

Shaping Community-Based Rehabilitation: Policy and Practice in Philippine Parole and Probation

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Abstract

Community-Based Rehabilitation (CBR) is increasingly positioned as a cornerstone of restorative and community-oriented corrections, yet its implementation is often assessed through offender outcomes rather than through the frontline officers who translate policy into practice. In the Philippines, empirical knowledge remains limited on how Probation and Parole Officers (PPOs) experience, negotiate, and sustain CBR work amid institutional constraints. Addressing this gap, this qualitative case study examined the lived experiences, implementation challenges, and coping mechanisms of PPOs in Region IX, Zamboanga Peninsula. Data were generated from ten experienced PPOs through in-depth interviews and focus group discussion and analyzed thematically. Findings reveal that PPOs construct CBR as both a rehabilitative duty and a moral vocation, deriving professional meaning from client transformation and successful reintegration. However, their practice is

constrained by heavy caseloads, inadequate operational resources, long-distance field assignments, organizational tensions, shifting policies, and recurring ethical dilemmas. Despite these pressures, PPOs manage their work by continually re-prioritizing, managing emotion, learning, coping, and public service. The unique contribution of this study is conceptualizing CBR implementation as a human-institutional practice – rather than as a policy or client-driven practice – that is affected by the well-being, discretion, and coping capacity of officers. The study's theoretical contribution is to restorative justice and community corrections scholarship by revealing that rehabilitative results depend not only on laws and client obedience, but also on officers' emotional labor and on formal institutions' support mechanisms. The results provide directions for evidence-based improvement of support mechanisms for officers, resource distribution, and the sustainability of CBR implementation in the Philippines, and in similar correction systems.

KEYWORDS *Community-Based Rehabilitation, Probation and Parole Officers, Community Corrections, Offender Reintegration, Philippine Criminal Justice System*

Introduction

Community-Based Rehabilitation (CBR) has emerged as a pivotal component of contemporary correctional strategies, reflecting a broader global shift from punitive justice toward restorative and community-oriented justice models. Rather than prioritizing incarceration, CBR emphasizes structured supervision, social reintegration, and sustained monitoring of individuals within community settings, with the explicit aim of reducing recidivism through mechanisms such as probation, parole, and community-based legal support¹. This approach aligns with broader conceptions of substantive and spatial justice, which stress the importance of addressing structural inequalities,

¹ Winarsih Winarsih, Cahya Wulandari, and Rasdi Rasdi, "Restorative Justice in the Criminal Justice System: Opportunity or Threat to the Rule of Law?," *Indonesian Court and Justice Review* 1, no. 1 (2024), <https://doi.org/10.65815/x6krdd03>.

social exclusion, and marginalization within legal systems^{2,3}. Empirical studies highlight how community-centered interventions—ranging from mutual aid networks and legal education initiatives to culturally grounded integration models—can strengthen social capital, promote accountability, and enhance compliance with the law^{4,5,6}. Moreover, CBR frameworks increasingly intersect with human rights–based approaches, particularly in addressing gender-based violence, minority rights violations, and excessive use of force by state authorities, underscoring the role of communities in safeguarding dignity, equality, and reconciliation beyond formal legal recognition^{7,8,9,10,11}. Collectively, these perspectives position Community-Based Rehabilitation not merely as an alternative to incarceration, but as a transformative justice mechanism rooted in social inclusion, restorative accountability, and community resilience.

- ² Julián Torres, Nicolás Gutiérrez, and Juan Manuel Castillo, “Substantive Justice and Forced Displacement: An Analysis of the Case of Venezuelan Refugees in Colombia: Justicia Sustantiva y Desplazamiento Forzado: Análisis Del Caso de Los Refugiados Venezolanos En Colombia,” *Crítica de La Justicia Sustantiva* 1, no. 1 (2025): 41–70, <https://publications.socipol.org/index.php/cjs/article/view/3>.
- ³ Tomás Ibarra Salinas, “Migration and Spatial Justice: Urban Integration of Refugees in Border Cities: Migración y Justicia Espacial: Integración Urbana de Refugiados En Ciudades de Frontera,” *Revista de Justicia Social En La Sociedad Urbana* 1, no. 2 (2025), <https://publications.socipol.org/index.php/rjs/article/view/33>.
- ⁴ Felipe Hernán Ocampo Solís and Daniel Urrutia Ponce, “Solidarity in Action: How Mutual Aid Networks Challenge State and Capitalist Structures: Solidaridad En Acción: Cómo Las Redes de Ayuda Mutua Desafían Las Estructuras Del Estado y El Capitalismo,” *Revista de Desobediencia Comunitaria* 1, no. 2 (2025), <https://publications.socipol.org/index.php/rdc/article/view/36>.
- ⁵ Muhammad Ramadhan, Dwi Oktafia Ariyanti, and Ridwan Arifin, “Optimization of Legal Education for Drugs Abuse Prevention in Tegalrejo District Yogyakarta,” *Indonesian Journal of Advocacy and Legal Services* 1, no. 2 (2020): 193–204, <https://doi.org/10.15294/ijals.v1i2.22824>.
- ⁶ Juli Astutik, “‘Cross-Culture Integration’ Model Based on Social Capital: A Case Study in Chinese–Javanese Communities in Malang City,” *Indonesian Journal of Legal Community Engagement* 8, no. 2 (2025): 439–68, <https://doi.org/10.15294/jphi.v8i2.18823>.
- ⁷ Verónica Salas Moreno, “The Struggle for Gender Equality in Human Rights: Beyond Legal Recognition: La Larga Lucha Por La Igualdad de Género En Los Derechos Humanos: Más Allá Del Reconocimiento Legal,” *Revista de Derechos Humanos Contemporáneos* 1, no. 2 (2025), <https://publications.socipol.org/index.php/rdh/article/view/39>.
- ⁸ Mahendra Putra et al., “Judicial Responses to Minority Rights Violations in Indonesia: Case Studies of Religious and Ethnic Conflicts,” *Indonesian Minority Justice Review* 2, no. 4 (2025), <https://doi.org/10.65815/q3927b27>.
- ⁹ Karina Eunike and Yezekiel Abharam Keanu, “Community-Based Legal Aid for Victims of Domestic Violence: A Case Study in Rural East Nusa Tenggara,” *Lentera Masyarakat Hukum* 2, no. 4 (2025), <https://doi.org/10.65815/140kyd49>.
- ¹⁰ Ali Masyhar and Indah Sri Utari, “Policing and Human Rights: Analyzing Excessive Use of Force in Indonesian Law Enforcement,” *Contemporary Issues on Indonesian Human Rights Law and Policy* 2, no. 2 (2025), <https://doi.org/10.65815/6zp8et83>.
- ¹¹ Abu Rahmat Mustofa, “Justice and Reconciliation: The Role of Religious Leaders in Addressing Indonesia’s History of Religious Conflicts,” *Indonesian Theological Justice Review* 2, no. 3 (2025), <https://doi.org/10.65815/xdtfx205>.

Community-Based Rehabilitation has emerged as a pivotal element in contemporary correctional strategies, reflecting a global transition from punitive to restorative justice models. CBR emphasizes the structured supervision and monitoring of individuals within community settings, aiming to curtail recidivism rates through interventions like probation and parole, which are variably employed across different legal systems as alternatives to traditional incarceration¹². Community supervision refers to the supervision of individuals while living within the community, it may operate as an alternative to imprisonment, or in the form of release before the end of a sentence¹³. Successful rehabilitation and reintegration rely on resources like education, vocational training, mental health and addiction treatment, housing, employment, and social services. These support a smoother return to society by addressing the complex challenges faced by formerly incarcerated individuals. As the final stage of the justice system, prisons raise important questions about how to ensure effective reintegration after release¹⁴.

In the past, criminals have previously been monitored following release after conviction or CBR for specific conditions such as substance usage and abuse¹⁵, committing new serious offenses¹⁶, employment status¹⁷ and maybe others as well. Parole and Probation Officers (PPOs) supervised offenders following the board's requirements and conditions. Since PPO's job requires

¹² Rama Fatahillah Yulianto and Ali Muhammad, "Eksistensi institusi pemasyarakatan dalam mewujudkan reintegrasi sosial kepada warga binaan pemasyarakatan," *Yustitia* 7, no. 2 (2021), <https://doi.org/10.31943/yustitia.v7i2.139>.

¹³ Lacey Schaefer, Gemma C. Williams, and Emily Moir, "Opportunity-Reduction Supervision Strategies With Domestic and Family Violence Probationers and Parolees," *Frontiers in Psychology* 13 (2022), <https://doi.org/10.3389/fpsyg.2022.878544>.

¹⁴ K. S. Rekh Raj Jain, "Effective and Humane Restoration of Prisoners With Special Reference to India," *Journal of Victimology and Victim Justice* 3, no. 1 (2020), <https://doi.org/10.1177/2516606920904296>.

¹⁵ Miriam Northcutt Bohmert, Kayla M. Hoskins, and Merry Morash, "Tracking Methods and Retention for a Longitudinal Sample of Alcohol- and Drug-Involved Women on Probation and Parole," *Journal of Community Psychology* 47, no. 5 (2019): 1064–77, <https://doi.org/10.1002/jcop.22170>; Seana Golder et al., "Substance Use among Victimized Women on Probation and Parole," *Substance Use and Misuse* 49, no. 4 (2014): 435–47, <https://doi.org/10.3109/10826084.2013.844164>; Daniel J. O'Connell, John J. Brent, and Christy A. Visser, "Decide Your Time: A Randomized Trial of a Drug Testing and Graduated Sanctions Program for Probationers," *Criminology and Public Policy* 15, no. 4 (2016): 1073–1102, <https://doi.org/10.1111/1745-9133.12246>.

¹⁶ Geoffrey C. Barnes et al., "The Effects of Low-Intensity Supervision for Lower-Risk Probationers: Updated Results from a Randomized Controlled Trial," *Journal of Crime and Justice* 35, no. 2 (2012): 200–220, <https://doi.org/10.1080/0735648X.2012.679874>.

¹⁷ Jesse Capece, "The Effects of Probation Stipulations on Employment Quality among People on Probation," *Journal of Offender Rehabilitation* 59, no. 7 (2020): 375–88, <https://doi.org/10.1080/10509674.2020.1784348>; Amy L Solomon et al., "From Prison to Work: The Employment Dimensions of Prisoner Reentry A Report of the Reentry Roundtable," 2004.

multi-faceted long-term contact with supervisees, it covers various aspects, including monitoring and supervision¹⁸. The emergence of the CBR as non-punitive rehabilitation practice provides very delicate and risky work experiences and challenges among PPOs. Legal and operational challenges posed no simple task for PPOs during the reintegration of offenders into mainstream society. Previous studies show the experiences of PPOs dealt with burnout¹⁹, organizational climate²⁰, work stress²¹, and depressive symptoms²². Recent studies highlighted PPOs' daunting tasks and challenges²³.

The concept of parole and probation within the Philippine criminal justice system represents a critical juncture in the rehabilitation and reintegration of offenders into society, necessitating a re-evaluation of current practices to enhance their effectiveness²⁴. One of the main desires of persons incarcerated for a long period of time is readaptation into society, which can be seen as one of the greatest reinstallations of freedom. It can also be interpreted as reestablishing close ties with loved ones which would give comfort against some hardships

¹⁸ Jill Annison, "Innovation in Probation Practice: Past, Present and Future," *Probation Journal* 60, no. 3 (2013): 227–41, <https://doi.org/10.1177/0264550513489761>.

¹⁹ William L. White et al., "The Other Side of Burnout: An Ethnographic Study of Exemplary Performance and Health among Probation Officers Supervising High-Risk Offenders," *The Journal of the American Probation and Parole Association* 29, no. 2 (2005): 26–31, www.williamwhitepapers.com; Gayle Rhineberger-Dunn, Kristin Y Mack, and Kimberly M Baker, "Comparing Demographic Factors, Background Characteristics, and Workplace Perceptions as Predictors of Burnout Among Community Corrections Officers," *Criminal Justice and Behavior* 44, no. 2 (2017): 205–25, <https://doi.org/10.1177/0093854816666583>; Łukasz Wirkus et al., "Burnout among Probation Officers in Poland and the Role of Preferred Styles of Coping with Stress," *International Journal of Environmental Research and Public Health* 18, no. 1 (2021): 1–18, <https://doi.org/10.3390/ijerph18010355>; Xiaohong Jin et al., "The Impact of Job Characteristics on Burnout Among Chinese Correctional Workers," 2018, <https://doi.org/10.1177/0306624X16648419>.

²⁰ Won Jae Lee, Hee Jong Joo, and W. Wesley Johnson, "The Effect of Participatory Management on Internal Stress, Overall Job Satisfaction, and Turnover Intention among Federal Probation Officers," *Federal Probation* 73, no. 1 (2009): 33–40; Mathew D Gayman and Mindy S Bradley, "Organizational Climate, Work Stress, and Depressive Symptoms among Probation and Parole Officers," *Criminal Justice Studies* 26, no. 3 (2013): 326–46, <https://doi.org/10.1080/1478601X.2012.742436>.

²¹ Wirkus et al., "Burnout among Probation Officers in Poland and the Role of Preferred Styles of Coping with Stress."

²² Mathew D Gayman, Nicholas K Powell, and Mindy S Bradley, "Probation/Parole Officer Psychological Well-Being: The Impact of Supervising Persons with Mental Health Needs," *American Journal of Criminal Justice* 43, no. 3 (2018): 509–29, <https://doi.org/10.1007/s12103-017-9422-6>; Gayman and Bradley, "Organizational Climate, Work Stress, and Depressive Symptoms among Probation and Parole Officers."

²³ Hsieh et al., 2015; Lutze, 2014; Slate et al., 2003)

²⁴ Yulianto and Muhammad, "Eksistensi institusi masyarakat dalam mewujudkan reintegrasi sosial kepada warga binaan masyarakat."

faced in prison²⁵. Re-entry from confinement into the free community will likely be an overwhelming challenge for prisoners and necessitates continued efforts toward rehabilitation within the prison system as a beneficial investment for all involved²⁶. Although there are appropriate strategies available and accumulating empirical evidence for the effectiveness of evidence-based practices for probation and parole, their consistent implementation has not yet proved a widespread success²⁷. The successful implementation and effectiveness of Philippine parole and probation is gravely hindered by a multiplicity of issues that do not only cover the meager allocation of resources in comprehensive rehabilitation, the social stigma attached to ex-convicts, but local social, political, and economic setting too, which deeply influence the implementation and efficacy of these community-based interventions²⁸. When discussing the rehabilitation process, it is also important to mention the high rates of recidivism, which are a concrete indication of how difficult it is to get offenders to adjust back into society, and show that a considerable number of prisoners who are released are returned to prison a relatively short time later for another arrest.²⁹

While several studies were conducted on parole and probation, there is a dearth of literature on issues and the demands of PPOs when working within the Philippine setting. Surprisingly, so little empirical research has been conducted about PPOs and the CBR in the country. Recently conducted studies focus not on the PPOs but rather on clients³⁰, volunteerism in probation and parole³¹, and awareness of volunteer probation assistance and

²⁵ Kristal May S. Vivares, "The Reintegration of Ex-Convicts in Society: A Case Study," *International Journal of Social Science and Human Research* 6, no. 10 (2023), <https://doi.org/10.47191/ijsshr/v6-i10-52>.

²⁶ Jain, "Effective and Humane Restoration of Prisoners With Special Reference to India."

²⁷ Schaefer, Williams, and Moir, "Opportunity-Reduction Supervision Strategies With Domestic and Family Violence Probationers and Parolees."

²⁸ Andrea Leverentz, "Fostering Family Relationships and Women's Employment," *International Journal for Crime, Justice and Social Democracy* 9, no. 1 (2020), <https://doi.org/10.5204/ijcsd.v9i1.1469>.

²⁹ Sung Joon Jang and Byron R. Johnson, "Religion and Rehabilitation as Moral Reform: Conceptualization and Preliminary Evidence," *American Journal of Criminal Justice* 49, no. 1 (2024), <https://doi.org/10.1007/s12103-022-09707-3>.

³⁰ Georgina M. Dioses et al., "The Life Experiences of Probationers under Therapeutic Community in Quirino Province, Philippines," *International Journal of Scientific and Technology Research* 8, no. 10 (2019): 2783–89; Jose F. Jr Cuevas, "The Paradox of Being a Probationer: Tales of Joy and Sorrow," *International Journal of Innovative Science and Research Technology* 5, no. 9 (2020): 697–706, <https://doi.org/10.38124/ijisrt20sep432>.

³¹ Annie Anablon Tumitit, "Volunteer Probation Assistants of the Department of Justice-Parole and Probation Administration (DOJ-PPA) of Region 2, Philippines: Recruitment and Motivations," *International Journal of Criminal Justice Sciences* 14, no. 2 (2019): 239–55, <https://doi.org/10.5281/zenodo.3722868>.

PPO's functions ³². Despite the amount of research done about CBR and PPOs, there is an absence of studies focusing on identifying the challenges and studying the lived solution in the practice of parole and probation among PPOs. Studies on PPOs identified specific areas in CBR practice and addressed the issue, but both diverged in the context of the experiences, setting, and PPOs involved. This study will bridge the gap to communicate about the practice of parole and probation among PPOs revolving with in one setting.

Within the Philippines, one of the structural pressures that has influenced parole and probation practice has been the introduction of plea-bargaining policies-specifically with reference to cases involving drugs. The underlying philosophy of these reforms was to streamline processes, decrease the backlogs that characterized the court system and the correctional institutions and consequently, to bring a volume of cases into community-based supervision. Because of this shift in case volume, Probation and Parole Officers are increasingly faced with a burden of work not usually accompanied by a proportionate increase in staffing, materials and institutional backing. With this externally defined increase in workload, the role of plea bargaining is defined not only as a policy reform but also as a major structural stressor impacting the nature, feasibility and demands placed upon Community-Based Rehabilitation implementation.

Hence, little research has been conducted on this subject, PPOs in the Philippines have problems operating within this CBR, and further research needs to be conducted to connect the dots of existing knowledge. This study aims to explore the experiences, challenges, and Coping mechanisms of PPOs in the CBR in the Zamboanga Peninsula Region.

In light of the stated objective, the researchers adopted a qualitative case study approach, analyzing the lived experiences of PPOs involved in CBR in Region IX, Zamboanga Peninsula. The subjects of the study consist of ten PPOs, four in-depth interviewed from Molave, Dipolog, Ipil and Liloy, and six others who participated in the focus group discussion from Zamboanga City, Pagadian City, Sindangan, Isabela City, Dapitan City, and Siocon. Initial sampling was conducted through convenience sampling, and then purposive sampling was employed to select PPOs who have direct, hands-on experience in CBR. A total of ten PPOs, each with a minimum of eight (8) years in the

³² Annie Anablon Tumitit, "Volunteer Probation Assistants' Awareness of Functions and Problems Encountered alongside Probation and Parole Officers," *International Journal of Criminal Justice Sciences* 15, no. June (2020): 142–56, <https://doi.org/10.5281/zenodo.3824382>.

service, were interviewed. They are not only those who has direct, hands-on experience, but it also aimed to gain information that all participants will not reiterate but the interview will just gather recurring ideas and viewpoints. Saturation was reached when identical themes were developed by the interviewees.

The data were collected by using a researcher-made (Validated), questionnaire with open-ended questions on the experiences, challenges, and coping of the PPOs in the delivery of the CBR. Data collection was made possible after approval by Parole and Probation Administration Regional Office 9. Participants were asked for their consent to participate in the study, and issues on anonymity and confidentiality were taken up with the informants. All the interview and focus group discussions were recorded and then transcribed. Data were then analyzed thematically according to the methods and procedures established by Braun and Clarke³³. The data was re-read, coded, themes were generated, and these were synthesized. Bracketing was utilized to remove researchers bias and direct quotation from participant was also included in the analysis and interpretation to represent their perspective.

Frontline Realities of Community-Based Rehabilitation Implementation

Through a thematic analysis, some of the emergent themes were developed and then grouped under three general domains: PPO's Experiences, Challenges, and Coping Mechanisms during CBR, that were observed from the data. Employing the case study method each individual case (narratives) was viewed as unique case, when viewed and put together creates a more comprehensive picture of the structural, psychological, ethical and adaptive circumstances that PPOs find themselves in within the Philippine community corrections environment. To further illustrate the results, Table 1 displays a thematic map illustrating the interrelatedness of the three domains and the themes.

TABLE 1. Thematic Map of Experiences, Challenges, and Coping Mechanisms of PPOs in CBR Implementation

³³ Virginia Braun and Victoria Clarke, "Using Thematic Analysis in Psychology," *Qualitative Research in Psychology* 3, no. 2 (2006), <https://doi.org/10.1191/1478088706qp063oa>.

Major Label	Emergent Theme	Core Meaning	Relationship to CBR Implementation
Experiences/ Narratives	Finding Meaning in Transformational Rehabilitation Work	PPOs find fulfillment in seeing clients change, complete rehabilitation, and reintegrate into the community.	Shows that CBR is sustained not only by legal mandates but also by officers' sense of vocation and commitment.
	Organizational Climate and Workplace Relationships as Enablers or Barriers	Workplace relationships, supervisory support, and office culture influence PPO morale and performance.	Indicates that effective CBR implementation depends on a supportive and functional organizational environment.
	Caseload Overload as a Structural Barrier to Effective Rehabilitation	Increased caseloads, particularly due to plea bargaining reforms, create pressure on PPOs and limit meaningful client engagement.	Demonstrates how policy reforms can unintentionally burden frontline officers when not matched with resources and staffing.
Challenges	Long-Distance Duty Assignment	PPOs experience emotional, physical, and logistical strain when assigned far from their families or service areas.	Shows how geographic deployment affects officer well-being and continuity of rehabilitation services.
	Budgetary Constraints	Limited travel and operational funds force some PPOs to use personal resources for official duties.	Highlights the need for adequate financial and logistical support for field supervision, home visits, and client monitoring.
	Workplace Conflict	Personality clashes, strained relationships, and internal tensions affect morale and service delivery.	Shows that unresolved workplace conflict can weaken the implementation of CBR programs.
	Changes in Institutional Policy	Abrupt or top-down policy changes increase confusion, workload, and pressure on frontline officers.	Emphasizes the need for consultative and field-informed policymaking.
	Complex Ethical and Practical Dilemmas	PPOs balance compassion, legal compliance, client safety, community protection, and personal risk.	Reveals the emotional and ethical labor involved in community-based rehabilitation.
Coping Mechanisms	Finding Meaning and Purpose in Life as a PPO	PPOs cope by viewing their work as a vocation and by finding fulfillment in helping clients rebuild their lives.	Shows that meaning-centered coping strengthens persistence despite institutional limitations.
	Developing Resilience and Adaptive Strategies in Facing Difficulties at Work	PPOs manage work demands through prioritization, emotional regulation, continuous learning, flexibility, and self-discipline.	Demonstrates how adaptive coping helps officers remain functional and committed under pressure.

Source: Generated by the authors from the interview transcripts

Narratives of Probation and Parole Officers in the Implementation of Community-Based Rehabilitation

1. *Finding Meaning in Transformational Rehabilitation Work*

The experience of PPO's shows us that there is a strong psychosocial connection with their work. This is due to the transformative nature of the work and the investment that PPOs make. Their attachment involves not only a connection to the work but to the clients and the results of their work. This very strong connection that PPOs who are involved in transformational rehabilitation have with their work as part of a deeply emotional connection to their clients and the change that they provide is an interesting phenomenon that warrants further investigation. This connection isn't based solely on professional duty but is the emotional investment that professionals feel about the change in their clients. This connection is partly due to the moral reward PPOs obtain by contributing to clients becoming better people.

In Case 5 (IDI7:SS27), the officer reflects on how appreciation enhances self-worth: *"It helped boost my personality. For example, when I am given appreciation, like 'It's good that you were able to go there and get it done,' I feel happy, satisfied, and fulfilled. Then I can tell myself that I was able to meet what is expected from me."*

This implies a feeling of self-affirmation, where some level of recognition (formal or informal) is perceived as symbolic confirmation of professional identity. Any internal satisfaction received from this recognition is non-instrumental, in the sense that it is not tied to institutional rewards but rather to the importance of work itself. Similarly, in Case 3 (FGD3:SS35), the officer described a cumulative sense of fulfilment tied to successful client outcomes:

"It is very rewarding every time somebody successfully completes their probation or rehabilitation... When they transform from a silent individual into a confident person capable of helping others, it makes all the challenges worth it... I feel an overwhelming sense of pride."

The presented narrative elucidates the relational dynamics inherent in the construction of a positive work identity, showcasing how professionals cultivate meaning through their interactions and perceived impact³⁴. This

³⁴ Muhammad Nurtanto et al., "Teachers' Professional Identity in Vocational Education: A Review of Literature," in *AIP Conference Proceedings*, vol. 2590, 2023, <https://doi.org/10.1063/5.0106935>.

perspective transcends the conventional understanding of job roles, emphasizing the significance of emotional engagement and collaborative storytelling in fostering a sense of purpose³⁵. The other key takeaway from these examples is the way that positive work identity is achieved through relationships-with clients, with results, with self. In addition to being 'meaning making practitioners,' the officers are not 'distant, detached actors, but people with deep feeling who are rewarded for their attachment to co-creating with the disadvantaged,' and that this attachment explains their perseverance despite the difficult constraints on their work, for example 'under-resourcing or paperwork'.

These officers also serve as behavioural models for their clients³⁶. Their optimism, patience, and belief in change are mirrored by the probationers, creating a cycle of hope-driven rehabilitation. When PPOs communicate belief in their clients' ability to change, it activates a sense of responsibility and self-efficacy in the clients themselves. Hence, PPOs are instruments not merely of state scrutiny, but also of change-spanning institutional positions and personal growth. The longevity of identification in these contexts also correlates to what other researchers have called calling orientation in public service. Calling involves being intrinsically motivated, gaining satisfaction from helping others, and seeing oneself and one's work in the light of profound moral commitments. PPOs description of feelings of pride, satisfaction, and personal development indicate they view their role as something beyond mere work-as a way of being. To conclude, these accounts of case work reveal that PPOs continued to be involved in CBR not as a matter of duty or policy, but considering the profound value that they attached to their endeavour. Their identity as professionals became closely linked to the conception of rehabilitation not as the product of a correctional system, but as a form of human achievement, for which they bore a decisive, life-generating role.

2. Organizational Climate and Workplace Relationships as Enablers or Barriers

³⁵ Russell Cropanzano et al., "The Organizational Psychology of Gig Work: An Integrative Conceptual Review," *Journal of Applied Psychology*, 2022, <https://doi.org/10.1037/apl0001029>.

³⁶ Jhun Mark Patlunag, "Services of the Bureau of Jail Management and Penology (BJMP): An Assessment," *SMCC Higher Education Research Journal* 3, no. 1 (2020): 10–28, <https://doi.org/10.18868/cje.03.060120.02>.

Examining the impact of organizational dynamics on Community-Based Rehabilitation programs, the proficiency and dedication of Probation and Parole Officers in implementing CBR are significantly moulded by the pervasive organizational climate and the intricate web of workplace relationships³⁷. Particularly the nature of relationships both among fellow workers and supervisor could affect or enhance the effectiveness of services. The level of commitment on the part of the PPOs in implementing the CBR is dependent not only on personal motivation but the organization in which the officers are found. Quality of relationships between workers and their superiors is perceived to influence service delivery either positively or negatively.

The effect of organizational environment is well depicted in several cases within the current research on the emotional and professional states of PPOs. For example, in Case 6 (IDI6:SS6), a PPO detailed how a polarized and conflict-ridden work setting affect his psychological state. The officer stated that personality conflicts and division within his workplace caused him to feel a growing tension;

“There were personality clashes in the office. I felt growing conflict as a faction started to form, and it did not make us happy. I was not happy at all. I even compared it to my previous work in Ateneo, where relationships were much more harmonious. It made me want to transfer to the academe and teach instead.”

This case highlights how a toxic organizational climate—marked by mistrust, internal divisions, and strained relationships—can erode emotional well-being and diminish public service motivation. The participant’s desire for a more supportive environment underscores the importance of relational safety in sustaining professional commitment.³⁸ Such environments erode job satisfaction and foster intentions to leave, directly impacting employee well-being and retention³⁹. Similarly, Case 4 (FGD4:SS10) presents a PPO’s experience of strained relationships with immediate superiors. The officer expressed dissatisfaction stemming from a difficult working relationship with their supervisor, which prompted thoughts of requesting reassignment:

³⁷ Khairuddin Khairuddin, “Pengaruh Iklim Organisasi Terhadap Organizational Citizenship Behavior,” *Journal of Education, Humaniora and Social Sciences (JEHSS)* 2, no. 3 (2020): 554–60, <https://doi.org/10.34007/jehss.v2i3.110>.

³⁸ Sophie D. Jantjies and Petrus A. Botha, “Investigating Toxic Leadership’s Influence on Employee Turnover Intention in a Clinical Research Organisation,” *SA Journal of Human Resource Management* 22 (2024): 1–11, <https://doi.org/10.4102/sajhrm.v22i0.2571>.

³⁹ Jantjies and Botha.

“Sometimes, we also want to be transferred, just like another PPO in a difficult working relationship with their boss.”

Unresolved supervisory conflicts in organizational hierarchies can lower morale, disrupt case continuity, and hinder program implementation. This dysfunction within the mesosystem misaligns interactions between individual PPOs and their institutions. Poor communication, lack of conflict resolution, and unsupportive leadership create barriers to optimal performance⁴⁰. Other cases within this study—which have not been presented as part of this summary, but which exist in this body of work—exhibited highly positive environments of collegiality, open communication and supervisor support. Officers working in these environments experienced enhanced job satisfaction, effective team work and improved effectiveness at offender rehabilitation programs. Overall, the results point to the importance of organizational climate to successful CBR. Offices dominated by negative work relationships, office politics and poor leadership can be expected to suffer from burn-out, staff turnover and diminished quality of rehabilitative programming; in positive environments of trust, shared goals and collegial support officers will thrive in delivering quality CBR programs.

3. Caseload Overload as a Structural Barrier to Effective Rehabilitation

The increase in workload experienced by Probation and Parole Officers as a result of the plea bargaining reforms makes it imperative for a comprehensive re-evaluation of resources and the support systems involved in the Philippine criminal justice system. The plea bargaining reforms have had the effect, albeit an unintended one, of passing on the problem of overcrowding to community-based rehabilitation programs, which are now confronted by an unprecedented caseload⁴¹. This problem is further aggravated by the fact that many PPOs have inadequate infrastructure, poor training and resources, which prevent them from managing the increased workload and providing rehabilitation services properly.

⁴⁰ Daniela Acquadro Maran, Nicola Magnavita, and Sergio Garbarino, “Identifying Organizational Stressors That Could Be a Source of Discomfort in Police Officers: A Thematic Review,” *International Journal of Environmental Research and Public Health*, 2022, <https://doi.org/10.3390/ijerph19063720>.

⁴¹ Pablo Ciochini, “Law, Violence, and Hegemony during the ‘War on Drugs’ on the Philippines,” *Oñati International Institute for the Sociology of Law* 8, no. 28 (2024): 9–32, <https://doi.org/https://opo.iisj.net/index.php/osls/article/view/1677>.

As illustrated by Case 8 IDI8:SS11, the post-reform influx of clients has overwhelmed frontline officers: *“Because our clients nowadays are associated with drug cases, their number has increased significantly, and we cannot handle all the cases or complete our tasks on schedule.”* This indicates a systematic problem that macro-level reforms are being put in place and the implementation level has not been prepared for it, therefore service delivery of rehabilitation will be compromised. The mandate of the institution to deal with each case within a 60 day period, resulted in officers spending more time on tasks for reporting and documentation and least time on interactive service provision.

Older officers approaching retirement further feel the strain when they struggle to manage both the physical and mental pressures that the increase in workload presents. As is described in Case 2 FGD2:SS58, *“The demand of work is too heavy, especially for those of us who have already reached the age of 50.”* These illustrate both the aging trend among numerous PPOs and the absence of workforce planning to accommodate changing policy requirements. It is interesting to note that, as rehabilitation focus has diminished, there has been an increased emphasis on administrative measures among many PPO jobs, impacting officer identity. In Case IDI9:SS62, one PPO remarked: *“As of this time, the challenges we encounter are usually the problems we face because of plea bargaining.”* The above is symptomatic of the broader trend in which officers increasingly view themselves not as rehabilitators but as agents of compliance, an ideology that is directly antithetical to the community-corrections philosophy. Most damaging is the personal toll that these pressures take. As explained by one of the officers in the IDI7:SS15 case: *“Plea bargaining has increased the number of clients with illegal drug violations, which now affects my personal life.”* It points to the psychosocial costs of misaligned policies, in which long hours and unreasonable caseloads infringe on family and social life.

Collectively, these results show that despite legal and institutional benefits gained from the reforms of plea bargaining, they weaken the efficiency of CBR operation, to the point that PPOs, without correspondingly enhanced institution, are stretched too thin. This discrepancy between policy development and the field level causes the rehabilitation base of community corrections to erode, demonstrating that policy development must be holistic and consultative and take into account front-line capacity, resource, and personnel.

Challenges of Probation and Parole Officers (PPOs) in the Implementation of Community-Based Rehabilitation (CBR)

Beneath each story of rehabilitation are the unsung heroics of each Probation and Parole Officer (PPO) whose sole duty is to encourage and assist offenders to once again live a life outside of the correctional institution. From their accounts, readers will find that this is not only an emotionally difficult profession but physically demanding as well. Some of the major themes discussed on the demands of performing their duties under the CBR program are: distance from assignments, restricted budget, work place conflict, policy change and ethic decision making.

1. Long-Distance Duty Assignment

Difficulties have also been experienced in PPOs being posted distant from their families. One such aspect is the reality that PPOs generally have to move houses and stay away from their families for prolonged duration. One officer said: *"There was a time when I wanted to be transferred because I'm from Zamboanga, but I was assigned to Dipolog in 2004. It was my first time being away from home, and I wanted to go back, but my item was in Dipolog"* (FGD6:SS24). The emotional implications of separation from loved ones have been addressed, with officers expressing loneliness, longing, and regret over not witnessing family events such as children's milestones or occasions with a partner. A distressing example of this is as follows: *"I didn't know I was pregnant then. I fell off a habal-habal during a field visit, and later I found out I lost the baby"* (FGD6:SS35). These stories clearly show how their professional and personal lives are so often tragically intertwined.

Others, just wanted to be at home. *"I got married that time,"* another shared, *"and I wanted to be with my wife, so I really struggled"* (FGD7:SS58). These are the stories that portray the "human" element of the job, officers caught between the love of their job and the need to be with family, and putting their comfort aside for the good of the community. This can cause officers to get tired, discouraged, and eventually burnt out, due to the continuous separation from loved ones.

2. *Budgetary Constraints*

In addition to their emotional difficulties PPO's have financial problems making their work all the more hard. Several of the PPO's talked of the shortage of travel allowances that required them to dip into personal money to carry out their work as instructed. One officer mentioned, *"I only claim my travel allowance—it's too small. My husband drives for me during home visits, but when he joins me, he loses his income of 500 pesos a day. I stopped claiming my travel expenses for months because it was discouraging"* (FGD2:SS3; FGD5:SS41). Another officer added, *"Travel allowance is limited and only applies beyond 50 km from my official station. If it's not beyond that distance, I have to pay from my own pocket"* (FGD3:SS16).

Through these accounts one can establish how the scarcity of fund affects their life not just as a PPO but also as part of a family. And this is where the issue of balancing his duties as a PPO with his family arises. As PPO said, "sometimes, you do the work not because you can afford it-but because it's your responsibility." The scarcity of funding pressures on the PPO not only has implications on him but also causes him to be unable to visit his clients and thereby negating the concept of community-based rehabilitation.

3. *Workplace Conflict*

The relationship of people in their office has become one of the areas where many PPOs feel stress. Even though the PPO should serve as the constant source of support and advice, they also have their own internal office politics to manage. One PPO expressed it best when he said: *"I felt so down—not because of the work, but because of relationships inside. There were personality clashes and factions forming. I wasn't happy and even thought of transferring to teaching because it was more harmonious"* (FGD6:SS6). Another shared, *"Sometimes there are misunderstandings among officemates, and our head gets pressured. There were times when I was even told to transfer to another office"* (FGD3:SS8). Similarly, one admitted, *"Sometimes we just want to be transferred because of how we get along with our boss"* (FGD4:SS10).

The stories show that, even in an organization which exists to fulfil a purpose, relationships can affect morale. PPO's feel like 'second class citizens' when problems between individuals are not addressed, or if their opinions are not taken on board by higher management. The following quote illustrates a

feeling of discontent, *“They request investigations on parolees but don’t wait for our reports. I once recommended delaying a release, but the parolee was already reporting to our office before I could submit my findings”* (FGD1:SS21). The sense of not having the power and not being involved in the decision making process are among the emotions officers report having.

4. Changes in Institutional Policy

Ongoing and unpredictable shifts in policies at institutional levels add to the challenges that the PPOs are undertaking. Their job is becoming more problematic due to officers receiving mandates and procedures with little or no prior warning. In fact one officer noted: *“Sometimes they implement laws without considering the people who will handle them”* (IDI7:SS23). This disconnect creates unexpected disruptions and adds complexity to an already difficult workload. Another officer also explained, *“They ask for our investigation reports but don’t wait for the results. Before I could submit, the parolee was already released”* (FGD1:SS21). Drug cases also increased due to the introduction of the plea bargaining policy, which in turn, put a greater workload on PPOs. *“The challenges we encounter now are mostly because of the increase in cases due to plea bargaining,”* one officer confessed (IDI9:SS62). These case studies illustrate the burden on the front line officers brought about by top down policies. These are key reminders of the need to involve the field officers in policy making process, as the valuable contribution of these officers can guide effective, humane and rehabilitative policy changes.

5. Complex Ethical and Practical Dilemmas

Certainly one of the hardest aspects of the role of the PPO, however, is that of the moral and practical dilemma, which must be addressed each day. Most respondents had as their primary concern for safety, because of the potential threat of having an armed client who is difficult to control. One officer was heard to say: *“There was one probation applicant, and the barangay official told me, ‘Sir, it’s hard to reach this person because he owns a gun and doesn’t want us to come.’”* (IDI8:SS14). Encounters of this kind put officers in perspective of the danger of their job, at the same time officers are faced with a moral issue-of showing leniency versus the duty to impose discipline. An officer said *“When a probationer commits another offense, I really want to help him, but since it’s a*

violation, I have to submit a report. It's painful because I know he was trying to reform" (FGD1:SS25).

This shows the extent to which the decisions they made are emotionally significant. PPOs feel immense care and responsibility towards their clients, but have to comply with the law, and this need to keep a balance requires not only professionalism but an emotional toughness. In many situations there is also a lack of cooperation from other organizations. The participant stated, *"Sometimes, people implement the law without considering those who will handle it"* (IDI7:SS23). The absence of cooperation between the involved parties sometimes leads to working in isolation during the rehab process. Through these stories, the reality of the job of the Probation and Parole Officer role-much more than paperwork-becomes real. They bear emotional, financial and ethical responsibility in aiding others yet do so in ways that often leave them with few of their own. The experiences narrated suggest the need for increased support through better institutional policies which respect the opinions of PPOs, ample funds, opportunities to maintain emotional health, and effective measures to achieve peaceful relations in the workplace. Thus, the effectiveness of the rehabilitative community system not only depends on policies that govern it but on the individuals implementing them. Listening to the personal experiences of PPOs emphasizes that rehabilitation means caring not only for clients, but also the caretakers.

Coping Mechanisms of Probation and Parole Officers (PPOs)

Despite the hardships, Probation and Parole Officers have prospered by being grounded in their values, adapting and being motivated from within. As probation officers used their coping strategies, it can be identified that a person can successfully sustain in a stressful job through their personal values, occupational commitment and their personal resources. The two identified themes are: 1. Finding Meaning and Purpose in Life as a PPO; and 2. Developing Resilience and Adaptive Strategies in Facing Difficulties at Work. The Probation and Parole Officers use their coping strategies as double-levels: one level to developing meaning and another level to developing individual resiliency. An intrinsic sense of meaning-stemming from the occupational

service component and community responsibility-serves as an emotional resource for probation officers. On the other hand, personal strengths like flexibility, creativity and persistence have enabled Probation and Parole Officers to effectively face and cope with workplace stresses.

From their personal stories, we see that coping has moved beyond managing stress and to the more challenging journey of committing wholeheartedly to the restorative mission with spirit and care. The PPOs, with their belief in human possibilities, work ethic, and personal fortitude, have remained the standard bearers of restorative justice. And this, combined with their sense of hope, continues to empower and justify their presence within the community-based rehabilitation system.

1. Finding Meaning and Purpose in Life as a PPO

The fundamental coping mechanism for most PPOs is their search for meaning in the context of their job. Most PPOs do not see their career as an occupation, but as a vocation-as a calling. Their work provides them with the means of fulfilling their social responsibility through the effort to aid others in restoring their lives. Through the practice of service, and observing clients progress, most PPOs feel a profound sense of satisfaction in the face of adversity. One officer expressed that coping, for her, begins with returning to the essence of what the job requires. She shared that *“we are able to cope with the challenges in this career by getting down to the basics — focusing on what is needed in the work. I have learned to render extra services, even beyond what is required of me”* (FGD1:SS3). This act of selfless service exemplifies the internal drive and commitment which keeps PPOs afloat during challenging times.

A second officer drew strength by reflecting on the rewards rather than the challenges associated with her job. She spoke about how she has made a conscious effort to consider the positive experiences that she has had in working with her clients: *she enjoys working with her clients and reminds herself of those who have moved from wrong living to right living, who now show respect, good grooming, and courtesy* (FGD2:SS6). Witnessing such an evolution in her clients solidifies the meaningfulness of her work and allows her to sustain a sense of positivity. Likewise, another participant expressed her sense of acceptance and fulfillment in helping others, as he states that *he simply accepts whatever is given to him, as long as he can help people, without expecting anything in return — because he considers his work a vocation* (FGD5:SS16). This displays a philosophy

of humility and service-giving, recognizing that real happiness is found in giving rather than in being rewarded. Yet another PPO was very clear on the pleasure she gains from watching her clients recover, "I love it when my clients get well and have all their functions back to the original, as before injury/trauma; *there are clients who easily follow instructions and others who eventually reform, which makes her feel fulfilled as a probation officer knowing that she was able to help them* (FGD7:SS30). These thoughts reflect how the satisfaction of emotional needs and the process of constructing meaning serve as potent buffers against occupational stress.

The narratives in their entirety are suggestive that PPOs have an inherent sense of meaning in their work as life purpose and life satisfaction due to their life roles, rather than being monetarily compensated. And the internalization of values in work roles supports intrinsic motivation and a mechanism that supports coping and survival in a difficult environment where emotional support may not always be present.

2. Developing Resilience and Adaptive Strategies in Facing Difficulties at Work

Beyond having a meaningful purpose, PPOs also develop coping ability by preparing physical and psychological coping mechanisms in the work. Coping could be learnt from managing prioritization and discipline, continuously acquiring knowledge and competencies, as well as responding to change from work environment. Another officer said that coping would be effective by being well-organized and able to manage time. She further described *She has developed good task prioritizing skills by creating a timetable and to-do list, particularly when completing reports to be submitted to supervisors. This enables her to prevent all-night study and also maintain her pace when burdened with tasks* (FGD3:SS7). Her way of coping is a proactive and organized one that reduces her anxiety as she feels she has some control over her role. In addition, another participant reported how her coping involves continuing to acquire new learning and information. She described how *She regularly researches ways of dealing with various types of people and also looks at a number of different strategies that may assist her when dealing with her clients* (IDI7:SS43). This demonstrates a keen intelligence and desire to acquire knowledge so as to function effectively within the challenging and changeable environment of field operations.

Some, however found the answer to be emotional maturity and self awareness. One officer recalled, *She knows to have a balance between family and work and though she is enjoying her work here in Jolo, she also knows that not everything can be controlled. According to her, she is doing her best not to be afraid, 'because fear really helps me to survive when it is properly used'.* (FGD1:SS14). This observation demonstrates that she grasps well the mental side of being resilient, transforming fear into fortitude and acceptance. Another officer stated in his opinion "There's a great need to keep your mind open and be receptive" as *he has an open door and keeps researching what is appropriate for him to do in order to make the right choices in light of what he has to offer as a probation officer.* (IDI9:SS37). The consideration he is doing clearly reveals that he has a development-oriented attitude, and a problem is not an obstacle to himself, but rather a chance to learn and grow.

This further reinforces that PPO resilience is not mere endurance but a pro-active process of coping, introspection and enhancement of personal resources. They pace their work tasks strategically, remain intellectually and intrinsically motivated through their personal quest of acquiring more knowledge, and are able to stay emotionally intact under stressful working conditions. In essence, they employ cognitive and psychological coping mechanisms that allow them to persevere in an emotionally taxing job under restricting systemic parameters.

Comparative Relevance to Developing Community Corrections Contexts

PPO's experience within the community-based rehabilitation system in the Philippine Community-Based Rehabilitation setting is, on a general level, related to many concerns of developing and resource-limited community corrections systems. In all community corrections systems, particularly those of developing countries, community-based supervision tends to impose more tasks on frontline practitioners without giving proportional support from institutional resources, creating an endless tension between the principles and objectives of community rehabilitation and its implementation at the practical level where PPOs are expected to implement supervision, monitoring, assistance in re-integration, record-keeping and psychosocial support.

As shown, these issues are most evident at the daily level of the daily lives of the PPOs-larger caseloads, inadequate working resources, remote assignments, working environment stressors, threats to safety, and emotional challenges with clients. The fact that this situation shows the tensions existing between the principle of restorative justice and the professional demands PPOs face in applying community corrections shows that the outcomes and policy of community rehabilitation can only be understood through the experiences of the practitioners on the ground who apply it on the daily lives of clients; the quality and sustainability of rehabilitation work are undermined when their professional situation does not provide for their basic needs, or if they are excluded in the processes that affect their work.

Such relevance is to be explored as all community corrections systems seem to aim for similar outcomes; reduce incarceration rates, help integrate clients into their communities, and implement restorative justice. However, without sufficient number of officers, without mobility assistance, without mental health protection and guidance, without training, and without consultation in policy making, legal reform for community corrections will not suffice, the Philippine example only helps deepen our understanding of how community-based rehabilitation of the developing justice system relies heavily not just on client behavior but on the professional condition and well-being of the justice workers.

Policy Recommendations for Sustainable Community-Based Rehabilitation

The results suggest policy changes that should target not just the rehabilitation of the offenders but also the institutional contexts under which PPOs operate. First, plea-bargaining should be guided by a workload-impact assessment that would inform how adequate are the personnel, case management mechanisms, and logistics of field offices to accommodate the additional load of drug cases that would need community supervision. Procedural changes, in other words, should not create an unintended transfer of the burden of clearing court congestion and jails to community corrections personnel.

Second, it is suggested that a distinct field mobility and travel allowance be institutionalized for PPOs who conduct home visits, community verification, and surveillance, and who interface with other agencies on client matters. The allowance, which should cover transportation and fuel costs, communications and other related field expenses, is a must particularly in areas with a large geographic distribution or with difficult accessibility to field officers. This would address the problem of using personal resources to fund official work and would also enhance the quality of supervision in terms of the officers' consistent visitations and community inspections.

Third, a comprehensive, structured mental health and wellness support system should be considered for PPOs by the Paroles and Probation Administration. Elements may include regular psychological debriefing sessions with the offenders' social workers or psychologists, peer support groups, training sessions on stress management, the provision of an in-house psychologist and access to external psychologists who would cater to PPOs who feel emotionally burned out and/or traumatized by their work. Given the emotional labor and ethical judgment needed by PPOs in interacting with and supervising offenders in distressing situations, the well-being of community-based rehabilitation agents needs to be central in enhancing the quality of rehabilitative services.

Fourth, policy changes need to be more participatory and grounded on actual field experiences. PPOs need to be involved in policy reviews and development as well as in implementation and evaluation stages, especially when changes are relevant to their workload, deadlines and field activities. The involvement of front-line PPOs would make community-based rehabilitation policies humane, relevant and workable in the field.

Conclusion

This study is an attempt to expose the complexity and hidden dimensions of the lived experiences of Probation and Parole Officers (PPOs) in the delivery of Community-Based Rehabilitation (CBR) in Region IX, Zamboanga Peninsula. Using the stories and lived experiences of officers who work at the intersection of law, rehabilitation and human transformation, this paper captures a detailed and candid picture of commitment, empathy and perseverance in a situation which is not easy at all.

It was discovered that PPOs believe in finding meaning in their occupation. To them, their work is not just a job but a calling-a part of their duty in service to the public, to man's well-being. The feeling of fulfillment and love to their clients contribute to the effective management of the CBR program since the officers serve not just as supervisors but also as mentors, motivators and instruments of change. Being able to feel a sense of satisfaction and pride through the successful rehabilitation of their client reinforces their belief in the transforming power of rehabilitation. Their work, however, is far from perfect. There are countless difficulties encountered by the PPOs that often strain their physical and emotional health; such as excessive workloads arising from plea bargaining reforms, limited finances and logistical support, assignments that are geographically remote from their families and causes severe stress, conflicts in workplace, and policy shifts and ethical dilemmas that put a thin line between mercy and punishment. All these problems suggest that the institutional and structural factors of the work-setting are far below the ideals of community-based correctional work; in other words, their motivation are often weakened by their overloaded yet under-supported work. The study further revealed the successful strategies used by the PPO to cope up with work-related stress. These are having a meaningful work as their coping mechanism, working with an adaptable yet strong-willed perspective, and maintaining disciplined habits, religious beliefs, emotional resilience and continuous learning as sources of the officers' enduring resilience that keep them effective and caring in their job.

Overall, the study asserts that the effectiveness of CBR must be grounded on the welfare of its agents, not solely on policies and procedures. PPOs represent the cornerstone of restorative justice; they are frontliners, the practitioners, whose life experience embody the concept of mercy within law and the transformation of every man within each offender. Institutional reforms to strengthen CBR include: increased funding, reduced caseloads, professional development and training for all PPOs, and enhanced access to mental health services. In short, the study contends that meaningful rehabilitation cannot be attained only through a just and fair process but also through a driven and caring spirit that will enable any individual to believe in second chances. By embracing the real and honest experience of the officers, the justice system will get closer to its ultimate vision of having a community-based correctional system that is truly restorative, compassionate and inclusive.

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