CONTRIBUTORS OF SECURITY MANAGEMENT PRACTICES AMONG JAIL OFFICERS IN KIDAPAWAN CITY

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ABSTRACT

This study determined the relationship of leadership behavior and organizational commitment with the security management practices of jail officers in Kidapawan City. The descriptive-correlational design was utilized in the study. A total of 70 jail officers were selected using the simple random sampling technique. The mean and Pearson r correlation were employed as statistical tools to analyze the data. The results show that the jail officers have high levels of leadership behavior, organizational commitment, and security management practices. Furthermore, the leadership behavior and organizational commitment have significant relationship with the security management practices of jail officers.

Keywords: Leadership Behavior, Organizational Commitment, Security Management Practices, Kidapawan City, Philippines

INTRODUCTION

Security management practices is still one of the big problem in our country, there is not enough facilities for our prisoners and inadequate opportunities given to our jail officers. The Philippine government has not constructed new prisons facilities to reduce overcrowding nor has it hired an adequate number and quality of personnel to meet the appropriate inmate-to-guard ratio. Furthermore, it has not committed enough resources for the safe custody and rehabilitation of inmates (Commission on Audit [COA], 2005). As such, the idealized management model has been untenable, if not unrealistic, in the Philippine context. Instead, an informal policy of reliance on inmate leaders and their resources has come to characterize the Philippine penal administration. In our locality, the Kidapawan City has a mere unstable setting of Jail facility because it is situated near the residential areas and could be of harm to every individual around them. It is best to have improved security management practices among jail officers so that they are equip with best leadership and commitment in protecting both the rights of the prisoners and the safety of every individual around them.

Some researchers have detailed the engagement of inmates in prison management in two of the most visible penal facilities in the Philippines, New Bilibid Prison (NBP; Gutierrez, 2012; Jones, 2014) and Quezon City Jail (Narag, 2005), the number of systematic studies conducted in Philippine prisons is limited. Beyond the Philippines, inmate engagement in prison management is a practice that is also typical in other developing countries in Latin America and Africa that are similarly characterized by limited resources (Birkbeck, 2011; Darke, 2013; Garces et al., 2013). However, few

studies have been conducted about security management, According to Ernst & Young's (2010) global information security survey, in 46 percent cases companies have indicated that their annual investment in information security have increased (Ernst & Young, 2010). The report also highlights that 60 percent respondents perceive that use of social networking, cloud computing, smart phones and other personal devices in enterprises have increased the level of risk faced by them (Ernst & Young, 2010). Hence, less has been done focusing on Security Management Practices using Jail Officers, therefore there is of great need to conduct this study to be of help to the improved the security management in Jail Management

For longer time, researchers in the field of jail and penology organizations have been interested to find out the factors affecting the performance of jail personnel security management practices. Although predictors such as Leadership Behaviors (Cummings et al., 2010), organizational commitment (Yahaya & Ebrahim, 2016) were found to be important qualifications, most of the studies are focused on the field of business and industrial organization. To date, there is not study conducted to determine the combined impact of leadership behavior and organizational commitment as to its effects to management practices of the jail personnel or officers.

The researchers need to conduct a study about the interrelationship of the factors such as leadership behavior, and organizational commitment and its effect on the jail security management practices, and find the best fit model to the management practices suited for jail officers. In this way, the best model can be adopted by Jail Management and Penology of Kidapawan City for policy making and organizational guidelines to further improve the work performance of its personnel.
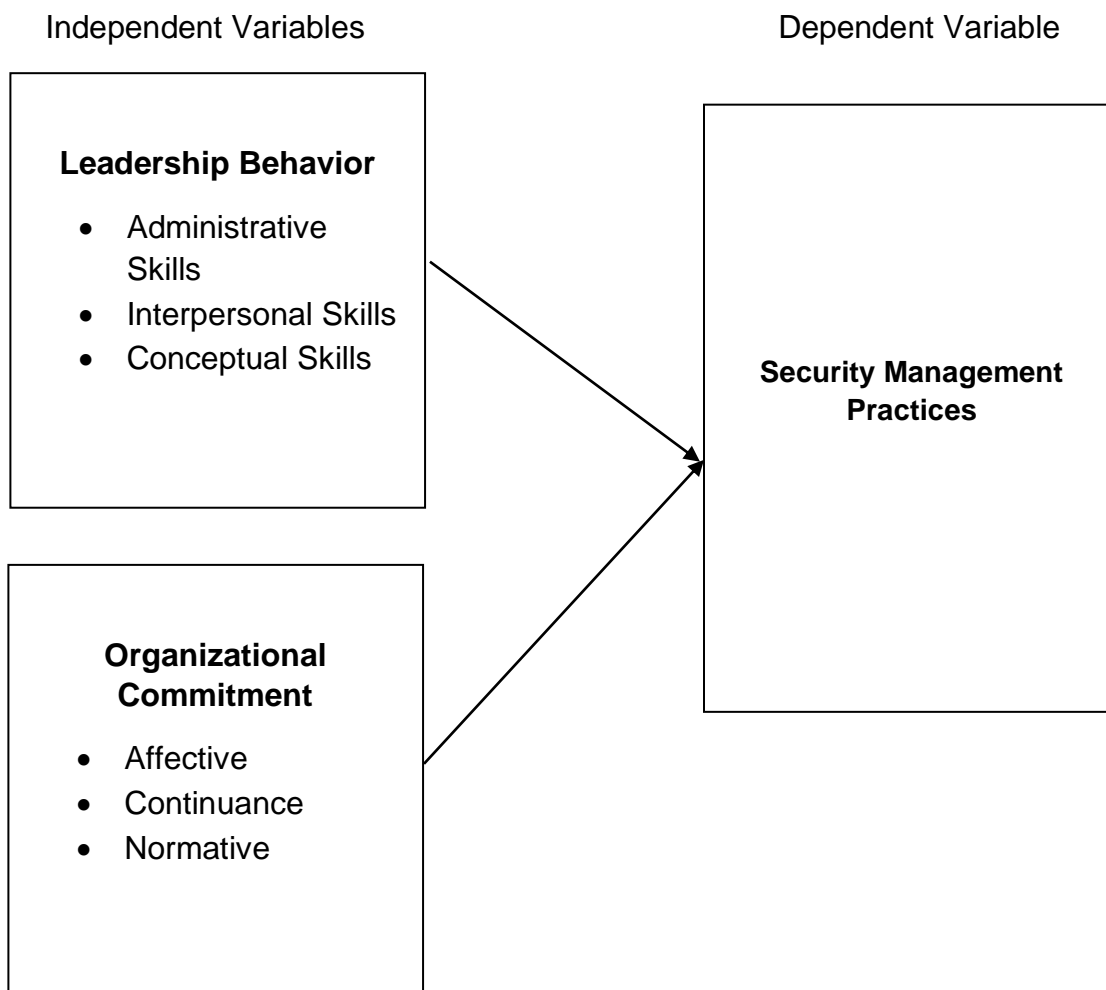
Statement of the Problem

This study aimed to determine the leadership behavior and organizational commitment and its effect to security management practices of Jail Officers in Kidapawan City Jail Management and Penology. Specifically, it sought to answer the following problems:

1. What is the leadership behavior of jail officers in Kidapawan City in terms of:
   1.1 administrative Skills
   1.2 interpersonal Skills and
   1.3 conceptual Skills?

2. What is the level of organization commitment of jail officers in Kidapawan City in terms of:
   2.1 affective Commitment
   2.2 continuance Commitment and
   2.3 normative Commitment?

3. What is the level of security management practices of jail officers in Kidapawan City?

4. Is there a significant relationship between
   4.1 leadership behavior and security management practices
   4.2 organizational commitment and security management practices?

FRAMEWORK

This study is anchored on the proposition of Kurtus (20120 on security management. This theory states that security is the protection of a person, property or organization from attack. The theory of security is to know the types of possible attacks, to be aware of the motivations for attacks and your relationship to those motives. The security or defense against such a threat is to make it difficult to attack, threaten counter-measures, or make a pre-emptive attack on a source of threat. Kurtus (2012) discussed that there are criminally-minded people who may attempt to attack individuals, property or organizations. An attack on an individual can be to cause physical or emotional harm. It may also be intended to harm a person's reputation or to injure the person financially. A physical attack may be meant to injure or even to kill the person. Attack on property, Property and buildings can be damaged or even destroyed in an attack. Another type of attack on property is theft. Attack on organization, Companies, organizations, governments and countries may come under attack. The effort here is to destroy the structure of the organization or perhaps take it over by force or subterfuge.

Independent Variables   Dependent Variable

Leadership Behavior

- Administrative Skills
- Interpersonal Skills
- Conceptual Skills

Security Management Practices

Organizational Commitment

- Affective
- Continuance
- Normative

METHOD

Research Design

The study utilized the descriptive correlational research design for this study. This design involves collecting data to determine the characteristics and association between the variables (Creswell, 2008)

In particular, the descriptive design was used to determine the levels of leadership behavior, organizational commitment, and security management practices. Moreover, the relationship between the variables was investigated.

Respondents

The respondents of this study were the Jail Officers from Kidapawan City Penology and Jail Management Office. A total of 70 respondents have participated which were selected using the simple random sampling technique.

Research Instrument

Sets of adopted questionnaires were utilize in the study. The leadership behavior scale was adopted from Ohio State University (2011), organizational commitment by Allen and Meyer (1990), and security management practices adopted from the study of Northhouse (2011). All the scales were pilot tested with Cronbach's alpha value above .70.

Statistical Tools

This mean and standard deviation was utilized to determine the levels of leadership behavior, organizational commitment, and security management practices. Meanwhile, the Pearson r moment correlation was utilized to determine the relationship between the variables.

RESULTS AND DISCUSSION

Level of Leadership Behavior

The mean score of administrative skills is 3.96 described as high. This means that jail officers are more effective especially in making sure that they work in detailed aspects and enjoys responding to peoples request and concerns. This supports the claim of Jezycki (2005) that there are many interrelated factors affect the process of administrative creativity leadership capacity to provide all necessary resources to support the creative process at work including an abundance of positive management practices, particularly

those practices associated with the provision of more freedom and autonomy at the level of business execution, and the ability to develop clear strategic objectives, in addition to a number of personal and managerial skills.

Similarly, the interpersonal skills have a mean of 3.68 described as high. This suggest that jail officers are more future driven and is always ready to take on the challenges brought up by the changes happens in their organization and senses the emotional undercurrents in the group which makes them better leaders. This conforms to Shrivastava (2012) that leaders with interpersonal skills are more sensitive to followers' needs and are more sociable. In sum, the trait approach creates leadership profiles that have heuristic utility for the selection of leaders in organizations. Trait theory is also useful for leaders who can use such studies to increase their awareness of their own strengths and weaknesses.

In the same way, the mean of conceptual Skills is 4.14 and is high. This denotes that jail officers are more considerate on the bigger picture in every situations and have the sense of knowing what better options to do. They are also best in solving and addressing problems immediately. Similarly, to study of Yukl (2012) which viewed conceptual skills as skills that focused on ideas and concepts and are considered to be mental capabilities that allow managers to view the organization as part of a larger supra-system.

The overall mean of Leadership Behavior is 3.93 which can be interpreted as high. This shows that the respondents are really equip with the certain skills that is important in the leadership of jail personnel.

Table 1. Level of Leadership Behavior

Variables	Mean	Std. Deviation	Interpretation
1. Administrative Skills	3.96	.614	High
2. Interpersonal Skills	3.68	.782	High
3. Conceptual Skills	4.14	.561	High
Overall Mean	**3.93**	**.616**	**High**

Level of Organizational Commitment

The mean score of Affective Commitment is 3.72 described as high. This shows that jail officers often feel that they are part of the family in this organization and thinks that this organizations problems are their own which means they are very much committed in the organization. This supports the notion of Chin and Sheehan (2004) that affective commitment is emotional in nature in which individuals have emotional attachment with the organization they belong.

In the same way, the mean of continuance commitment is 3.77 described as high. This suggest that jail officers are considering security of tenure and plans to stay longer in the organization for they believe that leaving would require considerable personal sacrifices. This conforms to the study of Shaw, Delery, & Abdulla, (2013) that many employees feel obliged to stay in an organization so as not to lose years of investment with the idea that their departure would take a heavy toll on organization. When benefits such as retirement, insurance, health or compensation may be the case, a continuance commitment may emerge.

On the other hand, the mean of normative commitment is 3.98 which is also high. This means that jail officers are most likely committed because even if situations are going to be of their advantage, they would still prefer to stay in the organization. They believe that they have sworn and give their selves to serving the organization and the people and it is their obligation not to leave the organization. This supports the study of Dwahan and Mulla, (2012) that normative commitment may be considered by employees as an obligation or necessity. Moreover, most employees perceived their work as a social responsibility especially those in government institutions.

The overall mean is 3.90 which can be interpreted as high. This shows that the police officers are committed of their service as jail officers.

Variables	Mean	Std. Deviation	Interpretation
1. Affective Commitment	3.72	.741	High
2. Continuance Commitment	3.99	.606	High
3. Normative Commitment	3.98	.623	High
Overall Mean	3.90	.640	High

Level of Security Management Practices

Among the fifteen statements of security management practices, the statement *"Higher Level officers are aware of any issues related to security operations management."* got the highest mean of 4.31 described as high, while the statement *"Responsibilities for security operations of jail personnel have been documented and assigned."* got the lowest mean of 3.26 described as moderate. The overall mean score of the security management practices is 3.91 described as high. This suggest that jail officers are competent in terms of security management practices, they seem to be equip with skills and behaviors enough for every individual to feel safe and confident of their safety against threat and danger maybe brought by people whose deprived of liberty.

This supports the study of Schneir, (2013) that security officers are aware of all issues related to security operations management and they recognized that improvement of security operations management activities are shared across internal constituencies.

Table 3. Level of Leadership Practices

Items	Mean	Std. Deviation	Interpretation
1. Key security roles within the organization have been identified	3.80	.886	High
2. Responsibilities for security operations of jail personnel have been documented and assigned.	3.26	1.014	Moderate
3. There is a plan for performing security operations management activities	3.76	.817	High
4. Security operations management activities are supported by relevant standards and guidelines.	3.80	.805	High
5. There is an organizational policy for security operations management.	3.56	.817	High
6. There is oversight over the performance of security operations management activities.	3.80	.846	High
7. Appropriate staff are assigned to perform security operations management activities.	3.90	.711	High
8. There is adequate funding to perform security operations management activities.	3.93	.691	High
9. Risks Related to the performance of security operations management activities are identified, analyzed, dispositioned, monitored and controlled.	3.90	.711	High
10. Security operations management activities are periodically reviewed to ensure they are effective and producing intended results.	4.12	.598	High
11. Security operations management activities are periodically reviewed to ensure they are adhering to the plan.	4.16	.690	High
12. Appropriate measures for security operations management activities are identified, applied and analyzed.	4.17	.783	High
13. Higher Level officers are aware of any issues related to security operations management.	4.31	.748	High
14. Security operations management activities are performed consistently across all internal constituencies.	4.16	.670	High
15. Improvement to security operations management activities are shared across internal constituencies.	4.22	.698	High
Overall Mean	**3.91**	**.571**	**High**

Relationship between the Variables

Table 4 shows that there is a significant relationship between leadership behavior and security management practices (r=.823, p<.05). This denotes that the increase in leadership behavior would also likely increase the security management practices. Similarly, there is a significant relationship between organizational commitment and security management practices (r=.864, p<.05). This further suggest that when organizational commitment goes up, the security management practices also goes up.

The findings conform to the study of Lopez, (2014) that interpersonal variable such as leadership and personal characteristics such as employees' commitment are important contributors to work outcomes and productivity.

Table 4. relationship between the Variables

INDEPENDENT VARIABLES	SECURITY MANAGEMENT PRACTICES		
	R	p-value	Remarks
Leadership behavior	.823	.000	Significant
Organizational Commitment	.864	.000	Significant

CONCLUSION

The jail officers have immense leadership characteristics with serious commitment to the organization. Moreover, the high security management practices depicts their productivity as jail officers. Furthermore, the leadership behavior and organizational commitment have positive contribution to the security management practices of jail officers.

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