

## **WORK PERFORMANCE OF MALE AND FEMALE OFFICERS IN CORRECTIONAL ADMINISTRATION OF DAVAO CITY JAIL**

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### **ABSTRACT**

This research determines the work performance of jail officers and provides an in-depth understanding of gender diversity in the correctional institution of Davao City Jail. The descriptive comparative design was utilized in this study. A total of 80 personnel assigned at the Davao City Jail were the participants of the study. Sets of questionnaires were utilized in gathering data from the respondents. The frequency distribution, weighted mean, independent t-test, and Pearson-r were used as statistical tools to analyze the data. The results reveal that the level of performance of jail personnel is very high, and the work performance of female jail officers assigned in Davao City Jail (Main) is not influenced by male jail officers as they can work harmoniously and collectively in accomplishing their assigned tasks.

**KEY WORDS:** *Work Performance, Correctional Institution, Task Accomplishment, Jail Officers, and Gender Difference.*

### **INTRODUCTION**

Gender diversity in the workplace has taken significant leap, as changing economic propel many companies to restructure the organization. Some quarters welcome gender diversity and encourage the inclusion of both sexes when making company decisions and

offering promotional opportunities, while other discourage gender inclusion and promote bias in the workplace. With most companies, gender differences add value and changing perspectives to an organization (Scott, 2016).

In correctional administration, research on female prison/correctional officers has been made comparably deliberating the male prison officers' experience versus the female prison officers' experience. This include the employment fighting chances and working level conditions as well as the inclusion of legal and social barriers that would bring about the different types of discrimination that the female officers would face on a regular basis. The study revealed that female corrections officers experienced more hostility from male co-workers than they do from male prisoners (Sokoloff and Price, 1982). The idea of women working in a correctional institution is perceived negatively by society. Public studies make powerful resistance for these perceptions to change, where these conceptions range from women being useless in disrupting inmate altercations due to their smaller size in comparison to men, less mental capability of handling hardships of the male-dominated correctional field, coercion into relationships with other male or female inmates or fellow guards, which caused additional problems for the other staff members (Newbold, 2005).

Other studies showed that increased interest in the distinction of gender for workers in correctional facilities has some relevance due to the shift in this occupation being predominantly male-dominated to, in some cases, being more female-dominated. The increase in the number of females working in this field is mainly to help alleviate staff shortages and to provide women seeking greener pasture with more opportunities to work in the correctional system (Pollock, 2003).

Moreover, in the conduct of human searches in jail facilities, it must adhere to the related laws on Gender and Development (GAD) and Violence Against Women and Children (VAWC). Searchers should possess qualities and characteristics that are unbendable by temptations, threats or pressure, demands and intimidations by inmates,

visitors or colleagues in the uniform service (BJMP Comprehensive Operations Manual, 2015).

Based on the foregoing circumstances, the researchers conducted a study regarding the work performance of male and female officers in Davao City Jail.

### *Statement of the Problem*

This research study determines the work performance of the male and female jail officers of Davao City Jail under the management of the Bureau of Jail Management and Penology (BJMP).

Specifically, the researchers sought to answer the following questions:

1. What is the demographic profile of Jail Officers assigned in Davao City Jail in terms of the following:
  - a. Rank/Assignment
  - b. Gender
  - c. Marital Status
  - d. Age
  - e. Religion
  - f. Education; and
  - g. Number of years in the service
2. What is the level of performance of Jail Officers, both male and female, in terms of the following areas:
  - a. Accomplishment of assigned tasks; and
  - b. Adherence to jail policies, rules and regulations
3. Is there a significant difference in the work performance of Jail Officers when they are analyzed according to their profile?

### *Framework*

This research is anchored on the general systems theory of Walonick (1993). Since Descartes, the "scientific method" had progressed under two related assumptions. A system could be broken down into its individual components so that each component could be analyzed as an independent entity, and the components could be added in a linear fashion to describe the totality of the system.

One common element of all systems is described by Kuhn. Knowing one part of a system enables us to know something about another part. The information content of a "piece of information" is proportional to the amount of information that can be inferred from the information (Kuhn., 1974). Systems can be either controlled (cybernetic) or uncontrolled. In controlled systems information is sensed, and changes are effected in response to the information. Kuhn refers to this as the detector, selector, and effector functions of the system. The detector is concerned with the communication of information between systems. The selector is defined by the rules that the system uses to make decisions, and the effector is the means by which transactions are made between systems. Communication and transaction are the only intersystem interactions. Communication is the exchange of information, while transaction involves the exchange of matter-energy. All organizational and social interactions involve communication and/or transaction.

## **METHOD**

### *Research Design*

This study utilized the descriptive-comparative research design. This design geared towards determining the prevailing conditions in

order to arrive to a sensible assessment of the existing performance of jail officers assigned in Davao City Jail. Hence, the comparative design was used to compare the performance of male and female jail officers assigned in Davao City Jail.

### *Respondents*

A total of 80 jail officers have participated in the study. A complete enumeration was utilized in selecting the participants of the study. All officers who have been in the service in Davao City Jail were selected as participants of the study.

### *Instruments*

The study utilized the modified and adopted questionnaires which were already tested for validity and reliability lifted from the published research study of Katavich (2013).

### *Data Collection*

In the conduct of the research study, the researchers asked permission from the Regional Director of the Bureau of Jail Management and Penology, Regional Office 11, who favorably indorsed same to the Davao City Jail Warden from the conduct of the research until the distribution of survey questionnaires. The retrieval of the questionnaires was completed after three weeks. After which the responses were consolidated, tabulated and analyzed.

### *Data analysis*

The frequency and percentage were used to analyze the profile of the participants. Mean was used to determine the level of performance of jail officers. Moreover, the independent t-test was used to compare the performance of male and female jail officers.

## **RESULTS AND DISCUSSION**

The total strength Jail Officers assigned in Davao City Jail (main), was eighty (80) personnel under the supervision of a lady warden with the rank of Jail/Superintendent. The jail workforce has been distributed to the following assignment to meet the mandates of the bureau as follows: forty four (44) personnel or fifty five (55) percent of the strength are assigned as custodial force, twenty (22) personnel or twenty seven point fifty (27.50) percent performed escort duties, six (6) personnel or seven point fifty (7.50) percent act as searchers, while the remaining eight (8) personnel or ten (10) percent are engaged on administrative functions. The manpower of the Office was composed of seventy one (71) male personnel or eighty eight point seventy five (88.75) per cent of the total strength of eighty (80), while the remaining eleven point twenty five percent (11.25) or 9 personnel are females.

Out of the eighty (80) personnel of Davao City Jail (Main), thirty (30) personnel or thirty seven point fifty (37.50) per cent were still single, forty eight (48) personnel or sixty (60) per cent were already married, while two (2) personnel or two point fifty (2.50) per cent did not reveal their status. As to the age status of jail personnel, twenty one (21) personnel or twenty six point twenty five (26.25) per cent were registered under the bracket of 21-30 years old; forty five (45) personnel or fifty six point twenty five (56.25) per cent went under the bracket from 31-40 years old; thirteen (13) personnel or sixteen point twenty five (16.25) per cent were lined up under the bracket from 41-50 years old, while one (1) member or one point twenty five (1.25) per cent was recorded under the bracket from 51-60 years old.

The system of beliefs disclosed that sixty eight (68) personnel or eighty five (85.00) per cent of the strength were Roman Catholic;

three (3) personnel or three point seventy five (3.75) per cent were members of the Seventh Day Adventist; two (2) personnel or two point fifty (2.50) percent were Islam; one (1) member or one point twenty five (1.25) per cent was a Protestant; two (2) personnel or two point fifty (2.50) per cent were members of the United Church of Christ in the Philippines; one (1) member or one point twenty five (1.25) per cent was a member of the Assembly of God; and three (3) personnel or three point seventy five (3.75) percent were Born Again Christian members.

The educational attainment of jail officers revealed that seventy nine (79) personnel or ninety eight point seventy five (98.75) per cent of the Davao City Jail Officers (Main) were college graduates, while one (1) member or one point twenty five (1.25) per cent was a master's degree holder. As to the length of services or the number of years the jail officers have already rendered in the service, thirty two (32) personnel or forty (40.00) per cent were recorded under the bracket from 1-5 years of service; twenty eight (28) personnel or thirty five (35.00) per cent lined-up under the bracket from 6-10 years of service; nine (9) members or eleven point twenty five (11.25) per cent were registered under the bracket from 11-15 years of service; five (5) personnel or six point twenty five (6.25) per cent went to the bracket from 16-20 years of service; while the remaining six (6) members or seven point fifty (7.50) per cent were registered under the bracket 21-25 years of service.

The accomplishment of assigned tasks (intrinsic and extrinsic motivation) registered a weighted mean of 4.21; adherence to jail policies, rules and regulations is 4.32; level of performance of male jail officers is 4.25; and the level of performance of jail officers, both male and female is 4.21, all were described as "Always", while level of performance of female jail officers recorded a weighted mean of 4.11, described as "Oftentimes".

The significant value of 0.085 for t-test is greater than the 0.05 alpha, therefore difference in the self-rated work performance of male and female jail officers is statistically not significant. This indicates that

the self-rated work performance among male and female jail officers are likely the same.

The accomplishment of assigned task, performed by both male and female jail officers had an average mean of 4.21 which is labelled as “Always”. This implies that Davao City Jail Officers religiously carried out their respective assignment regardless of gender differences in their workplace. It also shows the least Weighted Mean of 3.85, described as “oftentimes”, where the jail officers did not subscribe to the statement that they enjoy trying to resolve difficult problem in their workplace.

The findings of the study supported the theory of Scott (2016) that some quarter welcome gender diversity and encourage the inclusion of both sexes when making company decisions and offering promotional opportunities. Scott further said that gender differences add value and changing perspective to an organization. Likewise, Nink (2008) said that there is a war for talent going on, a war for talented women coming into the workforce, especially in the so-called traditionally male workplaces. Moreover, Barker (2014), stated that gender-diverse work teams demonstrate superior team dynamics and productivity and that gender-balanced teams were the most likely to experiment, be creative, share knowledge, and fulfill tasks.

## **CONCLUSION**

Based on the findings, the research study arrived the following conclusions:

The number of female jail officers performing correctional functions is only eleven point twenty five (11.25) percent or nine (9) personnel out of the total eighty (80) jail officers which is not yet enough according to a source.



The demographic profile of both male and female jail officers of Davao City Jail (Main) did not manifest any contradiction or discrepancy in accomplishing their assigned tasks and even to their adherence to policies, rules and regulations of the organization.

Both male and female jail officers can always accomplish their assigned task; and adhere to jail policies, rules and regulations.

The self-rated performance of "male" jail officers manifested that the level of their performance is very high, while the self-rated performance of "female" jail officers presented that the level of their performance is only rated as high, a degree lower than the performance appraisal of male jail officers. Overall, the level of performance of both male and female jail personnel is very high.

There is no significant difference in the level of performance between male and female jail officers. In other words, their performance are most likely the same.

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