

**INFLUENCE OF BURNOUT ON JOB PSYCHOLOGICAL MOTIVATION
AMONG CORRECTIONAL OFFICERS AT KISUMU MAXIMUM PRISON,
KISUMU COUNTY, KENYA**

BY

OBONG'O MAURICE OTIENO

**BACHELOR OF THEOLOGY IN RELIGIOUS STUDIES AND COUNSELLING
(THE INTERNATIONAL CHRISTIAN UNIVERSITY KIEV UKRAINE)**

**A THESIS SUBMITTED TO THE BOARD OF POSTGRADUATE STUDIES IN
PARTIAL FULFILLMENT OF THE REQUIREMENTS FOR THE AWARD OF
THE DEGREE OF MASTER OF ARTS IN COUNSELLING PSYCHOLOGY IN
THE SCHOOL OF ARTS AND SOCIAL SCIENCES, DEPARTMENT OF
PSYCHOLOGY, KISII UNIVERSITY**

2023

DECLARATION AND RECOMMENDATION

DECLARATION BY THE CANDIDATE

I declare that this research project is my original work and has not been presented for the award of a degree or diploma in any other university.

Signature..... Date.....

Obong'o Maurice Otieno

MAS25/60036/15

RECOMMENDATION BY THE SUPERVISORS

This research project was submitted for examination with our approval as University Supervisors.

Signature..... Date.....

Dr. Michael Mbiriri, PhD.

Department of Psychology,

Kisii University.

Signature..... Date.....

Dr. Maureen A. Winga, PhD.

Department of Educational Psychology,

Maseno University.

PLAGIARISM DECLARATION

Definition of plagiarism

Is academic dishonesty which involves; taking and using thoughts, writings and inventions of another person as one's own.

DECLARATION BY STUDENT

- i. I declare that I have read and understood Kisii University Postgraduate Examination Rules and Regulations and other documents concerning academic dishonesty.
- ii. I do understand that ignorance of these rules and regulations is not an excuse for violation of the said rules.
- iii. If I have any questions or doubts, I realize that it is my responsibility to keep seeking an answer until I understand.
- iv. I understand that I must do my own work.
- v. I also understand that if I commit any act of academic dishonesty like plagiarism, my thesis/project can be assigned a fail grade ("F").
- vi. I further understand that I may be expelled from the University for Academic Dishonesty.

Name: Obong'o Maurice Otieno

Signature.....

Reg. No: MAS25/60036/15

Date.....

DECLARATION BY SUPERVISORS

- i. I/We declare that this thesis/project has been submitted to plagiarism detection service.
- ii. The thesis/project contains less than 20% of plagiarized work.
- iii. I/We hereby give consent for marking.

Dr. Michael Mbiriri, PhD.

Signature.....

Department of Psychology,

Date.....

Kisii University.

Dr. Maureen A. Winga, PhD.

Signature.....

Department of Educational Psychology,

Date.....

Maseno University.

DECLARATION OF NUMBER OF WORDS

This form should be signed by the candidate and the candidate's supervisor (s) and returned to Director of Postgraduate Studies at the same time as your copies of your thesis/project.

Please note that at Kisii University, Masters and PHD thesis shall comprise a piece of scholarly writing of more than 20,000 words for Master's degree and 50,000 words for PHD degree. In this cases this length includes references but excludes the bibliography and any appendices.

Where a candidate wishes to exceed or reduce the word limit for a thesis as specified in the regulations, the candidate must enquire with the Director of Postgraduate about the procedures to be followed. Any such enquiries must be made at least 2 months before the submission of the thesis.

Please note that in cases where students exceed/reduce the prescribed word limit set out, the Director of Postgraduate may refer the thesis for resubmission requiring it to be shortened or lengthened.

Name of Candidate: **Maurice Otieno Obong'o**

Adm No: **MAS25/60036/15**

Faculty: **Arts and Social Sciences**

Department: **Psychology**

Thesis Title: **Influence of Burnout on Job Psychological Motivation of Correctional Officers in Kisumu Maximum Prison, Kisumu County, Kenya.**

I confirm that the word length is as follows:

1) The thesis including footnotes is 24,776 words. 2) the bibliography is 1,799 words and if applicable, 3) the appendices are 1096 words.

I also declare that the electronic version is identical to the final hard bound copy of the thesis and corresponds with those on which examiners based their recommendation for the degree.

Signature.....

Date.....

Obong'o Maurice Otieno

I confirm that the thesis submitted by the above named candidate complies with the relevant word length specified in the School of Postgraduate Studies and Commission of University Education for Master's Degrees.

Signed: Email: mikembiriri@gmail.com Tel: 0722422897 Date.....

Dr. Michael Mbiriri, PhD (First Supervisor)

Signed: Email: maureenochieng@yahoo.com Tel: 0722426036 Date.....

Dr. Maureen Winga, PhD (Second Supervisor)

COPYRIGHT

All rights reserved. No part of **this thesis/project or information therein** may be reproduced, stored in a retrieval system or transmitted in any form or by any means electronic, mechanical, photocopying, recording or otherwise without the prior permission of the author or Kisii University on my behalf.

© 2023, **Obong'o Maurice Otieno.**

DEDICATION

This research project is dedicated to my very compassionate wife Evelyn and our children Joseph Bodoh Votiver, James Henry Dibondo and Jake Cuthbert Delano; it is for you that I care greatly about the psychosocial misery of our continent Africa.

I wish to let you recognize this one truth that practising natural justice and offering unconditional service to the marginalized such as orphans and prisoners without expecting monetary return is the greatest means to happiness. This can only be realized through education since it is a means to realize authority on podiums that speak for and offer professional services to the underprivileged, the wretched of the world and the rich alike.

I love you so much and I hope to be an example to you in my restless determination to study in order to assist societies through professional talk therapy and other therapeutic actions in the brackets of humanity.

ACKNOWLEDGEMENT

I thank God the almighty for this opportunity in life. I owe this project to my wife Evelyn for financing this research whole heartedly because I have been economically handicapped for a long time.

At most, I acknowledge the efforts of my supervisors Dr. Michael Mbiriri and Dr. Maureen Winga who kept on giving me technical support and guidance in view of this research study.

Special thanks go to Dr. Rose Otieno who is the chair of Psychology department at the University for her technical and moral support regarding this study.

I'm indebted to my children Joseph Bodoh Votiver, James Henry Dibondo and Jake Cuthbert Delano for their moral support and sacrifice during this study sometimes accompanying me from Kisumu to Kisii University to defend the research; I thank you boys!

Other thanks are due to my good friends Eucalystas Liula and Naaman Ambunya of Kenya Prison Service who have been very supportive socioeconomically in this study particularly when my job reached an abrupt halt, I have no words to express everything.

Special thanks to NACOSTI for approving and providing a research permit for me to carry this study.

To Reverend Nancy Dulo and her wonderful husband, you have a special seat in my heart; you constantly come to check on Evelyn's health and our family welfare, I say thank you so much; you may not know but your material, spiritual and psychological support played a very significant role in making this study a reality.

I also thank Mr. Douglas Moturi of Kahlas Tech Solutions Cyber - Kisii for excellent computer services, I also can't forget my fellow students Dismas Nyang'ute, Jane Muriuki, Elekiah Obura and Catherine Onyoyo for their moral support.

To the officer in charge of Kisumu Maximum Security Prison Mr. George Diang'a, I thank you so much for the unconditional positive regard.

Finally I thank Bishop Dr. Godfrey Owiti and his entire family for their spiritual and material support which made this dream come to fruition.

ABSTRACT

Correctional work is considered stressful and can cause mental health problems due to burnout. Some officers engage deeply in drug and substance abuse, murder, suicide, absenteeism, work negligence, desert duties and report late for work. Though rehabilitation is in place, inmates still engage in maladaptive behaviours while in custody and upon discharge. This study investigated 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, examine work challenges and find out the relationship between burnout and job psychological motivation among correctional officers. A descriptive and correlational research design was used in this study. Quantitative method was used and the study was informed by Maslach Burnout Theory and Expectancy Theory of work motivation. 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 of the first and second objectives was carried out using descriptive statistics while data on burnout and psychological job motivation was correlated using Pearson's correlation moment. The study established prevalence of burnout in emotional exhaustion mean of 39.61, personal accomplishment (average = 35.81) and depersonalization (mean = 9.03). Work challenges were found to be administrative 79% and chronic work conditions 15%. The study found a fairly negative relationship between burnout and job psychological motivation among the officers. ($r = -0.768$; Sig. = .025). The study recommends that prison management should find ways to reduce burnout and increase job psychological motivation among correctional officers.

TABLE OF CONTENTS

DECLARATION AND RECOMMENDATION	ii
PLAGIARISM DECLARATION	iii
DECLARATION OF NUMBER OF WORDS	iv
COPYRIGHT	v
DEDICATION	vi
ACKNOWLEDGEMENT	vii
ABSTRACT	viii
LIST OF TABLES	xiii
LIST OF FIGURES	xiv
LIST OF APPENDICES	xv
LIST OF ACRONYMS	xvi
CHAPTER ONE	
INTRODUCTION	1
1.1 Background of the Study	1
1.2 Statement of the Problem	7
1.3 Justification of the Study	8
1.4 Purpose of the Study.....	10
1.5 Objectives of the Study	10
1.5.1 Overall Objective of the Study	10
1.5.2 Specific Objectives of the Study	11
1.6 Research Questions and Hypothesis of the Study	11
1.7 Assumptions of the Study.....	12
1.8 Scope of the Study	12
1.9 Limitations of the Study	12
1.10 Conceptual Framework	13
1.11 Theoretical Framework	14

1.11.1 Maslach Burnout Theory	14
1.11.2 Expectancy Work Motivation Theory	15
1.12 Operational Definition of Terms	15
CHAPTER TWO	
LITERATURE REVIEW	17
2.1 Introduction	17
2.1.2 Burnout	19
2.1.3 Job Psychological Motivation	22
2.2 Prevalence of Burnout	23
2.3 Work Challenges of Correctional Officers	25
2.3.1 Administrative Factors	25
2.3.2 Role Conflict and Role Ambiguity	30
2.3.3 Poor Public Image	32
2.3.4 Chronic Conditions and Job Position	34
2.4 Relationship between Burnout and Job Psychological Motivation	38
2.5 Identification of the Gaps to be filled by the Present Study	42
CHAPTER THREE	
MATERIALS AND METHODS/RESEARCH METHODOLOGY	44
3.1 Introduction	44
3.2 Geographical Description of the Study Area	44
3.3 Research Design	45
3.4 Target Population	46
3.5 Sample and Sampling Techniques	47
3.6 Instruments of Data Collection	48
3.6.1 Socio - Demographic Questionnaire (SDQ)	49
3.6.2 Maslach Burnout Inventory – Human Service Survey (MBI-HSS)	49
3.6.3 Multidimensional Work Motivation Scale (MWMS)	50

3.7 Piloting	50
3.8 Validity	52
3.9 Reliability	53
3.10 Data Collection Procedure	54
3.11 Data Analysis.....	54
3.12 Ethical Consideration	56
CHAPTER FOUR	
RESULTS AND DISCUSSION.....	58
4.1 Introduction	58
4.2 Response Rate	58
4.3 Socio-demographic data	58
4.4 Prevalence of burnout.....	61
4.5 Work Challenges of Correctional Officers.....	63
4.5.1 Administrative Factors	63
4.5.2 Chronic Work Conditions and Job Position	66
4.5.3 Poor Public Image	71
4.5.4 Role Conflict and Role Ambiguity.....	71
4.6 Job psychological motivation	72
4.7 Correlation analysis	75
CHAPTER FIVE	
CONCLUSION AND RECOMMENDATIONS	80
5.1 Introduction	80
5.2 Summary of Results	80
5.2.1 Prevalence of Burnout	80
5.2.2 Work Challenges of Correctional Officers.....	80
5.2.3 Job Psychological Motivation	81
5.3 Conclusion.....	81

5.3.1 Prevalence of Burnout	81
5.3.2 Work Challenges of Correctional officers.....	82
5.3.3 Job Psychological Motivation	82
5.4 Recommendations	83
5.4.1 Prevalence of Burnout	83
5.4.2 Work Challenges of Correctional Officers.....	84
5.4.3 Job Psychological Motivation	85
5.5 Recommendations for Further Research	86
REFERENCES	87
APPENDICES	90

LIST OF TABLES

Table 1: Target Population	46
Table 2: Sample and Sampling Techniques.	48
Table 3: Pilot Test	52
Table 4: Highest level of education of the respondents	59
Table 5: Current Rank of the respondents	60
Table 6: Marital status of the respondents.....	61
Table 7: Mean score for MBI-HSS sub scales	61
Table 8: Work challenges of correctional officers.....	64
Table 9: Job psychological motivation.....	73
Table 10: Correlation results	76

LIST OF FIGURES

<i>Figure 1: Conceptual framework of Burnout and Job Psychological Motivation among Correctional Officers.</i>	13
<i>Figure 2: Years of service as a correctional officer</i>	59
<i>Figure 3: Years served in the rank by the prison officers</i>	60

LIST OF APPENDICES

APPENDIX I: INTRODUCTION LETTER.....	90
APPENDIX II: INFORMED CONSENT.	91
APPENDIX III: UNIVERSITY RESEARCH INTRODUCTION LETTER	92
APPENDIX IV: QUESTIONNAIRE.....	93
APPENDIX V: NACOSTI RESEARCH LICENSE.....	99
APPENDIX VI: RESEARCH AUTHORIZATION LETTER – COUNTY COMMISSIONER KISUMU	100
APPENDIX VII: RESEARCH AUTHORIZATION LETTER –MINISTRY OF EDUCATION.....	101
APPENDIX VIII: PLAGIARISM REPORT.....	102

LIST OF ACRONYMS

BM:	Burnout Measure.
HSS:	Human Services Survey
KPS:	Kenya Prison Service
MBI:	Maslach Burnout Inventory.
MOHA:	Ministry of Home Affairs.
MWMS:	Multidimensional Work Motivation Scale.
NACOSTI:	National Commission for Science, Technology and Innovation.
NCO:	Non Commissioned Officer.
REBT:	Rational Emotive Behaviour Theory.
RPC:	Regional Prison Commander.
SDQ:	Socio Demographic Questionnaire.
SPSS:	Statistical Package for Social Sciences.
USA:	United States of America.

CHAPTER ONE

INTRODUCTION

This study sets out to examine burnout on job psychological motivation among correctional officers in Kisumu maximum security prison. The current chapter provides the foundation of the study and presents the background, statement of the problem, justification or significance, purpose of the study and objectives. The chapter also presents research questions, hypothesis, assumptions, scope of the study, limitations, conceptual framework, and operational definition of terms and clarification of the gaps in research identified by the researcher.

1.1 Background of the Study

The correctional officer career is considered a stressful and risky occupation that can affect their mental health due to burnout. This syndrome presents itself with physical, psychological, behavioural and defensive symptoms which may affect job psychological motivation (Tabassum, 2013).

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. Mondy (2016) describes burnout as a feeling of burden including mental and physical exhaustion which commonly results from a regular accumulation of everyday stress. Burnout is characterised by three components which are emotional exhaustion, lack of personal accomplishment and depersonalization (Sukmana & Sudibia, 2015).

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.

Prison officers are accountable not only for custody of prisoners but also supervision, enforcing rules and regulations of the prison, thwarting disturbances, escape and keeping up security and safety. They also guide mentor and guard inmates alongside preventing contraband from entry into the prison (Ministry of Home Affairs [MOHA], 2015). Their duties portray role ambiguity and conflict of roles putting them in a tight spot of treatment or enforcement which also cause burnout (Griffins, Morgan & Lin, 2012).

Research studies have been carried out among correctional officers and they have established that burnout is prevalent (Griffins, Hogan & Lambert, 2012). In USA, the federal bureau of prisons agrees 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 staff described their work to be at least not extremely stressful and 34% reported experiencing indicators of burnout.

A different study conducted by Tabassum (2013) 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 a lengthy time with offenders due to their long sentences. Most of the prisoners are violent so correctional officers encounter problematic people for an elongated period

of time. According to Griffins et al. (2012), from shift to shift; the correctional officer is tasked with keeping watch over the irrational prison subculture. Exposure to the violent subculture on a day-to-day basis causes burnout in the professional life of a correctional officer. Some studies point to both individual and structural factors as triggers of burnout (Leiter & Maslach, 2014).

A set of detrimental insouciances and behaviours is developed by the officers leading to an inclination to handle beneficiaries in a disconnected and mechanical way or a distrustful obsession with enjoyment of one's individual needs all of which are characteristics of the depersonalization element of burnout which are viewed as maladaptive coping mechanisms (Obiora, 2012). In a different study conducted in Canada among correctional officers, it was established that prison work is dull, tiresome and short of variety thus challenges causing burnout after poor management due to routine (Torch & Klofas, 2012).

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

Thandi (as cited in Gitau, 2013) conducted a study on burnout among correctional officers in South Africa and found that high levels of burnout is associated with the existence of numerous psychological and physiological hitches such as gambling,

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. According to Kenya Prisons Statistics (2020), disciplinary awards among correctional officers in Kisumu prison is escalating and levels of recidivism is also getting higher. This information made the researcher to identify a gap which requires academic inquiry into burnout and its association with job psychological motivation among correctional officers.

Mondy (2016) argues that 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. They may also develop lesser job contentment which causes decline in their job performance. The prison population is swelling every day instigating overcrowding in penal institutions and forcing correctional officers to multitask. This is for example through 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. This exposes the officers to burnout (Griffins, Hogan & Lambert 2012).

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 with personal accomplishment recording the uppermost at 49.2%. A vast majority of research conducted in work place of correctional officers powerfully recommended that organizational effects and not personal level variables apply the utmost influence on job experience (Obiora, 2012).

A majority of previous studies on prison staff burnout have concentrated on the prevalence and influence on job performance, and it has been found that burnout has adverse consequences for both officers and penal institutions. Prevalence of burnout among correctional officers has brought about psychological difficulties to correctional officers which may perhaps affect their work. In Kenya, there is scarcity of studies on prevalence and association of burnout and job psychological motivation among correctional officers. A study conducted by Gitau (2013) revealed that burnout was prevalent. The current study intends to investigate the levels of burnout, work challenges of correctional officers and relationship between burnout and job psychological motivation.

Prison overcrowding, a small number of professionals and work overload may result in poor working conditions which can result to burnout, frustrations and feelings of being undervalued which can further affect physical and mental health including psychological motivation towards work.

According to Casio (2018), the term motivation originated from a Latin word “movere” which means to move. It is therefore defined as an inner passion created by needs, wants and a desire to drive employees to put all their psychological and physical energies in their work so as to realise anticipated organizational objectives.

Zubir (2018) stated that several studies have attempted to examine the association between employee psychological motivation and absenteeism. The studies have largely found out a constant negative association between psychological motivation and job absenteeism. For instance, the higher the job psychological motivation, the lower the rate of absenteeism among the officers and when job psychological

motivation is low, absenteeism tends to increase. This correlation revealed that lack of psychological motivation had a correlation with absenteeism.

Due to burnout, the officers lack attention and concentration, are discouraged and develop low self-esteem which may result to general unproductive attitude, lack of commitment to the job, reduced facility security and poor inmate social reintegration back to the society leading to recidivism.

Kenyan inmates as well sneak in mobile phones into the prison which they misuse through continuous criminal undertakings such as obtaining money from innocent members of the public by conning them through calls and short messages. This has become a common malpractice by inmates in Kenya upsetting mobile phone users almost every day, yet prison officers are charged with the responsibility of monitoring all activities of prisoners and ensuring that there are no mobile phones in prison (Papa, 2015).

The prison climate, lack of interest among correctional officers, lack of empathy, impersonal relationships between prison staff and inmates points to prevalence of burnout. This is likely to disrupt the rehabilitation process as a result of lack of motivation thus institutional failure to take responsibility of prisoner rehabilitation.

In view of these, correctional officers seem not to be discharging their duties appropriately thus the need to investigate burnout and work psychological motivation among this population in order to restore penal practices by mentally healthy and motivated officers to promote diagnosis and treatment of offenders.

Owing to the intrinsic characteristics of correctional work, the officers are susceptible to burnout due to physical and mental overload which may negatively affect job motivation.

1.2 Statement of the Problem

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, 2015). These are some of the factors influencing the researcher to investigate and find levels of burnout, work challenges and association between burnout and job psychological motivation.

Martim, Otieno & Kisimbi (2018) reported that officers in Venezuela specified that inmates in Latin American prisons make use of phones and laptops to mastermind drug trade from their prison jail cells. This gives a picture of job psychological motivation gap among correctional officers which may be credited to demotivation leading to slight or no effort by correctional officers to work effectively since such gadgets are prohibited in prison.

Motivation is one of the most important psychological concepts for attaining worthwhile goals in terms of behaviour, service delivery and production; correctional officers do not seem to be psychologically motivated to work given that searches are conducted thoroughly to detect and prevent prohibited articles from being smuggled into the prison yet mobile phones are still found inside penal institutions. This situation warrants this to be an important study by investigating how burnout is related to job psychological motivation among correctional officers in regard to rehabilitation of inmates for behaviour change.

It was noted that between the year 2014 and 2020, disciplinary cases of correctional officers in Kisumu prison for laxity, malingering, reporting late for duties, trafficking with inmates and desertion from duties are escalating (Kenya Prisons Statistics, 2021).

According to Kenya Prisons statistics (2020), the number of released lawbreakers coming back to Kisumu prison within three years of release has been growing for the past ten years. This is a firm indicator that correctional officers have a problem in terms of preventing the inmates from reoffending which has resulted to recidivism.

It is from these statistics that the researcher identified that there is a gap which needs academic investigation hence attempted to study burnout and job psychological motivation among this population.

Most research on burnout among correctional officers have not focused on its relationship with job psychological motivation among this population in Kenya. This study therefore attempted to fill this knowledge gap.

1.3 Justification of the Study

The study may be of use to the State Department of Correctional Service and the prison service who are the employers of correctional officers in the country to understand more on burnout and job psychological motivation of staff members towards rehabilitation and reformation of offenders in prison for behaviour change and improve psychological wellness of correctional officers. It will aid in improvement of psychological preventive and curative programs in penal institutions particularly in the areas of employee psychosocial assistance and work place counselling. This may improve working conditions among the officers and

subsequently translate into effective correctional service delivery through behaviour change, psychosocial wellness and safe custody of inmates.

This is in line with ILO (2016) that when employers acknowledge and recognize work related hazards such as burnout and their impact on employees and address these, they create a safe and healthy work environment. Reducing burnout among correctional officers has the capacity to increase productivity, employee motivation and job satisfaction which would ultimately lead to increased efficiency and effectiveness of correctional work.

The researcher hopes that the study would influence policy and organizational practices to address burnout, work challenges and job psychological motivation of correctional officers.

It is anticipated that this study may be of benefit to researchers and scholars interested in burnout and job psychological motivation among institutional correctional officers. Researchers will use the findings as contribution to the body of knowledge in relations to burnout and job psychological motivation among correctional officers by forming part of literature on correctional officers within the Kenyan context and will specifically help future researchers to understand prevalence of burnout, causes of burnout and association between burnout and job psychological motivation.

It is important to investigate this phenomenon with respect to improving mental health and positive psychological motivation of correctional officers in order for them to achieve their goals of rehabilitation of inmates which may lead to reduction of recidivism. The research will provide new perspectives in search of strategies that can be pursued to reduce burnout, improve job psychological motivation in the wake

of mental health challenges among correctional officers and maladaptive behaviours of inmates including reoffending. Recognizing individual responses could help correctional officers to understand individual risk factors which predispose them to burnout.

The researcher anticipates that the findings of this study will influence policy and that more support will be available for correctional officers in this country to mitigate burnout and enhance job psychological motivation.

It is also anticipated that this study will also be of benefit to inmates since they are the clients served by the correctional officers, they will basically benefit greatly from correctional services offered by psychologically, emotionally and mentally healthy correctional officers.

1.4 Purpose of the Study

The purpose of this study was to establish the prevalence of burnout, examine work challenges and assess the relationship between burnout and job psychological motivation among correctional officers.

1.5 Objectives of the Study

The objectives guided this study and were presented as overall objective and specific objectives as follows.

1.5.1 Overall Objective of the Study

To establish the prevalence of burnout, examine work challenges and assess the relationship between burnout and job psychological motivation among correctional officers in Kisumu Maximum Prison.

1.5.2 Specific Objectives of the Study

The study was guided by the following specific objectives:

- i. To establish the prevalence of burnout among correctional officers in Kisumu Maximum Prison.
- ii. To examine work challenges of correctional officers in Kisumu Maximum Prison.
- iii. To assess the relationship between burnout and job psychological motivation among correctional officers in Kisumu Maximum Prison.

1.6 Research Questions and Hypothesis of the Study

This study was guided by the following research questions:

- i. What is the prevalence of burnout among correctional officers in Kisumu Maximum Prison?
- ii. What are the work challenges of correctional officers in Kisumu Maximum Prison?
- iii. H₀: There is no relationship between burnout and job psychological motivation among correctional officers in Kisumu Maximum Security Prison.

H₁: There is a relationship between burnout and job psychological motivation among correctional officers in Kisumu Maximum Security Prison.

1.7 Assumptions of the Study

- i. Most correctional officers experience burnout.
- ii. Working conditions are the main causes of burnout among correctional officers.
- iii. Burnout may influence job psychological motivation among the officers.

1.8 Scope of the Study

The study measured the three components of burnout namely emotional exhaustion, personal accomplishment and depersonalization together with work related challenges of correctional officers. Intrinsic and extrinsic motivation which are aspects of job psychological motivation were also examined in this study.

The researcher's inclusion criteria was all the officers who were working at Kisumu Maximum Security Prison during the period of study, had served for at least one year and worked directly with prisoners.

1.9 Limitations of the Study

The study was conducted during the covid 19 pandemic period so the ministry of health and institutional measures kept respondents living outside prison quarters from reporting to work.

The respondents were so busy and in a rush during data collection particularly because of the security nature of their jobs.

The researcher ensured that respondents have his telephone contact so they can contact him in case they experienced any difficulties.

1.10 Conceptual Framework

This is a diagrammatic description of the relationship between burnout and job psychological motivation, it provides a foundation aimed at understanding the several relationships among the variables in the study.

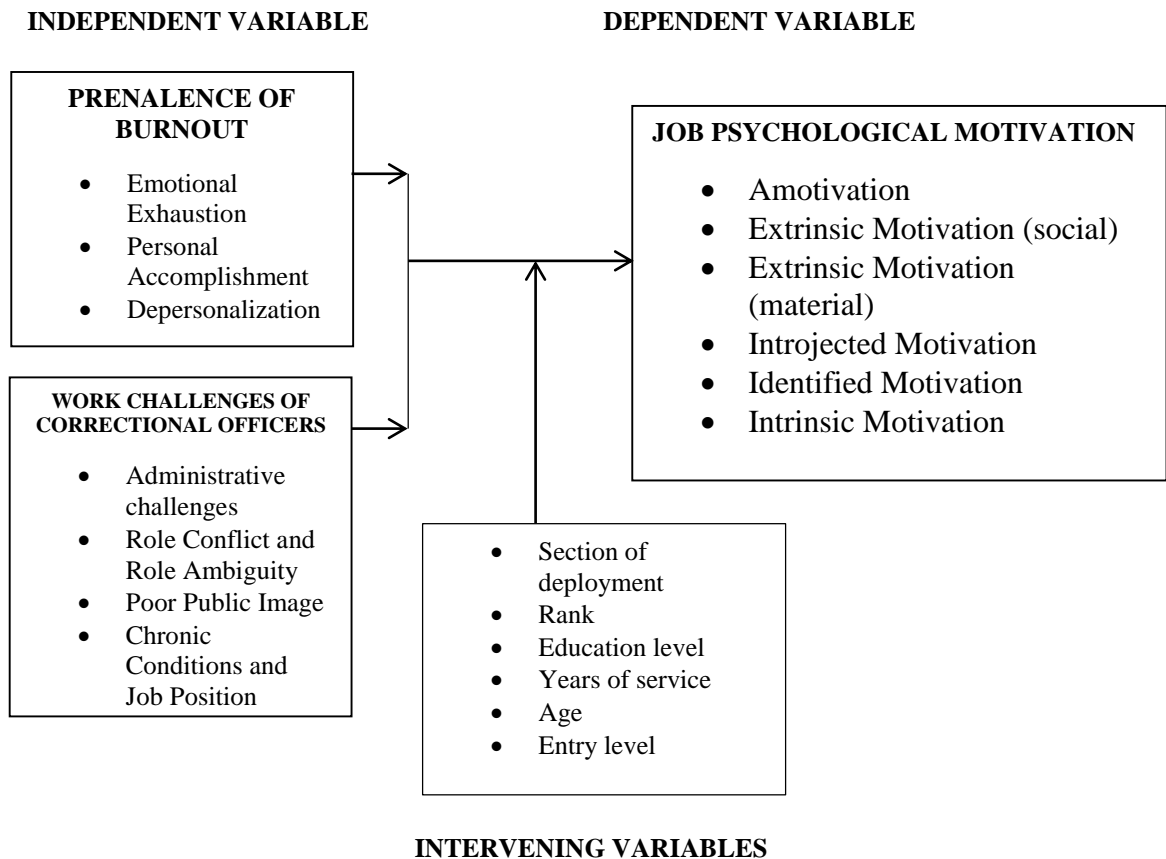


Figure 1: Conceptual framework of Burnout and Job Psychological Motivation among Correctional Officers.

Source: Adapted from Maslach Burnout Theory and Expectancy Work Motivation Theory.

Burnout is an independent variable in this study while job psychological motivation is a dependant variable, job psychological motivation is associated with the level of burnout among the officers. Burnout is a mental health problem resulting from work challenges while job psychological motivation is the psychological push to execute tasks to completion.

The conceptual framework was used to undertake the research, the framework was drawn from the review of related literature, the Maslach Burnout Theory and the Expectancy Work Motivation Theory. This framework depicted three sets of variables including intervening variables where arrows indicated the direction of the relationship between the study variables.

1.11 Theoretical Framework

This study was hinged on Maslach Burnout Theory and Expectancy Work Motivation Theory.

1.11.1 Maslach Burnout Theory

Maslach theorised burnout as a state which ensues as a product of an elongated discrepancy between a person and at least one of the six dimensions categorised as workload meaning extreme work load and demands, control which is absence of adequate control over resources required to finish jobs by employees, reward which denotes to lack of sufficient reward for the job completed in form of monetary, social or intrinsic (Maslach & Leiter, 2020).

Other dimensions are community which is lack of positive view and association with colleagues and superiors leading to frustrations and decreasing the possibility for social support, fairness where a person perceives injustice at the work place such as discrimination and inequality in work load and pay and finally values which means employees feeling constrained by their jobs to act in contradiction of their values or when they experience conflicts with institutional values (Mondy, 2016).

1.11.2 Expectancy Work Motivation Theory

This theory was proposed by Victor Vroom, it highlights the needs for organizations to relate rewards directly to work performance and to make sure that the rewards provided are those deserved and wanted by the recipients. It holds that an individual will behave or act in a particular way because they are driven to select a specific behaviour over others due what they anticipate the result or outcome of that selected behaviour will be (Dryden, 2015).

This theory is hinged on three elements which represents all the dimensions of work motivation, the first is Expectancy which is a belief that one's determination will result in achievement of anticipated performance. Next is instrumentation which is a belief that a person will get a reward in terms of pay increase, promotion, commission or recognition if the performance expectation is attained. Finally there is valence which is the value an individual places on the rewards of an outcome which is based on their desires, objectives, principles and sources of motivation (Digiussepe et al., 2014).

1.12 Operational Definition of Terms

Burnout

Feelings of work burden including psychological exhaustion which frequently results from a gradual accretion of daily stress. In a nut shell, it is a psychological word for the harmful response to prolonged work associated stress.

Correctional Officers/Prison Officers

This term refers to individuals either uniformed or not, employed by the Kenya Prisons Service. They are tasked with the mandate of safe custody of inmates, prevention of prisoners under their safe custody from escaping, protecting them from

harming themselves, ensuring that their well-being is optimum and rehabilitating them to change behaviour.

Gazetted officers

This refers to senior correctional officers of the rank of superintendent and above who in most cases are officers commanding prison stations, regions and directorates.

Job psychological Motivation

This is a mental or emotional incentive, reason or willingness of an action to performing a task well as stipulated in job requirements. It is also an inner bearing desire triggered by needs, wants and aspiration which drives an individual to utilise his physical and emotional drive to accomplish anticipated mental related objectives. In view of this study, it is a mental push to engage fully in the task of rehabilitating inmates for behaviour change, psychological wellness and safe custody.

Rank

This word denotes the job grade or position in the correctional service which the officer has either achieved or has been assigned through upgrade or employment.

Recidivism

This is the act of discharged inmates committing crimes again leading to recapture, arrest and conviction by a court of law to serve another prison term.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This study was to examine burnout and job psychological motivation among correctional officers in Kisumu Maximum security prison. This chapter reviewed literature pertinent to the nexus between burnout and job psychological motivation among correctional officers. It covered theoretical framework on which the study will be based, burnout, job psychological motivation, prevalence of burnout, work challenges of correctional officers, burnout and job psychological motivation and identification of gaps to be filled.

Due to a paucity of studies on burnout and job psychological motivation among correctional officers, the study also reviewed studies conducted among other populations including police officers.

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. All prison officers in Kenya are categorized in terms of ranks from constable, corporal, sergeant, senior sergeant, inspector, chief inspector, superintendent, senior superintendent, assistant commissioner, senior assistant commissioner, deputy commissioner, senior deputy commissioner, deputy commissioner general and the commissioner general all of which are 14 ranks. The ranks are summarised into

constables, non-commissioned officers (NCO) who are corporals to senior sergeants, inspectorate officers who are inspectors and chief inspectors and gazetted officers who are superintendents up to and including the commissioner general of prison (MOHA, 2015).

The prisons Act 2014 contains government policy for classifying all prisons in Kenya as maximum, main, medium and small correctional facilities. The managers of the maximum and medium prisons are gazetted officers. The central rehabilitation program facilitators in all the types of prisons are officers in the rank of constables, corporals, sergeants, senior sergeants, a few inspectors and chief inspectors. The types of correctional facility such as maximum, medium and small prisons depend on the type of offenders contained in them (Papa, 2015).

Maximum correctional facilities are majorly for offenders of serious offences such as homicide, massacre, robbery with viciousness and sex offenders who have lengthy prison sentences of more than seven years incarceration. Minor or less serious lawbreakers who usually have short prison sentences of less than two years are mainly confined in the small and medium jails. By the same policy, each type of prison has different operative restoration curriculum for its type of offenders. Lengthy sentence offenders are taught trades which need long durations of training such as automotive mechanics while short sentence convicts are trained in simple trades such as bead making, poultry rearing, farming, hairdressing and primary tailoring or dressmaking which need short periods to study (MOHA, 2015).

As pointed out by Papa (2015), Mutua demonstrated that the prison department carry out rehabilitation programmes aimed at making the prisoners beneficial and accountable people both in prison custody and upon release back to the society. The

programmes comprise trade and vocational technical skills such as training in woodwork and joinery, metalwork, basketry, pattern cutting, fashion and design, electrical installation, sign writing and soft finishing such as rugs and mats among others. Farming which involves cultivation, animal farming and keeping bees among others. Construction which comprises brickwork, plumbing, tiling, interior design and welding. Spiritual services or spiritual welfare where prisoners get spiritual guidance and counselling, congregational care and divine sustenance services. Social welfare activities which include psychological counselling both group and traditional individual approach, psycho education, psychosocial support and guidance alongside socioeconomic empowerment and wellbeing of staff and inmates.

All prison staff particularly the uniformed correctional officers are trained at the Staff Training College for prison officers located in Ruiru. The institution offers main and promotional courses to prison staff. Recently hired constables who are usually secondary school certificate holders undertake an extensive nine months paramilitary training in prison work and on conclusion of their training they spend another six months on trial to further define their fitness in the correctional service before endorsement of their ranks. Career progression courses are run for officers from the ranks of corporal to all the other ranks. In addition to these initial courses, there are also high-ranking officers' courses undertaken at the institution (Ministry of Home Affairs [MOHA], 2013).

2.1.2 Burnout

This is a psychological word for the harmful reaction to prolonged work associated stress according to Whiteacre (2013). It develops over a lengthy period of time when individuals do not have suitable time to recuperate physically or emotionally

(Griffins et al., 2012). Sukmana and Sudibia (2015) defined burnout earlier as a feeling of overload, including mental and physical fatigue that frequently results from a gradual increase of everyday stress. Mondy (2016) defined it as a term used to describe a detailed psychological state in which individuals go through emotional exhaustion, absence of own achievement and inclining to depersonalize others. It is further simplified by Schaufeli (2017) as a triplicate disorder consisting of emotional fatigue, depersonalization and condensed personal achievement that can occur with staff working with individuals such as clients, customers, learners, scholars or detainees.

Burnout is a different work associated disorder which happens more among those who work with psychological, social and physical difficulties. In this study, burnout was defined as negative response to chronic job related stress.

There are three phases of burnout according to Mondy (2016) ranging from alarm, resistance and exhaustion. Alarm phase is the body's initial response to a stressor, a person is not capable to operate at an adequate level and depends on ego defence mechanisms to deal with stressors so as to uphold one's reputation. This stage is characterized by a disproportion between means and burdens (stress). In human services occupations, significant stress is activated by the emotionally difficult associations with recipients such as learners, patients, clients, or inmates which finally may end in the weakening of a person's emotional resources (Kristiana et al., 2016).

Next is resistance where a set of detrimental attitudes and conducts are established such as a trend to handle beneficiaries in a disconnected and mechanical manner or a pessimistic preoccupation with pleasure of one's individual desires (Morgan,

Pearson & Van, 2012). Fundamentally, these destructive attitudes and conducts that are part of the depersonalization component of burnout are to be deliberated as distrustful surviving mechanisms. In order to decrease emotional exhaustion, the burnt out individual builds a psychological detachment in an effort to shield him or herself from the stressful social setting (Kristiana et al., 2016). Nevertheless, this is an inadequate coping approach which upsurges stress rather than decreasing it since it diminishes the association with clients and heightens relational hitches (Schaufeli, 2017).

Griffins, Hogan & Lambert (2012) suggest that in the exhaustion phase, the helper is less effective in attaining his or her objectives so that own achievement reduces and feelings of ineptitude and uncertainty might develop. The sense of decreased individual achievement is considered to be the third element of the burnout disorder. In this phase, the individual might be inactive and unresponsive or very irritated and cruel. This is the point where action against an individual suffering from burnout may be considered which comprises punitive actions or dismissal from occupation.

According to Sukmana and Sudibia (2015), burnout is an on-going progression that happens over a prolonged period of time; the signs and indicators of burnout are understated in the beginning but they mature to worse as time goes on. They are categorized in to physical, emotional and behavioural. Physical signs and indications include feeling exhausted and weary almost every time, reduced immunity, getting sick frequently, recurrent headaches, tiredness, teeth grinding, back pain, digestive problems, muscle pains and alteration in appetite or sleep behaviours.

Chen, Cheek and Lin (2013) suggested that emotional signs include sense of failure and self-doubt, feeling helpless, trapped and defeated, disinterested, feeling alone in

the world, powerless, ill-tempered, upset, bored, anxious, loss of inspiration, progressively pessimistic and undesirable attitude, reduced gratification and sense of attainment. Behavioural signs and indicators comprise drawing from accountabilities, seclusion of individuals from others, deferring, (taking longer to get things completed) using food, alcohol or drugs to survive, taking out hindrances on others, missing work or getting to work late and leaving early. Such symptoms have been observed among correctional officers thus the need to study burnout in this population (Whiteacre 2013).

2.1.3 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.

There are two types of psychological job motivations namely intrinsic and extrinsic motivations according to Zubir (2018). Intrinsic motivation is basically psychological rewards stemming from within an individual's feeling of personal enjoyment and achievement derived from doing something or performing a task. It is based on self-generated elements from within an individual. Extrinsic motivation is

on the other hand related to tangible rewards from outside the individual such as pay, praise, promotion or generally material achievement.

Zubir (2018) further reported that money still remains the most substantial motivation for employees because it possess 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.

Casio (2018) 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 work overload, low involvement, lowly rewards and no appreciation, the situation becomes demotivating leading to low psychological motivation among employees.

Goleman (2017) stated that if productive employees are psychologically motivated, they can be retained in the organization by default or unconsciously. This is because reward system motivate and keep them in a positive mode so as to reach the stated goals within a specified time frame, boost their level of confidence and improve personal expertise for future organizational purposes.

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. Pollock, 2006 (as cited in Torch & Klofas, 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. In a study by Whiteacre (2013) examining the prevalence of burnout among police officers from the city of Alabama, it was reported that 33% of the police officers were suffering from burnout. Using the same measure of burnout among correctional officers in Alabama, 39% reported prevalence of burnout revealing that correctional officers had a higher level of burnout than police officers.

Another study was used to gather data from correctional officers across the United States. It was established 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).

In South Africa, a study by Thandi, 2005 (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 which corresponded to greater experience of burnout, the score for emotional exhaustion corresponded to moderate level and depersonalization reported moderate levels of burnout. This demonstrated that the correctional officers experienced diverse levels of burnout on these three dimensions. A study of Nigerian correctional officers on prevalence of burnout was conducted by Obiora (2012), it measured burnout using the MBI- HSS and found high levels of emotional exhaustion which is a component of burnout represented by 46%.

A similar study was conducted among correctional officers in Kenya by Gitau (2013) on prevalence based on Maslach's category of burnout. It was established that 30.9%, 49.2% and 30.4% of the respondents experienced high levels of burnout in emotional exhaustion, personal accomplishment and depersonalization

respectively, revealing high levels of burnout in all the three components. In view of the very important role of correctional officers in the community, it is vital for them to be optimally functioning and well composed. The consistency of burnout by correctional officers is well documented. Whereas prevalence studies have been conducted, there is still need to conduct prevalence in Kisumu Maximum prison to establish the levels of burnout.

2.3 Work Challenges of Correctional Officers

Correctional officers are accountable for safe custody of inmates and reacting to crisis or disaster situations in prison settings. Studies show that their work is convoyed with frequent psychological stressors that differ by degree of concentration which can result to burnout. Griffins et al., (2012) assert that burnout is higher in correctional work than numerous other occupations including the police who are their counterparts in law enforcement. Some of the causes of burnout are explored below.

2.3.1 Administrative Factors

Armstrong and Griffins (2013) used a survey to gather data from correctional officers in ten state prisons in South Western state of America. This survey was used to measure the amount of burnout as an aggregate in the day to day work of correctional officers. It was measured using the MBI. Administrative variables were found to cause job burnout while it was deduced that agency and administration decisions had a major impact on the burnout level of staff members.

In a similar study, Obiora (2012) surveyed 241 Nigerian correctional officers to examine burnout and a sizeable 47% of the officers stated that burnout was caused by work overload described as being allocated with insufficient manpower or

resources to carry out the right job. In a study by Higgins and Tewsbury (2013) on causes of burnout, six hundred and fifty questionnaires were administered to correctional officers in Kentucky prisons with a 35% response rate. The results of the study showed that burnout is primarily generated by organizational matters rather than period spent with inmates. Further, working in a bureaucratic paramilitary designed organization in itself causes burnout. Correctional work is a paramilitary institution established by clear lines of power and a line of official protocols founded on chains of command. Officers are ordered to observe professional expertness inside a bureaucratic scenery in which they are not given the formal authority to be an expert. These are likely potential sources of burnout.

As noted by Limonu (2013), absence of administrative fairness can lead to feelings of being disrespected or powerlessness in a given situation leading to burnout among employees. Such unfairness may be in forms of inequalities in workload, pay, and disciplinary matters, cheating in workplace, and incorrect handling of promotions or evaluation and poor dispute resolution practices.

A study by Finney et al. (2013) concluded that administrative structure and environment had the greatest steadfast correlation with burnout among correctional officers, this included absence of support from superiors and absence of administrative fairness.

Morgan et al. (2012) found out that most burnout originated not from the inmate population but from the lack of support from prison administrators and appreciation by superiors for a job well done. They further established that most officers just feel that they are one stage up from the inmate population. The day to day contacts of correctional officers and their supervisors is another cause of burnout. According to

a study carried out by Armstrong and Griffins (2013), correctional officers indicated that majority of their work problems were instigated by seniors giving more weight to whatever the inmates said against correctional officers. Similar conclusions were reported by Higgins and Tewsbury (2013) where correctional officers ranked reproach from supervisors in front of inmates and having feelings of pressure from having to make happy too many bosses due to the ranking structure in the first twenty of a wide-ranging list of causes of burnout in correctional set up. Garland (2019) conducted a survey research on 83 correctional officers in Midwestern state with a return rate of 52%; the 41 item survey intended to measure burnout among correctional treatment professionals where the key independent variable was administrative support. This study established that the officers who did not have administrative support felt more exhausted than those who did, enlightening that absence of administrative support caused burnout. 53% of the respondents reported job assignments and functions as causes of burnout.

In a sample of 2000 prison officers sampled from 67 diverse South African penal institutions, researchers conducted a correlation study on physiological burnout levels against several categories of self-reported working environments including administrative style. Correctional officers who noted administrative style as fairly deprived stated meaningfully higher rates of sick leave and indications of poor health compared to correctional staff who specified satisfactory administrative style. The authors therefore settled that administrative style, strict and inflexible work rules lead to burnout and a proactive administrative style may help frustrate the impacts of burnout at the workplace (Gitau, 2013).

In a study of British correctional officers, Chen et al. (2013) pointed out that a substantial correlation with scores of burnout were found for prison officers who

were in agreement with statements such as “ not getting adequate commendation for their effort on job” as well as “administrations inability to realise needs of staff members”. Several studies have reported ineffective communication and or controlled abilities for decision making as a major source of burnout for prison officers. Specifically, poor communication between correctional officers as well as the managers is described as a significant cause of burnout.

Departmental policies were also found to be denying the officers chances to make decisions and for taking bigger job responsibilities as pointed out by Limonu (2013) and reported as a significant aetiology of burnout. Similarly, lack of occupational feedback and clear, consistent information was found to cause burnout as pointed by (Sukmana & Sudibia, 2015). Pride that one takes in their profession can lead to burnout. Whiteacre (2013) reported in his study of Salvation Army Correctional service in Chicago that a cause of anxiety was that 53% of the respondents felt that they were at a halt in their career or job, they further reported that career immobility causes burnout. They also noted that favouritism in correctional organizations influenced the promotional process. A study conducted in Netherlands by the state correctional department revealed that the majority of prison officers 54% are uncertain about their career forecasts and many prison officers, 39% indicate that they experience a career dead end (Torch & Klofas, 2012).

A similar study by Chen et al. (2013) measuring job advancement as a cause of burnout among 600 correctional officers in New Zealand reported that officers had a significantly lower means on the progression aspect. Career advancement among correctional officers is therefore perceived as a conceivable source of burnout. Some studies have found out that job based factors such as job upgrades or career

development and progress could be a substantial cause of burnout (Petita & Veccione, 2012).

Understaffing which is primarily not having sufficient officers available to work in official posts is another cause of burnout. This occurs as a result of sick leave, unattractive salaries, high turnover and absenteeism among other reasons. This creates burnout due to lack of time to complete obligatory tasks, concerns that there are insufficient staff available if prisoner violence arises and the failure to create a programmed time offs for special circumstances or family problems are all results of understaffing (Whiteacre, 2013). Okwendi and Ushi (2014) reported a massive increase in prison population globally which has caused understaffing leading to burnout for most of the prison staff.

According to Higgins and Tewsbury (2013), attaining satisfactory staffing in many correctional amenities is a prolonged problem. Even when staffing is adequate, employee absence can cause shortages and increase staff pressure to complete tasks. Studies have revealed that understaffing is frequently stated as a main cause of burnout. In a study of 81 South African prison officers, a self-report survey was used with a dominant factor of the questionnaire concerning the ranking of probable causes of burnout. Results uncovered that of the rankings for each 52 sources of burnout, absence of correctional officers and resources to carry out the obligatory tasks owing to understaffing and high work load was rated the major source of burnout in correctional settings (Ukwendi & Ushi, 2014).

High levels of burnout have been found by researchers among persons who have extreme workloads, long unproductive hours, countless responsibilities and dealing directly with problematic people without adequate relief as pointed out by Tabassum

(2013). In several studies conducted in Dutch, between 65% and 75% of correctional officers' reported that they feel under pressure due to high workload. They agree that they execute diverse tasks concurrently such as monitoring the feeding of inmates and keeping security in check which is perhaps due to staff shortage and workload increase (Morgan et al., 2012).

Griffins et al., (2012) reported that low remuneration has been noted in some studies as a source of burnout among correctional officers. Higher levels of burnout were shown for prison officers who seek other jobs to aid with monetary problems. Another study of Israeli prison by the same researchers found a direct relationship between displeasure with one's salary and burnout levels.

In Africa, a study was conducted by Thandi (as cited in Gitau (2013) on the causes and levels of burnout among prison officers in one of the prisons in South Africa. It revealed that 24% of the respondents felt that low levels of pay was a cause of burnout.

2.3.2 Role Conflict and Role Ambiguity

The role of a correctional officer can also cause burnout particularly when coupled with the changing political scenery that can engulf this sometimes penal and other times rehabilitative occupation. Ukwendi & Ushi (2014) defines role conflict as a struggle of officers to merge custodial duties with their treatment functions. Role ambiguity can be described as absence of clearness about the work or task such as an inconsistency between the information presented to the employee and that which is essential for effective work performance. In contrast to role conflict, role ambiguity has the utmost relationship with job psychological displeasure which is one of the components of burnout (Petita & Veccione, 2012).

Torch & Klofas (2012) argues that these correctional officers may further experience struggle as a role of the part that they perform since on the other side they are executing out the rules in force. However, they ought not to be stimulated by emotions or individual views because the strain of merging both roles can produce high levels of stress which if unceasing leads to high levels of burnout. Doubt about what individuals are anticipated to undertake at work stemming from role confusion and ambiguity is another factor which may cause burnout.

Kristiana et al., (2016) stated that role conflict is basically the concurrent existence of two or more contrasting forces such that a reaction to one makes agreement with the other difficult. The greatest regular types of role conflict are those between the person's standards and those of the senior officers or the institution. In several studies, role conflict has been related with low job satisfaction, frustrations, diminished trust and reverence, low self-confidence in the institution, ethical hitches and high levels of stress leading to burnout.

According to Ukwendi & Ushi (2014), correctional officers barely recognize what is anticipated of them when it comes to rehabilitating prisoners under their care. He further stated that the importance of rehabilitation of offenders and the current inflow of other correctional professionals has amplified role difficulties in correctional facilities. Similarly, Torch and Clofas (2012) noted that correctional officers are uncertain about their roles, are unsure about which services they have to deliver to the inmates and blame the management for lack of standardized policies in dealing with prisoners.

2.3.3 Poor Public Image

The common perception of correctional officers as described in movies and literature is one of corrupt, incompetent and ruthless officers who maltreat and abuse prisoners; this has made many officers to feel they are a stigmatized minority and are often uncomfortable or cautious to disclose their profession due to poor public image (Petita & Veccione, 2012).

Cecil (2018) reported that the public view correctional officer's work and particularly their roles as undesirable, bad media attention on staff transgression including sexual assault, inappropriate relationships, introduction of smuggled goods such as drugs and mobile phones into the prison and arrests by police for non-job related crimes have influenced the public view of correctional officers thereby causing burnout among them.

Working in prison has low social status as noted by Torch & Klofas (2012) in a study of Israeli correctional officers which established a strong relationship between poor social status and burnout. More burnout indicators were reported among correctional officers when the community's view towards them was worse. The study further reported that the status of the job is also poor in the eyes of the inmates due to comments by inmates that they don't actually have any respect for a regular guard who just carries the keys.

Low public acknowledgment and poor public image of the occupation is therefore related to burnout, this is demonstrated by the fact that most correctional officers reported that their current job is their second choice as noted by (Petita & Veccione, 2012). He further reported that correctional officers chose to work in prison rather than be jobless. As noted by Ukwendi & Ushi (2014), correctional work was

regarded as a job of last option after previous job let-downs and people with higher education were significantly less likely to view correctional work positively or contemplate joining the career due to the impression that it is “dirty work”. Public image of correctional officers is not very favourable due to the perception that they use force on prisoners.

Arguably, correctional officers in California received the lowest job scores among seven criminal justice positions of attorneys, judges, probation officers, parole officers, public defenders and police (Griffins et al., 2012). Chen et al. (2013) also reported that a survey on occupational status revealed that correctional officers ranked below police officers and slightly above blue collar jobs such as carpenter and truck driver, this pointed that public view of the job was poor.

In a survey on willingness to become prison officers in California, Griffins et al. (2012) reported that approximately two thirds of the participants specified that they would be very improbable to join the job as a correctional officer while just 11% and 3% correspondingly showed that they would be slightly likely and very likely respectively to take a job as a correctional officer if there was a chance. The study concluded that public perception of prison work is held in low regard.

Obiora (2012) argues that prison officers are viewed as common key keepers who are less educated and inferior to the police and other state security organisations. He further points out that a study of prison officers of Freetown Central Prison in Sierra Leone found out that majority of the officers were ashamed of their job. Some reported that they cannot put on their uniforms out of the prison because the public will look at them as marginalised and desperate.

2.3.4 Chronic Conditions and Job Position

Chronic conditions such as scarce housing, poor housing, poor sanitation and oppressive responsibilities are potent stressors instigating burnout among correctional officers (Chen et al., 2013). The kind of job position in a correctional institution has also been related to burnout as well. Related studies have revealed that those in safe custodial positions as well as behaviour treatment positions stated greater levels of burnout (Carson & Thomas, 2016).

Griffins et al. (2012) reported that correctional environments take their toll on correctional officers as they pass through the gates. As they walk into the prison they are immediately hit by the smell of bodies being housed together in cells and wards, the noise of voices struggling to be heard from the blocks, the sound of footsteps and the feeling of violence looming around. Literally they are on guard all the time they enter the prison gate since they are locked within the prison for around eight hours.

Dangerousness is the most frequently stated drawback of prison work. Officers work every day with individuals who have historical accounts of violence and are frequently required to do jobs that essentially include the thwarting of inmates desires and hence the worsening of potentially violent individuals. The correctional officers are almost always outnumbered by the prisoners (Chen et al., 2013). Numerous published surveys of prison officers have recognised the always existing potential for inmate violence against correctional officers as a substantial cause of burnout, feelings of threat may stem less from repeated attacks and more from the awareness that officers face continuous and frequently unpredictable likelihood of violence (Petita & Veccione, 2012).

Higgins (2019) reported that 16 prisoners set mattresses on fire in Almitra Prison Brazil killing more than 57 inmates most of whom were thought to have asphyxiated in the deadly smoke. The violence was as a result of dispute between rival gangs in prison. This exposed correctional officers to danger since some of them sustain injuries when such circumstances arise.

A report by Frank & Hyden (2017) revealed that being a correctional officer is considered one of the hazardous professions. They are arguably exposed to work and institutional related dangers as well as mental and physical health. They essentially stop prison riots, disrupt prison gangs and protect themselves from infectious diseases as well. The report further stated that correctional officers are also required to stop fights between inmates, check their cells, review their meals and protect their colleagues from prisoner assaults. In a survey of 106 correctional officers working in three institutions in Australian correctional system, dangerousness was measured by a five item Likert type scale which showed that dangerousness had a substantial direct effect on burnout (Carson & Thomas, 2016).

As noted by Andra (2019), correctional officers see violence and horror, interact with dangerous prisoners and deal with job stress on a day-to-day basis amounting to burnout. They are expected to process the trauma and swallow it as part of the job in order to uphold the organizational image since showing weakness could be seen as failure, incompetence, the end of a career or an opening for a hostile inmate to attack. In 2016, prison officers at Cook county Jail in Illinois sustained 500 attacks by inmates. He further pointed out that it is common for prison officers to see inmates killing each other, engaging in large scale fights, setting their cells on fire or committing suicide. According to Frank & Hyden (2017), the officers struggle with feelings of depression and hopelessness, have trouble sleeping at night, experience

nightmares and burnout due to post traumatic stress disorders stemming from traumatic work events after which they resort to alcohol or drugs as coping mechanisms which does not provide any solution to their psychological problems.

Gitau (2013) reported that a study was conducted in one of the South African prisons by Thandi on the causes and extent of burnout among correctional officers. It discovered that 28% of the respondents agreed strongly with the view that exposure to dangerous prisoners' causes burnout to correctional officers. Chen et al. (2013) found out that daily contact with inmates and the prison environment are repeatedly reported as causes of burnout, the routine staff-inmate interactions in particular is the most important contributor. Obiora (2012) posited that inmates do not want to be confined and employ all manner of tricks and manipulations to make their circumstances of imprisonment as relaxed as possible therefore supervising inmates cause burnout to the prison officers.

A study by The American Addiction Centre (2018) revealed that prison officers have the second highest mortality rate of any profession in America. It further found out that extreme stress, depression and workplace injuries are some of the daily challenges causing burnout among correctional officers thus influencing them to use drugs and alcohol to get through the dehumanization of their work conditions.

According to a study of 575 New Zealand prison officers on sources of burnout and their levels of health, factor analysis of the burnout instrument found out six job specific causes of burnout including association with inmates. Mean burnout scores were meaningfully higher for correctional officers on the "association with inmate" factor. Many officers report boredom as a source of burnout citing that interaction with co-workers is limited to roll call activities and their work assignments are

routine and primarily intended to maximise security and minimise cost such that the officers work alone in most of the posts (Chen et al.,(2013). Okwendi and Ushi (2014) reported that prison officers face hardened criminals every day in shifts that stretch for long hours in attempts to control thoughts and actions of the inmates. This is also reported to be a cause of burnout since it also involves officers searching their bodies and belongings (which may be unhygienic and lice infested) for weapons and contraband.

Whiteacre (2013) argues that prison is a setting comprising of an unequal hazard of exposure to communicable ailments ranging from airborne ailments like tuberculosis to blood borne pathogens like hepatitis B, C and HIV. Inmate crowding in units lead to burnout alongside limitations of movement on duty which include physical restraint throughout work and rest period (Carson & Thomas, 2016). According to Masango (2016), there is also risk of unconscious displacement of aggression by inmates as psychological ego defence mechanisms whereby the prison officers may become targets of aggression that is really meant for someone else who is out of site. It was outlined by Obiora (2012) that prisons in Nigeria are in deplorable, unfavourable and harsh conditions, the environments are mostly hot, overcrowded, lice infested and noisy thus stressful causing burnout to prison officers manning the penal institutions.

Demanding social contacts between correctional officers and prisoners was reported to be rigorous and emotionally charged. This relationship is considered as a situation of structural conflict which causes burnout because one is the keeper and the other is the kept. The kept struggle to compromise the keeper to allow the maladaptive prison subculture to exist yet it is a prison offence which the keeper is required to deter or eliminate (Torch & Klofas 2012).

Additionally, Oweke (2014) conducted a study seeking to establish causes of burnout among police officers in Kisumu County, the study sampled 451 constables and 12 commanding officers. The study found out that work environment and heavy workload were some of the causes of burnout among police officers.

According to Papa (2015), prison warders staged a nation-wide protest in 2008 reporting poor work conditions in Kenyan Prisons. In agreement with the correctional officers, an investigative report by a committee of specialists led by Marsden Madoka in July 2008 specified a long list of ills such as disease, filth, incompetence and modern slavery. The study seeks to assess the influence of burnout on job psychological motivation among correctional officers in Kenya particularly Kisumu so as to study a different culture altogether. Several causes have been identified, most of which are their working environments. This current study will further investigate work challenges of correctional officers in Kenya.

2.4 Relationship between Burnout and Job Psychological Motivation

Burnout is associated to 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). There is an association between high levels of burnout, a reduction in work efficiency and an upsurge in malingering. Shift work has been found to adversely affect responsiveness, reaction time, and competence on the job as well as provoke psychological, physiological and behavioural changes (Petita & Vaccione, 2012).

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) Individuals may become hesitant, their efficiency drops and their work depreciates, they may not care about performing a good job and frequently execute tasks by routine. These people feel jaded, may fear going to work in the morning and can be jealous of others who are contented with their work. Some individuals turn to distracting behaviours such as sex, drinking, drugs, partying or shopping binges to try to escape from undesirable feelings (Mondy, 2016).

Griffins et al. (2012) stated that burnout was harmfully related to job absenteeism and turnover intention among staff in prison services in Midwestern prisons across America. In Iran, a study was conducted on the association between job burnout and job performance among prison staff by the State department of corrections, MBI and Peterson's questionnaire on job performance were used. The study found out that burnout caused reduced job performance (Alarcon, 2013).

According to Casio (2018), the nature of job is a dominant factor in job motivation. Aspects such as supervision, growth opportunities, salaries and colleagues are important factors in motivation of employees. When employees perceive their jobs as important their motivational level increases and they utilise their skills to the maximum potential resulting to quality service delivery.

A study was done by Zubir (2018) in Pakistan to assess work motivation and job fulfilment among bank workers in Punjab. A structured questionnaire survey was

used and data was collected from employees of four banks, the value of correlation coefficient was (0.251) which revealed that the association was positive denoting that job satisfaction is directly associated with work inspiration. The study concluded that the absence of appropriate appreciation and rewards decreases employee work motivation and job satisfaction.

According to 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 deplete 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). Schaufeli (2017) reported 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, burned out employees are probable to be incapable and reluctant to expend exertion leading to suboptimal service delivery.

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 conduit 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 then cocaine and smartphone, 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. Most burnout studies have been conducted among other professions such as medical workers and teachers. Correctional officers have not been widely studied thus research on burnout among them is relevant in order to build the body of knowledge. The seriousness of physical and psychological effects of burnout on correctional officers such as depression, alcoholism, suicidal tendencies, anxiety, ulcers, hypertension and heart diseases have serious implications for mental health management of correctional officers (Obiora, 2012).

As noted, undesirable attitudes and conducts that constitute the depersonalization element of burnout such as handling beneficiaries in a disconnected way and a sceptical concern with pleasure of one's own desires were reported and considered as self-justifying surviving mechanisms (Kristiana et al., 2016). This may distress correctional officer's motivation to industrious work since such features cannot contribute to institutional goals. There has been far less studies on the likely effects of burnout and job psychological motivation in this professional group. However, there is a growing body of research that has revealed that job burnout has substantial negative results such as reduced job satisfaction, lower commitment, increased absenteeism, greater turnover intention and diminished life satisfaction. The current study therefore intends to build on past research by exploring how burnout is associated with job psychological motivation among correctional officers in Kenya.

2.5 Identification of the Gaps to be filled by the Present Study.

A number of changes have been made to improve working conditions in prison for effective rehabilitation and reformation of inmates and psychological wellbeing of both correctional officers and prisoners. When Moody Awori was appointed the Vice President of Kenya and minister for home affairs in the year 2005, he championed reforms aimed at face lifting the Kenya Prisons Service. In 2008, prison officers held countrywide demonstrations over poor working conditions (Ministry of Home Affairs [MOHA], 2013). There is need to investigate prevalence of burnout in Kisumu Maximum Prison.

From the literature reviewed there are different work challenges depending on the prison culture. There is therefore need to investigate the work challenges of correctional officers in respect to Kisumu Maximum Prison.

According to Kenya Prisons Statistics (2020), there is statistics on disciplinary cases of correctional officers and reoffending of inmates but there seem to be lack of effort to establish the reasons behind such behaviours. This lack of information is essential to the current study by way of seeking information to fill the existing gaps.

The reviewed studies (Manzoni and Eisten, 2016; Petita and Veccione, 2012) investigated the relationship between burnout and work performance among correctional staff, the relationship between burnout and job psychological motivation has not been studied hence the need for the present study.

Alarcon (2013) found out that a variety of studies have been conducted globally on the association between burnout and job psychological motivation among numerous professionals such as teachers, police officers and health workers. There is scarcity of studies investigating the relationship between the two variables among

correctional officers. Information on the relationship between burnout and job psychological motivation among prison officers is therefore lacking, hence the need for this study.

Gitau (2013) studied burnout among correctional staff in Kamiti Maximum Prison focussing on prevalence. However, the study didn't assess the relationship between burnout and job psychological motivation thus information on the relationship of these variables is lacking in Kenya.

In light of this, it is clear that a significant majority of previous correctional staff studies on burnout have concentrated on the prevalence, influence on job performance and workplace factors leading to burnout. Establishing whether and in what way job burnout is related with job psychological motivation is therefore significant.

CHAPTER THREE

MATERIALS AND METHODS/RESEARCH METHODOLOGY

3.1 Introduction

This chapter entailed the blueprint for the collection and analysis of data. It covered the geographical description of the study area, research design adopted by the researcher, population of study, sample and sampling techniques, instruments of data collection, validity, reliability, data collection procedure and methods of data analysis.

3.2 Geographical Description of the Study Area

The study was carried out in Kisumu maximum Prison which is in Kisumu East Sub County in Kisumu County within Western Kenya Region. The correctional facility is a maximum security penal institution in the Eastern outskirts of Kisumu City approximately 15 Kilometres from the central business district along the Busia Uganda highway.

The County lies within longitude 33⁰ 20'E and 35⁰ 20'E and latitude 0⁰ 20'S and 0⁰ 50'S. A major outstanding physical feature near this prison is Lake Victoria which is the second largest fresh water lake in the world, Kano plains and the lake islands. The county is surrounded by Kericho County to the East, Nandi County to the Northwest, Vihiga County to the North, Siaya County to the Northwest and Homabay County to the South (Government of Kenya [GOK], 2015).

This study was conducted in Kisumu Maximum Prison because of its classification as a maximum security prison which enables it to hold several classes of prisoners

ranging from those in death row, capital and ordinary remands all of whom are both convicted and unconvicted respectively, those serving life sentences and long term inmates serving up to fifty years imprisonment among other categories of prisoners.

3.3 Research Design

A descriptive survey and correlational research designs which involves making careful descriptions of phenomena and the relationships between burnout and job psychological motivation were used respectively. Correlational design allows analysis of how the variables influence patterns of behaviour on job and also provides information regarding the degree of the relationship among the variables being studied (Orodho, 2012).

According to Kothari (2012), correlation research design describes the rate at which a variable happens or its relationship with other variables. Correlation design thus involves matching relationships among phenomena. It was used because of the need to establish the relationship between burnout and job psychological motivation of correctional officers in Kisumu Maximum Security prison.

Descriptive design was applied to the study to describe prevalence of burnout among correctional officers. It acts as a guide to receive meaningful answers from the respondents through a process of data collection. This analysis will record the current state and provide a snapshot of burnout in the population of study due to the strong external validity of descriptive surveys. The designs therefore intended to ensure that the evidence obtained from the research enables for effective analysis.

3.4 Target Population

The study population constituted all the 522 correctional officers working directly with prisoners and distributed in official working shifts namely early shift, main shift, late shift and night shift in Kisumu Maximum Security Prison, this was primarily the whole collection of components about which the researcher made some inferences. All of them were male due to the fact that this facility holds male prisoners only, female officers are not deployed to work directly with male prisoners justifying the exclusion of female officers. (Kisumu Maximum Prison staff sheet, 2022).

The prison was relevant for this study especially due to the large population of both convicted and unconvicted inmates fluctuating between 2300 and 3000 (Kisumu Maximum Prisoner's unlock sheet, 2022). This may translate to high workload since it is the largest capacity Maximum Prison in Nyanza and Western regions holding long term inmates from all the counties in the two regions and others on transfer from other maximum facilities out of the region due to spill over or other relevant security and psychosocial factors.

Table 1: Target Population

STRATA	POPULATION
Gazetted Officers	6
Inspectorate officers	15
Non Commissioned officers	43
Constables	458
Total	522

Source: Kisumu Maximum Security Prison Nominal Roll (2022).

3.5 Sample and Sampling Techniques

A sample constituting a representative part of the target population was used to enable the researcher to approximate some unidentified characteristics of the population and make generalization based on a small number of items or part of the entire populace to make inferences concerning the population as pointed out by (Orodho, 2012). 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. Stratification was done by ranks of the officers from constables, non-commissioned officers, inspectorate officers and gazetted officers in order to include all ranks in the study. The ranks were used as sub sets or strata thus stratification was to ensure that the outcomes are proportional and demonstrative of the whole population whereas three respondents were added in each sub set for the purpose of attrition.

The researcher used proportionate sampling to sample the officers. This sampling strategy is used when the population is comprising of numerous sub groups that are immensely diverse in number, the number of participants from each sub group was determined by their number comparative to the whole population.

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 calculated by $nh = (N_h/N) n$ (Kothari, 2012).

Where nh is the proportionate sample,

N_h is the population of strata,

n is the sample size.

N is the target population.

Table 2: Sample and Sampling Techniques.

STRATA	POPULATION(N_h)	PROPORTIONATE SAMPLE(nh)
Gazetted Officers	6	2
Inspectorate Officers	15	4
Non Commissioned Officers	43	13
Constables	458	137
Total	522 (N)	156 (n)

Source: Researcher (2022)

3.6 Instruments of Data Collection

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 common are necessary to guarantee standardisation, cost effectiveness and time saving.

The instruments of data collection are the tools to be used in collecting primary data. For this study, questionnaires were used to acquire information and provide a chance for the researcher to capture the respondent's opinions on a complete array of subjects (Kothari, 2012).

The questionnaires comprised of 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).

3.6.1 Socio - Demographic Questionnaire (SDQ)

This was designed by the researcher and used to gather particulars on individuals' information such as age, marital status, level of education, rank and length of service. This assisted the researcher to capture the demographic distribution and inclusion of respondents.

3.6.2 Maslach Burnout Inventory – Human Service Survey (MBI-HSS)

This inventory was constructed by Maslach and Jackson in 1981 (as cited in Kristiana et al., 2016) to measure the aspects of burnout for professionals in human services including correctional officers. Items were written in the form of 22 items or statements about personal feelings or attitudes, the frequency scale were labelled at each point. A value of one 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 (1, 2, 3, 6, 8, 13, 14, 16 & 20) corresponding to greater experienced burnout, 30 or over is high, 18-29 is moderate while 0-17 is low. Depersonalization presents greater degrees of experienced burnout if the 5 items (5, 10, 11, 15 & 22) score high. 12 or over is high, 6-11 is moderate while 0-5 is low. For personal accomplishment,

lower scores in the 8 items (4, 7, 9, 12, 17, 18, 19 & 21) correspond to greater experienced burnout. 40 or over is high, 34-39 is moderate while 0-33 is low. Scores can be presented through means or percentages.

Work challenges experienced by correctional officers was measured by a questionnaire adapted from maslach burnout inventory.

3.6.3 Multidimensional Work Motivation Scale (MWMS)

The authors of this scale are Gagne, Forest, Vansteenkiste, Crevier-Baud and Van den Broeck (2015). This scale consisted of 19 items which were used to measure aspects of work psychological motivation among the officers, the main term was “why do you or would you put efforts into your 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 a motivation 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. The scores can also be presented through means or percentages.

3.7 Piloting

To guarantee validity and reliability of the instruments, a pilot test was carried out by the researcher. The pilot test sample was drawn from officers attached to Kakamega Maximum Security prison in Kakamega County who work directly with

prisoners because it constitutes a population with similar characteristics. From a sample population of 340 correctional officers, a sample of 10% of the population was selected from the respondents to participate in the pilot study (Kakamega Maximum Prison Staff sheet, 2022).

The time of completion was documented and how well the questions were understood was established by the researcher. The pilot test was conducted twice in a span of two weeks after which the questionnaires were revised and rephrased with the help of experts and supervisors.

On prevalence of burnout, moderate levels of emotional exhaustion was established from 36% of the respondents. Personal accomplishment was represented by 32% reporting high levels whereas levels of depersonalization was revealed to be moderate by 32% of the respondents.

Work challenges of correctional officers was reported by 21 respondents as administrative challenges, 10 respondents reported chronic work conditions and job position whereas 9 respondents stated that role conflict and ambiguity was a work challenge.

The relationship between burnout and job psychological motivation was found to be a strong negative one through Pearson's correlation technique.

This pilot study informed the researcher that the tools were able to measure the constructs which they were intended to measure.

Table 3: Pilot Test

Scale Variables	N of Items	Cronbach's Alpha
Prevalence of Burnout	22	.922
Work Challenges of Correctional Officers	1	.852
Jobs Psychological Motivation	19	.926
Overall Cronbach's Alpha		0.90

Table 3 showed that the pilot test recorded a reliability index of 0.9. Since the reliability index was over 0.7, the research instruments were considered suitable for the study. The prevalence of burnout had a reliability index of 0.922, causes of burnout had 0.852 and jobs psychological motivation had 0.926.

3.8 Validity

Kothari (2012) states that validity and reliability are two aspects which any researcher should be concerned about while planning a study, analysing results and judging the quality of the study. Validity test, according to Orodho (2012) is the degree to which a test measures what it is invented to measure; validity therefore refers to the degree to which evidence supports any inferences a researcher makes founded on the data he or she gathers using a specific tool.

To ensure validity of the questionnaire, a pilot study was conducted using 34 respondents from Kakamega Maximum Prison in Kakamega County as a pre-test to check if the instruments were capable of measuring what they were envisioned to measure. The results of the pilot testing were analysed to establish whether the instruments were robust and also eliminated any ambiguity in the instruments. Correctional officers in Kakamega prison did not participate in the research.

The MBI has been validated for human service populations, educator populations and general work populations in previous studies as pointed out by Kristiana et al., (2016). MWMS has improved over similar work motivation scales in several ways, its validity exists for seven languages across nine different country samples by displaying expected relations with outcomes (Gagne et al., 2015). The expert judgment, guidance, advises and mitigation of corrections by the supervisors ensured validity.

3.9 Reliability

According to Orodho (2012), reliability of measurement plays a pivotal role in providing the same results over a number of repetitive trials. Reliability refers to the constancy of the scores found. Reliability for these instruments were ascertained by carrying out a test retest where the questionnaires were administered to 34 respondents at Kakamega Maximum Prison after two weeks. This helped the researcher to also ensure that those respondents do not participate in the main study.

Reliability for the whole instrument was obtained using Cronbach's alpha, reliability also means that a questionnaire should continually replicate the construct it is measuring. It is essentially based on the idea that specific items should yield results that are consistent with the questionnaire as a whole (Kothari, 2012).

An analysis of 84 published studies that report sample specific reliability estimates for MBI found that the scales have strong reliability (Kristiana et al., 2016). MWMS proved reliability over other work motivation scales because it captures behaviour and outcomes within the motivation subscales as stated by (Gagne et al., 2015).

From table 3, all the variables in the study obtained a Cronbach's alpha coefficient higher than .70. Therefore, the scale variables were deemed reliable for the study. Further, the overall Cronbach's Alpha index of .90 was obtained.

3.10 Data Collection Procedure

The questionnaires were self-administered which entailed rapport building, explaining the study purpose, measures of confidentiality and informed consent to research participants. The study was in line with COVID 19 safety measures by the institution.

The respondents filled in the questionnaires according to their opinions and the researcher reworded words which were misunderstood by the study participants thus increasing the validity of results.

3.11 Data Analysis

Items on prevalence of burnout were written in the form of 22 items or statements about personal feelings or attitudes, the frequency scale were labelled at each point. A value of one 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 (1, 2, 3, 6, 8, 13, 14, 16 & 20) corresponding to greater experienced burnout, 30 or over is high, 18-29 is moderate while 0-17 is low. Depersonalization presents greater degrees of experienced burnout if the 5 items (5, 10, 11, 15 & 22) score high. 12 or over is high, 6-11 is moderate while 0-5 is low. For personal accomplishment, lower scores in the 8 items (4, 7, 9, 12, 17, 18, 19 & 21) correspond to greater experienced burnout. 40 or over is high, 34-39 is moderate while 0-33 is low. Scores can be presented through means or percentages.

Work challenges experienced by correctional officers was measured by a questionnaire adapted from Maslach Burnout Inventory where frequencies and percentages were used.

The scale for analysing work psychological motivation consisted of 19 items which were used to measure aspects of work psychological motivation among the officers, the main term was “why do you or would you put efforts into your 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 a motivation 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, the scores can also be presented through means or percentages. The researcher also revisited the theories of burnout and work motivation for analysis.

The questionnaires were adequately checked for data quality. Data analysis was done by coding quantitative data into an excel spreadsheet then moved to Statistical Package for Social Science software (SPSS) version 22 for data analysis. Data was analysed using descriptive statistics such as frequency counts, percentages and means to capture the distribution of responses according to the objectives.

Data on prevalence of burnout and causes of burnout were analysed using means, frequencies and percentages. Data on the relationship between burnout and job

psychological motivation was analysed using Pearson's correlation, where findings were presented using tables.

Maslach burnout and Expectancy motivation theories were also used in this study to help in analysis.

3.12 Ethical Consideration

Ethics in research should be an essential part of the research planning and execution process, there should be amplified awareness of the need for stern ethical procedures. Ethical concern comprised attaining a research introduction letter from the School of Graduate Studies –Kisii University by the researcher. A research permit was sought by the researcher from the National Council for Science, Technology and Innovation (NACOSTI) to allow the researcher to conduct the study in Kenya.

The researcher visited the respective County Commissioner and County Director of Education to grant permission for the study to be carried out in the penal institutions, then made a visit to the prison of study to inform the Officer in Charge of the Prison of the research study before conducting the study.

Participation in this study was on volunteer basis as the participants were required to give informed consent before participating in the study. The researcher explained to the respondents not only the importance of the study but also their rights. No respondent was forced to participate in this study. The study observed the universal principles underlying research such as trustworthiness and respect for the rights of respondents including unconditional positive regard for all participants in the study and protection of their confidentiality.

The respondents therefore were notified at the beginning of their participation that taking part in the study was unconditionally voluntary and that they had the right to choose not to participate and also free to pull out from the study at any time. Responses given by the respondents were not revealed to any other person except those who were involved directly in the study and was only used for scholarly purposes.

Respondents were also informed that the information they gave was confidential since their names were not written anywhere on the questionnaire. The instructions were well written in the introduction letter in Appendix 1.

It was not expected that the respondents suffered physically or psychologically from the study, there was no direct benefit to the respondents but it was anticipated that the findings of the study generated information that may help improve their job psychological wellbeing.

Finally, all the data collected in this study were kept in a safe place for confidentiality purposes.

CHAPTER FOUR

RESULTS AND DISCUSSION

4.1 Introduction

This chapter contains the analysis and discussion of the findings. It also has the details of respondents.

4.2 Response Rate

The researcher administered 156 questionnaires to the sampled population from which 140 respondents gave consent and participated in the study accounting for 89.7% response rate. Mugenda & Mugenda (2008) held that a response percentage rate of 50 is satisfactory for analysis reporting, a response percentage rate of 60 is decent whereas a response percentage rate of 70 and beyond is outstanding. Founded on this; the response rate was exceptional, met the criterion and was therefore considered appropriate for this study.

4.3 Socio-demographic data

The research collected social demographic data of the respondents. These social demographic data elements were gender, years of service as a correctional officer, highest level of education, current rank, years of service in the current rank and marital status. The results of the study were recorded in tables and figures below.

The research gathered from the respondents the years of service as a correctional officer. The study results are summarized in figure 2.

The results were demonstrated in the column chart below.



Figure 2: Years of service as a correctional officer

The findings in figure 2 revealed that 18% (25 respondents) have worked as correctional officers for a period between 1-12 years, 62% (87 respondents) of them had worked between 13-25 years while 20% (28 respondents) had worked for over 25 years as correctional officers.

The study also sought data on the highest level of education of the respondents. The findings are recorded in table 4.

Table 4: Highest level of education of the respondents

Highest level of education	Frequency	Percent
Secondary	87	62%
College	46	33%
University graduate	7	5%
Total	140	100%

The findings in table 4 shows that 62% (87 respondents) of the prison officers had secondary education, 33% (46 respondents) had college education while 5% (7) were university graduates.

Moreover, the research sought data on current rank of the prison officers. The results are shown in table 5.

Table 5: Current Rank of the respondents

Current Rank	Frequency	Percent
Constable	121	86%
Non Commissioned officer	13	9%
Inspectorate officer	4	3%
Gazette officer	2	1%
Total	140	100%

Table 5 reveals that 86% (121 respondents) of the prison officers were constables, 9% (13 respondents) were non-commissioned officers, 3% (4 respondents) were inspectorate officers while 1% (2 respondents) were gazette officers.

In addition, the study sought to find out the years served in the rank by the prison officers. The results are summarized in figure 3.

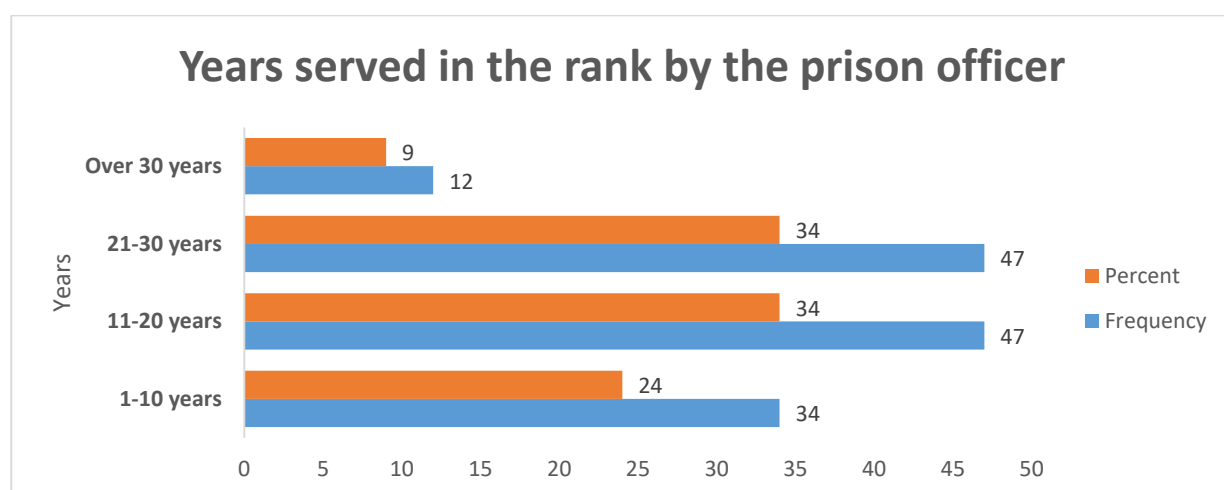


Figure 3: Years served in the rank by the prison officers

Figure 3 shows that 24% (34 respondents) of the prison officers have served between 1 to 10 years in the same rank, and 34% (47 respondents) have served between 11 to

20 years in the current rank. Another 34% (47 respondents) have served between 21 to 30 years in their current rank while only 9% (12 respondents) have served in their rank for over 30 years.

Finally, the research sought the sociodemographic data on marital status of the respondents. The findings are recorded in table 6.

Table 6: Marital status of the respondents

Marital status	Frequency	Percent
Single	5	4%
Married	135	96%
Total	140	100%

The finding in table 6 reveals that 4% (5 respondents) of the prison officers were single while 96% (135 respondents) were married.

4.4 Prevalence of burnout

The first objective of the study was to establish the prevalence of burnout among correctional officers in Kisumu Maximum Prison. The descriptive statistics results were illustrated in table 7.

Table 7: Mean score for MBI-HSS sub scales

Subscale	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

Source: Research Data (2022)

Table 7 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. This revealed that correctional officers faced physical or emotional exhaustion mainly caused by work overload, overcrowding and interpersonal conflicts which results to emotional overload.

The mean score for the personal accomplishment subscale average was 35.81 represented by 36.2% of the officers. This moderate level revealed that they felt a bit unsatisfied and incompetent at work whereas the depersonalization component had a mean of 9.03 represented by 27.8% of the officers, this dimension revealed that prison officers experienced moderate levels of burn out of this dimension.

This is in agreement with Griffins et al. (2012) who pointed out that several studies have discovered high levels of burnout among correctional officers globally for over thirty years.

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. Also, the result was in agreement with Whiteacre (2013) who established that prevalence of burnout among metropolitan police officers from the larger city of Alabama was 33% while burnout among correctional officers in Alabama was 39%. This indicated that prevalence of burnout among the correctional officers was higher than 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).

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%.

In addition, the study findings was in agreement with Thandi (as cited in Gitau 2013) who revealed that correctional officers in South Africa experienced high levels of burnout measured on the sub scale of low personal achievement represented by a mean of 28 corresponding to greater experience of burnout, the mean score for emotional exhaustion was 20 which corresponded to moderate level and depersonalization was represented by a mean score of 7 reporting moderate burnout. This demonstrated that correctional officers experienced diverse levels of burnout on these three dimensions. Further, the findings were in line with Gitau (2013) who stated 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 respectively revealing high levels of burnout in all the three components among correctional officers in Kenya.

4.5 Work Challenges of Correctional Officers

4.5.1 Administrative Factors

The second objective of the study was to examine work challenges of correctional officers in Kisumu Maximum Prison. The results are recorded in table 8.

First, the respondents were asked to describe their work challenges. The responses were recorded in table 8.

Table 8: Work Challenges of Correctional Officers

Work Challenges of Correctional Officers	Frequency	Percent
Administrative factors	111	79%
Chronic work conditions and job position	21	15%
Any others factor	8	6%
Total	140	100%

Table 8 shows that 79% (111 respondents) indicated that administrative factors such as high workload were work challenges of prison officers. This revealed that factors related to administration such as supervision styles, relationship with the management and other conflicting values are challenges affecting correctional officers. Also 15% (21 respondents) mentioned that chronic work conditions and job position as work challenges among prison officers. This points to overcrowding, dangerousness and sections of deployment such as working in isolation cells or manning blocks where inmates infected with tuberculosis reside. Only 6% (8 respondents) felt that work challenges emanated from other factors which they didn't wish to specify probably because the reasons may have been private considering the security nature of their job.

This is in agreement with findings by researchers who have established high levels of burnout amongst persons who have extreme workloads or job assignments, long unproductive hours, too many tasks and dealing directly with problematic people without adequate relief (Tabassum, 2013).

Whiteacre (2013) also agreed that high workload due to understaffing leads to insufficient officers available to work in authorised posts. This causes burnout due to lack of time to finish obligatory tasks, fears that there are inadequate staff presence if inmate violence arises and failure to get programmed time offs.

Morgan et al. (2012) also supported the findings by reporting that in Dutch, several studies established that between 65% and 75% of prison officers reported that they felt under tension due to workload and agreed that they executed diverse tasks concurrently such as monitoring the feeding of inmates and keeping security in check due to high workload.

The results of the study was also consistent with Obiora (2012) who established that work overload caused burnout as a result of inadequate manpower or materials to do the right job. This is similar to findings by Oweke (2014) who also found that heavy workload was one of the causes of burnout among police officers.

Also, the findings were echoed by Higgins and Tewsbury (2013) who stated that burnout was primarily generated by organizational matters rather than period spent with inmates. Further, working in a bureaucratic paramilitary designed organization in itself causes burnout. Moreover, the results were in agreement with Limonu (2013) who highlighted that the absence of administrative fairness can lead to feelings of being disrespected or powerlessness in a given situation leading to burnout among employees. Such unfairness may be in forms of inequalities in workload, pay, and disciplinary matters, cheating in workplace, and incorrect handling of promotions or evaluation and poor dispute resolution practices.

This finding also agreed with the study by Finney et al. (2013) which concluded that departmental structure and environment had the most consistent correlation with burnout among correctional officers. This included absence of support from bosses and absence of institutional justice.

This corresponds to findings by Garland (2019) who established that correctional officers who did not get administrative support felt more emotionally exhausted than

those who did. This enlightened that the absence of administrative support caused burnout.

Griffins et al., (2012) also concurred with this study that low remuneration has been noted in some studies as a source of burnout among correctional officers. Higher levels of burnout were shown for prison officers who sought to take up second jobs on part time basis to help with monetary difficulties. Another study of Israeli prison by the same researchers found a direct relationship between displeasure with one's salary and burnout levels.

In Africa, a study conducted by Thandi (as cited in Gitau 2013) on the causes and levels of burnout among South African prison officers was also in agreement with this study, it revealed that 24% reported that meagre pay levels is a cause of burnout.

The findings are in collaboration with Maslach burnout theory which holds that work overload and lack of rewards and perceived unfairness are triggers of work related challenges leading to burnout (Maslach & Leiter, 2020).

4.5.2 Chronic Work Conditions and Job Position

Griffins et al. (2012) concurred that correctional environments take their toll on correctional officers as they pass through the gates. As they walk into the prison they are immediately hit by the smell of bodies being housed together in cells and wards, the noise of voices struggling to be heard from the blocks, the sound of footsteps and the feeling of violence looming around. Literally they are on guard all the time they enter the prison gate since they are locked within the prison for around eight hours.

In agreement with this study, dangerousness was the most commonly stated drawback of correctional work. Officers work each day with individuals who have

previous accounts of violence and are regularly expected to perform jobs that essentially include the thwarting of prisoners desires and hence the worsening of potentially fierce people. The correctional officers are almost always outnumbered by the prisoners (Chen et al., 2013). Numerous published studies of prison officers have also concurred that the ever existing possibility for inmate violence against correctional officials as a substantial cause of burnout, feelings of threat may stem less from recurrent attacks and more from the awareness that officers face persistent and repeatedly unpredictable likelihood of violence (Petita & Veccione, 2012).

This finding is in line with Higgins (2019) that 16 prisoners set mattresses on fire in Almitra Prison Brazil killing more than 57 inmates most of whom were thought to have asphyxiated in the deadly smoke. This exposed correctional officers to danger since some of them sustain injuries and post-traumatic stress disorders when such circumstances arise.

A study by Frank & Hyden (2017) also agreed that being a prison officer is considered one of the hazardous occupations. They are arguably predisposed to job and organizational related hazards as well as psychological and physiological health. They essentially halt prison unrests, disengage prison gangs and safeguard themselves from communicable illnesses as well. The report further stated that correctional officers are also required to stop fights between inmates, check their cells, review their meals and protect their colleagues from prisoner assaults. In a survey of 106 correctional officers working in three institutions in Australian correctional system, dangerousness was measured by a five item Likert type scale which concurred that dangerousness had a substantial direct effect on burnout (Carson & Thomas, 2016).

The findings further agreed with Andra (2019) that correctional officers witness prisoner violence and horror, relate with dangerous prisoners and struggle with occupational stress on a day-to-day basis amounting to burnout. They are expected to process the trauma and swallow it as part of the job in order to uphold the organizational image since showing weakness could be seen as failure, incompetence, the end of a career or an opening for a hostile inmate to attack. In 2016, correctional officers in Illinois at Cook county Jail sustained 500 attacks by prisoners. He further pointed out that it is usual for prison officers to see prisoners murder each other, participating in large scale fights, setting their cubicles on fire or committing suicide.

Gitau (2013) also agreed that a study conducted by Thandi on the causes and degree of burnout among prison officers in one South African prison discovered that 28% of the respondents agreed strongly with the view that being predisposed to hazardous inmates causes burnout. Chen et al., (2013) also concurred that daily contact with inmates and the prison environment are repeatedly reported as causes of burnout, the routine staff-inmate interactions in particular is the most important contributor. Obiora (2012) was also in agreement that inmates do not want to be confined and employ all manner of tricks and manipulations to make their circumstances of imprisonment as relaxed and easy to escape as possible therefore supervising inmates cause burnout to the prison officers.

A study of New Zealand prison staff on work challenges found out that relationship with prisoners was likely to cause burnout. Mean burnout totals were meaningfully higher for correctional officers on the “association with prisoner” factor. Many officers reported boredom as a source of burnout citing that interaction with co-workers is limited to roll call activities and their work assignments are routine and

primarily intended to maximise security and minimise cost such that the officers work alone in most of the posts, this also was in agreement with this finding according to (Chen et al., 2013). Okwendi and Ushi (2014) concurred that prison officers face hardened criminals every day in shifts that stretch for long hours in attempts to control thoughts and actions of the inmates. This is also reported to be a cause of burnout since it also involves officers searching their bodies and belongings (which may be unhygienic and lice infested) for weapons and contraband which may pose a security threat.

Whiteacre (2013) agreed that prison is a setting comprising a disproportionate danger of predisposition to communicable ailments ranging from airborne illnesses like tuberculosis to blood borne pathogens such as hepatitis B, C and HIV. Inmate crowding in units lead to burnout alongside restrictions of association on duty which involve physical constraint during job and rest period (Carson & Thomas, 2016). Masango (2016) was also in agreement that there is also risk of unconscious displacement of aggression by inmates as psychological ego defence mechanisms whereby the prison officers may become targets of aggression that is really meant for someone else who is out of site. This study concurred with Obiora (2012) that prisons in Nigeria are in deplorable, unfavourable and harsh conditions, the environments are mostly hot, overcrowded, lice infested and noisy thus stressful causing burnout to prison officers manning the penal institutions.

This study is also in line with a study which reported that demanding social contacts between correctional officers and prisoners was rigorous and emotionally charged. This relationship is considered as a situation of structural conflict which causes burnout because one is the keeper and the other is the kept. The kept struggle to compromise the keeper to allow the maladaptive prison subculture to exist and

escape to occur yet it is a prison offence which the keeper is required to deter or eliminate at all cost (Torch & Klofas 2012).

This study is in agreement with Papa (2015) who reported that prison warders staged a nation-wide protest in 2008 citing poor work conditions in Kenyan Prisons. In agreement with the correctional officers, an investigative report by a committee of specialists led by Marsden Madoka in July 2008 specified a long list of ills such as disease, filth, incompetence and modern slavery.

Also, the results were in concurrence with Chen et al., (2013) who established that chronic conditions such as scarce housing, poor housing, poor sanitation and oppressive responsibilities are potent stressors instigating burnout among correctional officers. The kind of job position in a prison facility has been related with burnout as well. Related studies have shown that those in safe custody sections as well as clinical treatment sections reported higher degrees of burnout (Carson & Thomas, 2016). Moreover, the study was in line with Frank & Hyden (2017) who revealed that prison officers are predisposed to work and penal institutional related hazards as well as psychological and physiological health. According to Frank & Hyden (2017), the officers battle with feelings of despair and uselessness, have difficulties sleeping at night, have nightmares, hallucinations and are burnt out due to post traumatic stress disorders stemming from traumatic work events after which they resort to alcohol or drugs as mechanisms for survival which does not provide any solution to their psychological problems.

Further, the findings of the research concurred with the study by American Addiction Centre (2018) which revealed that prison officers have the second highest death rate of any occupation in America. It further concurred that extreme stress,

depression and workplace injuries are some of the daily challenges causing burnout among correctional officers thus influencing them to use drugs and alcohol to get through the dehumanization of their work conditions.

Additionally, this study was in agreement with Oweke (2014) who conducted a study seeking to establish work challenges causing burnout among police officers in Kisumu County, the study established that work environment was one of the work challenges causing burnout among police officers.

This study is in agreement with Maslach burnout theory on values where employees feel constrained by their jobs and aspect of community where there is lack of positive connection with colleagues and managers leading to frustrations and reduced likelihood of social support (Maslach & Leiter, 2020).

4.5.3 Poor Public Image

The present study however found that poor public image was not a cause of burnout among correctional officers, the study disagreed with Ukwendi & Ushi (2014) who reported that correctional work was regarded as a job of last option after previous job let downs and that people with higher education were significantly less likely to view correctional work positively or contemplate joining the career due to the impression that it is “dirty work”.

4.5.4 Role Conflict and Role Ambiguity

Role conflict and role ambiguity was also not reported as a cause of burnout in this study, the finding is therefore contrary to findings by Torch and Clofas (2012) who stated that prison officers were not sure of their roles, unaware of which services

they need to deliver to inmates and fault the management for absence of standardized guidelines on treatment of prisoners.

This challenge did not agree with Maslach burnout theory which held that lack of control over resources to complete a task can be a work challenge and cause burnout due to the mismatch (Maslach & Leiter, 2020).

4.6 Job psychological motivation

The final objective of the study was to assess the relationship between burnout and job psychological motivation among correctional officers in Kisumu Maximum Prison. The results were demonstrated in table 9.

Table 9: Job psychological motivation

	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

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 9 reveals that respondents felt that they were demotivated towards their job psychological motivation in a moderate way representing low level (mean=3.91; Std. Deviation = 2.664). This revealed that some correctional officers are demotivated to work probably due to psychological motivation factors such as rewards and stagnation in rank thus low expectancy. On the other hand, the

participants cited that extrinsic motivation (social) had a little influence in their job psychological motivation also representing low level (mean=3.14; Std. Deviation = 2.720). This revealed that some officers felt that they were not rewarded socially through praise or recognition. 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). Many correctional officers reported that they were motivated by material things such as money in terms of salaries. 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). This informed the study that work motivation of some officers was based on the expected outcome. Also, the respondents agreed that identified motivation strongly influenced their job psychological motivation reported as high level (mean=5.08; Std. Deviation = 2.193). This revealed that majority of correctional officers placed value on rewards of outcome based on their needs, goals, values and sources of motivation. Finally, the respondent 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). This revealed that some of the correctional officers are not motivated by their values probably because of low expectancy.

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 finding 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.

Further, the results concurred with Goleman (2017) who stated that if productive employees are psychologically motivated, they can be retained in the organization by default or unconsciously since reward system motivates and keep them in a positive mode so as to reach the stated goals within a specified time frame, boost their level of confidence and improve personal expertise for future organizational purposes.

This study is in agreement with the expectancy theory of work motivation which is summed up as a psychological extravagance where the ultimate objective of people is to attain maximum pleasure and minimum pain (Dryden, 2015).

4.7 Correlation analysis

The Pearson Correlation analysis was conducted to determine the nature of association that existed between burnout and job psychological motivation among correctional officers in Kisumu Maximum Security Prison. In addition, the hypothesis was also tested where the null hypothesis (H_0) was as follows: There is no relationship between burnout and job psychological motivation among correctional officers in Kisumu Maximum Security Prison. Correlation results was reported in table 10

Table10: Correlation results

		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

The correlation results shows that there was a fairly strong negative relationship between burnout and job psychological motivation among correctional officers in Kisumu Maximum Security Prison. ($r = -0.768$; 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.

This reveals that when correctional officers suffer from high levels of burnout, they develop low levels of job psychological motivation thus function ineffectively on job.

This finding is supported by Maslach burnout theory which holds that employees feeling constrained by their jobs may experience psychological conflicts (Maslach & Leiter, 2020). It is contrary to Expectancy theory of work motivation which entails the fact that one's effort will result in attainment of deserved performance, this is because if burnout creates psychological conflicts it fosters negative motivation reducing the individuals to levels of lack of expectancy (Dryden, 2015).

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.

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. They become the likely conduit 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 then cocaine and smartphones, all of which are motivated by money or praise from prisoners.

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

Similarly, Obiora (2012) concurred that the seriousness of physical and psychological effects of burnout on correctional officers such as depression, alcoholism, suicidal tendencies, anxiety, ulcers, hypertension and heart diseases have serious implications for mental health management and job psychological motivation of correctional officers.

Moreover, this is in agreement that bad attitudes and conducts that are part of the depersonalization element of burnout such as handling beneficiaries in a disconnected way and a pessimistic obsession with fulfilment of one's personal needs were reported and considered as defensive coping mechanisms influencing job motivation negatively (Kristiana et al., 2016).

The finding was in agreement with Casio (2018), who stated that the nature of job is a dominant factor in job motivation. Aspects such as supervision, growth opportunities, salaries and colleagues are important factors in motivation of employees. When employees perceive their jobs as important, their motivational level increases and they utilise their skills to the maximum potential resulting to quality service delivery. Also the results concurred with Gitau (2013) who established that burnout may lessen a person's ability to extend control over their job setting which further affects their capacity to function efficiently. This finding concurred with Kristiana et al., (2016) that 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 diminished job performance.

Manzoni & Eisten (2016) also agreed that burnout is associated to a more predisposition for violent behaviour, more pessimism towards executing tasks that spread outside the parameters of those that need to be executed due to obligations and decline in job performance as a result of absence of psychological motivation, they further concurred that there is an association between high degrees of burnout, a decline in work efficiency and an upsurge of absenteeism.

This finding was in agreement with Mondy (2016) that burnout has a damaging effect on the psychological and physiological health of the professionals. This affects the beneficiaries of the services because the professionals may be comparatively weakened in rendering excellent services to them due to reduced psychological motivation to serve the recipients.

It was also agreed that as a disorder, burnout is related with high job turnover, absenteeism, low job fulfilment, low drive and appears to be associated with

physical fatigue, sleep disorder, substance abuse and family complications according to Jackson & Maslach (as cited in Kristiana et al., 2016)

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.

In agreement with this finding, a study on the association between job burnout and job performance among prison staff was conducted in Iran by the State department of corrections, MBI and Peterson's questionnaire on job performance were used. The study established an association between burnout and reduced work performance which could be attributed to lack of psychological work motivation (Alarcon, 2013).

This study also concurred with Zubir (2018) who found the value of correlation coefficient as (0.251) which showed that the relationship was positive meaning that job satisfaction was directly associated with work motivation. The study concluded that the deficiency of appropriate recognition and rewards may cause burnout and reduce employee work motivation and job satisfaction.

CHAPTER FIVE

CONCLUSION AND RECOMMENDATIONS

5.1 Introduction

This chapter presented summary of findings, conclusions and recommendations. It also provided further research for the study.

5.2 Summary of Results

5.2.1 Prevalence of Burnout

The study found out that the correctional officers in the study showed a high level of burnout on the emotional exhaustion dimension with the average of 39.61. The mean score for the personal accomplishment (average = 35.81) and depersonalization (mean = 9.03) dimensions revealed that prison officers experienced moderate level of burnout.

5.2.2 Work Challenges of Correctional Officers

The study established that (111 respondents) representing 79% of the participants specified that administrative factors were a work challenge among prison officers. Also 15% of the participants (21 respondents) mentioned that chronic work conditions and job position was a work challenge for prison officers. Only 6% of the participants (8 respondents) felt that work challenges were caused by other factors. It is therefore reported that administrative factors are the major work challenge among correctional officers.

5.2.3 Job Psychological Motivation

The findings of the study revealed that respondents felt psychologically demotivated towards their job in a moderate way (mean=3.91; Std. Deviation = 2.664). On the other hand, the respondents cited that extrinsic motivation (social) influenced their job psychological motivation in a little way (mean=3.14; Std. Deviation = 2.720). Further, the respondents felt that extrinsic motivation (Material) very strongly influenced their job psychological motivation (mean=6.42; Std. Deviation = 1.714). In addition, the respondents cited that introjected motivation had very little influence on their job psychological motivation (mean=2.36; Std. Deviation = 2.259). The respondents also agreed that identified motivation strongly influenced their job psychological motivation (mean=5.08; Std. Deviation = 2.193). Finally, the respondent perceived that intrinsic motivation influenced their job psychological motivation in a very little way (mean=2.34; Std. Deviation = 2.331).

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

5.3 Conclusion

5.3.1 Prevalence of Burnout

The study established that there was prevalence of burnout among the officers in all the three subscales of the MBI-HSS. Emotional exhaustion was represented by a mean of 39.61 which represented high levels in that dimension; personal

accomplishment had a mean of 35.81 revealing moderate levels whereas depersonalization component had a mean of 9.03 also showing moderate levels of burnout in the subscale.

5.3.2 Work Challenges of Correctional officers

For work challenges, 79% of the respondents indicated administrative factors, 15% reported chronic work conditions and job position whereas 6% of the respondents reported other factors. Poor public image, role conflict and role ambiguity were not reported as work challenges in this study. It can therefore be concluded that the major work challenge in this study is administrative challenges.

5.3.3 Job Psychological Motivation

The respondents reported that they were psychologically demotivated towards their job by a mean of 3.91 representing moderate amotivation, they also scored low on extrinsic motivation social by a mean of 3.14. Introjected and intrinsic motivations were also scored low reported by mean scores of 2.36 and 2.34 respectively.

Extrinsic motivation material was reported high by the respondents with a mean score of 6.42 followed by identified motivation at a mean of 5.08 which was also high. Correctional officers seem to be deriving their job psychological motivation from salary and other significance and importance related to personal gains.

Pearson's correlational analysis was undertaken to determine the nature of association that existed between burnout and job psychological motivation. Based on the correlational findings, the study established that there was a fairly strong negative relationship between burnout and job psychological motivation among correctional officers in Kisumu Maximum Security Prison. ($r = -0.768$; Sig. = .025)

5.4 Recommendations

In line with the foregoing findings, the study makes the following recommendation.

5.4.1 Prevalence of Burnout

There is need for the management of the correctional facilities to find means on how to reduce burnout among the correctional officers through psychosocial employee assistance programs.

There is also need for provision of psychological supportive supervision services to enable correctional officers deal with job burnout, this will help by improving the psychological work environment through curative approaches such as psycho education, cognitive restructuring and social skill training.

There is need for the management of the correctional facilities (Prisons) 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 psychosocial counselling so as to arrest the levels of burnout amongst correctional officers.

There is also need for the 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.

5.4.2 Work Challenges of Correctional Officers

The study recommends that the administrators of the correctional facilities should develop good rapport with the correctional officers by allowing them to participate in the decision making process.

There is also need to improve organizational climate through recognition, promotions and establishment of a functional and independent internal ombudsperson to check out for organizational administrative injustice.

The management of the correctional facilities should ensure that they provide friendly and peaceful environment to the correctional officers. Also they can ensure that they treat correctional officers fairly and with respect. Further, the management of the correctional facilities should ensure that they balance the workload among the correctional officers.

In conjunction with the above findings, there is need for the improvement of administrative style of the management at the correctional facilities so as to motivate the correctional officers. In addition, the management needs to recognize the work that the correctional officers are doing.

They should give adequate praise for their work. Further, the psychosocial needs of correctional officers should be identified and addressed by the management. This will spur the morale of the correctional officers and they will love their work. There is also need for the management of the prisons to create friendly and administratively fair working environment for the correctional officers. This will help in addressing mental health problems of correctional officers.

There is also need for the management of the prisons not to take punitive actions such disciplinary or termination of employment to officers suffering from burnout

and other related psychological problems but introduce psychosocial approaches to curb psychological challenges.

5.4.3 Job Psychological Motivation

Considering the results, the management should ensure that they manage burnout among correctional officers since this will influence their job psychological motivation. There is a direct link between burnout and job psychological motivation therefore there is need for the management of the correctional facilities to ensure that they provide job psychological motivation to the correctional officers. When the correctional officers are psychologically motivated, they can be retained in the organization and function optimally in safe custody and rehabilitation of prisoners. Also they will be able to achieve the job goals.

The management should provide the psychological rewards through work place psychological approaches such as employee assistance programs so as to change the correctional officer's strong reliance on material extrinsic motivation due to salary.

Finally, there is need for the administrators of the correctional facilities to provide both intrinsic and extrinsic motivations among the correctional officers. This will hinder the occurrence of mental health problems among the correctional officers which are manifested through self-defeating behaviours including suicide.

The correctional department should also come up with fair administrative policies grounded in fair administrative actions in matters of promotions, discipline, transfers and staff deployment so as to provide psychological motivation for correctional officers to enjoy their jobs and improve service delivery by effectively rehabilitating inmates.

Administrative support should be provided to officers undergoing psychological and behavioural problems in order for curative interventions to be realised among the correctional officers.

Correctional facilities should have trained psychologists or counsellors tasked with the responsibility of offering psychological services to correctional officers in a bid to alleviate psychological distress such as job burnout among officers and avoid role conflict and dual relationship by deploying the helping professionals in psychological duties only.

5.5 Recommendations for Further Research

A study can be done on the prevalence and causes of burnout and assess the relationship between burnout and job psychological motivation among correctional officers in medium, women and farm prisons in Kenya.

There is also need to study the relationship between job burnout and domestic or gender based violence among correctional officers in Kenya considering the rate of officers killing their spouses and committing suicide.

A similar study should be carried out in borstal institutions for youthful offenders where correctional officers are keeping safe custody and rehabilitating delinquent juveniles to assess the levels of burnout and its relationship with demographic characteristics of respondents.

It is also important to conduct a similar research among probation officers who are non-custodial correctional officers so as to study the levels of burnout and its relationship with job psychological motivation.

REFERENCES

- Alarcon, G. M. (2013). A meta- analysis of burnout. *Journal of Vocational Behaviour*, 79(2), 549-562.
- American Addiction Centres. (2018 October 9). *Correctional Officers*. [Web log post] Retrieved from <http://www.Correctionsone.com>.
- Andra, P. (2019 March 24). The Disadvantages of Being a Correctional Officer. [Web log post] Retrieved from <http://work.chroncom/10287.html>
- Armstrong, H., & Griffins, N. (2013). *Burnout*. Eaglewood: Prentice Hall.
- Carson, P., & Thomas, K. (2016). Burnout among prison case workers and correctional officers. England: *Journal of Offender Rehabilitation*, 26(3), 1123-1129.
- Casio, W (2018). *Managing Human Resources*. New York: McGraw-Hill.
- Cecil, D.K. (2018 June 22). Prison in popular culture. *Oxford Research Encyclopaedia*. Retrieved from <http://criminology.oxfordre.com/view.10.1093/acrofore>.
- Chen, E.S., Cheek, F., & Lin, K. (2013). *Stress and Burnout*. Pacific Grove: Books/Cole.
- Digiuseppe, R.A., Doyce, C.A., Dryden, W., & Backx, W. (2014). *A Guide to Expectancy Theory*. New York: Oxford University Press.
- Dryden, W. (2015). *Expectancy Theory*. New York: Routledge.
- Finney, C., Stegiopoulus, E., Hensel, J., Benato, S., & Dewa, C.S. (2013) Organizational Associated with Job Stress and Burnout in Correctional Officers. *MBC Public Health Journal*, 13(1), 82.
- Frank, V.F & Hyden, P.S (2017) *Correctional Officer Safety and Wellness*. Florida: National Institute of Justice.
- Gagne, M., Forest, J., Vanteenkiste, M., Gravier-Baud, L., & Van den Broek, A. (2015). *The Multidimensional Work Motivation Scale*. London: Rutledge.
- Garland, P. (2019). *Staff Burnout*. Newsbury Park: Sage.
- Gitau, C. (2013). *Prevalence of burnout among prison officers in Kamiti*. Unpublished Dissertation: Nairobi Kenya.
- Goleman, D. (2017). *Leadership That Gets Results*. London: Harvard.
- Government of Kenya. (2015). *Counties in former Nyanza province* Nairobi: Author.
- Griffins, J., Hogan, R., & Lambert, G. (2012). Correctional Staff Burnout. *Criminal Justice Behaviour*, 39(6), 1131-1147.
- Griffins, J., Morgan, R., & Lin, K. (2012). Prison staff and work stress. *American*

Journal of Criminal Justice, 84(3), 452-471.

- Higgins, P (2019). *Correctional officers and burnout*. Palo Alto: Consulting Psychologists Press.
- Higgins, P., & Tewsbury, T. (2013). *Burnout in corrections*. Palo Alto: Consulting Psychologist Press.
- International Labour Organization (2016). *Workplace Stress: A Collective Challenge*. Geneva: ILO.
- Kakamega Maximum Prison (2022). *Staff Sheet*: Kakamega.
- Kenya Prison Statistics (2021). *Security in Kenya*. Nairobi.
- Kenya Prison Statistics (2020). *Security in Kenya*. Nairobi.
- Kisumu Maximum Prison (2022). *Nominal roll*. Kisumu.
- Kothari, C.R. (2012). *Research Methodology*. New Delhi: New Age International.
- Kristiana, B., Yusuf, M., & Priyatama, A.N. (2016). *The Relationship between Job Insecurity, Burnout and Turnover intention*. Gandrajiwa Scientific Psychology Journal, Vol 4 (4), 273-287.
- Leiter, B., & Maslach, C. (2014). Job burnout. *Annual Review of Psychology*, 55(4), 397-422.
- Limonu, F (2013). *Work Motivation on Burnout of Nurses in Local Public Hospitals in Gorontalo, Indonesia*. Unpublished Thesis. Gorontalo Public University.
- Manzoni, J., & Eisten, R. (2016). *Job burnout*. New York: Edelman.
- Martim, J., Otieno, M., & Kisimbi, J. (2018). Open Door Policy in Kenyan Prisons. *International Journal of Novel Research in Humanity and Social Sciences*, 5 (4), 171-188.
- Masango, S.M. (2016). *Factors undermining the effectiveness of prison officers in rehabilitation of offenders*. (Master's thesis) University of Nairobi, Nairobi, Kenya.
- Maslach, C., & Leiter, M. (2020). *Burnout*. London: Academic Press.
- Ministry of Home Affairs. (2015). *Kenya prisons service*. Nairobi: Author.
- Ministry of Home Affairs. (2013). *A Focus on Prison Service*. Nairobi: Author.
- Mondy, R. (2016). *Human Resource Management*. USA: Pearson Education.
- Morgan, J., Pearson, C., & Van, H. (2012). Correctional officer burnout. *American Association for Correctional Psychology*. 9(2), 144-160.
- Mugenda, A.G. (2008) *Social Science Research: Theory and Principles*. Acts Press,

Nairobi.

- Obiora, E.E. (2012). Challenges and Reforms in Nigerian Prison Systems. *Journal of Science*. 27(2), 95-109.
- Okwendi, S.O., & Ushi, V. (2014). Stress and Burnout of Working in a Prison Environment by Prison Warders in Nigeria. *International Journal of Sciences and Social Humanities Intervention*, 2(2), 1115-1120.
- Orodho, A.J. (2012). *Essentials of Educational and Social Sciences Research methods*. Nairobi: Masola.
- Oweke, J.A. (2014). *Levels of Occupational Stress among Police Constables in Kisumu County, Kenya*. (Doctoral Dissertation). Kabarak University, Kenya.
- Papa, E. (2015). *Factors Influencing Rehabilitation Programmes, Performance and Recidivism of Inmates*. (Master's thesis). University of Nairobi, Nairobi, Kenya.
- Petita, K., & Vaccione, G. (2012). *Correctional officers' burnout*. Washington DC: APA.
- Ron, W (2018 December 11) Public Safety Journal. Available at www.correctionsone.com.
- Schaufeli, W. (2017). Job burnout. *Annual Review of Psychology*, 52(2), 397-42
- Skowronski, B. (2016) Occupational Burnout of Probation Officers. *Polish Journal of Social Rehabilitation*, 39 (4), 47-67.
- Sukmana,E & Sudibia, G (2015). The Effect of Transformational Leadership, Motivation and Burnout on Outsourcing Employee Performance in Indonesia. *Management Journal, Udayana University*, 4(8), 1-17.
- Tabassum, P. (2013). *Burnout among Employees*. Boston: Allyn & Bacon.
- Torch P., & Klofas, A. (2012). *Burnout in Corrections*. Canada: Global press.
- Whiteacre, K.W. (2013). Measuring job satisfaction and burnout in correctional centres. *Corrections Today*, 59(3), 90-95.
- Zubir,M. (2018). Impact of employee Motivation on Work Performance. *International Journal of Science and Research*, 8 (3), 295-298.

APPENDICES

APPENDIX I: INTRODUCTION LETTER.

Dear respondents,

My name is Maurice Otieno Obong'o, I am a student at Kisii University in Kenya pursuing a Master of Arts Degree in Counselling Psychology and conducting a study on **influence of burnout on job psychological motivation among correctional officers in Kisumu Maximum Prison.**

The research will be carried out under the supervision of Dr. Michael Mbiriri and Dr. Maureen Winga who are all lecturers in the department of Psychology. The purpose of this study is to find out the relationship between burnout and job psychological motivation among correctional officers. It is important to note that your participation is voluntary and you can withdraw from the study at any time, refusal to participate will not lead to any penalty. The procedure will involve me interviewing you and filling questionnaires which will seek to understand your social background and assess your feelings, thoughts and behaviour towards work for academic purpose only. All information obtained from this study will remain confidential and your privacy will be upheld; no names will be used in this study.

APPENDIX II: INFORMED CONSENT.

I do hereby voluntarily give consent to participate in this research titled **burnout and job psychological motivation among correctional officers in Kisumu maximum prison**, the study is under the direction of Mr. Maurice Otieno Obong'o.

The nature and purpose of the study have been explained to me satisfactorily.

Correctional officer's signature..... Date.....

Obong'o Maurice Otieno

Kisii University

APPENDIX III: UNIVERSITY RESEARCH INTRODUCTION LETTER



KISII UNIVERSITY

Telephone: +25420 2352059
Facsimile: +254020 2491131
Email: research@kisiiversity.ac.ke

P O BOX 408 – 40200
KISII
www.kisiiversity.ac.ke

OFFICE OF THE REGISTRAR RESEARCH AND EXTENSION

REF: KSU/R&E/ 03/5/ 559

DATES: 24th November, 2021

**The Head, Research Coordination
National Council for Science, Technology and Innovation
(NACOSTI) Utalii House, 8th Floor, Uhuru Highway
P. O. Box 30623– 00100
NAIROBI - KENYA.**

Dear Sir/Madam,

RE: OPONG'O MAURICE OTIENO MAS24/60036/15

The above mentioned is a student of Kisii University currently pursuing a Degree of Master of Arts in Counselling Psychology. The topic of his research is, "***Burnout on job psychological motivation among correctional officers. A study of Kisumu Maximum Prison Kisumu County, Kenya***".

We are kindly requesting for assistance in acquiring a research permit to enable him carry out the research.

Thank you.

for Prof. Anakalo Shitandi, PhD
Registrar, Research and Extension

Cc: DVC (ASA)
Registrar (ASA)
Director SPGS

APPENDIX IV: QUESTIONNAIRE

Instructions:

For each of the following statements, fill in the blanks or tick what best describes how the statement applies to you.

There are no right or wrong answers so don't spend a lot of time on any one item and please do not omit any items.

Kindly note that your confidentiality is assured in this study.

SOCIAL DEMOGRAPHIC DATA

1. What is your date of birth?
2. How long have you served as a correctional officer?
3. What is your highest level of education?
Primary (1) Secondary (2) College (3) University graduate (4)
Post graduate (5) Others (specify).....
4. What is your current rank? Constable (1) Non Commissioned Officer (2)
Inspectorate Officer (3) Gazetted Officer (4)
5. How long have you served in this rank?
6. What is your marital status?
Single (1) Married (2) Separated (3) Divorced (4) Widowed
(5)

PREVALENCE OF BURNOUT (MBI-HSS) by Maslach and Jackson (1981)

Question 8, describe how you feel about your job by ticking only one answer from the scale below.

0=Never, 1=A few times a year, 2=Once a month or less, 3=Several times a month, 4=Once a week, 5=Several times a week, 6=Everyday

8		0	1	2	3	4	5	6
DP	I feel I treat some prisoners as if they were impersonal objects.							
DP	I have become more callous (unfeeling) towards people since I took this job.							
DP	I worry that this job is hardening me emotionally.							
DP	I don't really care what happens to some prisoners.							
DP	I feel that prisoners blame me for some of their problems.							
EE	I feel emotionally drained from my work.							
EE	I feel used up at the end of the workday.							
EE	I feel fatigued when I wake in the morning and have to face another day on the job.							
EE	Working with prisoners all day is really a strain for me.							
EE	I feel burnt out from my work.							
EE	I feel frustrated by my job.							
EE	I feel I'm working too much on my job.							
EE	Working with prisoners directly puts too much stress on me.							
EE	I feel that I'm at the end of my rope.							
PA	I can easily understand how prisoners feel about things.							
PA	I deal very effectively with the problems of prisoners.							
PA	I feel I'm positively influencing other people's lives through my work.							

PA	I feel very energetic.							
PA	I can easily create a relaxed atmosphere with prisoners.							
PA	I feel exhilarated (happy) after working closely with prisoners.							
PA	I have accomplished much worthwhile things in this job.							
PA	In my work, I deal with emotional problems very calmly.							

WORK CHALLENGES OF CORRECTIONAL OFFICERS.

For questions 9(1-4) please tick only one answer while 9(5) put down as many as possible.

9. What do you think is the major work challenge of correctional officers?

- (1) Administrative factors
- (2) Poor public image
- (3) Role conflict and ambiguity
- (4) Chronic work conditions and job position
- (5) Any others (Specify).....
.....
.....

JOB PSYCHOLOGICAL MOTIVATION (MWMS) by Gagne et al (2015)

For questions 10, there is a universal question to be answered by ticking one number from 1 to 7 according to the key below.

Why do you or would you put effort into your current job in prison?

1=Not at all 2=Very little 3=A little 4=Moderately 5=strongly


6=Very Strongly 7=Completely

10			1	2	3	4	5	6	7
	Amotivation	I really feel that I am wasting my time at work.							
		I don't think this is worth work putting effort into.							
		I don't know why I am doing this work, it's pointless.							
	Extrinsic Motivation (Social)	To get others approval e.g. supervisors, colleagues, family and clients.							
		Because others will respect me more.							
		To avoid being criticised by others.							

	Extrinsic Motivation(Material)	Because of financial reward. (salary)							
		Because of greater job security.							
		Because I risk losing my job if I don't.							
	Introjected Motivation	Because I have to prove to myself that I can.							
		Because it makes me proud of myself.							
		Because otherwise I will feel ashamed of myself.							
		Because otherwise I will feel bad about myself.							
	Identified Motivation	Because it aligns with my personal values.							
		Because it has personal significance to me.							
		Because I personally consider it important.							
	Intrinsic Motivation	Because what I do in my work is exciting.							

		Because the work I do is interesting.							
		Because I have fun doing my job.							


APPENDIX V: NACOSTI RESEARCH LICENSE


REPUBLIC OF KENYA

Ref No: 148251

RESEARCH LICENSE

Date of Issue: 06/December/2021




This is to Certify that Mr.. MAURICE OTIENO OBONGO of Kisii University, has been licensed to conduct research in Kisumu on the topic: BURNOUT ON JOB PSYCHOLOGICAL MOTIVATION AMONG CORRECTIONAL OFFICERS AT KISUMU MAXIMUM PRISON, KISUMU COUNTY, KENYA. for the period ending : 06/December/2022.

License No: NACOSTI/P/21/14807

148251
Applicant Identification Number

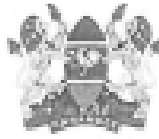
Director General
NATIONAL COMMISSION FOR
SCIENCE, TECHNOLOGY & INNOVATION

Verification QR Code



NOTE: This is a computer generated License. To verify the authenticity of this document,
Scan the QR Code using QR scanner application.

**APPENDIX VI: RESEARCH AUTHORIZATION LETTER – COUNTY
COMMISSIONER KISUMU**



OFFICE OF THE PRESIDENT

MINISTRY OF INTERIOR AND COORDINATION OF NATIONAL GOVERNMENT

Telephone: Kisumu 2022219/Fax: 2022219
Email: ckisumacounty@gmail.com

COUNTY COMMISSIONER
KISUMU COUNTY
P.O. BOX 1912-40100
KISUMU.

Ref: CC/KC/R.E5/1//3/VOL.IV(242)

Date: 3rd January, 2022

DEPUTY COUNTY COMMISSIONERS
KISUMU EAST SUBCOUNTY
KISUMU WEST SUBCOUNTY

RE: RESEARCH AUTHORIZATION – MR. MAURICE OTIENO OBONGO

Reference is made to a letter from the National Commission for Science, Technology and Innovation no. NACOSTI/P/21/14807 of 6th December, 2021 on the above underlined subject matter.

The above named is from Kisii University. He has been authorized to carry out a research on *"Burnout on Job Psychological Motivation among Correctional Officers at Kisumu Maximum Prison, Kisumu County, Kenya."* The research period ends on 6th December, 2022.

Kindly accord him the necessary assistance.

**JOSEPHINE OUKO
COUNTY COMMISSIONER
KISUMU COUNTY.**

Cc: Maurice Otiemo Obongo
Kisii University.

**APPENDIX VII: RESEARCH AUTHORIZATION LETTER –MINISTRY OF
EDUCATION**



REPUBLIC OF KENYA

MINISTRY OF EDUCATION
State Department of Early Learning and Basic Education

Telegrams: "schooling", Kisumu
Telephone: Kisumu 057 - 2024599
Email:
countyeducation.kisumu@gmail.com

COUNTY DIRECTOR OF EDUCATION
KISUMU COUNTY
PROVINCIAL HEADQUARTERS NYANZA
3RD FLOOR
P.O. BOX 575 - 40100
KISUMU

When replying please quote

REF: CDE/KSM/GA/3/24/IV/221

3rd January, 2022

TO WHOM IT MAY CONCERN

**RE: RESEARCH AUTHORIZATION
MR. MAURICE OTIENO OBONGO - NACOSTI/P/21/14807**

The above named is from Kisii University.

This is to certify that he has been granted authority to carry out research on "*Burnout on Job Psychological Motivation Among Correctional Officers at Kisumu Maximum Prison, Kisumu County, Kenya*" for the period ending 6th December, 2022.

Any assistance accorded to him to accomplish the assignment will be highly appreciated.

ORINA NYANKIRA
For: COUNTY DIRECTOR OF EDUCATION
KISUMU COUNTY



APPENDIX VIII: PLAGIARISM REPORT

INFLUENCE OF BURNOUT ON JOB PSYCHOLOGICAL MOTIVATION AMONG CORRECTIONAL OFFICERS AT KISUMU MAXIMUM PRISON, KISUMU COUNTY, KENYA.

ORIGINALITY REPORT

16% SIMILARITY INDEX	14% INTERNET SOURCES	4% PUBLICATIONS	10% STUDENT PAPERS
--------------------------------	--------------------------------	---------------------------	------------------------------

PRIMARY SOURCES

1	Submitted to University of Rwanda Student Paper	1%
2	erepository.uonbi.ac.ke Internet Source	1%
3	Submitted to University of Surrey Student Paper	1%
4	Submitted to Kenyatta University Student Paper	1%
5	ir.mu.ac.ke:8080 Internet Source	<1%
6	www.tandfonline.com Internet Source	<1%
7	ir-library.egerton.ac.ke Internet Source	<1%
8	www.ncbi.nlm.nih.gov Internet Source	<1%

ir.jkuat.ac.ke