



Prevalence of Burnout and its impact on job psychological motivation among correctional officers at six prisons in Nyanza region of Kenya

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Abstract

Burnout is the feelings of work burden including psychological fatigue which frequently result from a gradual pile of daily stresses. It is a psychological word for the undesirable reaction towards prolonged job connected stress. Many research studies have shown that correctional officers around the world, including Kenya, experience significant levels of burnout. The reported research sought to examine how burnout affects the psychological motivation of correctional officers in their job. A significant amount of research has been conducted by scholars on burnout and psychological work motivation. However, only a few studies have investigated the link between burnout and psychological work motivation among these individuals in Kenya. The study was to establish the prevalence of burnout among correctional officers working in six Medium Prisons within Nyanza Region of Kenya. This study employed a descriptive and correlational research design utilizing a survey method. The study incorporated both quantitative and qualitative approaches and was guided by the principles of Rational Emotive Behaviour Theory and Solution Focused Theory. The target population was 1,910 prison officers attached to six Medium prisons in Nyanza region of Kenya. The prison facilities included: Kisumu Medium Prison in County of Kisumu, Nyamira Prison in County of Nyamira, Migori Prison in County of Migori, Siaya Prison in County of Siaya, Kisii Main Prison in County of Kisii and Homa Bay Prison in County of Homa Bay. The researcher categorized correctional officers into various types of ranks, such as gazetted officers, inspectorate officers, non-commissioned officers, and constables. In this study, the research employed the Maslach Burnout Inventory- Human Services Survey (MBI-HSS) and the Multidimensional Work Motivation Scale (MWMS) as instruments for measurement. The researcher realized that within the medium prisons, officers who are deployed to work directly with the inmates are male officers whereas the female officers are deployed to work in the offices hence the sample population was totally men. It also came out that there was no big difference in the responses from different facilities and therefore the findings were handled generally. The study found that there was a high prevalence of burnout, as indicated by the officers experiencing a significant level of emotional exhaustion with an average score of 39.62. Additionally, the officers had a moderate level of burnout, as shown by their scores of 35.82 for personal accomplishment and 9.02 for depersonalization. The research suggests that it would be beneficial for prison management to employ trained counselors and establish effective systems for addressing burnout among correctional officers. Additionally, they should implement methods for increasing the job motivation and psychological well-being of the officers.

Keywords: burnout, job psychological motivation, correctional officers

Introduction

In 1974, Herbert Freudenberger first came up with the concept of burnout, which refers to a state of lacking optimism and enthusiasm towards work (as mentioned by Kristiana *et al.*, 2016). It's currently a main mental wellbeing issue midst workforces and a source of monetary loss and mental distress. According to (2016), burnout is a feeling of burden including mental and physical exhaustion which commonly result from a regular accumulation of everyday stress. According to Sukmana & Sudibia, (2015), burnout is characterized by three components which include emotional exhaustion, lack of personal accomplishment and depersonalization

Prison officers are accountable not only for the custody of prisoners but also supervision, enforcement of rules and regulations of the prison, prevent disturbances, escape and keeping up security and safety. They also guide, mentor and guard inmates alongside preventing contraband items from entry into the prison (Ministry of Home Affairs [MOHA], 2015). Their duties depict role conflict and role ambiguity putting them in a tight spot of treatment or enforcement

which also cause burnout as indicated by Griffins, Morgan & Lin, (2012).

A number of studies have been conducted among correctional officers and have established that burnout is prevalent among them (Griffins, Hogan & Lambert, 2012). In USA, the federal bureau of prisons agree that working in a correctional facility is stressful and can lead to burnout hence affecting individuals who work in such settings (Griffins, Morgan & Lin, 2012). Correspondingly, Torch and Clofas (2012) conducted a study in Canada and found out that 60% of correctional personnel considered their profession to be at least reasonably demanding and 34% reported experiencing indicators of burnout.

Another study conducted by Tabassum (2013) ^[26] among Israeli prison officers found the intensities of burnout to be greater than that of police officers. This seems to put forward that unlike police officers who have a short-term encounter with prisoners owing to limited time between apprehension and trial, prison officers spend very lengthy time with offenders due to their long sentences. Since most of the prisoners are violent, correctional officers encounter

problematic people for an extended period of time. According to Griffins *et al.*, (2012), from shift to shift; the correctional officers are tasked with keeping watch over the irrational prison subculture. Contact with the subculture on a daily basis causes burnout in the professional life of correctional officers. Many studies point to both individual and structural factors as specified by Leiter & Maslach (2014).

A set of undesirable attitudes and conducts are developed by the officers leading to a trend to handle beneficiaries disconnectedly or a skeptical obsession with enjoyment of oneself all of which institute the depersonalization element of burnout which are seen as self-protective coping tools (Obiora, 2012). In a different study conducted in Canada among correctional officers, it was established that prison work is a dull tiresome work and job short of variety thus cited as the second and third causes of burnout respectively after poor management due to routine (Torch & Klofas, 2012).

Research has been conducted in Bulgaria on burnout syndrome among employees in panel institutions. A large number of officers at the District Prison in Plovdiv were found to have a high occurrence of the syndrome. Burnout syndrome was more prevalent among young, unmarried, and highly educated officers, and it typically appeared within the initial 5 years of their service. The results indicate that it is important to develop and put into practice effective strategies to decrease and prevent the rise of burnout syndrome. The District Prison in Plovdiv observed a significant occurrence rate of 74.53% among its employees. The research found that all three sections of burnout had a high occurrence rate. The stress phase accounted for 48.11% of the total, followed by the resistance phase at 66.98%, and finally, the exhaustion phase occurred at 41.51%. The job role within the hierarchy of the service organization was found to be a reliable indicator of stress level during a particular phase. Nearly 80% of the well-educated employees experienced significant levels of burnout syndrome, which became apparent within the initial five years of their employment at the prison.

According to Obiora (2012), the prison structure in Nigeria has been associated with underperformance as a result of burnout coming from chronic situations such as inmates who spit, urinate or empty the bowels into a container and fling them at correctional officers who are on duty. Prison officers are exposed to many hours of shouting and curses, these infuriated outbursts from inmates are likely to provoke other offenders into similar behaviour thus providing a tough environment for officers to work in. Such inmate's behaviours towards prison officers may result in amplified levels of burnout as argued by Tabassum (2013) ^[26].

In South Africa, Thandi (as cited in Gitau, 2013) conducted a study on burnout among South African correctional officers and found that high levels of burnout is correlated with the existence of several physical and psychological hitches such as depression, anxiety, suicide, alcohol abuse, isolation from others, self-neglect, cardiovascular problems and psychosomatic disorders such as stomach ulcers, high blood pressure and heart disease.

A study in Kenya among prison personnel in Kamiti Maximum Prison showed that prevalence of burnout with personal accomplishment recording the uppermost at 49.2% (Gitau 2013). Several research carried out in penal institutions indorsed intensely that structural effects together

with individual level variables, apply the utmost influence on workers experience.

According to (2016), burnout is conveyed with job withdrawal, absenteeism, intention to leave and high turnover. Those who keep to their job regardless of burnout face reduced job output and efficiency decreases, develop lesser job contentment which cause decline in their job performance. Population in the prisons swell every day instigating overcrowding in penal institutions, forcing correctional officers to multitask by for example monitoring the feeding of prisoners, conducting security searches, ensuring the security of inmates, averting escape or any jeopardy and also watching over fellow prison officers as a security measure exposing the officers to burnout as stated by (Griffins, Hogan & Lambert 2012).

A big number of previous panel institution burnout studies have concentrated on the prevalence and influence on job performance, and it has been found that burnout has adverse outcomes for both staff and correctional institutions.

Prevalence of burnout among panel officers has brought about psychological difficulties to correctional officers which may perhaps affect their work. In Kenya, only one study on prevalence of burnout among correctional officers has been conducted so far by Gitau (2013) and it revealed that burnout was prevalent. This research aims to examine how common burnout is in various correctional facilities in order to determine the extent of burnout levels.

According to Casio (2018), motivation originated from the Latin term "movere" which translates to "move". It is described as a strong drive that is influenced by the needs, wants, and desires of employees. Its purpose is to motivate workers to dedicate their full focus and effort to achieve the desired objectives of the organization.

Zubir (2018) explained that many research studies have attempted to explore the link between employee psychological motivation and absenteeism. These studies consistently find a negative correlation between psychological motivation and job absenteeism. In other words, when an employee's psychological motivation is high, their likelihood of being absent from work is low, whereas when their motivation is low, their absenteeism tends to be high. This correlation showed that there was a link between a lack of psychological motivation and absenteeism.

Statement of the Problem

Worldwide, signals demonstration that burnout can lead to diminished work performance and decreased quality of service. In Kenya, very few studies have been done on burnouts across various professions. A study by Kokanya (2004) which focused on the level of burnouts among medical workers at Kenyatta National Hospital documented a high prevalence of 94.5%. Nganga (2008) assessed the prevalence of burnouts midst accountants at University of Nairobi and this study showed a prevalence that ranged from 27.4% to 72.6%. The only available study in Kenya on burnout among correctional officers revealed a high burnout prevalence at Kamiti Maximum prison (Gitau, 2013). This study by Gitau (2013) showed that little shared support at work place, poor work relationships, high work load and job stress were associated with these burnouts. Current reflection of correctional personnel in Kenya also portrays psychological hitches owed to pointers such as misuse of drug and substance, job slackness, nonattendance, sick offs

and cases of fights with prisoners and colleagues (MOHA, 2015).

The Information available on burnouts specifically among prison officers in Kenya, is therefore scarce and rudimentary. These available studies on burnout among correctional officers have not focused on its impact on job psychological motivation. In prisons within Nyanza Kenya, informal reports from the Prison Commandants and prison officers reveal a high prevalence of burnout and job related stress (Personal Communication). This situation warranted this to be an important study by investigating how burnout impacts job psychological motivation among correctional officers within this region.

Prevalence of Burnout.

In recent times, many studies conducted by Griffins, Morgan, and Lin (2012) have revealed that correctional officers globally have been facing significant levels of burnout. A study conducted by Pollock (cited in Torch & Klofas, 2012) revealed that a significant proportion of correctional officers experienced various negative emotional states. Specifically, 33% of these officers suffered from noticeable emotional exhaustion, 20% had feelings of depersonalization, and 25% reported a decline in personal achievement. This research highlighted the frequency of burnout among prison guards. In a different study conducted by Whiteacre (2013), which investigated the occurrence of burnout among police officers in a major city in Alabama, it was discovered that 33% of the officers experienced burnout. According to the same burnout assessment used for both correctional officers in Alabama, 39% of them reported experiencing burnout, indicating that they had a higher degree of burnout compared to police officers.

Another study was used to collect data from correctional officers across the United States, it was recognized that burnout level was high among the correctional officers according to the Burnout Measure which was the tool of measurement as reported by Griffins, Morgan & Lin (2012). The researcher intends to measure the prevalence of burnout using Maslach Burnout inventory which is a different tool all together.

In South Africa, a research conducted by Thandi (as mentioned in Gitau 2013) found that correctional officers experienced a significant amount of burnout. This was evident from the fact that their level of low personal accomplishment was measured at 28, indicating a greater experience of burnout. Additionally, their emotional exhaustion level was measured at 20, which can be considered a reasonable level of burnout. Furthermore, the level of depersonalization was measured at 7, pointing to a moderate level of burnout. This study found that correctional officers experienced different levels of burnout in three different dimensions.

During a study conducted by Obiora (2012), the prevalence of burnout among Nigerian correctional officers was examined. The researcher utilized the MBI- HSS to measure burnout and discovered that a significant percentage, specifically 46%, experienced high levels of emotional exhaustion, which is one of the components of burnout.

Gitau (2013) conducted a study on correctional officers in Kenya to examine the prevalence of burnout using Maslach's classification. The results showed that 30.9% of respondents experienced high levels of burnout in emotional exhaustion, 49.2% in personal accomplishment, and 30.4%

in depersonalization. These findings indicate high levels of burnout across all three components. Given the significant contribution of correctional officers to the community, it is crucial for them to be highly efficient and composed. The burnout experienced by correctional officers has been extensively recorded and demonstrated. Although prevalence studies have already been conducted, there is a necessity to carry out further prevalence research in Medium Prisons in the Nyanza region in order to determine the extent of burnout.

Theoretical Framework

This study was guided by two theories in the following manner.

Rational Emotive Behaviour Theory

Rational emotive behaviour therapy (REBT) was developed and promoted by Albert Ellis, an American psychologist. Ellis drew inspiration from the teachings of proponents from various regions, including Greece (McMahon, & Vernon 2010). This text describes the initial version of cognitive behavioural therapy (CBT), which was created by Ellis in the mid-1950s. Ellis continued to develop this form of therapy until his death in 2007, as mentioned by Velten, (2010).

This proposition is abecedarian to this study since according to Ellis (2003), one of the main objects in REBT is to demonstrate to the client that every time nasty and unfortunate cranking events do in people's lives, they've a choice to either make themselves feel healthier, sad, displeased, worried, and angry or make themselves feel unhealthier and tone- defeating, depressed, shocked, panicked, tone- abhorring and tone- aching.

The theory was therefore found relevant since it shows how people have the ability to be what they want to be without the environment. It was of great help to the researcher to explain what makes the correctional officers feel the way they feel and how they can also change their feelings to be better.

The framework of REBT suggests that individuals possess both inherent rational and irrational inclinations. REBT suggests that individuals, both knowingly and unknowingly, create emotional obstacles such as self-blame, hurt, guilt, shame, sadness, and anxiety, as well as behavioral patterns like avoidance, withdrawal, and addiction through their irrational and self-destructive thoughts (Ellis, 2001). This theory simplified the process of assisting correctional officers in recognizing that individuals make choices and have the capacity to make either positive or negative choices.

Solution Focused Theory.

Solution-Focused Therapy was developed in the late 1970's and early 1980's at the Brief Family Therapy Center in Milwaukee by De Shazer and Berg (De Shazer, *et al.* 1986). It came into existence when De Shazer and Berg noticed that clients would openly discussing their troubles and concerns being unable to perceive their own inner self strengths for overcoming these issues and bowing down to them instead of focusing on what lies ahead.

According to a study conducted by Maljanen *et al.*, (2012), it has been demonstrated that Solution-Focused Brief Therapy (SFBT) has shown efficacy in diminishing symptoms of depression, anxiety, and mood disorders among adult

individuals. The objective of Solution-Focused Brief Therapy (SFBT) is to assist individuals experiencing difficulties in discovering immediate tools that can help them in effectively managing symptoms and addressing challenges promptly. It is based on the belief that even though individuals might have the skills to make changes in their lives, they often require assistance in effectively utilizing and enhancing those skills. By introducing this idea into the study, it became more manageable for correctional officers to handle the working conditions at correctional facilities by making use of the resources they already have. This also assisted them in refraining from fixating on current issues and focusing more on what lies ahead.

Research Design.

The researcher used descriptive survey and correlational research methods to carefully examine and explain phenomena, and also explore the link between burnout and motivation in the workplace. The design of this study allowed for the examination of various factors that impact job-related behaviors, and it also provided insights into the depth of the relationship between the variables under investigation (Orodho, 2012).

According to Kothari (2012), correlation research design defines the frequency with which a variable occurs or its association with other variables. Correlation therefore helped the researcher in looking at the association between the independent and dependent variables in the case of establishing the impact of burnout on job psychological motivation of correctional officers in the six targeted Prisons within Nyanza region of Kenya.

The study used a descriptive design to determine how common burnout is among correctional officers. This type of design allows researchers to gather data and analyze it to understand the relationship between different variables, as shown in the conceptual framework. By using this design, the study provided a current and accurate snapshot of burnout among the population being studied, thanks to the strong external validity of descriptive surveys.

Target Population.

The population refers to a specific group or collection of individuals that are important to a researcher and relevant to the specific issue at hand (Hair, 2003). This involves specifying the group of individuals from which our sample is selected. Based on Salkind's (2008) perspective, population refers to the entirety of certain groups. Sekaran and Bougie (2010) also back up this idea, as they define population as the complete set of individuals that the researcher aims to study. The sample for this study included a total of 1,910 correctional officers sourced from 6 Medium Prisons in the Nyanza region.

This encompassed various designations within the correctional system, including gazetted officers, members of the inspectorate, non-commissioned officers, and constables. The prison facilities consisted of Kisumu Medium Prison located in Kisumu County, Kisii Main Prison situated in Kisii County, Homa Bay Prison found in Homa Bay County, Nyamira Prison situated in Nyamira County, Siaya Prison located in Siaya County, and Migori Prison situated in Migori County.

Sample and Sampling Techniques.

A sample that accurately represents the target population is selected by researchers in order to estimate unknown characteristics of the entire population and draw conclusions about it based on a smaller subset of data. This approach allows for generalizations to be made with confidence, as explained by Orodho (2012).

Sampling Size

The sample size for primary respondents was calculated using Yamane (1967) formula

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

N - The population size

e - The acceptable sampling error

95% confidence level and p = 0.5 are assumed

$$\frac{1910}{1 - 1910(0.5)^2} = 331$$

According to Yamane, the researcher used 331 as the sample size considering 95% confidence level and where the precision level was 5%. Each prison facility therefore constituted of correctional officers in a proportional way to the number of the establishment during the study. Siaya Prison 34, Kisumu Medium 112, Migori Main 56, Nyamira Prison 45, Kisii Main 59 and Homa Bay prison 27 accordingly.

The study utilized the stratified random sampling method. To determine the levels and distribution of burnout and job psychological motivation among different ranks, a stratification was conducted based on the officers' positions. This involved categorizing officers into constables, non-commissioned officers, inspectorate officers, and gazetted officers.

The researcher utilized proportional sampling in order to select a sample of officers. This method of sampling is employed when there are several subgroups in a population that differ significantly in size. The proportion of participants from each subgroup is determined based on their respective population sizes

This increased the likelihood of representativeness because, stratified sampling is a simple random sampling technique applicable in this case because, the population does not constitute a homogeneous group but can be divided into several sub populations that are originally more homogeneous than the total population. To obtain a representative sample, the sample was calculated by

$$nh = (Nh/N) n \text{ (Kothari, 2012).}$$

Where nh is the proportionate sample

Nh is the population of strata, n is the sample size, N is the target population.

Table 1: Proportionate sample in Kisumu Medium prison

Strata	Population (Nh)	Proportionate Sample (nh)
Gazetted Officers	16	3
Inspectorate Officers	32	6
NC O	87	15
Constables	507	88
Total	642(N)	112(n)

Table 2: Proportionate sample in Siaya prison

Strata	Population (Nh)	Proportionate Sample(nh)
Gazetted Officers	1	1
Inspectorate Officers	13	2
NC O	46	8
Constables	135	23
Total	195(N)	34(n)

Table 3: Proportionate sample in Migori Main prison

Strata	Population (Nh)	Proportionate Sample (nh)
Gazetted Officers	4	1
Inspectorate Officers	17	3
NC O	58	10
Constables	247	43
Total	326(N)	56(n)

Table 4: Proportionate sample in Kisii Main prison.

Strata	Population (Nh)	Proportionate Sample(nh)
Gazetted Officers	7	1
Inspectorate Officers	14	2
NC O	41	7
Constables	280	49
Total	342(N)	59(n)

Table 5: Proportionate sample in Nyamira Main prison

Strata	Population (Nh)	Proportionate Sample(nh)
Gazetted Officers	1	1
Inspectorate Officers	15	3
NC O	24	4
Constables	212	37
Total	252(N)	45(n)

Table 6: Proportionate sample in Homa Bay Main prison

Strata	Population (Nh)	Proportionate Sample(nh)
Gazetted Officers	1	1
Inspectorate Officers	5	1
NC O	13	2
Constables	131	23
Total	153(N)	27(n)

Instruments of Data Collection.

The tools used for gathering primary data in this study are called data collection instruments. Questionnaires was utilized to gather information and allowed the researcher to understand the respondent's opinions on various issues (Kothari, 2012).

In this study, questionnaires comprising of questions on personal data and questions relating to burnout and job psychological motivation were used. Orodho (2012) argues that questionnaires in general are needed to ensure uniformity, cost effectiveness and time saving, the instruments effectively collected data from the correctional officers. The surveys included revised editions of the Maslach Burnout Inventory- Human Service Survey and the Multidimensional Work Motivation Scale.

Social Demographic Questionnaire (SDQ).

The researcher created and utilized this tool to gather information about individuals' personal data, including age,

gender, marital status, educational background, job position, and length of employment. This allowed the researcher to collect information on the varying demographic makeup of participants.

Maslach Burnout Inventory (MBI-HSS).

The inventory, which was developed by Maslach and Jackson in 1981 (as mentioned in a study by Kristiana *et al.* in 2016), was designed to assess burnout among professionals in the field of human services, including correctional officers. The text suggests that there were 22 items or statements focusing on personal feelings or attitudes. Each point on the frequency scale was labeled. A value of 1 is given if the respondent has never experienced the feeling or attitude described and a value of 7 if the person experiences it often. Dimensions of burnout which are emotional exhaustion with higher scores in the 9 items (2, 3, 4, 7, 9, 14, 15, 17 & 21) corresponding to greater experienced burnout, 28 or over is high, 18-27 is moderate while 1-17 is low. Depersonalization presents greater degrees of experienced burnout if the 5 items (6, 11, 12, 16 & 23) score high. 14 or over is high, 8-13 is moderate while 1-7 is low. For personal accomplishment, lower scores in the 8 items (5, 8, 10, 13, 18, 19, 20 & 22) correspond to greater experienced burnout. 40 or over is high, 33-39 is moderate while 1-32 is low.

Multidimensional Work Motivation Scale (MWMS).

The authors of this scale are Gagne, Forest, Vansteenkiste, Crevier-Baud and Van den Broeck (2015). This set of questions contains 19 items that were employed to assess different aspects of psychological motivation towards work among the officers.

The main focus of the questions was to determine the reasons behind the officers' willingness to exert effort in their current job and was accompanied by the scale 1= *not at all*, 2= *very little*, 3= *a little*, 4= *moderately*, 5= *strongly*, 6= *very strongly* and 7= *completely*.

Gagne *et al.* (2015) designed in a way that items 1 to 3 measures amotivation with scores of 1-8 low, 9-20 moderate and 21 and over is high for all the components except introjected motivation. 4 to 6 represent extrinsic motivation (social), 7 to 9 extrinsic motivation (material), 10 to 13 introjected motivation which has 4 items therefore scores of 1-11 is low, and 12-27 is moderate while 28 and above is high. 14 to 16 identified motivation and 17 to 19 intrinsic motivation. Higher scores in each dimension correspond positively while lower scores are negative.

Piloting.

The researcher carried out a pilot test to guarantee validity and reliability of the study tools. The officers attached to Kakamega Main Prison working directly with the inmates were used for the pilot study since it consisted of a sample with similar characteristics to the main population of the study. From a population of 351 correctional officers, a sample of 10% of the population was selected to participate in the pilot study. (Source: Kakamega Main Prison staff sheet, 2022).

The researcher documented the time of completion and how well the questions were understood by the respondents. The researcher conducted the pilot test twice in a span of two weeks thereafter the tools were adjusted and restructured with the help of my supervisors and other experts.

Results

Table 7: Demographic information of the correctional officers in the targeted six prisons in Nyanza region

Socio-demographic characteristics		Frequency (n= 280)	Proportion (100%)
Age	20 – 24	32	11.4%
	25 - 29	38	13.6%
	30 – 34	36	12.9%
	35 – 39	68	24.3%
	40 – 44	51	18.2%
	45 – 49	30	10.7%
	50 and above	25	8.9%
Gender	Male	280	100%
	female	00	00%
Years of service	1 – 5	35	12.5%
	6 – 10	50	17.9%
	11 – 15	45	16.1%
	16 – 20	60	21.4%
	21 – 25	40	14.3%
	26 – 30	30	10.7%
	31 and above	20	7.1%
Level of education	Primary	10	3.5%
	Secondary	147	52.5%
	College	50	17.9%
	Undergraduate	63	23%
	postgraduate	10	3%
Current rank	Costable	230	82.1%
	Nco	33	11.7%
	Inspectorate	12	4.3%
	Gazeted officers	5	1.9%
Years served in current rank	1 – 5	30	10.7%
	6 – 10	41	14.6%
	11 – 15	48	17.1%
	16 – 20	94	33.6%
	21 – 25	27	9.6%
	26 – 30	25	8.9%
31 and above	15	5.6%	
Marital status	Single	44	15.7%
	Married	195	69.6%
	Separated	20	7.1%
	Divorced	9	3.2%
	widowed	12	4.3%

The researcher tried to find out gender of the respondents in the study and the verdict was that all the respondents were male 280 which signifies 100% due to the type of the prison facilities that were under the study. In the medium prisons where the inmates are males, female officers are not deployed to work directly with the inmates but work in offices.

The sightings in the table above also exposes that 67.9% (190 Respondents) of them had worked below 20 years. While 32.1 % (90 Respondents) had worked for over 21 years as correctional officers.

3.5 % (10 respondents) of the officers had primary education, 52.5 % (147 respondents) of the prison officers had secondary education, 17.9% (50 respondents) had college education while the remaining 26.1% (73 respondents) were university graduates.

The findings from the table above reveals that 82.1 % (230 respondents) of prison officers were Constable, 11.7% (33 respondents) were Non- commissioned officers, and 4.3% (12 respondents) were members of the Inspectorate while the remaining 1.9% (5 respondents) were Gazette officers.

The results above also displays that 25.3% (71 respondents) of the prison officers have served between 1-10 years in the same rank, 50.7% (142 respondents) have served between 11-20years in the current rank. Another 18.2% (52 respondent) have served between 21-30years in the current rank while 5.6% (15 respondents) have served in their current ranks for more than 30years.

The findings discloses that the highest number of the officers are married at 69.6% (195 respondents) while the single officers were at 15.7 % (44 respondents). Divorced officers were the least in numbers at 3.2 % (9 respondents) followed by the widowed at 4.3% (12 respondents). Separated officers were at 7.1% translating to 20 respondents.

Prevalence of burnout.

The objective of the study was to establish the prevalence of burnout among prison officers in the Nyanza Region of Kenya. The results were illustrated in table 3 below.

Table 8: Mean score for Maslach Burnout Inventory – Human Service Survey sub scales.

Subscale	N	%	Mean	SD
MBI – Emotional Exhaustion	280	36.1%	39.62 (High)	14.27
MBI – Personal Accomplish ment	280	36.3%	35.82 (Moderate)	12.97
MBI – Depersonali zation	280	27.7%	9.02 (Moderate)	10.11

Source: Researcher, 2023.

Discussion

Table 3 above shows that 36.1% of the correctional officers in the study experienced significant burnout in terms of emotional exhaustion, with an average score of 39.62. Additionally, 36.3% of the officers reported a lower sense of personal accomplishment, with an average score of 35.82. The depersonalization aspect of burnout was observed in 27.7% of the officers, with an average score of 9.03. This dimension showed a reasonable amount of burnout in relation to these two aspects.

The results supported Pollock's findings (as mentioned in Torch & Klofas, 2012) that a significant number (one third) of prison officers suffered from severe emotional exhaustion, a considerable portion (one fifth) experienced depersonalization, and a significant percentage (one quarter) reported decreased personal achievement, indicating a high prevalence of burnout.

Also the result was in agreement with Whiteacre (2013) who established the prevalence of burnout among metropolitan police officers from larger city of Alabama was 33% while the burnout among correctional officers was higher than the police officers. Another study also got similar results from correctional officers across the United States by establishing that burnout level was high among the officers as reported by (Griffins *et al.*, 2012).

In the same way, a study by Obiera (2012) on Nigerian correctional officers found similar results to the study mentioned, with a prevalence of burnout at 46% as evidenced by high levels of emotional exhaustion. Furthermore, the results of the study align with Thandi's findings (as cited in Gitau 2013), which showed that correctional officers in South Africa encountered significant levels of burnout. This burnout was measured using a

subscale of low personal achievement, with an average score of 28%, indicating a greater experience of burnout. The average score for emotional exhaustion was 20, reflecting a moderate level, while depersonalization was reported at a moderate burnout level with a mean score of 7. This shows that correctional officers had varied levels of burnout across these three dimensions.

Moreover, the results were consistent with Gitau's (2013) findings, which indicated that 31% of the respondents experienced high levels of burnout in emotional fatigue, 49% in personal achievement, and 30% in depersonalization. This suggests that correctional officers in Kenya are experiencing high levels of burnout across all three aspects of Maslach's burnout category.

Conclusion.

The study established that there was prevalence of burnout among the officers in all the three subscales of the Maslach Burnout Inventory – Human Service Survey. Emotional exhaustion was represented by a mean of 39.62 which represented high level in dimension, personal accomplishment had a mean of 35.82 revealing a moderate level whereas depersonalization component had a mean of 9.02 also showing moderate level of burnout in the subscale.

Recommendations.

There is need for the management of the correctional facilities to find means of how to reduce burnout among the correctional officers through psychosocial employee assistance programs. To address the issue of job burnout among correctional officers, it is important to provide them with psychological supportive supervision services. This can be achieved by implementing interventions such as psych education, cognitive restructuring, and social skill training. By offering these services, the overall psychological work environment can be improved.

There is need for the management of the correctional facilities to take action to help correctional officers who show burnout symptoms. When the situations are not arrested in good time, burnout will affect negatively the performance of the correctional officers. For instance, the correctional officers will be dissatisfied with their work and also be demoralized at work.

Moreover, the management of the prisons should subject the correctional officers to psychological counselling so as to arrest the levels of burnout amongst the officers. In order to decrease burnout rates, it is important to implement departmental policies that are both friendly and fair in correctional facilities. This will aid in fostering a healthier work environment for employees' mental well-being.

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