails in the Province of Cebu. International Journal of Research on Multidisciplinary Studies, 1(9), 469-482. https://doi.org/10.67903/ijroms0522

Abstract. This study addressed the limited qualitative attention given to the lived experiences of Bureau of Jail Management and Penology (BJMP) escort personnel in the Philippine correctional context, particularly the operational demands of escorting persons deprived of liberty outside controlled jail environments. It explored the experiences of BJMP escort personnel in performing their duties, the ways they cope with challenges, and their aspirations for improving service delivery. A qualitative transcendental phenomenological design was employed. Ten BJMP escort personnel assigned to selected city jails in Cebu Province participated through four in-depth interviews and one focus group discussion involving six participants. Participants were purposively selected using criteria requiring non-commissioned officer status, at least three years of escort-related experience, and current assignment in the selected city jails. Data were gathered through a validated semi-structured interview guide, audio recording with consent, and note-taking, then analyzed using Colaizzi's phenomenological approach. Forty-one cluster themes were synthesized into ten emergent themes. Positive experiences were represented by Honor Behind the Uniform, Guarding Through Unity, Discipline Beyond Duty, and Strength in Shared Experience, while challenges were reflected in Bearing the Weight of Responsibility and Enduring Amid Constraints. Coping was expressed through Standing Firm in Uncertainty and Anchored by Faith and Family, while aspirations centered on Pursuit of Professional Excellence and Preparedness Through Collective Support. The findings indicate that escort personnel derive fulfillment from competence, teamwork, discipline, and successful mission completion while simultaneously managing operational risks, resource limitations, and unpredictable field conditions. The study concludes that effective escort operations require sustained professional development, adequate logistical and personnel support, functional safety resources, teamwork, and institutional mechanisms that recognize personnel welfare and field-based needs.

Keywords: Bureau of Jail Management and Penology; Escort Personnel; Persons Deprived of Liberty; Transcendental Phenomenology; Workplace Experiences

Introduction

The Bureau of Jail Management and Penology (BJMP) serves as one of the fundamental pillars of the Philippine Criminal Justice System. Established under Republic Act No. 6975 and strengthened through Republic Act No. 9263, the agency is mandated to ensure the safekeeping, supervision, and rehabilitation of Persons Deprived of Liberty (PDLs) confined in district, city, and municipal jails nationwide. Operating under the Department of the Interior and Local Government (DILG), the BJMP performs a critical role in maintaining institutional security, public safety, and rehabilitation programs for inmates. As a correctional institution, the agency requires its personnel to demonstrate professionalism, discipline, competence, and resilience in performing their duties.

Among the various responsibilities of BJMP personnel, escort operations are considered one of the most sensitive and high-risk assignments. Escort personnel are responsible for transporting PDLs to courts, hospitals, and other authorized destinations while ensuring security, preventing escape attempts, and maintaining legal compliance. Unlike custodial duties performed within jail facilities, escort operations expose

This article is licensed under a Creative Commons Attribution 4.0 International License.

International Journal of Research on Multidisciplinary Studies
Online ISSN: 3116-4137 | Print ISSN: 3116-4145
Volume 1, Issue 9, pp. 469-482, October 2026
https://ijroms.com
Original Article

personnel to unpredictable external environments where threats and operational risks may arise at any time. These responsibilities demand situational awareness, emotional control, physical endurance, decision-making skills, and adherence to security protocols.

On the international level, several studies have highlighted the operational challenges encountered by correctional escort personnel. Research conducted in countries such as the United States, Canada, and the United Kingdom revealed that detainee transport and escort duties involve exposure to escape attempts, transportation accidents, public confrontation, medical emergencies, and hostile environments (Finn, 2000; Crawley, 2004; Lambert et al., 2007; Ricciardelli, 2019). International literature further emphasized that correctional escort personnel experience psychological stress, emotional exhaustion, and occupational pressure due to the nature of their work. These studies recognized that escort personnel are expected not only to maintain custody and security, but also to uphold professionalism, protect human rights, and preserve public trust despite difficult working conditions.

In the national context, the operational realities of BJMP escort personnel in the Philippines are intensified by institutional and environmental challenges. Jail congestion, lack of transport facilities, limited manpower, scheduling conflicts, and inter-agency coordination issues contribute to the complexity of escort operations. Escort personnel often travel through congested areas, manage multiple detainees, and operate under pressure while remaining accountable for the safety of both the public and the PDLs under their custody. According to Ponce et al. (2023), correctional personnel in the Philippines are exposed to physical, emotional, and psychological burdens associated with institutional demands and operational risks. These conditions require escort personnel to develop strong coping mechanisms, resilience, and professional commitment in performing their duties effectively.

At the local level, the situation in Cebu Province presents additional operational difficulties for BJMP escort personnel. Rapid urbanization, increasing population density, heavy traffic congestion, and the high visibility of escort operations in public spaces contribute to the demanding nature of their responsibilities. Escort personnel are frequently assigned to court hearings, hospital referrals, and other security-sensitive transport operations that require constant alertness and coordinated teamwork. The unpredictable nature of these assignments' places significant pressure on personnel, particularly when handling multiple PDLs or responding to emergency situations. Despite these challenges, escort personnel are expected to perform their duties with efficiency, discipline, and professionalism while maintaining institutional integrity and public safety.

Although numerous studies have examined correctional institutions, custodial stress, and jail management, limited research specifically focuses on the lived experiences of BJMP escort personnel in the Philippine setting. Existing literature primarily concentrates on institutional management, inmate rehabilitation, or general custodial functions inside detention facilities. There remains insufficient phenomenological inquiry regarding how escort personnel experience, interpret, and cope with the realities of escort operations in high-risk and unpredictable environments. This gap in literature limits a deeper understanding of the operational struggles, emotional burdens, coping strategies, and professional motivations of escort personnel. Consequently, there is a need to explore their experiences to provide a more humanized and comprehensive understanding of their role within the correctional system.

The conduct of this study is therefore anchored on the need to explore the lived experiences of BJMP escort personnel in Cebu Province. Through a qualitative phenomenological approach, the study seeks to understand the meanings, perceptions, and realities embedded in their daily operational experiences. Specifically, the research aims to provide insights into the challenges, coping mechanisms, and professional responsibilities of escort personnel beyond procedural and institutional descriptions. By giving emphasis to their experiences, the study hopes to contribute to the broader discourse on correctional operations, personnel welfare, and institutional effectiveness in the Philippine correctional system.

Furthermore, the competence of the researcher in conducting this study is strengthened by the researcher's academic background in criminology and familiarity with correctional and law enforcement environments. This academic preparation provided the researcher with foundational knowledge regarding correctional operations, institutional security, and personnel responsibilities within the criminal justice system. Such competence enabled the researcher to recognize the significance of escort operations as complex professional duties influenced by operational risks, emotional labor, institutional demands, and public accountability. Through this study, the researcher aims to contribute meaningful insights that may support policy enhancement, operational improvement, personnel training, and welfare programs for BJMP escort personnel and other correctional practitioners.

Research Questions

The study sought to answer the following questions:

1. What are the experiences of the informants in performing their duties?

This article is licensed under a Creative Commons Attribution 4.0 International License.

International Journal of Research on Multidisciplinary Studies
Online ISSN: 3116-4137 | Print ISSN: 3116-4145
Volume 1, Issue 9, pp. 469-482, October 2026
https://ijroms.com
Original Article

2. How do the informants cope with the challenges they encounter in the performance of their duties?
3. What are the aspirations of the informants to improve the quality of their services?

Scope and Delimitation of the Study

The study focused on ten BJMP escort personnel assigned to BJMP Danao City Jail and BJMP Bogo City Jail in Cebu Province. Participants were non-commissioned escort personnel with at least three years of escort-related experience and current assignment in the selected city jails. The inquiry was limited to participants' experiences, coping mechanisms, and aspirations related to escort duties. Because the study used a qualitative transcendental phenomenological design and purposive sampling, the findings are intended to provide contextualized understanding rather than statistical generalization to all BJMP personnel or all city jails.

Literature Review

Theoretical Background

This study is anchored on Role Theory as introduced and further developed by Biddle (1986), supported by Bandura's Self-Efficacy Theory (1986) and Hackman's Team Performance Theory (1987). These theoretical perspectives collectively explain how BJMP escort personnel function within structured institutional roles, how they respond to operational demands in high-risk environments, and how individual cognition and team dynamics shape their performance, resilience, and decision-making during escort operations.

Role Theory explains that individuals in any organization occupy positions that come with expected behaviors, responsibilities, and standards defined by the institution. These expectations are not fixed but are continuously shaped through interaction between the individual and the organization. Biddle (1986) emphasized that role behavior emerges from the relationship between role expectations and role interpretation, meaning individuals actively interpret what is required of them rather than simply following instructions. In correctional escort operations, this becomes highly relevant because BJMP personnel are expected to simultaneously perform custodial, security, and service-oriented functions while maintaining discipline and public safety during transport operations.

Linton's (1936) early conceptualization of roles as socially defined patterns of behavior highlights that institutional positions carry both formal and informal expectations. In BJMP escort settings, formal expectations include securing PDLs during transport, ensuring safety of the public, and complying with operational procedures, while informal expectations may include adaptability, quick judgment, and emotional control in unpredictable field conditions. These layered expectations often create complexity in execution, especially when operational realities do not align with standard procedures.

Role Theory further explains that role conflict and role ambiguity are common sources of occupational stress. Role conflict occurs when officers experience competing demands such as maintaining humane treatment of PDLs while also enforcing strict security protocols. Role ambiguity, on the other hand, arises when operational instructions are unclear or when situational conditions change rapidly during escort missions. According to Katz and Kahn (though conceptually aligned with Biddle's interpretation), such inconsistencies may reduce performance effectiveness and increase psychological strain, particularly in high-risk correctional environments where decisions must be made immediately.

In relevant to the BJMP escort operations, these theoretical conditions are evident due to manpower limitations, unpredictable court schedules, and external environmental risks. Escort personnel often operate in dynamic situations where procedures must be adjusted in real time. This supports the relevance of Role Theory in understanding how officers negotiate institutional expectations while managing real-world operational constraints during escort duties.

Bandura's Self-Efficacy Theory (1986) provides another essential lens by explaining that individuals' belief in their own capability significantly influences their behavior, emotional stability, and performance under pressure. Self-efficacy is developed through mastery experiences, observational learning, verbal encouragement, and emotional regulation. These sources of efficacy are continuously shaped in work environments where individuals are exposed to repeated challenges and high-pressure situations.

In connection with the BJMP escort operations, mastery experiences are developed through repeated exposure to actual escort missions involving PDL transport, court hearings, and inter-facility transfers. Observational learning occurs when less experienced officers work alongside senior personnel, learning how to manage security risks and make decisions during emergencies. Verbal persuasion is present through briefing sessions and supervisory guidance before operations, while emotional arousal is influenced by stress levels experienced during real-time escort scenarios.

This article is licensed under a Creative Commons Attribution 4.0 International License.

International Journal of Research on Multidisciplinary Studies
Online ISSN: 3116-4137 | Print ISSN: 3116-4145
Volume 1, Issue 9, pp. 469-482, October 2026
https://ijroms.com
Original Article

Bandura emphasized that individuals with high self-efficacy are more likely to remain composed, think clearly, and persist despite difficulties. In escort operations, this translates into better situational awareness, controlled emotional responses, and improved decision-making during high-risk incidents such as unexpected delays, security threats, or transport disruptions. Conversely, low self-efficacy may lead to hesitation, fear-based reactions, or reduced operational confidence.

Studies in correctional psychology support this view. Finn (2000) noted that correctional personnel operating in uncontrolled environments experience higher stress levels due to unpredictability and exposure to potential threats. Similarly, Lambert et al. (2007) found that when job demands exceed available institutional support, officers experience greater burnout and psychological strain. These findings reinforce that self-efficacy alone is not sufficient unless supported by adequate organizational resources and structured operational systems.

Hackman (1987) emphasize that team performance depends on how effectively individuals coordinate their roles toward shared objectives. Team effectiveness is influenced by clarity of roles, communication quality, mutual trust, and resource availability. In high-risk operational environments such as BJMP escort missions, teamwork becomes a critical survival and performance mechanism rather than a supplementary function.

Escort operations are inherently team-based, requiring synchronized roles such as escort guards, drivers, team leaders, and support personnel. Each member's action directly affects the safety and success of the entire operation. Effective communication ensures that threats are identified early and responded to immediately, while breakdowns in coordination may result in security vulnerabilities or operational delays. Hackman emphasized that teams perform best when they have clear goals, adequate resources, and supportive systems that enable coordinated action.

Related literature supports this framework. Ricciardelli (2019) emphasized that trust and teamwork are essential in correctional field operations, especially in prisoner transport situations where officers depend on each other for safety and operational continuity. Schaufeli and Peeters (2000) further explained that high job demands combined with insufficient resources significantly increase burnout risk among human service professionals, particularly in high-risk occupations such as correctional services.

Crawley (2004) introduced the concept of emotional labor in correctional work, where officers are required to regulate their emotions while maintaining professionalism in stressful situations. In escort operations, this emotional regulation is continuous, as officers must remain composed even when facing uncertainty, fatigue, or operational pressure. This sustained emotional control contributes to long-term stress accumulation if not properly managed through institutional support.

In the Philippine correctional context, existing studies suggest that jail personnel often experience role strain due to limited manpower, resource constraints, and unpredictable operational conditions. Peer support, informal coordination, and teamwork are commonly used coping mechanisms that help personnel maintain functionality despite operational challenges. These findings highlight the importance of social and organizational support in managing stress and maintaining performance.

Despite the availability of international and local literature on correctional stress and law enforcement operations, most studies focus on custodial roles within detention facilities rather than escort operations conducted outside controlled environments. Escort duties involve different risk exposures, environmental unpredictability, and coordination demands, which are not fully captured in existing literature.

Furthermore, there is limited qualitative research focusing specifically on BJMP escort personnel in the Philippine setting, particularly regarding their lived experiences, coping mechanisms, and role negotiation in real operational contexts. Most available studies generalize correctional stress without isolating escort-specific conditions such as transport missions, court coordination, and inter-agency collaboration.

This gap is particularly significant because escort operations represent one of the most vulnerable and dynamic functions within correctional services. Understanding how personnel interpret their roles, build self-efficacy, and rely on team performance mechanisms is essential for improving operational safety and institutional support systems.

Therefore, this study aims to address these gaps by exploring the lived experiences of BJMP escort personnel in Cebu Province, focusing on how role expectations, self-efficacy, and team dynamics interact in shaping their performance and coping strategies in high-risk escort operations. The findings are expected to contribute to strengthening training programs, improving operational policies, and enhancing support systems within the BJMP escort framework.

The Problem

Recent Philippine studies reinforce the relevance of examining correctional personnel while also showing that most available work remains focused on custodial officers or broader correctional conditions. Ponce et al. (2023), for example, used a phenomenological approach to examine jail officers' concerns in

This article is licensed under a Creative Commons Attribution 4.0 International License.

International Journal of Research on Multidisciplinary Studies
Online ISSN: 3116-4137 | Print ISSN: 3116-4145
Volume 1, Issue 9, pp. 469-482, October 2026
https://ijroms.com
Original Article

dealing with persons deprived of liberty and identified staffing, security, and resource-related concerns. More recent Philippine research has likewise examined occupational stress among BJMP custodial officers and quality of work life among correctional officers, but these studies do not isolate the distinctive experiences of escort personnel who perform transport, court, hospital, and other field-based assignments (Breis, 2026; Parcon & Nabe, 2025). These studies therefore support the need for a focused qualitative inquiry into escort work as a distinct correctional function.

Research Gap and Objectives. The literature reviewed indicates a gap in qualitative research specifically examining the lived experiences of BJMP escort personnel in Cebu Province. Existing studies commonly address custodial work, occupational stress, jail services, or general correctional personnel, whereas escort operations involve external environments, transport risks, scheduling pressures, coordination with courts and other agencies, and security decisions that may not be captured by facility-based studies. This study addresses that gap by exploring: (1) the experiences of BJMP escort personnel in performing their duties; (2) how they cope with challenges encountered in the performance of their duties; and (3) their aspirations for improving the quality of their services.

Methodology

Research Design

This study employed a qualitative research approach, utilizing a transcendental phenomenological method to explore the lived experiences of BJMP escort personnel in selected city jails in the Province of Cebu. Qualitative research involves the collection and analysis of non-numerical data such as words, narratives, observations, and documents to understand concepts, opinions, or lived experiences (Austin & Sutton, 2014). It is designed to explore the human aspects of a phenomenon and how individuals perceive and make meaning of their lived world (Austin & Sutton, 2014). It is a form of inquiry that tends to adopt a flexible and data-driven research design, emphasizing subjectivity, rich description, and in-depth understanding rather than numerical measurement (Austin & Sutton, 2014). Qualitative studies aim to understand contextual influences on human experiences through an interpretive and naturalistic approach (Austin & Sutton, 2014). Its primary goal is to answer questions concerning the "what," "how," and "why" of phenomena, focusing on meaning rather than measurement (Austin & Sutton, 2014). In particular, this study utilized transcendental phenomenology as introduced by Husserl (1931) and later developed as a qualitative method by Moustakas (1994). This approach seeks to describe the essence of lived experiences by focusing on participants' descriptions rather than researcher interpretations. Central to this approach is epoche or bracketing, where the researcher sets aside personal biases and preconceptions to approach the phenomenon with a fresh perspective (Moustakas, 1994).

Research Locale

The study was conducted at Danao City Jail and Bogo City Jail, both under the BJMP in Cebu Province. The facilities were selected because of their active involvement in custodial and escort-related operations. Danao City Jail had 89 personnel and approximately 473 PDLs based on the study's available institutional data, while Bogo City Jail had 40 personnel and approximately 150 PDLs. Both facilities perform escort functions involving court appearances, medical needs, and other authorized movements.

Research Participants

This study involved ten (10) Bureau of Jail Management and Penology (BJMP) escort personnel who served as the primary informants of the study. Among them, four (4) informants participated in the In-Depth Interview (IDI), while six (6) informants took part in the Focus Group Discussion (FGD). The distribution of informants allowed the researcher to gather both individual in-depth perspectives and collective insights regarding their lived experiences as escort personnel assigned in correctional operations. The informants were selected based on specific inclusion criteria to ensure the relevance and credibility of the data gathered. They must be BJMP personnel assigned as escort officers holding non-commissioned officer ranks, with at least three (3) years of experience in escort-related duties. In addition, they must be currently assigned to selected city jails within the Province of Cebu. These criteria were established to ensure that the informants have substantial exposure to escort operations such as the transport of Persons Deprived of Liberty (PDLs), court escorts, and other security-sensitive movements, which are central to the focus of this study. The ten informants were chosen because they met the predetermined inclusion criteria and could provide information-rich accounts of BJMP escort work. The sample consisted of four participants for in-depth interviews and six participants for the focus group discussion, allowing the study to capture both individual accounts and shared operational perspectives across the two selected city jails. The sample size was therefore determined by the qualitative purpose of obtaining depth and variation of experience rather than statistical representation.

This article is licensed under a Creative Commons Attribution 4.0 International License.

International Journal of Research on Multidisciplinary Studies
Online ISSN: 3116-4137 | Print ISSN: 3116-4145
Volume 1, Issue 9, pp. 469-482, October 2026
https://ijroms.com
Original Article

Research Instrument

The study utilized a semi-structured interview guide consisting of open-ended questions, which was used for both the In-Depth Interview (IDI) and Focus Group Discussion (FGD) procedures. This instrument was designed to elicit rich and detailed narratives from BJMP escort personnel regarding their lived experiences, allowing participants to freely express their thoughts, insights, and perspectives based on their actual field assignments and escort operations. The interview guide was structured into three (3) major parts. The first part focused on the positive and negative experiences of escort personnel in the performance of their duties. It explored experiences that contribute to professional satisfaction, teamwork, and operational success, as well as the challenges, risks, and difficulties encountered during escort operations. The second part examined the coping mechanisms employed by escort personnel in managing job-related stressors and operational demands. The third and final part focused on their aspirations for professional growth, as well as their suggestions for improving escort operations and strengthening institutional support systems. To ensure the validity and appropriateness of the research instrument, the interview guide was subjected to content validation by the adviser, panel of experts, and the research committee. This process ensured that the questions were aligned with the objectives of the study and were suitable for eliciting relevant data from the informants. The instrument was further reviewed and approved by the content expert and the University Research Center Director prior to data collection. In addition, it was submitted to the ethics committee for evaluation and clearance before its actual utilization in the field to ensure compliance with ethical standards in research involving human participants.

Data Gathering Procedure

The study utilized a semi-structured interview guide consisting of open-ended questions, which was used for both the In-Depth Interview (IDI) and Focus Group Discussion (FGD) procedures. This instrument was designed to elicit rich and detailed narratives from BJMP escort personnel regarding their lived experiences, allowing participants to freely express their thoughts, insights, and perspectives based on their actual field assignments and escort operations. The interview guide was structured into three (3) major parts. The first part focused on the positive and negative experiences of escort personnel in the performance of their duties. It explored experiences that contribute to professional satisfaction, teamwork, and operational success, as well as the challenges, risks, and difficulties encountered during escort operations. The second part examined the coping mechanisms employed by escort personnel in managing job-related stressors and operational demands. The third and final part focused on their aspirations for professional growth, as well as their suggestions for improving escort operations and strengthening institutional support systems. To ensure the validity and appropriateness of the research instrument, the interview guide was subjected to content validation by the adviser, panel of experts, and the research committee. This process ensured that the questions were aligned with the objectives of the study and were suitable for eliciting relevant data from the informants. The instrument was further reviewed and approved by the content expert and the University Research Center Director prior to data collection. In addition, it was submitted to the ethics committee for evaluation and clearance before its actual utilization in the field to ensure compliance with ethical standards in research involving human participants.

Results and Discussions

Research Question 1: What are the experiences of the informants in performing their duties?

Experiences of the Informants as BJMP Escort Personnel

The findings of this study reveal both positive and negative experiences among the informants, which generated six distinct themes. Of these, four represent positive experiences, while two reflect negative experiences.

Positive Experiences of BJMP Escort Personnel

This study highlights the affirmative experiences of BJMP personnel in the performance of their escort duties. These narratives emphasize their contributions, competencies, and meaningful achievements within BJMP operations. The positive experiences of the informants are presented below.

Honor Behind the Uniform

The theme “Honored Behind the Uniform” reflects the informants’ sense of fulfillment, competence, and pride in performing escort duties as BJMP personnel. Escort operations, particularly routine hearings and scheduled transfers, were perceived as manageable due to the informants’ familiarity with standard operating

This article is licensed under a Creative Commons Attribution 4.0 International License.

International Journal of Research on Multidisciplinary Studies
Online ISSN: 3116-4137 | Print ISSN: 3116-4145
Volume 1, Issue 9, pp. 469-482, October 2026
https://ijroms.com
Original Article

procedures, safety protocols, and operational guidelines. Through repeated exposure and continuous training, escort personnel developed confidence in performing their responsibilities effectively and efficiently.

Research emphasizes that correctional and custodial personnel develop professional confidence and operational competence through repeated application of procedures, situational familiarity, and structured training experiences (Ellison & Caudill, 2020).

Informants emphasized that routine escort operations became less challenging because escort personnel already understood established procedures and expectations. Familiarity with protocols reduced uncertainty and enabled personnel to perform their duties with greater ease, confidence, and composure. Studies on correctional work environments indicate that institutional structure, procedural clarity, and operational familiarity significantly contribute to personnel confidence and job effectiveness (Cassiano & Ricciardelli, 2023).

The theme also highlights the emotional reward associated with successfully completing escort missions. Informants described feelings of relief, accomplishment, and satisfaction after safely finishing their duties. This reflects the strong sense of responsibility carried by escort personnel and their fulfillment in ensuring the safe transport and custody of Persons Deprived of Liberty (PDLs). Existing literature explains that successful task completion and mission accomplishment reinforce professional identity, morale, and occupational commitment among correctional officers and law enforcement personnel (Ponce et al., 2023).

Furthermore, informants recognized the importance of applying prior training experiences during escort operations, particularly in critical or high-risk situations. Training served as the foundation for decision-making, situational awareness, and operational preparedness. Research supports that correctional officers rely heavily on procedural training and experiential learning to manage unpredictable operational conditions and maintain security during custodial duties (Schaufeli & Peeters, 2000).

Another important aspect of this theme involves the expression of compassion and humanity despite the demanding nature of escort work. Informants shared meaningful experiences where they provided care and assistance to PDLs during hospital escorts, which resulted in feelings of fulfillment and empathy. These experiences demonstrate that escort duties extend beyond security responsibilities and also involve humane care and emotional sensitivity toward individuals under custody. Studies suggest that correctional personnel often derive professional meaning from acts of service, empathy, and humane interaction despite working in stressful institutional environments (Crawley, 2004).

Overall, “Honored Behind the Uniform” reflects how escort personnel experience pride, accomplishment, and emotional fulfillment through competent performance, successful mission completion, and humane service. The findings highlight that operational familiarity, training application, and compassion significantly shape the positive experiences of BJMP escort personnel.

Guarding through Unity

The theme “Guarding Through Unity” emphasizes the importance of teamwork, coordination, and collective responsibility in ensuring the effectiveness and safety of escort operations. Informants consistently described escort duties as tasks that require cooperation, communication, and mutual support among team members. In high-risk custodial operations, teamwork is viewed as essential in minimizing risks, maintaining operational efficiency, and ensuring mission success.

Research indicates that social support, collaboration, and coordinated teamwork significantly improve occupational functioning and reduce stress among correctional and law enforcement personnel (Ellison & Caudill, 2020).

Informants explained that escort operations, especially those involving high-risk PDLs, require careful coordination with intelligence units, regional offices, and fellow escort personnel. Through coordinated planning and communication, personnel are able to assess threats, prepare contingency measures, and request reinforcement when necessary. Existing studies emphasize that organizational coordination and inter-unit communication are crucial factors in maintaining safety and operational effectiveness in correctional environments (Cassiano & Ricciardelli, 2023).

The findings further reveal that teamwork reduces operational stress and promotes a supportive working environment. Informants described situations where escort personnel cooperated through role-sharing, communication, and mutual adjustment during duty schedules. Such cooperation enabled personnel to manage physical fatigue and operational demands more effectively. Research supports that coworker support and positive interpersonal relationships serve as protective factors against occupational stress and burnout among correctional officers (Ellison & Caudill, 2020).

Informants also viewed unity as a key element in achieving successful escort missions. They emphasized that having dependable teammates creates a sense of security and confidence during challenging situations. Through teamwork, personnel are able to respond collectively to unexpected problems and operational risks encountered during escort duties. Literature highlights that teamwork strengthens resilience,

This article is licensed under a Creative Commons Attribution 4.0 International License.

International Journal of Research on Multidisciplinary Studies
Online ISSN: 3116-4137 | Print ISSN: 3116-4145
Volume 1, Issue 9, pp. 469-482, October 2026
https://ijroms.com
Original Article

enhances operational performance, and promotes collective accountability among personnel (Schaufeli & Peeters, 2000).

Overall, the theme "Guarding Through Unity" demonstrates that escort operations rely heavily on collaboration, communication, and mutual trust among personnel. Teamwork not only improves operational efficiency and safety but also strengthens morale and reduces the burden associated with escort responsibilities.

Discipline Beyond Duty

The theme "Discipline Beyond Duty" reflects the informants' strong commitment to responsibility, self-discipline, and strict adherence to escort protocols despite the demanding nature of their duties. Escort personnel emphasized the importance of maintaining focus, alertness, and professionalism throughout escort operations, even under conditions of fatigue, stress, and operational pressure.

Research consistently identifies discipline, vigilance, and procedural compliance as critical components of effective correctional and custodial work (Ellison & Caudill, 2020).

Informants described self-discipline as essential in maintaining concentration and avoiding distractions while performing escort responsibilities. Personnel emphasized prioritizing duty regardless of physical exhaustion or personal discomfort. This demonstrates the internalization of professional responsibility and institutional expectations. Studies on correctional personnel explain that self-regulation and occupational discipline are necessary to ensure safety, security, and effective decision-making in high-risk environments (Cassiano & Ricciardelli, 2023).

The theme also highlights the serious consequences associated with negligence during escort operations. Informants explained that operational mistakes such as escapes or procedural lapses may result in administrative sanctions, delayed benefits, and disciplinary action. These realities reinforce the importance of accountability and careful performance during escort duties. Existing literature notes that correctional institutions maintain strict accountability mechanisms to preserve operational integrity and minimize security risks (Schaufeli & Peeters, 2000).

Informants further stressed the significance of proper documentation and record management in escort operations. Recording hearing schedules, maintaining logbooks, and ensuring accurate documentation were considered essential practices that support operational organization and continuity. Studies emphasize that administrative accuracy and procedural documentation are vital components of correctional professionalism and institutional efficiency (Crawley, 2004).

Another important dimension of this theme involves maintaining professional boundaries during emotionally sensitive escort assignments such as wake or burial visits. Informants explained that despite the emotional nature of these situations, escort personnel are required to enforce institutional protocols and maintain security limitations. Research supports that correctional personnel must balance empathy and professionalism while ensuring compliance with custodial policies and procedures (Ponce et al., 2023).

In summary, "Discipline Beyond Duty" reflects the escort personnel's commitment to professionalism, accountability, and procedural compliance. The findings highlight that self-discipline, responsibility, and adherence to protocols are essential in maintaining operational safety and effective escort performance.

Strength in Shared Experience

The theme "Strength in Shared Experience" captures how escort personnel develop competence, confidence, and resilience through mentorship, collaboration, and exposure to experienced officers. Informants emphasized that learning from highly trained personnel and senior officers significantly enhances their operational skills and preparedness in escort duties.

Research suggests that mentorship and experiential learning are vital components of professional growth within correctional and law enforcement institutions (Schaufeli & Peeters, 2000).

Informants described how working alongside highly trained personnel, such as STAR members and experienced team leaders, strengthened their confidence and improved their escorting techniques. Observing experienced personnel allowed them to learn practical strategies, operational discipline, and situational management skills. Existing literature explains that modeling and observational learning significantly contribute to competency development and professional socialization among correctional officers (Cassiano & Ricciardelli, 2023).

The findings also reveal that escort personnel view experience as a source of safety awareness and operational maturity. Informants emphasized the importance of applying lessons learned from previous escort operations to ensure personal security and effective duty performance. Research supports that experiential knowledge enhances situational judgment, decision-making, and adaptability in high-risk correctional environments (Crawley, 2004).

This article is licensed under a Creative Commons Attribution 4.0 International License.

International Journal of Research on Multidisciplinary Studies
Online ISSN: 3116-4137 | Print ISSN: 3116-4145
Volume 1, Issue 9, pp. 469-482, October 2026
https://ijroms.com
Original Article

Mentorship from supervisors and wardens further strengthens operational readiness among escort personnel. Informants highlighted the importance of pre-mission briefings, role delegation, and tactical guidance in preparing personnel for escort duties. Through structured briefings, personnel develop a clearer understanding of responsibilities, operational risks, and contingency measures. Studies indicate that leadership support and structured guidance contribute positively to personnel confidence, teamwork, and mission preparedness (Ponce et al., 2023).

Overall, "Strength in Shared Experience" demonstrates that professional development among escort personnel is strongly influenced by mentorship, teamwork, and experiential learning. Shared experiences enable personnel to strengthen their competence, confidence, and resilience while preparing them for the complexities of escort operations.

Negative Experiences of BJMP Escort Personnel

Although there were recorded positive experiences of the informants, there are also experiences which really measures their capability and challenges their credibility. These are the negative experiences of the informants while serving as the BJMP Escort Personnel.

Bearing the Weight of Responsibility

The theme "Bearing the Weight of Responsibility" reflected the operational, emotional, and physical burdens experienced by BJMP escort personnel in the performance of their duties. Informants described escort work as highly demanding due to extended working hours, unpredictable schedules, high-risk assignments, and constant exposure to operational uncertainty. Research consistently identifies correctional work as physically exhausting and psychologically stressful because of the heavy responsibilities associated with maintaining custody and public safety (Ellison & Caudill, 2020).

Informants shared that escort duties frequently disrupted their personal routines, particularly because hearings and operational schedules often extended beyond regular working hours. Missing meals, delayed rest periods, and prolonged duty assignments were described as common experiences among escort personnel. Studies on correctional occupational stress indicate that excessive workloads, unpredictable schedules, and operational demands contribute significantly to fatigue, burnout, and reduced well-being among correctional officers (Cassiano & Ricciardelli, 2023).

The findings also highlighted the psychological burden associated with escorting high-risk and high-profile PDLs. Informants expressed constant worry regarding possible threats, escapes, or violent incidents during escort operations. The unpredictability of these situations created mental exhaustion and heightened vigilance among escort personnel. Literature explains that continuous exposure to security threats and uncertainty places correctional officers at increased risk of chronic stress and emotional strain (Crawley, 2004).

Escort operations involving long-distance travel and transfers to facilities such as the Bureau of Corrections were also perceived as highly stressful. Informants described the difficulty of tactical travel, particularly midnight operations requiring continuous alertness and lack of sleep. These experiences reflected the physically demanding nature of escort assignments. Existing studies reveal that long working hours, sleep disruption, and operational fatigue negatively affect the health, concentration, and overall functioning of correctional personnel (Schaufeli & Peeters, 2000).

Overall, "Bearing the Weight of Responsibility" illustrated the significant operational and emotional pressures experienced by escort personnel. The findings demonstrated that the demanding nature of escort work exposed personnel to physical exhaustion, psychological stress, and continuous responsibility for safety and security.

Enduring Amid Constraints

The theme "Enduring Amid Constraints" reflected the logistical, operational, and environmental limitations encountered by escort personnel during the performance of their duties. Informants emphasized that shortages in personnel, transportation resources, and operational facilities created additional stress and difficulty in ensuring safe and effective escort operations. Research highlights that inadequate institutional resources and organizational limitations significantly contribute to occupational strain among correctional officers (Ellison & Caudill, 2020).

Informants shared that the shortage of escort personnel created difficulties in maintaining proper security coverage during escort operations. Because personnel ratios were not always achieved, escort officers were required to increase their vigilance and workload to compensate for staffing limitations. Studies indicate that understaffing increases operational pressure, fatigue, and safety risks among correctional personnel (Breis, 2026).

This article is licensed under a Creative Commons Attribution 4.0 International License.

International Journal of Research on Multidisciplinary Studies
Online ISSN: 3116-4137 | Print ISSN: 3116-4145
Volume 1, Issue 9, pp. 469-482, October 2026
https://ijroms.com
Original Article

Transportation limitations also emerged as a major operational challenge. Informants described situations where escort teams lacked sufficient vehicles to transport multiple PDLs attending hearings in different court locations. As a result, personnel were forced to conduct repeated trips, causing delays and additional operational burden. Existing literature explains that resource inadequacies and logistical inefficiencies negatively affect operational performance and increase workplace stress among correctional staff (Cassiano & Ricciardelli, 2023).

The findings further revealed that escort personnel were frequently exposed to unsafe and crowded environments, particularly in court premises without designated waiting areas for PDLs. Escort officers explained that constant civilian movement increased security risks and required continuous monitoring and vigilance. Research supports that correctional personnel experience heightened stress when working in environments with insufficient security infrastructure and limited operational control (Crawley, 2004).

Informants additionally described how difficult weather conditions, delayed court proceedings, vehicle breakdowns, and sudden schedule changes intensified operational stress. Miscommunication and coordination issues with court personnel also created confusion and frustration during escort duties. Studies suggest that poor organizational communication and inadequate institutional support contribute significantly to occupational stress and operational inefficiency among correctional personnel (Ellison & Caudill, 2020).

In summary, "Enduring Amid Constraints" highlighted how escort personnel continuously adapted to operational limitations and institutional shortages while fulfilling their duties. Despite these constraints, personnel remained committed to maintaining security, completing escort missions, and responding to unpredictable operational challenges.

Research Question 2: How do the informants cope with the challenges they encounter in the performance of their duties?

Coping the Challenges Encountered as BJMP Escort Personnel

This section presents the findings on the coping strategies utilized by BJMP escort personnel in managing the operational, psychological, and emotional demands of escort duties. The narratives reveal how personnel sustain resilience, composure, and functionality in high-risk environments through mental conditioning, social support, faith, and adaptive coping mechanisms.

Standing Firm in Uncertainty

The theme "Standing Firm in Uncertainty" highlights the mental resilience and cognitive coping strategies employed by BJMP escort personnel in managing stress and unpredictability during operations. Informants consistently described escort duties as inherently pressured, yet manageable through acceptance, emotional control, and mental preparedness.

Informants emphasized that exposure to pressure is already expected in their line of work and is therefore interpreted as part of routine responsibility rather than a stress-inducing factor. This cognitive reframing reflects an adaptive coping mechanism where individuals normalize occupational stressors to maintain emotional stability. Studies suggest that law enforcement personnel often rely on cognitive appraisal strategies, such as normalization and acceptance, to reduce perceived stress and maintain operational effectiveness in high-risk environments (Sonnentag & Fritz, 2015).

Mental conditioning was also identified as a key coping strategy. Informants described the deliberate act of resetting focus and preparing mentally before each operation to ensure alertness and readiness. This aligns with research indicating that psychological preparedness and attentional control are critical components of resilience among correctional and law enforcement personnel, particularly in unpredictable and high-risk situations (McCraty & Atkinson, 2012).

Moreover, informants acknowledged the inherent risks associated with escorting PDLs, emphasizing acceptance of danger as part of operational reality. Such acceptance-based coping reflects psychological resilience, where individuals recognize uncontrollable stressors without allowing them to disrupt functioning. Literature on occupational stress in policing highlights that acceptance-based coping is associated with reduced emotional distress and improved decision-making under pressure (Violanti et al., 2017).

Emotional regulation was also a significant aspect of this theme. Informants described the importance of controlling impulsive reactions during critical incidents, particularly in situations involving potential threats or ambush risks. This demonstrates high situational awareness and impulse control, which are essential in maintaining operational safety. Research indicates that emotional regulation is a protective factor against reactive decision-making in law enforcement contexts, helping officers prioritize safety over emotional responses (Andersen et al., 2015).

This article is licensed under a Creative Commons Attribution 4.0 International License.

International Journal of Research on Multidisciplinary Studies
Online ISSN: 3116-4137 | Print ISSN: 3116-4145
Volume 1, Issue 9, pp. 469-482, October 2026
https://ijroms.com
Original Article

Overall, "Standing Firm in Uncertainty" reflects how BJMP escort personnel utilize cognitive acceptance, mental preparation, and emotional regulation as primary coping mechanisms to sustain performance in high-risk and unpredictable operational environments.

Anchored by Faith and Family

The theme "Anchored by Faith And Family" captures the role of personal support systems, spiritual beliefs, and wellness practices in helping escort personnel manage occupational stress and restore emotional balance.

Informants consistently identified family as their primary source of emotional relief and motivation. The presence of family members, particularly children and spouses, served as a psychological anchor that alleviated fatigue and reinforced emotional stability after duty. Research supports that family support significantly reduces occupational stress and enhances resilience among correctional officers by providing emotional validation and psychological recovery outside the workplace (Finney et al., 2013).

Faith and prayer were also emphasized as essential coping mechanisms. Informants described prayer as a way of ensuring safety, reducing anxiety, and maintaining hope during operations. Spiritual coping has been widely recognized in occupational stress literature as a significant resilience factor, particularly in high-risk professions such as policing and corrections, where individuals frequently encounter uncertainty and danger (Pargament et al., 2011).

In addition to family and faith, informants highlighted the importance of physical and recreational activities as stress relievers. Engagement in exercise, sports, and recreational hobbies allowed personnel to transition from operational stress to personal recovery. Studies indicate that physical activity enhances psychological well-being, reduces stress hormones, and improves emotional regulation among law enforcement personnel (Sonnentag & Fritz, 2015).

Social interaction and leisure activities such as travel, swimming, watching entertainment content, and engaging in hobbies were also identified as effective coping strategies. These activities provide psychological detachment from work-related stressors, which is crucial for recovery and long-term well-being. Research confirms that psychological detachment and leisure engagement are strongly associated with reduced burnout and improved mental health among occupational workers in high-stress environments (Sonnentag & Fritz, 2015).

Furthermore, informants emphasized the importance of positive thinking and trust among teammates as part of their coping framework. Optimistic thinking and interpersonal trust help maintain morale and reduce anxiety during duty. Studies in occupational psychology highlight that optimism and social trust contribute to resilience and adaptive coping in high-demand professions (Carver et al., 2010).

Overall, "Anchored by Faith and Family" illustrates that BJMP escort personnel rely on a combination of familial support, spiritual practices, physical wellness, and positive cognition to maintain emotional stability and psychological resilience.

Research Question 3: What are the aspirations of the informants to improve the quality of their services?

Aspirations of the Informants to Improve the Quality of their Services

This section presents the aspirations of BJMP escort personnel in relation to improving their professional performance, institutional support systems, and career development. These aspirations reflect their commitment to professional growth, service excellence, and organizational improvement.

Pursuit of Professional Excellence

The theme "Pursuit of Professional Excellence" reflects the informants' desire for career advancement, continuous education, and enhanced leadership capacity within the BJMP organization. Rather than remaining within current operational roles, personnel expressed aspirations for professional growth and expanded career opportunities.

Informants emphasized the importance of further education, including postgraduate studies, as a pathway for professional development and future opportunities. This reflects a strong orientation toward lifelong learning and career adaptability. Research indicates that continuous professional education enhances job performance, leadership capacity, and career satisfaction among correctional personnel (Andersen et al., 2015).

Career aspirations also included leadership development and becoming role models for junior personnel. Informants expressed the desire to improve decision-making skills and guide younger officers in the future. Leadership development in correctional institutions is strongly linked to mentorship experiences

This article is licensed under a Creative Commons Attribution 4.0 International License.

International Journal of Research on Multidisciplinary Studies
Online ISSN: 3116-4137 | Print ISSN: 3116-4145
Volume 1, Issue 9, pp. 469-482, October 2026
https://ijroms.com
Original Article

and structured training programs, which contribute to organizational effectiveness and succession planning (Hackman, 1987).

Additionally, informants expressed aspirations to gain broader experience across different jail functions, including administrative roles. This reflects a desire for holistic professional competence and career diversification before retirement. Literature suggests that exposure to multiple operational roles enhances institutional knowledge, adaptability, and professional identity among correctional staff (Ellison & Caudill, 2020).

Overall, this theme demonstrates that BJMP escort personnel aspire not only for promotion but also for meaningful professional growth characterized by competence, leadership, and service contribution.

Preparedness Through Collective Support

The theme "Preparedness Through Collective Support" highlights the informants' aspirations for stronger institutional resources, improved operational systems, and enhanced organizational support to ensure safe and efficient escort operations.

Informants emphasized the need for additional manpower and transportation resources to reduce operational delays and workload burdens. Staffing adequacy and logistical support are critical determinants of efficiency and safety in correctional operations, particularly in escort assignments that require coordinated movement and security coverage (Ellison & Caudill, 2020).

The need for improved equipment, including firearms and operational tools, was also highlighted. Informants stressed that adequate protective equipment is essential for ensuring safety during high-risk escort missions. Research supports that access to proper equipment significantly reduces occupational risk and enhances operational confidence among law enforcement personnel (Ellison & Caudill, 2020).

Communication systems were also identified as a critical area for improvement. Informants expressed the need for secure, exclusive radio channels to prevent interference and ensure operational confidentiality. Effective communication systems are essential in maintaining coordination, safety, and situational awareness during custodial transport operations (Ellison & Caudill, 2020).

Additionally, informants called for continuous training programs and immediate replacement of faulty equipment. Ongoing training is essential for skill enhancement, operational readiness, and adaptation to evolving security challenges. Studies emphasize that continuous professional training significantly improves performance and reduces operational errors in correctional institutions (Andersen et al., 2015).

Finally, informants emphasized the importance of institutional recognition and support for field-based suggestions. This reflects the need for participatory management approaches that value frontline perspectives in policy and operational improvement. Research highlights that inclusive decision-making improves organizational effectiveness and employee morale in correctional settings (Ellison & Caudill, 2020).

Overall, "Preparedness Through Collective Support" demonstrates that BJMP escort personnel aspire for stronger institutional support systems, improved resources, and enhanced training to ensure safer, more efficient, and more effective escort operations.

Ethical Considerations

Ethical considerations were strictly observed throughout the conduct of the study to protect the rights, dignity, privacy, and welfare of all participants. The study received ethics review and clearance under the supervision of Dr. Juanito N. Zuasula, JR. MD. The ethics approval was issued in May 2026 under Approval No. GS(3)-2026-04-010. The approval was indicated as valid for more than one (1) year, covering the period necessary for the conduct of the study. The research process was guided by the ethical principles of beneficence, non-maleficence, justice, and autonomy. Beneficence. It refers to the researcher's obligation to maximize possible benefits while minimizing any potential harm to participants (Austin & Sutton, 2014). In this study, the principle of beneficence was observed by ensuring that the experiences shared by BJMP escort personnel may contribute to improving escort operations, institutional support systems, and policy development within correctional settings. The study was designed in a way that their participation may indirectly benefit both the participants and the organization through evidence-based insights. Non-maleficence. It emphasizes the duty of the researcher to avoid causing harm to participants, whether physical, emotional, or psychological in nature (Austin & Sutton, 2014). To uphold this principle, interviews were conducted in a respectful and controlled environment, ensuring that participants were not exposed to unnecessary discomfort or distress while sharing their experiences. Care was taken in the phrasing of questions and in managing the interview process to maintain a safe and professional atmosphere throughout data collection. Justice. It ensures that all participants are treated fairly and equitably, regardless of rank, age, position, or background (Austin & Sutton, 2014). In this study, informants were selected based on clearly defined inclusion criteria, and each was given equal opportunity to participate and express their views. This principle ensured that no group or individual was given preferential treatment, and that the selection process remained objective and appropriate to the

This article is licensed under a Creative Commons Attribution 4.0 International License.

International Journal of Research on Multidisciplinary Studies
Online ISSN: 3116-4137 | Print ISSN: 3116-4145
Volume 1, Issue 9, pp. 469-482, October 2026
https://ijroms.com
Original Article

research objectives. Autonomy. It refers to respecting the participants' right to make informed and voluntary decisions regarding their participation in the study (Austin & Sutton, 2014). In line with this principle, participants were fully informed about the purpose, procedures, and scope of the research, including their right to refuse participation or withdraw at any stage without any form of penalty. This ensured that participation was voluntary and based on informed decision-making.

Conclusion

The study concludes that the lived experiences of BJMP escort personnel in the selected city jails in Cebu Province are characterized by a combination of professional fulfillment, operational responsibility, resource-related constraints, adaptive coping, and aspirations for continued growth. The positive themes—Honor Behind the Uniform, Guarding Through Unity, Discipline Beyond Duty, and Strength in Shared Experience—show that competence, teamwork, discipline, and successful completion of missions contribute to meaningful work experiences. The negative themes—Bearing the Weight of Responsibility and Enduring Amid Constraints—demonstrate that escort personnel also carry substantial operational and logistical burdens. The coping themes, Standing Firm in Uncertainty and Anchored by Faith and Family, indicate that personnel draw on preparedness, experience, teamwork, personal resilience, and family or faith-based support when facing uncertainty. The aspiration themes, Pursuit of Professional Excellence and Preparedness Through Collective Support, further show that personnel seek opportunities for development while recognizing the need for stronger institutional support. Taken together, the findings contribute a focused Philippine account of escort work that complements existing research on custodial personnel by highlighting the distinct demands of field-based correctional operations. For BJMP management, the findings point to the importance of adequate staffing, reliable transportation and safety equipment, continuous specialized training, effective communication, and mechanisms for recognizing field-based operational concerns. For escort personnel, the findings reinforce the value of teamwork, preparedness, professional discipline, and constructive coping. For future researchers, the study provides a basis for comparative and intervention-oriented research on escort operations in other regions and correctional settings.

Recommendations

Based on the findings, the study recommends the following: BJMP management should prioritize adequate escort staffing and transportation resources, particularly where multiple court, hospital, transfer, or other field assignments occur simultaneously; Continuous specialized training should be sustained in areas identified by the participants, including security procedures, crisis management, communication, risk assessment, and the safe handling and transport of Persons Deprived of Liberty; Functional safety and communication equipment should be maintained, promptly repaired, or replaced when necessary, with operational concerns raised by field personnel receiving documented action from responsible offices; BJMP units should strengthen personnel welfare and psychosocial support mechanisms that promote resilience, work–life balance, and healthy coping with the physical and emotional demands of escort work; Supervisors should strengthen team coordination, pre-operation briefings, and communication systems so that escort personnel can maintain shared situational awareness and coordinated responses. Future research should compare escort personnel across different BJMP regions and jail settings and should examine occupational stress, resilience, organizational support, and the effectiveness of interventions designed specifically for escort operations.

References

Andersen, J. P., Papazoglou, K., Koskelainen, M., Nyman, M., Gustafsberg, H., & Arnetz, B. B. (2015). Applying resilience promotion training among special forces police officers. SAGE Open, 5(2), 1–8. https://doi.org/10.1177/2158244015590446

Austin, Z., & Sutton, J. (2014). Qualitative research: Getting started. Canadian Journal of Hospital Pharmacy, 67(6), 436–440. https://doi.org/10.4212/cjhp.v67i6.1406

Bandura, A. (1986). Social foundations of thought and action: A social cognitive theory. Prentice-Hall.

Biddle, B. J. (1986). Recent developments in role theory. Annual Review of Sociology, 12, 67–92. https://doi.org/10.1146/annurev.so.12.080186.000435

Breis, E. B. (2026). Factors contributing to stress on custodial officers of BJMP manned jail of Imus City towards stress management program. American Journal of Multidisciplinary Research and Innovation, 5(3), 20–30. https://doi.org/10.54536/ajmri.v5i3.7040

Bureau of Jail Management and Penology. (n.d.). Institutional profile and jail statistical records (Danao City Jail and Bogo City Jail). BJMP Regional Office VII.

This article is licensed under a Creative Commons Attribution 4.0 International License.

International Journal of Research on Multidisciplinary Studies
Online ISSN: 3116-4137 | Print ISSN: 3116-4145
Volume 1, Issue 9, pp. 469-482, October 2026
https://ijroms.com
Original Article

Carver, C. S., Scheier, M. F., & Segerstrom, S. C. (2010). Optimism. Clinical Psychology Review, 30(7), 879–889. https://doi.org/10.1016/j.cpr.2010.01.006

Cassiano, M. S., & Ricciardelli, R. (2023). Sources of stress among federal correctional officers in Canada. Criminal Justice and Behavior, 50(8), 1229–1251. https://doi.org/10.1177/00938548231174900

Colaizzi, P. F. (1978). Psychological research as the phenomenologist views it. In R. S. Valle & M. King (Eds.), Existential-phenomenological alternatives for psychology (pp. 48–71). Oxford University Press.

Crawley, E. (2004). Doing prison work: The public and private lives of prison officers. Willan Publishing.

Ellison, J. M., & Caudill, J. W. (2020). Working on local time: Testing the job-demand-control-support model of stress with jail officers. Journal of Criminal Justice, 70, Article 101717. https://doi.org/10.1016/j.jcrimjus.2020.101717

Finn, P. (2000). Addressing correctional officer stress: Programs and strategies. National Institute of Justice. https://www.govinfo.gov/app/details/GOVPUB-J28-PURL-gpo141249

Finney, C., Stergiopoulos, E., Hensel, J., Bonato, S., & Dewa, C. S. (2013). Organizational stressors associated with job stress and burnout in correctional officers: A systematic review. BMC Public Health, 13, Article 82. https://doi.org/10.1186/1471-2458-13-82

Hackman, J. R. (1987). The design of work teams. In J. W. Lorsch (Ed.), Handbook of organizational behavior (pp. 315–342). Prentice Hall.

Husserl, E. (1931). Ideas: General introduction to pure phenomenology (W. R. Boyce Gibson, Trans.). George Allen & Unwin.

Katz, D., & Kahn, R. L. (1978). The social psychology of organizations (2nd ed.). Wiley.

Lambert, E. G., Hogan, N. L., & Griffin, M. L. (2007). The impact of distributive and procedural justice on correctional staff job stress, job satisfaction, and organizational commitment. Journal of Criminal Justice, 35(6), 644–656. https://doi.org/10.1016/j.jcrimjus.2007.09.001

Linton, R. (1936). The study of man. D. Appleton-Century Company.

McCraty, R., & Atkinson, M. (2012). Resilience training program reduces physiological and psychological stress in police officers. Global Advances in Health and Medicine, 1(5), 44–66. https://doi.org/10.7453/gahmj.2012.1.5.013

McGrath, J. E. (1964). Social psychology: A brief introduction. Holt, Rinehart and Winston.

Moustakas, C. E. (1994). Phenomenological research methods. SAGE Publications.

Official Gazette of the Republic of the Philippines. (1990). Republic Act No. 6975: An act establishing the Philippine National Police under a reorganized Department of the Interior and Local Government, and for other purposes. https://www.officialgazette.gov.ph/1990/12/13/republic-act-no-6975/

Parcon, J. R. D., & Nabe, N. C. (2025). Occupational stress and organizational climate as determinants of quality of work life among correction officers in Davao Penal Farm. International Journal for Multidisciplinary Research, 7(1). https://doi.org/10.36948/ijfmr.2025.v07i01.37290

Pargament, K. I., Feuille, M., & Burdzy, D. (2011). The Brief RCOPE: Current psychometric status of a short measure of religious coping. Religions, 2(1), 51–76. https://doi.org/10.3390/rel2010051

Ponce, D. L., Bulahan, D. J. P., Engnan, J. R., Alcordo, G. R., Daniel, E. C., & Cuevas, J. F., Jr. (2023). Issues and concerns of the jail officers in dealing with persons deprived of liberty: A phenomenological study. International Journal of Research and Innovation in Social Science, 7(6), 197–204. https://doi.org/10.47772/IJRISS.2023.7617

Ricciardelli, R. (2019). Also serving time: Canada's provincial and territorial correctional officers. University of Toronto Press.

Schaufeli, W. B., & Peeters, M. C. W. (2000). Job stress and burnout among correctional officers: A literature review. International Journal of Stress Management, 7(1), 19–48. https://doi.org/10.1023/A:1009514731657

Sonnentag, S., & Fritz, C. (2015). Recovery from job stress: The stressor-detachment model as an integrative framework. Journal of Organizational Behavior, 36(S1), S72–S103. https://doi.org/10.1002/job.1924

Violanti, J. M., Charles, L. E., McCanlies, E., Hartley, T. A., Baughman, P., Andrew, M. E., Fekedulegun, D., Ma, C. C., Mnatsakanova, A., & Burchfiel, C. M. (2017). Police stressors and health: A state-of-the-art review. Policing: An International Journal, 40(4), 642–656. https://doi.org/10.1108/PIJPSM-06-2016-0097

This article is licensed under a Creative Commons Attribution 4.0 International License.