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Relationship between Burnout and Job Psychological Motivation among Correctional Officers in Kisumu Maximum Prison, Kenya

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Abstract:

The current study aims to investigate the relationship between burnout and job psychological motivation among correctional officers. Some officers engage deeply in drug and substance abuse, murder, homicide, suicide, absenteeism and desert duties. Job psychological motivation is needed to improve positive drive and performance of officers. A few studies have considered investigating the correlates of burnout and psychological work motivation among this population in Kenya. The objectives of the study were to establish the prevalence of burnout and find out the relationship between burnout and job psychological motivation among correctional officers of Kisumu Maximum Prison. A descriptive and correlational research design was used in this study. Quantitative method was used. The target population was 522 officers. Stratified random sampling technique was used for the four ranks sampled through proportionate sampling for representativeness; Yamane's formula was used to reach a sample size of 156. Reliability of the instrument was measured through test retest and reliability index recorded as .90. Instruments, which were used for measurement in this study, were the Maslach Burnout Inventory and the Multidimensional Work Motivation Scale. Data analysis on prevalence of burnout was carried out using descriptive statistics, while data on burnout and psychological job motivation was correlated using Pearson's correlation technique. The study established prevalence of burnout revealed by high level in emotional exhaustion with a mean of 39.61, whereas personal accomplishment (average = 35.81) and depersonalization (mean = 9.03) revealed that they experience moderate levels of burnout. The study found a fairly negative relationship between burnout and job psychological motivation among the officers. ($r = -0.768$; $\text{Sig.} = .025$). The study recommends that prison management should find ways to reduce burnout and increase job psychological motivation among correctional officers.

Keywords: Burnout, job psychological motivation and correctional officers

1. Introduction

Burnout was first devised in 1974 by Herbert Freudenberger (as cited in Kristiana *et al.*, 2016) to refer to a loss of idealism and enthusiasm to work. It is presently a major mental health problem among employees and a cause of economic loss and psychological agony. According to Casio (2018), the term 'motivation' originated from a Latin word "movere" meaning 'to move'. It is, therefore, defined as an inner passion created by needs, wants and desire to drive employees to put all their psychological and physical energies in their work so as to realise anticipated organizational objectives.

Current observation of correctional officers in Kenya portray psychological problems due to indicators such as drug and substance abuse, apathy, job negligence, absenteeism, sick offs and cases of conflicts with prisoners and colleagues (MOHA, 2013).

According to International Labour Organization (2016), when the physical and mental wellbeing of employees is compromised, the results are absenteeism, increased turnover, low productivity and a negative organizational image.

The objectives of this study were to establish prevalence of burnout, find out levels of job psychological motivation and assess the relationship between burnout and job psychological motivation among correctional officers at Kisumu Maximum Prison in Kenya.

2. Literature Review

The correctional department's main objective is to rehabilitate and reform prisoners in order to realize the departmental goal of reducing crime and recidivism. This is in line with Kenya Prison Service (KPS) mission statement

which is containment of offenders in safe and humane conditions so as to expedite responsive management of fairness, rehabilitation, social restoration and protection of the community (MOHA, 2013).

2.1. Burnout

Burnout is defined by Schaufeli (2017) as a triplicate disorder consisting of emotional fatigue, depersonalization and condensed personal achievement that can occur with staffs working with individuals such as clientele, customers, learners, scholars or detainees.

In human services occupations, significant stress is activated by the emotionally difficult associations with recipients such as learners, patients, clientele, or inmates which finally may end in the weakening of a person's emotional resources (Kristiana et al., 2016).

2.2. Prevalence of Burnout

Griffins, Morgan and Lin (2012) reported that several studies have shown high levels of burnout among correctional officers globally over the past 30 years. A study by Pollock (as cited in Torch & Kiofas, 2012) established that one third of prison officers experienced substantial emotional fatigue, one fifth felt a sense of depersonalization and one quarter experienced deteriorated personal accomplishment reporting prevalence of burnout.

In South Africa, a study by Thandi (as cited in Gitau, 2013) revealed that correctional officers reported that burnout levels were high. It was measured on the low individual achievement sub scale represented by 28 corresponding to greater experience of burnout. The score for emotional exhaustion was 20 which corresponded to moderate level and depersonalization was represented by 7 reporting moderate burnout. This demonstrated that the correctional officers experienced diverse levels of burnout on these three dimensions.

In Kenya, a study conducted by Gitau (2013) among correctional officers in Kamiti Maximum Prison revealed that there was prevalence of burnout among the officers.

2.3. Job Psychological Motivation

This is a psychological process which covers many aspects of job related factors; it is a significant predictor of upholding work performance. Therefore, the main organizational strategies for establishing work performance in institutions should be to make employees happy by inspiring their motivation as stated by Goleman (2017).

According to Casio (2018), job psychological motivation can also be defined as a process which directs and sustains performance of work in individuals from the mental perspective. It inspires employees internally to experience a mental push to job activities and further accomplish organizational goals.

Zubir (2018) further reported that money still remains the most substantial motivation for employees because it possesses significant motivating influence, security, status and feelings of accomplishment. Such motivated employees are more productive, call in sick less often, are less likely to convey wicked attitudes to clients and co-workers, and tend to stay in their job longer, thus reduced turnover and high retention of employees.

2.4. Relationship between Burnout and Job Psychological Motivation

Burnout is associated a greater inclination for violent behaviour, greater displeasure towards executing responsibilities that outspread outside the confines of those that must be executed due to requirements and decline in the performance of work as pointed out by Manzoni & Eisten (2016).

According to Mondy (2016), burnout has an adverse influence on the psychological and physical health of the professionals themselves. This affects the beneficiaries of the services since the professionals may be moderately weakened in providing excellent services to them. As a disorder, burnout is related to high job turnover, absenteeism, low job fulfilment, low drive and appears to be associated with physical exhaustion, sleep disorder, substance abuse and family snags according to Jackson & Maslach (as cited in Kristiana et al., 2016). Some individuals turn to distracting behaviours such as sex, drinking, drugs, partying or shopping binges to try to escape from undesirable feelings (Mondy, 2016).

According to Thandi (as cited by Gitau, 2013), a study on assessing the effects of burnout among correctional officers in South Africa found that 56% of the officers agreed that absenteeism happens as a consequence of burnout with 44% of the respondents agreeing that poor job performance arose as a result of burnout. Burnout may diminish a person's ability to extend control over their work setting which further affects their capacity to operate efficiently. High levels of burnout depletes an individual's energy resources leaving workers with inadequate resources to deal well with the strains of their jobs leading to compromised job performance (Kristiana et al., 2016).

Obiora (2012) pointed out that some correctional officers may find themselves as part of the prison black market whether intimidated by prisoners, swayed by sympathizers or because they have simply gone bad due to burnout. They become the likely method for drugs and other contraband to get into prison. He further demonstrated that this can happen because an officer has low self-esteem and craves adoration from inmates by flouting the rules and smuggling contraband starting with a packet of cigarettes followed by cocaine and smart phone, all of which are motivated by money or praise from prisoners.

Masango (2016) conducted a study in prisons within Nairobi Kenya on aspects frustrating the efficiency of correctional officers in rehabilitation and reformation of offenders. The study revealed that burnout is one of the factors undermining the effectiveness of service delivery in prison.

2.5. Theoretical Framework

This research was informed by Rational Emotive Behaviour Theory credited to the works of Albert Ellis which rests on identifying rational and irrational factors related to psychological issues according to Dryden (2015).

This theory holds that irrational beliefs may increase a person's vulnerability to burnout and negative job psychological motivation because coherent beliefs are associated with useful distress whereas illogical beliefs are related to dysfunctional distress. In this cognitive theory, undesirable events activate either rational or irrational beliefs which result to consequences which can be behavioural, cognitive or emotional (Digiuseppe *et al.*, 2014).

REBT could be an effective theoretical approach in addressing burnout and negative job psychological motivation because it not only results in individuals feeling better but also getting better since people's thinking pattern and feelings can be associated with their patterns of symptomatology.

3. Materials and Methods

3.1. Research Design

A descriptive survey and correlation research designs were used. This allows making careful descriptions and analysis of how the variables influence patterns of behaviour on job and also provide information regarding the degree of the relationship among the variables being studied (Orodho, 2012).

3.2. Target Population

The study population constituted all the 522 correctional officers working directly with prisoners. (Source: Kisumu Maximum Prison staff sheet, 2022).

Strata	Population
Gazetted Officers	6
Inspectorate officers	15
Non-Commissioned officers	43
Constables	458
Total	522

Table 1: Target Population

Source: Kisumu Maximum Security Prison Nominal Roll (2022)

3.3. Sample and Sampling Techniques

Since the target population was 522, this was translated to 156 correctional officers in line with Yamane's formula.

$$n = \frac{N}{1 + N(e)^2}$$

Where n= optimum sample size

N= Population under study

e = Margin of error

In the study N is 522, therefore the sample size was $522 / 1 + 522(0.08)^2$ which translated to 156 at 92% confidence level.

Stratified random sampling technique was used in this study. Ranks were sampled through proportionate sampling calculated by $nh = (Nh/N) n$ (Kothari, 2012).

Where nh is the proportionate sample, Nh is the population of strata, while n is the sample size and N is the target population.

3.4. Instruments of Data Collection

Questionnaires were the instruments used. They comprised modified versions of Maslach Burnout Inventory- Human Service Survey by Maslach and Jackson (as cited in Kristiana *et al.*, 2016) and the Multidimensional Work Motivation Scale (Gagne *et al.*, 2015).

4. Results and Discussion

4.1. Prevalence of Burnout

The study established prevalence of burnout among correctional officers in Kisumu Maximum Prison. The descriptive statistics results were illustrated in table 2.

Sub-scale	N	Percent	Mean	SD
MBI-Emotional Exhaustion	140	36%	39.61(High)	14.263
MBI-Personal Accomplishment	140	36.2%	35.81(Moderate)	12.971
MBI-Depersonalization	140	27.8%	9.03(Moderate)	10.114

Table 2: Mean Score for MBI-HSS Sub Scales

Source: Research Data (2022)

Table 2 showed that 36% of the correctional officers in the study showed a high level of burnout on the emotional exhaustion dimension with the average mean score of 39.61. The mean score for the personal accomplishment subscale average was 35.81 represented by 36.2% of the officers, whereas the depersonalization component had a mean of 9.03 represented by 27.8% of the officers. These dimensions revealed that prison officers experienced moderate levels of burn out of these two dimensions.

The study established that there was prevalence of burnout among the correctional officers in all the three subscales of the MBI- HSS.

The findings concurred with Pollock (as cited in Torch & Klofas, 2012) that one third of prison officers had clinically substantial emotional exhaustion, one fifth had feelings of depersonalization and one quarter experienced weakened personal accomplishment reporting prevalence of burnout.

Similarly, a study of Nigerian correctional officers conducted by Obiora (2012) on prevalence of burnout was also in agreement with this study by reporting high levels of emotional exhaustion at 46%.

Further, the findings were in line with Gitau (2013) who stated that prevalence based on Maslach's category of burnout. It was established that 31%, 49% and 30% of the respondents had high levels of burnout in emotional fatigue, personal achievement and depersonalization correspondingly.

4.2. Job Psychological Motivation

The study also sought to find the levels of job psychological motivation among correctional officers in Kisumu Maximum Prison. The results were demonstrated in table 3.

	Statements	Mean	Std. Deviation
Amotivation	I really feel that I am wasting my time at work.	3.69	2.797
	I don't think this is worth work putting effort into.	4.90	2.462
	I don't know why I am doing this work, it's pointless.	3.14	2.734
	Mean Score	3.91	2.664
Extrinsic Motivation (Social)	To get others approval e.g. supervisors, colleagues, family and clients.	3.16	2.766
	Because others will respect me more.	3.17	2.661
	To avoid being criticized by others.	3.09	2.732
	Mean Score	3.14	2.720
Extrinsic Motivation(Material)	Because of financial reward. (salary)	6.54	1.528
	Because of greater job security.	6.53	1.620
	Because I risk losing my job if I don't.	6.20	1.994
	Mean Score	6.42	1.714
Introjected Motivation	Because I have to prove to myself that I can.	1.91	1.954
	Because it makes me proud of myself.	3.06	2.655
	Because otherwise I will feel ashamed of myself.	1.82	1.886
	Because otherwise I will feel bad about myself.	2.66	2.541
	Mean Score	2.36	2.259
Identified Motivation	Because it aligns with my personal values.	3.17	2.674
	Because it has personal significance to me.	5.75	2.176
	Because I personally consider it important.	6.33	1.728
	Mean Score	5.08	2.193
Intrinsic Motivation	Because what I do in my work is exciting.	2.19	2.197
	Because the work I do is interesting.	2.54	2.462
	Because I have fun doing my job.	2.29	2.333
	Mean Score	2.34	2.331

Table 3: Job Psychological Motivation

Scale: 1=Not At All, 2=Very Little, 3=A Little, 4=Moderately, 5=Strongly, 6=Very Strongly, 7=Completely, N = 140

The finding in table 3 reveals that respondents felt that they were demotivated towards their job psychological motivation in a moderate way representing moderate level (mean=3.91; Std. Deviation = 2.664). On the other hand, the participants cited that extrinsic motivation (social) had a little influence in their job psychological motivation also representing moderate level (mean=3.14; Std. Deviation = 2.720). Further, the respondents felt that extrinsic motivation (Material) influenced their job psychological motivation very strongly representing very high level (mean=6.42; Std. Deviation = 1.714). In addition, the respondents cited that introjected motivation influenced their job psychological motivation in a very little way signifying very low level (mean=2.36; Std. Deviation = 2.259). Also, the respondents agreed that identified motivation strongly influenced their job psychological motivation reported as high level (mean=5.08; Std. Deviation = 2.193). Finally, the respondents perceived that intrinsic motivation influenced their job psychological motivation in a very little way representing very low level (mean=2.34; Std. Deviation = 2.331).

The study established the correctional officers were moderately demotivated with most of them deriving psychological job motivation from remuneration, significance and importance stemming from extrinsic psychological motivation. Intrinsic motivation was found to be very low.

The findings were in agreement with Casio (2018) who stated that recognition and rewards are psychologically motivating to some people more than monetary motivation. When roles are clear and supervisors embrace compassionate leadership styles, the work atmosphere becomes motivating while where there is job overload, low involvement, meagre rewards and no appreciation, the setting becomes demotivating leading to low job psychological motivation among employees.

Zubir (2018) also concurred with this findings that money (material) still remains the most substantial motivation for employees because it possesses significant motivating influence, security, status and feelings of accomplishment. Such motivated employees are more productive, call in sick less often, are less likely to convey wicked attitudes to clients and co-workers, and tend to stay in their job longer, thus reduced turnover and high retention of employees.

4.3. Relationship between Burnout and Job Psychological Motivation

The study assessed the relationship between burnout and job psychological motivation among correctional officers. Pearson Correlation analysis was conducted to determine the nature of association that existed between burnout and job psychological motivation among correctional officers. The hypothesis was also tested where the null hypothesis (H_0) stated that there was no relationship between burnout and job psychological motivation among correctional officers in Kisumu Maximum Security Prison. Correlation results were reported in table 4.

		Burnout	Job Psychological Motivation
Burnout	Pearson Correlation	1	-0.768
	Sig. (2-tailed)		.025
	N	140	140
Job Psychological Motivation	Pearson Correlation	-0.768	1
	Sig. (2-tailed)	.025	
	N	140	140

Table 4: Correlation Results

The correlation results show that there was a fairly strong negative relationship between burnout and job psychological motivation among correctional officers. ($r = -0.768$; Sig. = .025). The study, therefore, rejected the null hypothesis because the p value was less than 0.05 and concluded that there was a relationship between burnout and job psychological motivation among correctional officers in Kisumu Maximum Security Prison.

Schaufeli (2017) also concurred that apathy is the biggest sign of burnout and this may cause correctional officers not to do their daily tasks such as routine security and prisoner's welfare checks leading to mistakes and negligence, thus jeopardizing prison security and management. In sum, workers, who are burnt out, are likely to be incapable and reluctant to put extra effort leading to suboptimal service delivery.

It was also agreed by Mondy, (2016) that People may become uncertain, their efficiency declines and their work depreciates, they may not care about doing a decent job and often execute tasks by routine. These individuals feel uninterested, may fear going to work in the morning and can be jealous of others who are contented with their jobs. Some individuals turn to distracting conducts such as sex, gambling, drinking, drugs, revelry or shopping sprees to attempt to escape from undesirable feelings.

This finding is in agreement with Obiora (2012) that some correctional officers may find themselves as part of the prison black market whether intimidated by prisoners, swayed by sympathizers or because they have simply gone bad due to burnout.

Further, Masango (2016) also agreed that burnout is one of the factors undermining the effectiveness of service delivery in prison.

5. Recommendations

The researcher recommends provision of psychological supportive supervision services to enable correctional officers to deal with job burnout; this will help by improving the psychological work environment through curative approaches such as counselling, psycho-education, cognitive restructuring and social skill training.

There is need for introduction of friendly and fair departmental policies at the correctional facilities in a bid to improve work place mental health so as to reduce the prevalence of burnout. These should include improving organizational climate through recognition, promotions and establishment of a functional and independent internal ombudsperson to check out for organizational administrative injustices.

Immediate focus should be on fair administrative policies grounded in fair administrative actions in matters of promotions, discipline, transfers and staff deployment so as to provide intrinsic and extrinsic job psychological motivation for correctional officers to enjoy their jobs and improve service.

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