

# The Tales of the Philippine Coast Guard Personnel in Responding to the Community Needs

Aaron Kevin Ababat, Julie Ann C. Bontilao, Glyzeil Bhea Joyce E. Generalao, Isaac Manahon, Junvil Insong, Jose F. Cuevas Jr.

Misamis University, Philippines

DOI: <https://dx.doi.org/10.47772/IJRISS.2023.7642>

Received: 15 May 2023; Revised: 31 May 2023; Accepted: 02 June 2023; Published: 01 July 2023

## ABSTRACT

The Philippine Coast Guard personnel experienced a lot of challenges as they put their lives at risk while saving the community against the threat brought by the calamity. One of this life threatening incident is the strong typhoon that hits Misamis Occidental. This typhoon gave the people fear in their hearts and mind specially the Philippine Coast Guard Personnel who was the one saving the lives of the community even if it costs their lives. Another incident was also when Super typhoon Odette hit the Philippines. This typhoon was hailed as one of the strongest typhoon that happened in the country that brought torrential rains, strong winds and floods. The study explored the experiences of the Philippine Coast Guard Personnel during their actual rescue or how they respond to the situation during the calamity. There were ten participants who experienced saving lives and properties during calamities served as the participant of the study. Data was obtained through the interview and analyzed through Moustaka's Transcendental Phenomenological data analysis approach. The generated data from the participants were analyzed and gathered four (4) themes, which include: (1) Motivated to Serve; (2) Prepared to Respond to the Community Needs; (3) Resistant of the Citizens; (4) Job Satisfaction. The government and the community should continue showing their support towards the Philippine Coast Guard organization, especially in times of calamities. The government should conduct a training program for the personnel and also for the community to improve their survival skills. The organization should also conduct survival training or seminars to increase the level of preparedness of the community whenever calamity will arrive.

**Keywords:** challenges, calamity, threat, rescue

## INTRODUCTION

The Philippine Coast Guard is an armed and uniformed service tasked with enforcing all pertinent laws within the Philippine archipelago, guarding, and protecting its territorial waters, coasts, and an offshore group of islands (Kim, 2018). The service is also tasked with maintaining the safety of life and property at sea, protecting the marine environment, and other duties that may be assigned to it by the President of the Philippines (Abayon et al., 2019). The PCG also serves as the maritime law enforcement agency for the Philippines, tasked with the enforcement of laws related to fisheries, pollution, customs, and immigration (Rosenberg et al., 2019). The Philippine Coast Guard is under the operational control of the Department of Transportation of the Philippines. The Philippine Coast Guard is a military service of the Philippines. It is responsible for protecting the nation's maritime borders and investigating maritime incidents (Yen-Chiang Chang, 2021). The Philippine Coast Guard also provides support to antipiracy and maritime security operations (Rosenberg et al., 2019).

Not just in saving lives and property the Philippine Coast Guard continues its humanitarian mission at sea

dubbed as the 'BAYANIHAN SA KARAGATAN', aiding hundreds of local fishermen in various vicinity waters in the country. In partnership with the PCG Auxiliary and other concerned organizations, PCG units in Luzon, Visayas, and Mindanao distribute fresh vegetables and fruits, sacks of rice, canned goods, medical supplies, and other basic necessities to local residents who venture at sea to catch fish. Said humanitarian mission is being conducted during a regular coastal patrol to uphold maritime security and maritime safety in the country's borders. On 29 April 2021, PCG Sub-Station in Botolan, Zambales distributed 100 relief packs he prepared in support of the 'BAYANIHAN SA KARAGATAN' (Anderson Gerald, 2021). Several balikbayan boxes from overseas Filipinos based in the United States arrived at the PCG National Headquarters in Port Area, Manila. The supplies were immediately distributed among local fishermen in Scarborough Shoal and the Kalayaan Island Group the PCG Station in Camarines Sur and the 907th PCGA Squadron distributed, not only food supplies but also financial assistance to approximately 100 fishermen at the vicinity waters off Tinambac, Camarines Sur. The majority of those who benefitted from this mission were young children and senior citizens who venture at sea to provide food to their families (Anderson Gerald, 2021).

The PCG has the following units in preparation for rescuing the victims of the calamities. All rescue units like disaster response and quick reaction teams composed of divers, paramedics, rescue swimmers, and K-9 units are to be at a high level of readiness so they can immediately respond to maritime and land-based disasters caused by weather disturbances and typhoons. They should also prepare all the equipment in times like this, this includes the following, boats, their safety gear, and first aid kits (Gundran, et al.). All PCG units nationwide are also tasked to coordinate and encourage operational cooperation with other government agencies like the Armed Forces of the Philippines, the Philippine National Police, Philippine Red Cross, and National Disaster Risk Reduction Management Council to ensure community safety (Aguja, 2018).

The community's first response to the disaster was to hire the Philippine coast guard (Leake, 2019). The coast guard would hire police, firemen, and other support personnel and take on the local government's duties (Shemella, 2021). The goal was to make sure the community had the resources needed to survive with the resources needed to fight the calamity. The Philippine Coast Guard in Ozamis City Misamis Occidental preparations during calamities ensure the safety of the sea-faring public and protect coastal areas (Kim, 2020). As soon as the weather cleared after a typhoon, PCG began repackaging relief goods and delivering them to Coast Guard vessels that were sent out on transport missions. The Coast Guard also aids other government agencies and private organizations during times of calamity. They provided not only food and water but also building supplies and generators in response to the needs of the impacted families. Mobilized to transport relief supplies, clothes, and communications equipment to affected regions (Chauhan, 2020).

The Philippine Coast Guard is an example of the need for greater community engagement in disaster response. They came together in a way that was not only a way to allow their community to show their support but also to show their patriotism. The people in Ozamis City confront the damage caused by the disasters they've experienced and the problems facing the rest of the world. The Filipino Coast Guard attempts to relieve the Filipino people facing the devastation they're experiencing. By serving the community, ensuring maritime security, and promoting the safe and swift movement of people and cargo. The Philippine Coast Guard overcome many obstacles as they protect the users of seas and the rich marine resources- both of which are God's creation.

## **MATERIALS AND METHODS**

The undertaking utilized the qualitative type of research specifically the phenomenological approach. Phenomenological research is a qualitative research approach that seeks to understand and describe the universal essence of a phenomenon and illuminate the specific, to identify phenomena through how they are perceived by the actors in a situation. This design approach is appropriate and judge acceptable in

determining the challenges faced by the Philippine Coast Guard and how they respond to community needs during calamities.

The research participant of this study were (10) Philippine Coast Guard personnel of Ozamiz City Philippine Coast Guard Headquarters. Only those who met the following requirements were selected: age, sex, rank, length of service, and personnel who experienced saving lives and properties during calamities. The study utilized researcher-made interview guide questions to know the challenges encountered by the Philippine Coast Guard personnel during calamities which were distributed into two parts. The first part is consisting of the participant's profiles such as their age, sex, rank, and their length of service. For part two, the study utilized researcher-made interview guide questions. The questions consisted of opening questions, core questions, and closing statements. Since the study used the transcendental phenomenology approach, the interview process utilized open-ended questions and narrative type of answers to solicit the perceptions of the PCG personnel on the challenges they encountered during calamities.

The data collection was done in order to obtain the information from the Philippine Coast Guard Personnel in Ozamiz City that is needed for the study. Before the conduct of the interview, the researcher first asked permission from the College Dean to pursue the study and to conduct the interview through a formal letter. Once approved by the Dean, the researcher then asked permission from the Station Commander of PCG Ozamiz to allow the researchers to obtain information about his personnel. The researcher set an appointment with the identified participants of PCG proposing the schedule of the interview. The researcher also informed the participants that the conversation will be recorded and gave them an assurance that their responses will be kept confidential. After explaining the guidelines, the researcher gave the participant's copy of the interview questions to help them recall their experiences.

The use of the face-to-face interview, open-ended questions and to explore the understanding of the participant and also to cultivate their life experiences. The interview for each participant lasts approximately 10-15 minutes. The researcher took notes at the interview, and observed the participant's behavior during and after the interview was conducted. Moreover, the voice recorder was used to ensure that the details were accurately transpired during the interview. The purpose of the interview was explained very well to the PCG personnel before getting their consent to be part of the study. It is further explained that the research being conducted will cause no harm and they can also refuse anytime they wanted to. Protection of their privacy and confidentiality, such as keeping their names was actually secured and respect for the participant's dignity was a priority.

Certain procedures were first cleared and addressed in the conduct of this, qualitative study, particularly the participant's interview selection execution. The researcher followed the established ethical guidelines by the college. All the participant's voluntary participation was rigorously monitored by the researcher. The interview was not conducted without the participant's consent allowing them to sign the informed consent form prepared by the researcher. Concerning the participant's identities, the researcher used the strategy to promote confidentiality by not mentioning their names during the conduct of the interview instead the researcher addressed them as Ma'am and Sir. Their attendance and signature in the informed consent were kept in utmost confidentiality and locked in the secured cabinet until it needs to be disposed.

## **RESULTS AND DISCUSSIONS**

This part presented the different themes that were gathered from the different responses of the participants of the study during the conduct of the interview. It is evident in the study that most of the participants were 26-37 years old and all of them experienced saving lives and properties during calamities. Further, based on the responses of the participant of the study, there were (4) four themes that were identified such as ; (1) Motivated to serve, (2) Prepared to respond to the community needs, (3) Dealing with resistant citizens, and

(4) Job satisfaction.

Table 1. Profile of the Participants

Code Name	Age	Sex	Length of Service
P1	27	Male	CG Ensign
P2	27	Male	Seaman Second
P3	30	Male	Seaman Second
P4	37	Male	Petty Officer Second Class
P5	27	Male	Seaman Second
P6	30	Male	Seaman Apprentice
P7	27	Female	Seawoman Apprentice
P8	26	Female	Seawoman Second Class
P9	27	Male	Seaman First Class
P10	33	Male	Seaman First Class

**Motivated to Serve**

Being motivated in doing your job is one of the important things that you need to possess in order to contribute to achieving the goals in every endeavor. Motivation and having positive thoughts should be considered every time, especially in dealing with the most difficult situations in life. Everyone should learn to work hand in hand with full trust to our Almighty Father to overcome whatever circumstances might come into our lives. It is evident in the results of the study that the Philippine Coast Guard personnel were motivated in serving the community especially in times of calamity. These were revealed in the answers of the participant.

Code Name	Responses
P2	“I’m happy because I can help people and I want to serve the country as well. Since then It ismy dream to be part of this organization”
P5	“ When I was a child, seeing the uniform of the PCG makes me feel that I also want to wear itone day because I want to be a model to the people and serve our country. It was really my dream to be part of them.”
P6	“ The reason why I really joined the organization is because I want to serve our country. It is my dream since college to a uniformed coast guard personnel and by the grace of God he grantmy dream.”
P7	“When I was a child, one of my family member was a Philippine Coast Guard Personnel, I wasso amazed seeing him with his uniform serving the country and that’s why, I also dream to be like him someday so he is the one inspires me with my job today.”
P10	“The thing that inspired me to be part of PCG is for me to have a stable job. It was always mydream to help the community and serve our country.”

Every public servant has their own inspirations or motivations in life why they chose to be part of the different organizations that serve our country, especially the community (Ritz, A., Brewer, G. A., &

Neumann, O.2016). These statements were true based on the participant’s experiences. It is evident in the study results that all of the personnel really had their motivations why they pursue in joining the Philippine Coast Guard organization. Through that motivation, they became eager enough to work hard in order to achieve what their hearts really desire (Lewis, 1995). On the other hand, making oneself motivated and coupled with hope and perseverance was identified secret to achieving their dreams successfully.

Helping the people and serving the country were the main reasons why the personnel were aiming to enter the organization. They encountered a lot of struggles and hardships before they were able to get what they want. The results implied that having the motivation and always thinking about the positive outcome of their goal contributes to their success right now.

### Prepared to respond to the community needs

Being prepared and with the support and trust of the whole operation, team made them motivated to continuously fight with their struggles while saving the lives of the community. It is evident in the result that the personnel were truly prepared physically and even with their equipment that are important in their operation. These were revealed in the answers of the participants.

Code Name	Responses
P2	“we prepare all the important equipment that will be needed in our operation.”
P4	“During calamities, as a quick response to the community we always make sure that the things that are needed in responding are ready.”
P5	“During calamities, we always make sure that all the equipment needed for the operation are always ready.”
P6	“In times of facing calamities one of my preparation are to help my colleagues to prepare all the equipment that are needed for the operation.”
P7	“Always make sure that all the equipment needed are ready.”
P9	“In facing calamities the very important preparation we always do is to make sure that all the equipment needed were ready.”

The whole Philippine Coast Guard personnel in Ozamis City Station extended their full support to each other in preparing themselves to respond to the needs of the community whenever there will be a calamity coming. All of the personnel were very grateful to each everyone since they know that all of them has given their full efforts in doing their jobs as a responder. Supporting everyone in preparing their selves in being physically fit all the time since we do not know when will the crisis occur. It is evident from the result that the personnel were able to prepare all the things they needed when calamity may come. The results implied that because of their preparedness, they were able to respond to the community much faster and because of their readiness, they were able to successfully do their jobs in saving lives and property.

### Dealing with Resistant Citizens

Challenges are always present anytime (Rotenberg, 2019). Without these challenges, they will not learn some lessons from it that will make them grow more in their jobs and help them become more strong and independent in their jobs. One of the biggest challenges of the personnel was the citizens who were hard-headed. These were revealed in the answers of the participants.

Code Name	Responses
P1	“one of the challenges that I’ve encountered is our communication to the people of the community since there are some individuals who are hard-headed and don’t want to follow our commands to evacuate from the area.”
P2	“One of the challenges that I’ve encounter is some people is very hard headed during the rescue operation it terms of giving them instruction.”
P5	“For me one of the challenges that I’ve encountered is our communication. Sometimes there are instances that we cannot communicate with the people well due to the situation.”
P7	“One of the most difficult challenge I’ve encountered was having a communication with the community because some of them are hard headed.”
P10	“One of the challenges I encountered was facing a hard headed people who don’t want to obey our commands.”

Some of the citizens were causing trouble with their operation because of being hard-headed and don’t want to listen to the personnel’s instructions. But instead of mocking them, the PCG personnel talk to them calmly and explained to them the possibilities that will happen whenever they don’t evacuate the flooded area since the water is getting higher and higher. They just understand them and show them their respect because they know that the community were just afraid of the situation. Even though the situation became hard for them, they just supported and motivated everyone to fight the trials they were facing.

The result implied that the person who responded to the community experienced a little difficulty in handling some of the citizens but was able to talk to them with the utmost respect.

**Job Satisfaction**

After doing our jobs successfully, we do feel a lot of emotions after. They became emotional and grateful after knowing that they were able to save the lives of the people who needed their help. Saving lives and properties were their main goal in the operation that they successfully made. Serving the Filipino people and protecting the entire community against disaster was part of their oath of service and to dedicate their lives to the people who need them. It is evident that the person met their satisfaction by showing that they are so happy and grateful after doing their job. These were revealed in the answers of the participants.

Code Name	Responses
P1	“But deep inside, I was so happy knowing that I was able to help those people who are affected by the flood.”
P4	“After what happened that day, I just realized how happy and blessed I am that I was able to help the community even if cost my life.”
P6	“after saving those people, it felt so great and happy knowing that I am able to save lives.”
P9	“I felt so happy and emotional after saving them even if how dangerous the situation was, I was still able to save them.”
P10	“I am proud of myself after saving those people from the danger given by the flood. I felt so happy also when they already gave their thanks to us.”

In the middle of the calamity, the personnel were always considering the lives of the people. They were motivated to do their best in doing their job until the end showing their love to the country, most especially to the people. It was evident in the result that even if it cost their lives facing danger, they always put in their minds that they need to be strong for the community and not show any negative vibes that can influence the

people.

## RECOMMENDATIONS

Based on the results of the study, the Philippine Coast Guard organization with the support of the government should increase the number of their equipment since it is one of the important things the personnel should have specially when facing calamities because this equipment will serve as a great help to the personnel and will give a bigger chance that they can save more lives and properties. The Philippine Coast Guard Personnel should also have daily or weekly exercise to maintain their physical fitness. They should conduct seminars about how they will handle the incidents that will put them in danger and to give them more knowledge about the possibilities that will happen when facing calamities and teach them about the preparations and awareness whenever there will be a calamity. Conduct an enhancement training for the community like how to properly use the life jackets and any equipment when facing calamity. Lastly, the researchers recommend that the PCG Personnel should make their organization more visible to the community so that it will be easy for them to approach whenever they need help or when they have any queries about them.

## CONCLUSIONS

The Philippine Coast Guard personnel showed their bravery by risking their lives in saving the community. Further, it is evident that amidst their worries and fear that their job will cost their lives, they showed how strong they are and how dedicated they are in serving the country. Further, the PCG personnel continue to show their respect and passion with their job and having faith with God they will overcome all the challenges that they will encounter whenever they will have their operations.

## DECLARATIONS

### Source of Funding

The research work did not receive any grant from funding agencies in the public or not-for-profit sectors.

### Competing Interest Statement

The authors declare no competing financial, professional and personal interest.

### Consent for Publication

Author declares that they consented for the publication of this research work.

## REFERENCES

1. Abayon, J. A., Bongator, J., Estudillo, D., Gigante, I., Guerrero Q., & Denise Anne G Osorio, M. (2019). Rules and Regulations in Enhancing Maritime Safety and Security Rosenberg, D., & Chung, C., Parameswaran, P., (2019). Practiced by the Philippine Coast Guard in Enforcing their Functions. Retrieved from: <https://bit.ly/3Lwzdb2> on September 10, 2022.
2. Admiral Ursabia, George (2021). PCG continues Bayanihan sa Karagatan; aids hundreds of local fishermen at sea. Retrieved from: <https://coastguard.gov.ph/index.php/news/11-news/4058-pcg-continues-bayanihan-sa-karagatan-aids-hundreds-of-local-fishermen-at-sea> on November 5, 2022.
3. Aguja, M. J. (2018). Security and Sustainable Development in General Santos City, Philippines. Geneva: DCAF. Retrieved from: <https://bit.ly/3xI7nD8> on September 21, 2022.
4. Bateman, S. (2016). Maritime security governance in the Indian Ocean region. *Journal of the Indian*

- Ocean Region, 12(1), 5-23. Retrieved from: <https://bit.ly/3S9ZyOz> on September 22, 2022.
5. Chauhan, P. (2020). Maritime Logistics in National and Regional Humanitarian Assistance and Disaster Relief (HADR) Scenarios. In *Disaster Studies* (pp. 157-172). Springer, Singapore. Retrieved from: <https://bit.ly/3UyPmB0> on September 21, 2022.
  6. Donaldson, L. (2001). *The contingency theory of organizations*. Sage. Retrieved from <https://bit.ly/3SwGA50> on October 2, 2022.
  7. Donaldson, L. (2015). *Structural Contingency Theory*. Retrieved from: <https://bit.ly/3fF9Rfm> on October 2, 2022.
  8. Glaser-Reich, J. E. (2018). So Others May Live: Enhancing Resilience and Performance for United States Coast Guard Helicopter Rescue Swimmer Candidates to Help Close the AST Body-to-Billet G. Retrieved from: <https://bit.ly/3BXWqQg> on September 21, 2022.
  9. Gumasing, Ma Janice J., et al. "Determining Factors Affecting the Perceived Preparedness of Super Typhoon: Three Broad Domains of Ergonomics Approach." *Sustainability* 14.19 (2022): 12202. Retrieved from: [https://scholar.google.com/scholar?hl=en&as\\_sdt=0%2C5&q=Relief+operations+being+conducted+by+the+P](https://scholar.google.com/scholar?hl=en&as_sdt=0%2C5&q=Relief+operations+being+conducted+by+the+P) on November 5, 2022.
  10. Gundran, C. P., Lam, H., Tuazon, A. C., Cleofas, J., Garcia JR, Fernando., & Puli, T. E. Simulation Training Needs Assessment for Disaster Preparedness and Disaster Response Among Selected Agencies in National Capital Region, Philippines. Retrieved from: <https://bit.ly/3r3puzi> on September 18, 2022.
  11. Hur, Y. (2018). Testing Herzberg's two-factor theory of motivation in the public sector: is it applicable to public managers? *Public Organization Review*, 18(3), 329-343. Retrieved from: <https://bit.ly/3ymPct7> on October 6, 2022.
  12. Hussainy, S. S. (2020). Review on Motivational Theories & Models: Its application for Employees' Retention in Organizations. *International Journal of Business and Applied Social Science*, 6(1), 40-46. Retrieved from: <https://bit.ly/3CddlGc> on October 6, 2022.
  13. Herzberg, F.I. (1968). Herzberg's Two-Factor Theory in Project Management. Retrieved from: <https://bit.ly/3fzJZkG> on October 1, 2022.
  14. Herzberg, F. (2017). *Motivation to work*. Routledge. Retrieved from: <https://bit.ly/3UyiFUn> on April 13, 2023.
  15. Jalagat, R. (2016). Job performance, job satisfaction, and motivation: A critical review of their relationship. *International Journal of Advances in Management and Economics*, 5(6), 36- 42. Retrieved from: <https://bit.ly/3Uwxua4> on April 13, 2023.
  16. Kim, S. K. (2018). The expansion of and changes to the national coast guards in East Asia. *Ocean Development & International Law*, 49(4), 313-334. Retrieved from: <https://bit.ly/3BVgtOb> on September 10, 2022.
  17. Kim, S. K. (2018). The expansion of and changes to the national coast guards in East Asia. *Ocean Development & International Law*, 49(4), 313-334. Retrieved from: <https://bit.ly/3SICJam> on September 10, 2022.
  18. Kim, S. K. (2020). *Coast Guards and International Maritime Law Enforcement*. Cambridge Scholars Publishing. Retrieved from: <https://bit.ly/3fdITeB> on September 22, 2022.
  19. Khan, H., Vasilescu, L. G., & Khan, A. (2008). Disaster management cycle-a theoretical approach. *Journal of Management and Marketing*, 6(1), 43-50. Retrieved from: *Disaster Management Theory is disasters were accidental... – Google Scholar* on November 6, 2022.
  20. Kapucu, N. (2008). Collaborative emergency management: better community organizing, better public preparedness and response. *Disasters*, 32(2), 239- 262. Retrieved from: <https://rb.gy/ybvy5m> on March 8, 2023.
  21. Lazarus, R. S. (2000). How emotions influence performance in competitive sports. *The sport psychologist*, 14(3), 229-252. Retrieved from: <https://rb.gy/cqqjy> on April 15, 2023.
  22. Leake, M. L. (2019). *A Study of the Diffusion of Innovations and Hurricane-response Communication in the US Coast Guard* (Doctoral dissertation, Old Dominion University). Retrieved



- from: <https://bit.ly/3qUDk7k> on September 22, 2022.
23. Lewis, C. C. (1995). *Educating hearts and minds: Reflections on Japanese preschool and elementary education*. Cambridge University Press. Retrieved from: <https://rb.gy/qmtqa0> on March 8, 2023.
  24. Lim, L., & Washio, K. *The Current State of Philippine Infrastructure and the Government's Plans for the Future*. Retrieved from: <https://bit.ly/3f4YxIZ> on September 14, 2022.
  25. Locke, E. A., & Latham, G. P. (1990). Work motivation and satisfaction: Light at the end of the tunnel. *Psychological science*, 1(4), 240-246. Retrieved from: <https://rb.gy/da24h> on April 15, 2023.
  26. Manglicmot, D. D. (2019). *Optimizing the start-up of a public maritime education training institute: a case study of the Philippine Coast Guard Academy*. Retrieved from: <https://bit.ly/3qWnx7M> on September 10, 2022.
  27. Maslow, Abraham. (1943). *Maslow's Theory of Hierarchical Needs*. Retrieved from: <https://bit.ly/3CofjvJ> on October 1, 2022.
  28. McClelland, David. (1960). *McClelland's Theory of Needs (Power, Achievement, and Affiliation)*. Retrieved from: <https://bit.ly/3fDGmdS> on October 1, 2022.
  29. McGregor, Douglas. (1960). *Understanding McGregor's Theory X And Y*. Retrieved from: <https://bit.ly/3CqFfqw> on October 1, 2022.
  30. Murphy, S. (2022). *A Quantitative Study Using the Protection Motivation Theory to Examine Information Protection Awareness in a Healthcare Organization (Doctoral dissertation, Northcentral University)*. Retrieved from: <https://bit.ly/3CEaU80> on October 6, 2022.
  31. Parameswaran, P. (2019). *Managing the Rise of Southeast Asia's Coast Guards*. Asia Program. Retrieved from: <https://bit.ly/3r120Lr> on September 16, 2022.
  32. Perry, R. W. (2018). *Defining disaster: An evolving concept*. In *Handbook of disaster research* (pp. 3-22). Springer, Cham. Retrieved from: *Disaster Management Theory is disasters were accidental... – Google Scholar* on November 6, 2022.
  33. Perry, R. W., Lindell, M. K., & Tierney, K. J. (Eds.). (2001). *Facing the unexpected: Disaster preparedness and response in the United States*. Joseph Henry Press. Retrieved from: *Disaster Management Theory is disasters were accidental... – Google Scholar* on November 6, 2022.
  34. Philippine Coast Guard (2021). *PCG continues search for missing fishermen in Misamis Occidental*. Retrieved from: <https://coastguard.gov.ph/index.php/districts/cgd-northern-mindanao/147-news/news-2017/1716-pcg-continues-search-for-missing-fishermen-in-misamis-occidental> on November 5, 2022.
  35. Rosenberg, D., & Chung, C. *Maritime security in the South China Sea: coordinating coastal and user state priorities*. *Ocean Development & International Law*, 39(1), 51-68. Retrieved from: <https://bit.ly/3S4wWq5> on September 16, 2022.
  36. Ritz, A., Brewer, G. A., & Neumann, O. (2016). *Public service motivation: A systematic literature review and outlook*. *Public Administration Review*, 76(3), 414-426. Retrieved from: <https://rb.gy/um43wm> on March 8, 2023.
  37. Rotenberg, L. (2019). *WORKING ANYTIME, ANYWHERE—HOW TO DEAL WITH THE CHALLENGES TO WORKERS'HEALTH IN PRESENT-DAY SOCIETY*. *Revist Brasileiracde Medicina do Trabalho*, 17 (1), 6-7. Retrieved from: <https://rb.gy/6uioi3> on March 8, 2023.
  38. Shemella, P. (2021). *The spectrum of roles and missions of the armed forces*. In *Who Guards the Guardians and How* (pp. 122-142). University of Texas Press. Retrieved from: <https://bit.ly/3UG9v8e> on September 22, 2022.
  39. Taylor, Fredirick. (1909). *What is Modern Management Theory?* Retrieved from: <https://bit.ly/3UOrGIZ> on October 1, 2022.
  40. Touma, J. (2021). *Theories X and Y in Combination for Effective Change during Economic Crisis*. *Journal of Human Resource and Sustainability Studies*, 9(01), 20. Retrieved from: <https://bit.ly/3RLriIi> on October 6, 2022.
  41. Vera, C. A. C. *Factors Influencing Communities to Invest in Coastal Resource Management in Danao Bay, Misamis Occidental*. Retrieved from: <https://bit.ly/3BE7HUf> on September 18, 2022.
  42. Vroom, Vroom. (1964). *Employee Motivation Theories Vroom Expectancy Motivation Theory*. Retrieved from: <https://bit.ly/3SNSGq1> on October 1, 2022.

43. Wood, L. J., Boruff, B. J., & Smith, H. M. (2013). When disaster strikes... how communities cope and adapt: A social capital perspective. *change*, 11, 12. Retrieved from: <https://bit.ly/3zRA1Ce> on April 13, 2023.
44. Yen-Chiang Chang. (2021). The use of force during law enforcement in disputed maritime areas. Retrieved from: <https://bit.ly/3S2PYgd> on September 14, 2022.
45. Zboja, J. J., Jackson, R. W., & Grimes-Rose, M. (2020). An expectancy theory perspective of volunteerism: the roles of powerlessness, attitude toward charitable organizations, and attitude toward helping others. *International Review on Public and Nonprofit Marketing*, 17(4), 493-507. Retrieved from: <https://bit.ly/3EuoM66> on October 6, 2022.