


# Implementing Rules and Regulations of the Bureau of Corrections on Land and Property Utilization: A Basis for an Enhanced Land and Protection Policy of the Agency

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## Abstract

The Bureau of Corrections (BuCor) is mandated under Republic Act No. 10575 to utilize its lands for security, reformation, and sustainability programs. However, challenges such as illegal occupation, limited manpower, and policy conflicts hinder effective implementation.

This study aimed to assess the implementation of the Implementing Rules and Regulations (IRR) of BuCor on land and property utilization, identify the problems encountered by personnel, and propose policy enhancements to strengthen the agency's land and protection framework.

A descriptive research design with was employed, utilizing survey questionnaires, interviews, library research, and observation. The study purposively sampled 80 respondents from the New Bilibid Prison, composed of 40 Corrections/Corrections Technical Officers and 40 Non-Uniformed Personnel. A self-made questionnaire, validated by experts and tested for reliability (Cronbach's  $\alpha = 0.9195$ ), served as the primary instrument. Data were analyzed using frequency, percentage, ranking, weighted mean, and one-way ANOVA to determine significant differences based on profile variables.

Findings revealed that respondents agreed with the implementation of BuCor's IRR on land and property utilization across dimensions such as equipment, facilities, manpower, policy formulation, and procedures (overall weighted mean = Agree). However, notable problems were reported in knowledge of applicable laws, strategies against illegal occupants, and experiences in demolition and relocation. Major issues encountered included formal charges, coordination difficulties with uncooperative occupants, and security-related concerns. Statistical tests indicated significant differences in respondents' assessments when grouped according to profile factors.

The study concludes that while BuCor has established a functional framework for land and property utilization, persistent gaps remain in legal knowledge, resource allocation, and inter-agency coordination. Strengthening personnel capacity, refining policies, and ensuring adequate resources are critical to achieving sustainable and conflict-free management of BuCor lands.

**Keywords:** *Property Utilization, Enhanced Land, Protection Policy, Chain Process*

## INTRODUCTION

The General rule states that law is defined as a body of rules of action or conduct prescribed by a controlling authority and having binding legal force. It must be obeyed and followed by citizens under the threat of sanctions or legal consequences. Each law has its own purpose, but its full implementation requires the development of implementing rules and regulations (IRR) to serve as a guide and prevent problems and conflicts. In the Philippines, laws are often beautifully written but face grueling and complicated implementation. This is evident in Rule VI on Land Control and Management of the Bureau of Corrections (BuCor) under Republic Act No. 10575, also known as the BuCor Modernization Law of 2013, and its Revised IRR of 2018.

The law mandates that BuCor lands be used for security, reformation programs, and sustainable income- and non-income-generating projects, with or without partnerships with NGOs or other agencies. It grants BuCor absolute authority to formulate land-use development plans, allows the creation of additional penal farms to decongest facilities, and requires that all BuCor lands carry Certificates of Title under its name. While these provisions establish a strong framework, implementation has been described as “hard as stone,” leading to conflicts with other government agencies and difficulties in controlling informal settlers, resource allocation, and coordination.

Recent developments highlight the urgency of effective land administration. According to Nalhatiga (2019), land policy in the Philippines is shifting toward individual land titling under CARP, sustainable land use, and mixed-use developments. Similarly, Santos (2020) emphasized the proposed National Land Use Act (NLUA) as a means to unify fragmented and inconsistent land-use policies. Within BuCor, Bernadette et al. (2020) reported ongoing initiatives to build new facilities and relocate inmates to address congestion, underscoring the growing importance of land utilization for correctional institutions.

The study is anchored on the Framework for Effective Land Administration developed by the UN-GGIM (2019), which provides policy guidelines for reforming land administration systems to support the Sustainable Development Goals and prevent land-related conflicts. It also draws on the resource-based theory of the firm, which posits that human resources, skills, and competencies are critical sources of organizational success. Thus, BuCor’s effectiveness in implementing its land policies depends not only on its legal authority but also on the capacity of its personnel.

Despite these provisions and frameworks, uncertainty remains regarding the extent of BuCor’s actual IRR implementation on land and property utilization. Challenges include inadequate manpower, lack of equipment, policy conflicts, and security problems. This research addresses that gap by assessing the extent of implementation, identifying problems encountered by BuCor personnel, and proposing policy enhancements to strengthen its land and protection framework.

Therefore, the study aims to determine the implementing rules and regulations of the Bureau of Corrections on land and property utilization to assess and enhance the agency’s land and protection policy. It specifically seeks to answer the following research questions:

1. How do the respondents assess the way implementing rules and regulations of the Bureau of Correction on land and property utilization and land protection policy based on the following:
  - 1.1 Equipment;
  - 1.2 Facility;
  - 1.3 Manpower;
  - 1.4 Formulation of Policy; and
  - 1.5 Procedure

2. How do the respondents assess the problems in Implementing the Rules and Regulations of the Bureau of Corrections on Land and Property Utilization to Enhanced the Land and Protection Policy of the Agency based on the following;
  - 2.1. Knowledge of Applicable Laws, Rules, and Regulations;
  - 2.2. Observation Skills;
  - 2.3. Strategy and Analytical Skills in dealing with Illegal occupants; and,
  - 2.4. Experience in Demolition and Relocation of Businesses and Houses
3. What problems were encountered by the BuCor personnel in implementing rules and regulations to regulate land and property utilization at BuCor facilities?
  - 3.1 Formal Charge/Case
  - 3.2 Coordination and Uncooperative Occupant
  - 3.3 Security Problem
4. Is there a significant difference in the assessment of the respondents on how the Bureau of Corrections regulates Land and Property use in their facilities when profile is used as a test factor?
5. Is there a significant difference in the perception of the respondents on how the Bureau of Corrections personnel implement rules and regulations on land and property utilization when grouped according to profile?
6. Based on the result of the study in enhancing the land and property utilization and land protection of the Bureau of Corrections, what policy may be formulated relative thereto?

## **MATERIALS AND METHODS**

### **Research Design**

This study employed descriptive research design. It involves collecting data to test the hypothesis or answer questions concerning the status and the subject of the study. This research employed triangulation to collect data, utilizing survey questionnaires, interviews, library research, and observation. According to Brent, G. (2020), descriptive research design can be referred to as a scientific method that involves observing and describing the behavior of people without influencing it in any manner. It is widely used in fields such as psychology and social science to obtain an overview of a subject. In this study, descriptive design allowed the researcher to systematically describe the characteristics of the BuCor personnel and their perceptions without manipulating variables. The approach also included documentary analysis of the Bureau of Corrections' Effective Land Utilization Policy to supplement findings.

### **Participants**

1. The study made use of eighty (80) respondents.
2. The target respondents are the employees inside the Prison Reservation
3. The Length of Stay in the Bureau

The respondents were the twenty (40) corrections officers/corrections technical officers and forty (40) non-uniformed personnel, or eighty (80) employees, who are assigned to New Bilibid Prison. Respondents are calculated using the Risk Score Formula, to wit:

$$\text{Risk Score} = \text{Risk Probability} * \text{Risk Impact} - \text{or} -$$

$$\text{Risk Score or Value} = \text{Risk's P Value} * \text{Risk's I Value}$$

#### 1. Percentage Formula Computation:

New Bilibid Prison	No. of Employees	Percentage	Target no. of Employees
Corrections Officer/Corrections Technical Officer	936	0.998	40
Non-Uniformed Personnel	109	0.990	40
Total	1,045	0.955	80

### Population and Sampling Technique

The study utilized purposive sampling, which is widely applied in implementation research to select information-rich cases related to the phenomenon of interest. According to Palinkas (2015), criterion-based purposive sampling is the most common strategy for capturing relevant data in evaluation studies. Respondents were chosen based on their employment inside the NBP reservation and their direct involvement in land and property utilization.

### Research Instruments

The instrument used in the data gathering procedure was a self-made questionnaire for respondents to the Implementing Rules and Regulations of the Bureau of Corrections on Land and Property Utilization. These determine the stakeholders' perspective on compliance with the Land and Property Utilization Policy. The questionnaire for Land and Property Utilization Policy consists of two parts. The first part of the questionnaire included the respondents' profiles, such as rank/position, length of service, and length of stay in the bureau. The second part dealt with the assessment process of (1) land and property utilization and (2) land and protection policy.

### Validation of Research Instruments

The draft questionnaire underwent form and content validation by a panel of experts, including the research adviser, a statistician, and specialists in corrections and land management. Implications were incorporated into revisions to ensure clarity, fairness, and appropriateness. A pilot test with 20 respondents (not included in the final study) yielded a Cronbach's alpha of 0.9195, indicating excellent reliability. Based on George and Mallery's (2003) rule of thumb, this value demonstrates that the items were internally consistent and suitable for use in the main study.

### Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	No. of Items
0.9195	0.920	49

### **Data Gathering Procedure**

The researcher prepared the survey questionnaire and submitted it to the adviser and statistician for checking. After revisions, the instrument was endorsed to the Graduate School of the University of Perpetual Help System Dalta for evaluation and approval. Following validation, a formal request letter was forwarded to the Superintendent of the New Bilibid Prison (NBP) seeking permission to administer the survey. Upon approval, the questionnaires were distributed to the purposively selected respondents, retrieved after completion, and collated for analysis. Observations and informal interviews were also conducted to triangulate the survey findings. Confidentiality and ethical considerations were observed. Participation was voluntary, and responses were kept anonymous to ensure data integrity.

### **Data Analysis**

The study used descriptive statistics to analyze the data gathered from the questionnaires. Ranking was applied to establish the order of importance of responses. The weighted mean was used to measure the overall trend of assessments, and a one-way ANOVA was conducted to test for significant differences in respondents' assessments when grouped according to profile variables. For the interpretation of the weighted means, the following scale was used: 3.51–4.00, Strongly Agree; 2.51–3.50, Agree; 1.51–2.50, Disagree; and 1.00–1.50, Strongly Disagree. All statistical analyses were carried out with the assistance of the assigned statistician.

### **RESULTS**

Table 1 presents the summary of respondents' assessment on the implementation of the Bureau of Corrections' rules and regulations concerning land and property utilization as well as land protection policy. Data reveal that all five variables were rated within the range of Agree to Strongly Agree, indicating a favorable perception of the policy's enforcement. The highest mean score of 3.59 was recorded for Procedure, interpreted as Strongly Agree, implying that the processes involved in policy implementation are seen as well-executed and effective. This was followed by Facility with a mean of 3.50 and Formulation of Policy with 3.46, both interpreted as Agree.

**Table 1**

**Assessment on the Way of Implementing Rules and Regulations of the Bureau of Corrections on Land and Property Utilization and Land Protection Policy**

INDICATORS	MEAN	STD	INTERPRETATION	RANK
1. Equipment	3.18	1.31	AGREE	5
2. Facility	3.50	1.16	AGREE	2
3. Manpower	3.19	1.13	AGREE	4
4. Formulation of Policy	3.46	1.20	AGREE	3
5. Procedure	3.59	1.10	STRONGLY AGREE	1
<b>OVERALL</b>	<b>3.38</b>	<b>1.18</b>	<b>AGREE</b>	

**LEGEND: STRONGLY AGREE (=3.51-4.0); AGREE (=2.51-3.50); DISAGREE (=1.51-2.50); STRONGLY DISAGREE (=1.0-1.50)**

Meanwhile, Manpower and Equipment obtained the lowest mean scores of 3.19 and 3.18, respectively, though still within the Agree category, indicating that while respondents recognize their adequacy, these areas may benefit from further strengthening.

**Table 2**

**Assessment on the Problems in Implementing Rules and Regulations of the Bureau of Corrections on Land Property Utilization to Enhanced Land and Protection Policy of the Agency**

INDICATORS	MEAN	STD	INTERPRETATION	RANK
1. Knowledge of Applicable Laws, Rules, and Regulations	3.41	1.22	AGREE	4
2. Observation Skills	3.79	1.01	STRONGLY AGREE	2
3. Strategy and Analytical Skills in Dealing with Illegal Occupants	3.83	0.95	STRONGLY AGREE	1
4. Experience in Demolition and Relocation of Businesses and Houses	3.66	1.07	STRONGLY AGREE	3
<b>OVERALL</b>	<b>3.67</b>	<b>1.06</b>	<b>STRONGLY AGREE</b>	

**LEGEND: STRONGLY AGREE (=3.51-4.0); AGREE (=2.51-3.50); DISAGREE (=1.51-2.50); STRONGLY DISAGREE (=1.0-1.50)**



Table 2 presents the respondents' assessment of the problems encountered in implementing the Bureau of Corrections' rules and regulations on land property utilization to enhance the agency's land protection policy. Results indicate that most items were rated within the Agree to Strongly Agree range, implying that respondents consistently recognized key challenges in execution. The highest mean score of 3.83 was recorded for Strategy and Analytical Skills in Dealing with Illegal Occupants, interpreted as Strongly Agree, highlighting this as the most critical issue faced in policy enforcement. This was followed by Observation Skills with a mean of 3.79 and Experience in Demolition and Relocation of Businesses and Houses with 3.66, both also interpreted as Strongly Agree. On the other hand, Knowledge on Applicable Laws, Rules and Regulations obtained the lowest mean of 3.41, though still within the Agree category, indicating that while respondents acknowledge its importance, it is perceived as less problematic compared to other factors.

**Table 3**

**Assessment on the Problems Encountered by the BUCOR Personnel in Implementing Rules and Regulations to Regulate Land and Property Utilization at BUCOR Facilities**

INDICATORS	MEAN	STD	INTERPRETATION	RANK
1. Formal Charge/Case	3.61	1.07	STRONGLY AGREE	3
2. Non-Cooperative Occupants	3.76	0.91	STRONGLY AGREE	2
3. Security Problems	3.80	0.92	STRONGLY AGREE	1
<b>OVERALL</b>	<b>3.72</b>	<b>0.97</b>	STRONGLY AGREE	

**LEGEND: STRONGLY AGREE (=3.51-4.0); AGREE (=2.51-3.50); DISAGREE (=1.51-2.50); STRONGLY DISAGREE (=1.0-1.50)**

Table 3 displays presents the respondents' assessment of the problems encountered by BuCor personnel in implementing rules and regulations to regulate land and property utilization within BuCor facilities. Results show that all items were rated Strongly Agree, indicating that these challenges are consistently recognized by the respondents. The highest mean score of 3.80 was recorded for Security Problems, highlighting it as the most pressing issue faced in policy enforcement. This was followed by Non-Cooperative Occupants with a mean of 3.76, and Formal Charge/Case with 3.61, both likewise interpreted as Strongly Agree. The overall mean of 3.72, also interpreted as Strongly Agree, implies a strong consensus among respondents regarding the seriousness of these problems. However, with an average standard deviation of 0.97, the data indicate a relatively high variability in responses, implying that while there is general agreement on the presence of these issues, perceptions of their severity are not entirely consistent.

**Table 4**

**Significant Difference in the Assessment of the Respondents on How the Bureau of Corrections Regulates Land and Property Use in Their Facilities When Profile is Used as a Test Factor**

Indicators		Business		
		Rank/Position	Length of service	Length of stay in the bureau
Level of Assessment of the Respondents on How the Bureau of Corrections Regulates Land and Property Use in Their Facilities	<i>F</i>	1.299	6.149	0.114
	F crit	5.987	5.987	5.987
	p-value	0.298	0.048	0.747
	Interpretation	$p > 0.05$ <i>NS</i>	$p < 0.05$ <i>S</i>	$p > 0.05$ <i>NS</i>
	Decision	Accept Ho	Reject Ho	Accept Ho
Decision Rule: Reject Ho if the p-value for slope $\leq (0.05)$				
Legend: <i>S</i> = Significant <i>N</i> = Not Significant				

Table 4 presents the significant differences in the assessment of respondents on the level of how the Bureau of Corrections regulates land and property use in their facilities when grouped according to rank/position, length of service, and length of stay in the bureau. Based on the computed F-values and significance levels, two indicators—Rank/Position ( $F = 1.299$ ,  $p = 0.298$ ) and Length of Stay in the Bureau ( $F = 0.114$ ,  $p = 0.747$ )—were found to be not significant, since their F-values were lower than the critical value (5.987) and their p-values were greater than the 0.05 threshold. This leads to the acceptance of the null hypothesis ( $H_0$ ), indicating no substantial differences in respondents' assessments under these factors. On the other hand, Length of Service ( $F = 6.149$ ,  $p = 0.048$ ) was found to be statistically significant, as its F-value exceeded the critical value and its p-value was below 0.05. Accordingly, the null hypothesis was rejected, providing sufficient evidence to conclude that there is a significant difference in respondents' assessments with respect to this indicator.

**Table 6**

**Significant Difference in the Perception of the Respondents on how the Bureau of Corrections Personnel Implement Rules and Regulations on Land and Property Utilization when Grouped According to Profile**

Indicators		Business		
		Rank/Position	Length of service	Length of stay in the bureau
	<i>F</i>	15.18	14.02	12.45



<b>Level of Perception Of The Respondents On How The Bureau Of Corrections Personnel Implements Rules And Regulations On Land And Property Utilization</b>	F crit	5.987	5.987	5.987
	p-value	0.01	0.01	0.01
	Interpretation	$p < 0.05$ <i>S</i>	$p < 0.05$ <i>S</i>	$p < 0.05$ <i>S</i>
	Decision	Accept Ho	Reject Ho	Accept Ho
<i>Decision Rule: Reject Ho if the p-value for slope <math>\leq (0.05)</math></i>				
<i>Legend: S = Significant    N = Not Significant</i>				

Table 6 determines the significant differences in the perception of respondents on how the Bureau of Corrections personnel implement rules and regulations on land and property utilization when grouped according to profile. Results show that all three indicators—Rank/Position ( $F = 15.18$ ,  $p = 0.01$ ), Length of Service ( $F = 14.02$ ,  $p = 0.01$ ), and Length of Stay in the Bureau ( $F = 12.45$ ,  $p = 0.01$ )—were found to be statistically significant. Since all F-values exceeded the critical value of 5.987 and their corresponding p-values were below the 0.05 threshold, the null hypothesis ( $H_0$ ) was rejected in each case. This implies that there are significant differences in the respondents' perceptions of how BuCor personnel implement rules and regulations on land and property utilization when considered across these profile variables.

## DISCUSSION

As shown in Table 1, the procedure ranked highest among the indicators, with a mean score of 3.59, interpreted as Strongly Agree. This implies that respondents view the procedural aspect of implementing land and property utilization policies as the most effectively carried out. The emphasis on procedures reflects the importance of having clear, structured processes in enforcing regulations, which aligns with the findings of Kania (2021), who stressed that institutional compliance relies heavily on standardized systems to minimize ambiguity and strengthen accountability (Kania, 2021). Similarly, Facility (mean = 3.50) and Formulation of Policy (mean = 3.46), both interpreted as Agree, indicate that while infrastructure and policy design are generally adequate, they may require further improvements to fully support operational efficiency. Meanwhile, Manpower (mean = 3.19) and Equipment (mean = 3.18) received the lowest ratings, though still within the Agree category. This implies that respondents acknowledge resource constraints as a limiting factor, echoing the observation of Mendoza and Agcaoili (2022) that shortages in personnel and equipment often hinder the consistent application of institutional policies. Such gaps not only affect daily operations but also create uneven implementation across facilities. Addressing these deficiencies through capacity building, staffing reinforcements, and resource allocation could enhance overall effectiveness. The overall mean score of 3.38, interpreted as Strongly Agree, indicates that respondents generally support and acknowledge BuCor's efforts in implementing land and property utilization rules and protection policies. However, the relatively high standard deviation of 1.18 implies variability in perception, reflecting inconsistent experiences among respondents. This variability, as noted by Polat and Kutlu (2022), is common in institutional assessments where contextual factors—such as local management, facility conditions, and personnel deployment—affect stakeholder perceptions. The findings highlight both the strengths and challenges of BuCor's regulatory implementation. The high regard for procedures demonstrates organizational reliability, while lower scores in manpower and equipment point to operational constraints that require attention. This aligns with BuCor's (2023) reform agenda emphasizing efficiency,

resource adequacy, and policy alignment to ensure sustainable land and property management across its facilities.

Meanwhile, Table 2 presents the respondents' assessment of the problems encountered in implementing the Bureau of Corrections' rules and regulations on land property utilization to enhance its land and protection policy. Results show that all but one of the indicators were rated Strongly Agree, reflecting a consensus among respondents that these issues significantly challenge policy enforcement. The highest mean score of 3.83 was recorded for Strategy and Analytical Skills in Dealing with Illegal Occupants, interpreted as Strongly Agree, highlighting this as the most pressing concern. This aligns with findings by Lemieux (2021), who emphasized that effective land governance depends on conflict-resolution strategies and analytical capacity to address illegal occupation and boundary disputes. This was followed by Observation Skills (mean = 3.79) and Experience in Demolition and Relocation of Businesses and Houses (mean = 3.66), both also interpreted as Strongly Agree. These results imply that respondents recognize the importance of situational awareness and practical experience in handling sensitive land-related enforcement tasks. According to Mitchell & Van Der Walt (2019), land management authorities often face difficulties in relocation and eviction operations due to resistance, logistical challenges, and limited training—issues that mirror the BuCor experience. Meanwhile, Knowledge on Applicable Laws, Rules, and Regulations obtained the lowest mean score of 3.41, interpreted as Agree. While this indicates that respondents still acknowledge legal knowledge as a problem, it is perceived as relatively less critical compared to operational and tactical challenges. This finding resonates with Cousins (2022), who argued that gaps in land law knowledge among enforcement officers often compound governance problems but are frequently overshadowed by immediate security and implementation issues. The overall mean score of 3.67, interpreted as Strongly Agree, confirms that respondents generally perceive significant problems in the enforcement of land utilization and protection policies. However, the relatively high standard deviation of 1.06 implies considerable variability in perceptions, indicating inconsistent experiences across respondents. Such variability is common in institutional assessments where local conditions, resources, and management styles create divergent stakeholder perspectives.

As displayed in Table 3, presents the respondents' assessment of the problems encountered by BuCor personnel in implementing rules and regulations to regulate land and property utilization across facilities. Results reveal that all three indicators were rated Strongly Agree, implying that these issues are widely recognized by respondents as significant challenges. The highest mean score of 3.80 was recorded for Security Problems, highlighting it as the most pressing concern. This finding is consistent with Friesen (2021), who emphasized that institutional land management is often undermined by security threats, including encroachments and unauthorized land use, which complicate governance and enforcement. This was followed by Non-Cooperative Occupants (mean = 3.76) and Formal Charge/Case (mean = 3.61), both also interpreted as Strongly Agree. These results imply that stakeholder resistance and legal case backlogs hinder effective enforcement of regulations. As noted by Nkurunziza (2019), occupant non-cooperation is a recurring barrier in land governance systems, often requiring sustained negotiation and community engagement. Likewise, Rakodi (2022) highlights that prolonged litigation and formal charges delay land policy implementation and create uneven outcomes across institutions. The overall mean of 3.72, interpreted as Strongly Agree, indicates strong consensus that BuCor personnel face considerable challenges in enforcing land and property utilization rules. However, the relatively high standard deviation of 0.97 reflects notable variability in perceptions among respondents. This variability implies that while there is general agreement on the presence of problems, experiences differ across facilities, echoing Kutlu (2022) who observed that institutional assessments often show divergent perspectives due to differences in resources, local management, and enforcement contexts.

Overall, this highlight that security issues, resistance from occupants, and lengthy legal processes are the most significant problems confronting BuCor personnel in land and property regulation. Addressing

these requires a combination of enhanced security measures, participatory approaches with local stakeholders, and reforms to expedite legal processes. Such strategies are supported by recent governance studies emphasizing integrated, context-sensitive solutions to land use management challenges.

Furthermore, Table 4 shows that the computed F-values (15.18, 14.02, and 12.45) all exceeded the critical value of 5.987, while the corresponding p-values (.01) were less than the alpha level of 0.05. This statistical evidence leads to the rejection of the null hypothesis, indicating a significant difference in the respondents' perceptions when grouped according to rank or position, length of service, and length of stay in the Bureau. Such findings underscore that professional status and tenure play a vital role in shaping perceptions of policy enforcement and institutional practices. This aligns with the observation of Smith and García (2022), who emphasized that hierarchical position and organizational tenure significantly influence compliance attitudes and policy implementation perspectives in public institutions. Likewise, Chen et al. (2021) highlighted that length of service contributes to differentiated organizational experiences, as longer-serving personnel often develop deeper institutional knowledge but may also encounter greater resistance to change. In correctional management contexts, Santos and Mendoza (2023) noted that employees' perceptions of land and facility governance are not homogeneous, as tenure and position shape levels of authority, accountability, and exposure to enforcement challenges. Furthermore, Miller and O'Connor (2024) argued that variation in staff perceptions across professional profiles reflects structural and cultural dynamics within organizations, influencing both the consistency and effectiveness of rule enforcement. Taken together, these results imply that BuCor must consider the diverse backgrounds and institutional experiences of its personnel when designing and implementing policies, since these factors demonstrably affect how rules and regulations are interpreted and carried out.

Additionally, Table 5 determines that the calculated F-values (15.18, 14.02, and 12.45, consecutively) exceeded the critical value of 5.987, and the computed p-values were less than the significance level of  $\alpha = 0.05$ . Thus, the null hypothesis is rejected. This provides sufficient evidence to conclude that there is a significant difference in the respondents' perceptions across the indicators of rank or position, length of service, and length of stay in the Bureau. These findings highlight those demographic and professional attributes exert measurable influence on organizational perception and policy enforcement. According to Kim and Torres (2021), organizational roles and hierarchical positions are strongly correlated with differences in compliance attitudes and enforcement consistency. Similarly, Li and Fernández (2022) argued that professional tenure not only reflects accumulated institutional knowledge but also shapes employees' openness to new policies. In correctional settings, Cruz and David (2023) emphasized that personnel with longer service often demonstrate stronger attachment to existing practices, which can generate both stability and resistance to reform. Furthermore, Thompson (2024) noted that length of stay within an institution contributes to diverse perspectives on rule enforcement, as staff experiences vary according to authority levels and exposure to operational challenges. Collectively, these studies affirm that BuCor's policy implementation strategies must account for variations in staff backgrounds and service tenure to ensure equitable and effective regulation of land and property utilization.

## CONCLUSION

1. The results of the assessment reveal that procedures consistently received the highest ratings, while manpower and equipment scored the lowest among the indicators. These finding highlights that the Bureau of Corrections has established well-defined policies and operational procedures, yet its capacity to execute them is constrained by resource gaps. These results reflect a generally positive institutional strength in terms of procedural clarity, but they also underscore the pressing need to address operational limitations that affect the Bureau's ability to enforce its mandate effectively.

2. The findings indicate that strategy and analytical skills, observation, and demolition experience were rated as the major problems encountered in land and property utilization. This result underscores the importance of building the competencies of personnel not only in technical and legal areas but also in operational strategies, negotiation, and conflict resolution. These results confirm that while legal frameworks are in place, the practical limitations in enforcement capacity pose a challenge that must be addressed through capacity-building initiatives and skill enhancement programs.

3. The results show that security problems, non-cooperative occupants, and formal charges emerged as the most significant challenges faced by BuCor personnel in the management of land and property. This finding indicates that external resistance and legal disputes remain critical barriers to effective governance of resources. These results reflect that while institutional mechanisms are established, enforcement is hindered by stakeholder resistance and legal complexities, necessitating the adoption of stronger security measures, stakeholder engagement, and participatory approaches to promote compliance.

4. The results demonstrate that there is a significant difference in the assessment of policies and practices when respondents are grouped according to rank or position, length of service, and length of stay in the Bureau. This suggests that organizational role and tenure shape perceptions of institutional effectiveness, as employees' level of authority and experience directly influence how they view the implementation of policies. These results affirm the importance of aligning perspectives across different organizational levels to enhance policy coherence and overall program implementation.

5. The results further confirm that demographic and professional factors such as rank, length of service, and tenure significantly influence respondents' perceptions of land and property enforcement. This highlights that institutional experience plays a crucial role in shaping attitudes toward compliance and policy implementation. These results underscore the need for differentiated strategies in policy design and communication to address the varied perceptions across employee groups, thereby ensuring a more equitable and effective enforcement framework.

## RECOMMENDATIONS

Based on the conclusions, the following recommendation are created:

1. Sustain the effectiveness of clearly defined procedures by institutionalizing regular policy reviews, operational audits, and staff orientation programs, while addressing gaps in manpower and equipment through strategic resource allocation and partnerships with government and private stakeholders.
2. Strengthen the competencies of BuCor personnel by integrating advanced training in strategy, analytical skills, observation, and demolition experience into continuous professional development programs, ensuring that staff are not only legally proficient but also equipped with negotiation and conflict-resolution skills for effective enforcement.
3. Establish proactive stakeholder engagement mechanisms, including community consultations, mediation platforms, and legal support services, to reduce resistance from non-cooperative occupants and address security concerns, while enhancing enforcement through strengthened security protocols and inter-agency collaboration.



4. Integrate regular stakeholder dialogues and participatory evaluation sessions into Bureau operations, ensuring active involvement of personnel across different ranks, lengths of service, and tenures. These activities will align perceptions, enhance policy coherence, and foster organizational unity in implementing institutional mandates.
5. Adopt differentiated policy design and communication strategies tailored to the varying experiences of employees based on their rank, service length, and tenure, while institutionalizing mentorship and peer-learning programs to harmonize perspectives, build collective ownership of policies, and strengthen equitable enforcement across organizational levels.
6. Formulate and adopt a comprehensive Land and Property Management Policy that integrates systematic land-use planning, stakeholder engagement, and inter-agency collaboration, while institutionalizing capacity-building programs for personnel in enforcement, negotiation, and conflict resolution. This policy should address legal disputes, strengthen security measures, and ensure sustainable resource utilization through clear monitoring and evaluation mechanisms, thereby safeguarding BuCor's land and property assets for long-term institutional stability.

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