

**PREVALENCE OF BURNOUT AMONG PRISON OFFICERS  
AT KAMITI COMMAND**

**BY  
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## **ABBREVIATIONS**

KNH: Kenyatta National Hospital.

MBI: Maslach Burnout Inventory.

PPC: Provincial Prisons Commanders.

SDQ: Social Demographic Questionnaire.

SPSS: Statistical Package for Social Sciences.

SP: Superintendent of prison.

WHO: World Health Organization

YCTC: Youth corrective training centre.

EE: Emotional Exhaustion

PA: Low personal accomplishment

DP: Depersonalization

## **DEFINATION OF TERMS**

### **Kamiti Command**

This is the official name used to refer to the three prisons within Kamiti which includes Kamiti maximum security prison, Kamiti Medium Security prison and Youth Corrective and Training Centre.

### **Correctional Officers/ Prison Officer**

Correctional officers are individuals employed by the department of correctional services, their duties are to ensure the safe custody of prisoners, prevent prisoners in their care from escaping, and prevent prisoners from endangering their health. The correctional officer must in his or her custody function ensure among other things the rehabilitation of prisoners.

### **Rank**

This term refers to the job status /grade/ position in the force that the officer has attained or been assigned through promotion or appointment.

### **Work performance**

This refers to the act of carrying out duties, functions or roles as stipulated in the terms of service, in this case of a prison officer. Any performance contrary to the laid down expectations amounts to poor work.

## **ABSTRACT**

### **Introduction:**

Burnout is a psychological term for the negative response to chronic job-related stress. It progresses over a long period of time when people do not have adequate time to recover physically or emotionally. Research indicates that job burnout affects personal and professional performance.

This study sought to determine the prevalence of burnout syndrome and its possible association with job involvement, job stress, job satisfaction, and organizational commitment among prison officers in Kamiti Command.

The concern for doing this study arose due to the nature of the prison officer's work which involves supervising and securing an unwilling and potentially violent population, among other challenges faced by prison officer as they carry out their duties. Though there are many causes of burnout, in many cases, burnout stems from the working environment.

**Study Design:** A cross – section descriptive study.

**Results:** Out of a total of 286 determined as appropriate sample size for this study, 181 prison officers responded to the questionnaires giving a 62.3% respondent rate.

The mean age of the officers was 38.4 years (SD). 73 (40.3%) of the officers were aged between 26 and 35 years.

Of the total number, 161 (88.9%) were male and 20 (11.1%) were female. Majorities (94%) were married and only (6.1%) were single. Majority (88.4%) officers had at least one child. All the officers had attended some level of formal education. Up to (87%) of the participants had either secondary level (40.3%) or college education (47.5%).

One hundred and sixteen (64.1%) officers were working in the maximum security section and majority 177 (98.9%) were permanently employed.

On average, the prison officers in this study had high levels of burnout assessed on the low personal accomplishment dimension (mean = 28.3). The mean scores for the Emotional exhaustion (average = 20.7) and depersonalization (average = 6.8) dimensions showed that prison warders experience moderate levels of burnout on these two dimensions.

Based on Maslach's categorization of burnout 30.9%, 49.2% and 30.4% of respondent experienced high levels of burnout in the emotional exhaustion, personal achievement and depersonalization subscales, respectively.

Comparison of 95% CI showed that the prevalence of high burnout on the low personal accomplishment scale was statistically significantly higher than on the other two subscales.

The factors mostly associated with burnout were marital status  $p = 0.01$  on the low personal accomplishment subscale. Interacting with prisoners was positively correlated with emotional exhaustion ( $r = 0.14$ ). Low social support at workplace was associated with emotional exhaustion  $p < 0.001$  and depersonalization  $p = 0.027$ . Poor workplace relationships, high workload, job involvement, job stress, job satisfaction and organizational commitment were all associated with burnout.

## **CONCLUSION**

This is the first study in Kenya to assess the levels of burnout among the prison officers. This study revealed that the prison officers do suffer from burnout. The levels of burnout among the prison officers were similar to levels of burnout seen in medical staff working at Mathari hospital. The levels of low personal accomplishment were higher among the prison officers in this study, than that in the study done among medical staff working at Mathari hospital. The factors mostly associated with burnout were marital status, current work station, interacting with prisoners, low social support at workplace, poor workplace relationships, high workload, job involvement, job stress, job satisfaction and organizational commitment.

# CHAPTER 1

## 1.0 INTRODUCTION

Burnout is a prolonged response to chronic emotional and interpersonal stressors at work, and is defined as a three dimensional syndrome which includes; Emotional exhaustion (feeling emotionally drained by one's contact with other people), Depersonalization (negative feelings and cynical attitudes toward the receipt of one's services or care) and Reduced personal accomplishment (a tendency to negatively evaluate one's own work). Burnout is a distinct work related syndrome, which occurs more among individuals who work with human recipients, specifically human recipients with psychological, social and physical problems. Burnout has a negative impact on the emotional and physical health of the professionals themselves and this affects the recipients of the services since the professionals may be relatively impaired in providing quality service (Maslach et al 2001).

As a syndrome burnout is associated with job turnover, absenteeism and low morale and seems to be correlated with physical exhaustion, sleep disorder, substance abuse and family problems (Jackson& Maslach 1982).

In terms of mental health, burnout has been linked to the personality dimension of neuroticism and the psychiatric profile of job-related neurasthenia.

### 1.0.1 Stages of Burnout Syndrome

#### 1.0.1.1 Alarm

An individual is not able to function at an acceptable level and relies on defense mechanisms to deal with stressors in order to maintain one's reputation (Brake et al 2001). This stage is characterized by an imbalance between resources and demands (stress). In human services professions considerable stress is caused by the emotionally demanding relationships with recipients (e.g. pupil's, patients, clients, or prisoners) that eventually may result in the depletion of one's emotional resources.

#### 1.0.1.2 Resistance

Next, a set of negative attitudes and behaviors is developed, such as a tendency to treat recipients in a detached and mechanical manner or a cynical preoccupation with gratification of one's own needs. Essentially, these negative attitudes and behaviors that constitute the depersonalization component of burnout are to be considered as defensive coping mechanisms.

In order to reduce emotional exhaustion, the burnout candidate creates a psychological distance in an attempt to protect him or herself against the stressful social environment. However, this is an inadequate coping strategy that increases stress rather than reduces it because it diminishes the relationship with recipients and aggravates interpersonal problems.

### **1.0.1.3 Exhaustion**

In this stage the professional is less effective in achieving his or her goals so that personal accomplishment diminishes and feelings of incompetence and self doubt might develop. Such like sense of reduced personal accomplishment is considered to be the third component of the burnout syndrome. In this stage the person might be lethargic and apathetic or very angry and cruel. This is the stage where action against a person suffering burnout may be taken which includes disciplinary measures or termination of employment.

## **1.0.2 Causes of Burnout Syndrome**

The main cause of burnout is stressful work or too many responsibilities. Other factors that contribute include lifestyle and certain personality traits. However in this study we look at the work-related causes of burnout which include; Feeling like one has little control or no control over one's work, Lack of recognition or rewards for good work, Unclear or overly demanding job expectations, doing work that is monotonous or unchallenging and working in a chaotic or high-pressure environment.

### **Signs and symptoms of Burnout Syndrome**

Burnout is a gradual process that occurs over an extended period of time. The signs and symptoms of burnout are subtle at first, but they get worse as time goes on. Some of the signs and symptoms are discussed below: **Physical signs and symptoms of burnout include;** Feeling tired and drained most of the time, Lowered immunity, falling sick often, frequent headaches, back pain, muscle aches and change in appetite or sleep habits. **Emotional signs and symptoms of burnout include;** Sense of failure and self-doubt, Feeling helpless, trapped, and defeated, Detachment, feeling alone in the world, Loss of motivation, Increasingly cynical and negative outlook, Decreased satisfaction and sense of accomplishment. **Behavioral signs and symptoms of burnout include;** Withdrawal from responsibilities, Isolation of individual from others, Procrastinating, (taking longer to get things done), Using food, drugs, or alcohol to cope, Taking out frustrations on others, skipping work or getting to work late and leaving early.

## **1.1 BACKGROUND INFORMATION**

Many studies have been done in the western countries among the correctional officers, and have found burnout to be prevalent among the prison officers. In Kenya no study has been conducted among the prison officers who face various challenges at their work place. Although individual-level variables and their relationship to correctional staff burnout were looked into in this study, the vast majority of research done on the correctional work place suggests strongly that organizational influences, and not individual-level variables, exert the greatest impact on employee work experiences (Griffin, 2001).

Evidence from literature (Millson, 2002) indicates that sources of stress among prison officers are broad. These sources of stress ultimately predispose to burnout. In the present study the researcher explored the association of job involvement, job stress, job satisfaction, and organizational commitment with the development of burnout. These factors are discussed further as follows;

### **1.1.1 Sources of stress among prison officers**

#### **1.1.1.1 Job involvement**

Job involvement is the degree to which a person views the importance of a job in his or her life (i.e., central life interest; Kanungo, 1979, 1982a, 1982b).

Freudenberger (1980) argued that job burnout occurred more frequently among those highly dedicated to a cause, a way of life, or a field of work; when their dedication failed to result in the level of desired rewards or outcomes they had anticipated, burnout occurred. Cherniss (1980) also theorized that individuals who accepted a job because they thought they had a “calling” for that type of work were at a higher risk of succumbing to burnout than those who accepted a position because it was simply a job. Those with high involvement may place a greater importance on succeeding at work and may become disillusioned over time when they fail to realize the goals of their calling. With this in mind, one of the study hypotheses was, job involvement has a significant positive effect on job burnout among correctional employees.

#### **1.1.1.2 Organizational Commitment**

Organizational commitment refers to the bond formed between the worker and the employing organization. This study focused on affective organizational commitment. Affective commitment is generally defined as loyalty to the organization, identification with the organization (i.e., pride

in the organization and internalization of the goals of the organization), and desire for involvement in the organization (i.e., the willingness to make a personal effort for the sake of the organization) (Mowday, et al.1979, 1982)

Organizational commitment may insulate those who form a strong bond with the organization from experiencing burnout, or it may create burnout among those employees who are highly committed to the organization and who put forth great effort. When these employees fail to see the outcomes for which they had hoped, they become disillusioned. This study assessed the relationship between organizational commitment and level of burnout.

### **1.1.1.3 Job Stress:**

According to Matteson and Ivancevich (1987), although multiple definitions of stress are found throughout the literature, “virtually all of them can be placed into one of two categories: Stress can be defined as either a stimulus or a response”. Stress can act as a stimulus that has a negative effect and these stimuli are known as stressors. Role conflict (receiving conflicting directions or roles), role ambiguity (receiving unclear directions), role overload (being asked to do too many tasks or not being provided with sufficient resources for those tasks), and dangerousness (feeling the job is dangerous) are examples of stressors experienced by correction staff (Griffin, 1999; Lambert, et, al., 2005). Job stress also has been described as the response by an individual to such stressors. In the correctional literature, job stress is generally defined as a worker’s feeling job-related, tension, anxiety, frustration, worry, emotional exhaustion, and distress (Cullen et al., 1985; Grossi, et al., 1996). Burnout is conceptually different from stress. Burnout is generally seen as the end result of prolonged exposure to job stress. Burnout takes much longer to occur than job stress and is the consequence of long-term exposure to negative work experience (Schaufeli & Peeters, 2000).

Not surprisingly, it has long been theorized that job stress is one of the major causes of burnout. Job stress leads to negative consequences, such as mental and physical health problems (Matteson & Ivancevich, 1987). There is empirical evidence to support the contention that job stress has a positive association with burnout among correctional staff (Keinan & Malach-Pines, 2007; Whitehead & Lindquist, 1986). As such, for this study, it was hypothesized that job stress would have a significant positive relationship with job burnout among correctional employees.

#### **1.1.1.4 Job Satisfaction**

Job satisfaction is an affective response by an individual concerning his or her job that results, from a comparison of actual outcomes with those that are expected, wanted and needed (Cook, et al., 1981; Cranny, et al., 1992). It is subjective, individual-level feeling reflecting the extent to which a person's needs are being met by a particular job. As Spector (1996) pointed out, job satisfaction is simply "the extent to which people like their job".

Job satisfaction has been theorized to be negatively linked to burnout. In the long run, a feeling that the job is not meeting a person's needs and wants may lead to a state of dissonance from which the person will want to escape (Cherniss, 1980; Whitehead, 1989). Theoretically, employees who have low levels of job satisfaction may wish to withdraw from the job. Past research has found that job satisfaction is a salient predictor of correctional staff turnover intent and voluntary turnover (Byrd et al., 2000; Lambert, 2006 ;). If they cannot physically leave the job, correctional staff members may experience job burnout as a method of coping with a job they dislike. Past studies have found job satisfaction to be negatively related to burnout among correctional staff (Whitehead, 1989; whitehead & Lindquist, 1986). As such, it was hypothesized that job satisfaction had a significant negative relationship with job burnout among correctional workers.

## **1.2 PROBLEM STATEMENT:**

Burnout is job related syndrome which if left unaddressed, can be harmful and costly to the employees, the clients, coworkers, the organization, and society. The magnitude of burnout syndrome has been reported in other parts of the world and in Kenya. Globally, evidence show that burnout syndrome can lead to decreased work performance, lack of interaction with others , increased absenteeism, substance abuse, turnover intent, actual turnover, decreased quality of service and lower job performance in general.

In Kenya the studies done in relation to burnout; include a study by Kokanya (2004) which dealt with the prevalence of compassion fatigue and burnout among medical workers in Kenyatta National Hospital. The study revealed that burnout syndrome existed among nurses and medical practitioners working in KNH, and the level of burnout was 94.5%. This was higher than that found in other countries in the world, for example, 80% in British Columbia.

Ng'ang'a (2008) also did a research on the prevalence of burnout among accountants at university of Nairobi, which revealed that the rate of burnout ranged from 27.4% to 72.6%.

Masango (2006) in his study found that prison officers had a heavy workload which caused the officers to be demoralized. The same study revealed that the staff shortage caused the prison officers to feel insecure should a prisoners' riot occur. The terms of service of prison officers were noted to be poor, as the annual leave days were few considering the heavy workload the officers had to contend with. Promotions in the prison service were reported to be rare and delayed for long periods. The study also revealed that there was also poor quality supervision of offenders by prison officers who were demoralized, to mention but a few.

Although studies done in Kenya, among health workers and accountants show high prevalence of burnout syndrome, the study by Masango(2006) which focused on prisoners did not look specifically at burnout syndrome among prison officers. There has actually been no study on burnout syndrome among prison officers in Kenya who may be suffering as a result of the prevailing poor working conditions in our prisons and heavy workload.

This study therefore, sought to examine the prevalence of burnout syndrome and the association between job involvement, job stress, job satisfaction and organizational commitment with burnout among the prison officers and to suggest strategies for intervention to help the prison officers cope better.

The study was guided by the following questions:

1. What is the prevalence of burnout among prison officers at Kamiti command?
2. What factors are associated with developing burnout among the prison officers

### **1.3 OBJECTIVES**

#### **1.3.1 MAIN OBJECTIVE**

To establish the prevalence of burnout syndrome among prison officers in Kamiti command.

#### **1.3.2 SPECIFIC OBJECTIVES**

1. To determine the socio-demographic characteristics of prison officers at kamiti command.
2. To determine the prevalence of burnout syndrome among prison officers in Kamiti command.
3. To determine whether the factors stated in this study (Job involvement, organizational commitment, Job stress and Job satisfaction) are associated with prevalence of burnout syndrome among prison officers in Kamiti command.

### **1.4 HYPOTHESIS**

#### **1.4.1 NULL HYPOTHESIS**

The prevalence of Burnout syndrome is not higher among prison officers in Kamiti command, than that of other professions studied in Kenya.

#### **1.4.2 ALTERNATIVE HYPOTHESIS**

The prevalence of Burnout syndrome is higher among prison officers in Kamiti command than that of other professions studied in Kenya.

## CHAPTER 2

### 2.1 LITERATURE REVIEW

The initial articles on Burnout appeared in the mid- 1970s in the United States. This early writing was based on the experience of people working in human services and health care occupations. These initial articles were written by Freudenberger (1975), a psychiatrist and by Maslach (1976) a social psychologist. Freudenberger provided direct accounts of the process by which he and others experienced emotional depletion and a loss of motivation and commitment. Maslach interviewed a wide range of human services workers about the emotional stress of their jobs and discovered that the coping strategies had important implications for people's professional identity and job behavior. Therefore from the beginning burnout was studied not so much as an individual response, but in terms of an individual's relational transactions in the workplace. The interpersonal context focused on the individual's emotions, and on the motives and values underlying his or her work with recipients. Some of the early discussion about burnout focused on issues of discriminant validity – that is, was burnout truly a distinctly different phenomenon from other established constructs? A variety of such constructs were considered, but the primary focus was on two: depression and job satisfaction. Speculation on these issues was often more frequent than empirical data.

Research conducted during the development of the MBI found burnout to be related to anxiety and depression. Subsequently, the distinction between burnout and depression was established empirically in several studies using the MBI and various measures of depression (Bakker et al 2000). The research done during the development of the MBI established that burnout is a problem that is specific to the work context, in contrast to depression, which tends to pervade every domain of a person's life. These findings lent empirical support to earlier claims that burnout is more job-related and situation-specific than general depression (Freudenberger 1983, Warr1987). However, as noted later, individuals who are more depression-prone (as indicated by higher scores on neuroticism) are more vulnerable to burnout.

Further support for this distinction comes from an analysis of various conceptualizations of burnout, which notes five common elements of the burnout phenomenon (Maslach & Schaufeli 1993). (a) There is a predominance of dysphoric symptoms such as mental or emotional exhaustion, fatigues, and depression. (b) The emphasis is on mental and behavioral symptoms more than physical ones. (c) Burnout symptoms are work-related. (d) The symptoms manifest themselves in “normal” persons who did not suffer from psychopathology before. (e) Decreased effectiveness and work performance occur because of negative attitudes and behaviors’. Most of these elements are represented in the diagnosis for job-related neurasthenia (WHO 1992), so recent research has been utilizing this diagnosis as the psychiatric equivalent of burnout. In terms of mental health, the link with burnout is more complex; burnout has been linked to the personality dimension of neuroticism and the psychiatric profile of job-related neurasthenia. Such data might support the argument that burnout is itself a form of mental illness. However, a more common assumption has been that burnout syndrome causes mental dysfunction –that is, it precipitates negative effects in terms of mental health, such as anxiety, depression, drops in self-esteem, and so forth.

Researches on factors that can predispose to burnout or protect one from burnout are many and some of these factors include; Age, which has been found to have an inverse relationship with the three dimensions of burnout. According to Whitehead and Lindquist (1986) Age has considerable impact on burnout; older workers reported lower burnout scores. One possible interpretation for this finding is that such workers have learned to cope; another is that the workers who could not cope with the job have quit. Studies on gender have had mixed results, with men reporting higher levels of depersonalization and a reduced sense of accomplishment (Carlson et al., 2003), whereas others reported no difference in the level of burnout syndrome between men and women (Hurst & Hurst, 1997). Education level was inversely related to burnout (Keinan & Malach-Pines, 2007) and reduced sense of accomplishment (Morgan et al., 2002). Tenure also has mixed results, with some suggesting a negative relationship with burnout (Morgan et al. 2002), whereas others report a positive relationship between tenure and burnout (Belcastro et al., 1982). In addition, studies done among the prison officers revealed that; the more contact with inmates by prison officers in Alabama, the greater the level of a sense of accomplishment at work. The interpretation of this finding being that, client contact in prisons is different from client contact in other human service settings. The correctional clients specifically

the parolees seek to avoid contact with parole agents or to make any contact as brief as possible and nonintrusive as possible, therefore contact with correctional officers is superficial and hardly stressful. (Whitehead & Lindquist, 1986). According to Lombardo (1981) He found that, only interaction with inmates that was of a dangerous or insulting nature was problematic for officers; Cheek and Miller (1983) found concern about violence to be “the most feared and disliked aspect of their work.”

The type of job position in a correctional organization has been associated with burnout as well. Studies have shown that individuals in custody positions (Gerstein, et al, 1987) as well as treatment positions (Carlson & Thomas, 2006) reported higher levels of burnout; While Race had no influence on the reported level of burnout among correctional officers (Morgan et al., 2002) Although it is important to consider individual-level variables and their relationship to correctional staff burnout, the vast majority of research to date on the correctional work-place suggests strongly that organizational influences, and not individual-level variables, exert the greatest impact on employee work experiences (Cullen, et al, 1985; Griffin & Hepburn, 2005; Lambert, 2004)

In a study by Griffin et al., (2009) Job satisfaction exhibited a significant negative relationship with two of the three dimensions of job burnout. Staff members who reported higher levels of job satisfaction were less likely to report experiencing emotional exhaustion and a reduced sense of accomplishment at work. Although Maslach and Jackson (1981) did not see job dissatisfaction as a cause of burnout, Cherniss (1980) argued that it was a major cause. The study by Griffin et al. therefore supports Cherniss’ contention that job satisfaction is a salient predictor of burnout. Satisfaction with the job implies that the job is meeting the needs and desires of the person. A study of federal correctional staff indicated that personal characteristics such as race, gender, education level, and tenure only account for a small variance of five percent regarding job satisfaction. This is in contrast of work environmental factors such as promotion opportunities, fairness, supervision, and operations which accounted for a variance of 27% (Lambert, 1999). As such, the employee reports a sense of enjoyment of the work, even when comparing themselves to other employees. This general sense of satisfaction may very well act to protect the employee from job related burnout.

Griffin et al.’s study also found that Job stress was a significant predictor for two of the three dimensions of burnout. Correctional employees who reported increased levels of job stress

experienced higher levels of emotional exhaustion and depersonalization but not a reduced sense of personal accomplishment. As previously indicated, job stress is a negative state for most employees. Stress generally wears down a person which leads to increased emotional exhaustion (Maslach & Jackson 1981). In addition, it appears that job stress leads correctional workers to treat others callously and impersonally. This may reflect a lack of willingness to interact with other people. However job stress was not linked to a reduced sense of accomplishment at work. It appears that a person can experience job stress but still felt he or she is effective in dealing with others at work. The extent to which this is an accurate assessment of one's own sense of accomplishment at work is unclear. Workers may look to external issues as a way of handling job stress while ignoring their own internal negative responses. It is important to note that Pines and Keinan (2005) reported that this is one of the differences between stress and burnout. A person can experience stress without ultimately experiencing burnout. In fact, short-term stress can be beneficial at times, particularly if it spurs a person to focus and work harder to overcome a given problem or situation (Pines, 2000). The same cannot be said of job burnout.

A review of early literature on correctional officers suggested that correctional officers were experiencing job burnout or related problems. Whereas Jacobs (1978) found approximately 90% of Illinois officers to be quite content in their jobs, Lombardo (1981) described the average Auburn, New York, officer as "a classic example of the alienated worker" and Farmer (1977) depicted county correctional officer from a northeastern state as having a "cynical adaptation" to their work.

Cheek and Miller (1983) reported that the New Jersey correctional officers they studied were experiencing a considerable job stress and denying it. The New Jersey study showed high rates of divorce and serious health problems among the officers (e.g., ulcers, hypertension, and heart disease); these indications of stress were at even higher levels than those previously identified for police officers. Moreover, the correctional officers, like the police, perceived many stress-related physical and emotional problems in their fellow workers.

Smith and Ward (1983) examined job stress among a sample of police officers from a large city in Alabama. They found that 33.8% of the officers considered their job to be more than moderately or very stressful. Using the same measure of job stress, Lindquist and Whitehead found the corresponding figure for a representative sample of Alabama correctional officers to be 39%. In a study by Whitehead and Lindquist (1986) they found that 49% of the probation/parole

officers reported their job to be more than moderately or very stressful; yet 44% indicated that they were very satisfied with their jobs.

In their study of four New York State prisons, Tosh and Klofas (1982) found considerable disaffection and alienation, with 7 out of 10 officers agreeing with such statements as “ we’re damned if we do, and damned if we don’t.” Parenthetically, it may be noted that one out of four officers agreed with such expressions of alienation very strongly. In another culture, Shamir and Drory (1982) found occupational tedium, including emotional exhaustion and negative attitudes towards self and others, to be so widespread that over 50% of Israeli prison officers left correctional service within eighteen months of being hired. In a similar vein, Karlinsky (1979) studied job satisfaction in a Canadian penitentiary and found that job- related stress was the most frequently reported job concern and the largest source of dissatisfaction with employment. The research by Lindquist & Whitehead (1986) showed that sizeable proportions of Alabama correctional officers reported various job problems; 20% to 33% reported problems with burnout; 16% reported job dissatisfaction and 39% reported job stress.

In yet another study by Carlson & Thomas (2006) Prison Caseworkers, in two prisons in their study were asked to identify three main reasons why other caseworkers left the prison or profession. The top three responses from both prisons were; for more money (98%), lack of support from management (60%), and stress and burnout (24%).

In Africa a study done by Thandi (2005) on the sources and the extent of stress among correctional officers in one of the South African prisons and the effect of stress revealed that 61% of respondents strongly agreed on the notion that being exposed to dangerous prisoners causes stress. 78% of the respondents strongly agreed that absence of rewards is a source of stress and 73% of the respondents felt that poor salary levels is a source of stress, while 48% strongly agreed that unfavorable work conditions cause stress. It was also interesting to find that 32% of the respondents’ strongly agreed that empathy towards offenders poses stress among the officers. However on assessing the effects of stress; 46% of the officers disagreed that job burnout occurs as a result of stress. This could be because some correctional officers don’t understand the concept of burnout well. Despite this 56% of them agreed that absenteeism occurs as a result of stress among the officers and 55% of them agreed that poor performance occurred as a result of stress.

In Kenya a study done on burnout in staff working at the Mathari psychiatric hospital by Ndeti et al in 2007, found that up to 95% of the respondents suffered from various levels of emotional exhaustion with 38% reporting high levels. Low to high levels of depersonalization were reported in 87.8% of the respondents while 38.6% experienced low levels of personal accomplishment. No study however has been done among the prison officers on burnout in Kenya.

From this literature the issue of burnout is noted to be quite prevalent among the prison staff and other related fields. The researcher therefore feels there is need to carry out a research on the prevalence of burnout among the prison officers in Kamiti command.

## **2.2 THE PRISON SERVICE**

Its headquarters offices are in Nairobi at Magereza House situated along Bishop's Road off Ngong Road. The department's policy and main objective is based on the rehabilitation and reformation of prisoners towards the achievement of development goals in Kenya. To this end, there are a number of legislation (Acts) enacted to mandate its functions and the most important of these is prison Act (Cap 90), which deals with the establishment and effective management of the prison service.

The work operations of prisons are categorized into two board categories each with two sub-categories as follows:-

1. Administration work operators.
  - a) Administration at the headquarters
  - b) Administration at the field stations.
2. Activity implementation work operations
  - a) Activity implementation at the headquarters
  - b) Activity implementation at the field stations

All prison officers are categorized as follows:

1. Warder/wardress
2. Non-commissioned officers (that is, from the rank of corporal, through sergeant to senior sergeant).
3. Chief Officer (that is, chief officer I and II)
4. Gazetted officer (that is, from the rank of superintendent of prison (SP) to the rank of commissioner)

The Government policy contained in the prisons Act categorizes all prisons in Kenya as principal (maximum), medium and small prisons/institutions. In the principal and medium prisons, Gazetted officers are the administrators. In all the categories of prisons, the main rehabilitation programs implementers are officers in the warder grade and a few Chief Officers. The categories of prisons that is principal, medium and small prisons depend on the type of criminals in them. Principal prisons are mainly for the serious offenders (such as murder, manslaughter, robbery with violence and rape offenders) who have long prison sentences of more than 2 years. Petty or less serious offenders who normally have short prison sentences of less than two years are mainly imprisoned in the small and medium prisons. By the same policy, each category of prisons has different operational rehabilitation programmed for its type of offenders. Long sentence offenders are trained in skills which require long durations of learning (such as mechanics) while short sentence prisoners are trained in simple skills such as repairs and simple tailoring which require short durations to learn (see ministry of Home Affairs 1979, 1998). The first administrative set-up of the Department is at the headquarters and is headed by a commissioner of prisons. The commissioner is the overall head of the entire Department in Kenya and is assisted by a Senior Deputy Commissioner of prisons, Deputy Commissioner, Senior Assistant Commissioner of prisons at the head office. Sections stationed at the headquarters are research and statistics, inspection, industries, operations and administrations, farms, personnel, signals, Accounts, welfare, chaplaincy, women and sports section. The second administration set up of the prisons Department is administration at the field stations, and it is headed by Senior Assistant or Assistant Commissioners of prisons who are Provincial Prisons Commanders (P.P.Cs). Every PPC is in charge of all penal institutions in the province and is answerable to the commissioner of prisons for the institutions proper administration, control, supervision and inspection. The officers in charge of the penal institution assist the provincial prisons commanders. In all field stations, the prison department undertakes rehabilitation programmes aimed at making the prisoner a useful and responsible person they include:

- Industrial and vocational training which involves training in carpentry and woodwork, metalwork, basketry, tailoring among others.
- Farming which involves horticulture, animal husbandry, beekeeping among others.

- Building which involved masonry, plumbing and electrical installation and maintenance.
- Chaplaincy services where prisoners receive guidance and counseling and spiritual nourishment services.
- Welfare services.

The prison staff especially the correctional officers such as warders are trained at the Prison Staff Training College located in Ruiru. The college offers initial and /or promotional courses to prison staff.

Newly recruited warders who are normally secondary school certificate holders undergo an intensive nine months training and on completion of their training they spend another two years on probation to further determine their suitability in the prison's service before confirmation of their ranks. Promotional courses are run for warders to corporals and corporals to sergeants. In addition, to these initial courses, other courses are organized for those members of staff who on appointment were posted to stations before having gone through initial training at the college. There are also senior officers courses offered at the college.

### **2.3 JUSTIFICATION OF STUDY**

Considering that prison officers are pivotal to the life of prisons, they have received very little direct attention in academic circles or in wider public debates in Kenya. This study expands the literature by examining the prevalence of burnout syndrome and the relationship of job involvement, job stress, job satisfaction, and organizational commitment with prison officer's burnout. By better understanding the influence of such factors on burnout with this unique work environment, correctional administrators and officers alike may be better able to limit or modify a variety of negative behavioral outcomes. The study also addressed existing knowledge gaps and provided a basis for which further research can be carried out in Kenya. Policy makers and other stakeholders also have a basis for policy formulation on prison reforms and better working conditions in Kenyan prisons

## **CHAPTER 3**

### **3.0 METHODOLOGY**

#### **3.1 STUDY DESIGN**

The study was a cross sectional descriptive study; describing the prevalence of burnout and some factors associated with burnout among prison officers in Kamiti Command.

#### **3.2 STUDY AREA**

The participants were from Kamiti Command, which is situated on the northern outskirts of the Kenya capital city, Nairobi, about 20 Kilometers from the city center. It is located in the agricultural district of Kiambu and sits on 1,200acre (4.9km<sup>2</sup>) estate. It consists of three units which are Kamiti maximum security prison, Kamiti medium security prison and youth corrective training center (YCTC). Due to the diversity of prisons and consequently diverse population of offenders within the prisons, it served as an appropriate study site for comparison purposes for levels of burnout in prison officers in the different prison settings within the Kamiti Command. The staff population density also determined the appropriateness of this site. Kamiti maximum security prison was built in 1953 to accommodate 1800 inmates but now holds about 4100 inmates. It is the largest of the three sections of the command. It has about 800 prison officers working under an office of the rank of assistant commissioner of prisons. This section houses inmates serving sentences from 7 years to life sentences as well as those on the death row. Kamiti Medium security prison was built in 1969 to accommodate 700 inmates; it now holds about 2500 inmates serving a maximum of 7 years. It has about 256 prison officers. Youth Corrective Training Center was built in 1975; it is home to about 400 youth (< 18 years) petty offenders serving sentences up to 6 months. These youths undergo some training while serving their sentences. It is the only one of its kind in Kenya. It has about 59 prison officers.

### 3.3 STUDY POPULATION

The study population consisted of prison officers working at Kamiti that fulfilled the inclusion criteria.

#### 3.3.1 INCLUSION CRITERIA

1. Those who had worked in a prison environment not less than 6 months prior to the study.
2. Those who gave consent.
3. Those that were not on annual leave.

#### 3.3.2 EXCLUSION CRITERIA

1. Those who have worked in a prison environment for less than 6 months.
2. Those who decline to give consent.
3. Those on annual leave.

**3.4 SAMPLE SIZE:** Fishers formula with known population size was used.

$$n = \frac{NZ^2P(1-P)}{d^2(N-1) + Z^2P(1-P)}$$

Where n: desired sample size

N = population size (number of prison officers = 800+256+59=1115)

Z = Z statistic for 95% level of confidence

P = expected prevalence of occupational stress among Kenyan prison officers (assumed to be 0.5 since it is unknown)

d = precision of estimated prevalence (set at 5% therefore d = 0.05)

$$n = \frac{1115 * 1.96^2 * 0.5 * 0.5}{0.05^2(1115-1) + 1.96^2 * 0.5^2}$$

n = 286 prison officers

Using proportionate allocation for each prison that is maximum, medium and YCTC. The numbers for each prison are as follows.

Maximum security prison=  $\frac{800 * 286}{1115} = 205$  prison officers.

Medium security prison=  $\frac{256 * 286}{1115} = 66$  prison officers.

YCTC prison=  $\frac{59 * 286}{1115} = 15$  prison officers.

### 3.5 SAMPLING

Random sampling was used to collect the sample size required.

### 3.6 STUDY INSTRUMENTS

The study will be carried out using the following instruments.

- i) **Social demographic questionnaire (SDQ):** designed by the researcher. This was used to collect details on personal data such as; age, gender, marital status, level of education, rank, duration of service, station within Kamiti, religion, number of children and other dependants. Other details collected on the sociodemographic questionnaire included; data related to work load, data related to work attitudes and relationships, social support and additional information that was considered useful in enhancing the work performance and satisfaction.
- ii) **Maslach burnout inventory (MBI):** This was designed to measure the aspects of burnout. Items were written in the form of statements about personal feelings or attitudes. The frequency scale was labeled at each point and ranged from 1 ('a few times a year or less') to 6 ('everyday'). A value of zero was given if the respondent had never experienced the feeling or attitude described. The dependent variables were the three components of burnout which were measured using this instrument, they included; depersonalization, emotional exhaustion, and feeling of reduced personal accomplishment. Indicators from the MBI were used in other studies of correctional staff and are frequently used measures for correctional staff burnout.
- iii) **Questionnaire on factors associated with burnout:** This is a questionnaire that was administered in one of the studies on factors associated with burnout among the correctional officers. Job involvement, job stress, job satisfaction, and organizational

commitment were the independent variables of interest. Job involvement was measured using three indicators from Kanungo (1982a, 1982b) and Lawler and Hall (1970). These indicators tapped into the importance the job had in a person's life. A global measure of job satisfaction was used; the index was formed by summing five indicators adapted from Brayfield and Rothe (1951). The affective form of organizational commitment was measured by summing six indicators from Mowday et al. (1982). Organizational commitment focused on the affective bond an employee had formed with the employing organization, such as loyalty, attachment, belief in the value system and goal of the organization. All the indicators were answered by a 5-point Likert-type response scale ranging from strongly disagree to strongly agree.

### **3.7 DATA COLLECTION PROCEDURE**

The researcher presented a letter requesting permission to carry out the study in Kamiti Prison to the commissioners of prisons, at the prisons headquarters. Once permission was granted, the researcher presented the document granting permission to carry out the study, to the assistant commissioner in charge of the main prison, and to the officers in charge of the medium security prison and youth corrective and training centre in Kamiti. The researcher agreed with the administration on the best time to carry out the study. The time allocated to talk to the prison officers about the study and distribute questionnaires was during the parade gatherings as the officers came in to work during each shift. Those who agreed to participate were allotted a serial number as no names were being used. They then signed a consent form and the questionnaires were handed to those who meet the inclusion criteria. The participants filled in the questionnaires during their free time and returned them to a central place (social welfare office), where the researcher collected the completed questionnaires. Any questions arising from the officers were addressed as and when necessary, as the telephone number of the researcher was given to all the participants.

The social - demographic questionnaire, Maslach burnout inventory and questionnaire on factors associated with burnout was all covered. Once they completed the questionnaires they were thanked.

### **3.8 DATA MANAGEMENT**

#### **3.8.1 DATA COLLECTION AND PROCESSING**

Quality control during data collection was ensured at different stages. First, the researcher collected all the data.

Data collected was coded prior to data entry. Data was entered into a computer database designed in MS Access. The database had inbuilt consistency and logic checks to minimize data entry errors. To further reduce errors related to typing data into the database, coded data was entered by picking the appropriate response from drop down menus in the database. After data cleaning and for quality control purposes a 10% sample of all questionnaires was double entered and compared to the initial data entry. This quality control exercise preceded analysis which commenced only after acceptable agreement was obtained from the quality control.

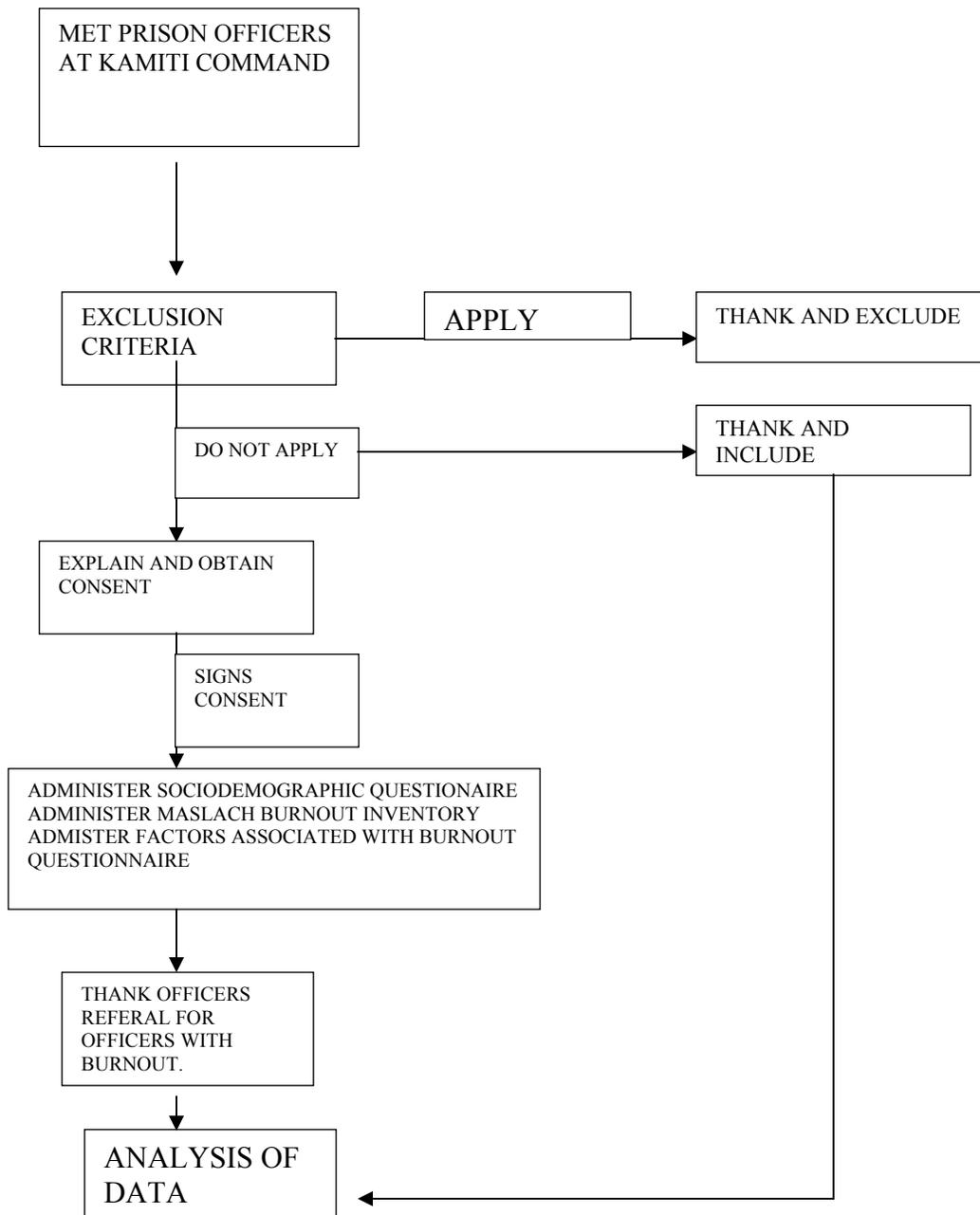
#### **3.8.2 DATA ANALYSIS AND PRESENTATION**

Data was transferred from MS Access to SPSS for analysis after data cleaning. Descriptive and inferential analysis was done using the statistical package for social sciences (SPSS) version 17. The descriptive analysis involved describing the sample through calculating averages for continuous variables like age of prison officers. Frequency distribution was done to determine percent distribution of participants for important demographic factors including gender, work station and education level. The result of descriptive analysis was presented in narratives, tables and charts. The main outcomes were calculated as the percentage of officers reporting high burn out. High burn out levels were determined by identifying officers whose responses to the 36 items on Maslach Inventory were equivalent to the upper third on each of the three scales of the inventory. For the Emotional exhaustion subscale, the score must be  $\geq 28$ ; for the Depersonalization subscale, scores must be  $\geq 11$ ; for the low Personal Accomplishment subscale, scores must be  $\geq 33$ .

The association between high burn out and officers' demographic characteristics were determined using the chi-square tests to compare percentages across the different demographic factors and levels of burnout. Statistical significance was determined by a cut-off value of 0.05.

The results were presented according to objectives in tables. Among the tables included in the results were: demographic characteristics of prison officers enrolled in the study; socio-economic characteristics of prison officers recruited in the study; overall prevalence of job burnout among prison officers and domain specific scores for job burnout, demographic factors and association with job burnout among prison officers; and socio-economic factors and associations with job burnout among prison officers.

### 3.9 FLOW CHART DEMONSTRATING METHODOLOGY



### 3.10 THE TIME SCHEDULE

ACTIVITY	TIME FRAME	
	MONTH	YEAR
Proposal development	January to March	2012
Approval by department	April	2012
Ethical committee clearance	June-December	2012
Data collection	February-March	2013
Data analysis	April-June	2013
Report writing	June	2013
Presentation	July	2013

### 3.11 ETHICAL CONSIDERATIONS

Approval to carry out the study was obtained from department of psychiatry, university of Nairobi and clearance obtained from ethics and research committee at KNH. Permission to carry out research was obtained from the prison's commissioner, prison's headquarters and assistant commissioner of prisons at Kamiti Command.

A written informed consent was sought from participants after having explained the purpose of the study in details (Appendix 2).

Participants were informed that participation in the study was voluntary and information collected during the study would be used only for purpose of the study. No material gain was expected from the study.

Confidentiality was assured; serial numbers instead of names were assigned to participants to ensure anonymity.

There were no invasive procedures.

## CHAPTER 4

### 4.0 RESULTS

#### 4.1 Sociodemographic characteristics

Out of a total of 286 determined as appropriate sample size for this study, 181 prison officers responded to the questionnaires giving a 62.3% respondent rate.

The mean age of the officers was 38.4 years (SD). Most 73 (40.3%) of the officers were aged between 26 and 35 years.

Of the total number, 161 (88.9%) were male and 20 (11.1%) were female. Majorities (94%) were married and only (6.1%) were single. Majority (88.4%) officers had at least one child.

All the officers had attended some level of formal education. Up to (87%) of the participants had either secondary level (40.3%) or college education (47.5%).

One hundred and sixteen (64.1%) officers were working in the maximum security section and majority 177 (98.9%) were permanently employed (Table 1).

Table 1: Basic demographic characteristics of prison officers

	Frequency	(%)
<b>Age in years</b>		
Below 25	8	4.4
26-35	73	40.3
36-45	56	30.9
46-55	37	20.4
Above 55	7	3.9
<b>Gender</b>		
Male	161	88.9
Female	20	11.1
<b>Marital status</b>		
Married	170	93.9

Single	11	6.1
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**Number of children**

None	21	11.6
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One	34	18.8
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Two	43	23.8
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Three	37	20.4
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Four and above	46	25.4
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**Formal education**

Primary	4	2.2
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Secondary	73	40.3
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College	86	47.5
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University graduate	18	9.9
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**Current work station**

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Maximum security	116	64.1
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Medium security	51	28.2
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Youth correctional centre	14	7.7
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**Employment status**

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Permanent	177	98.9
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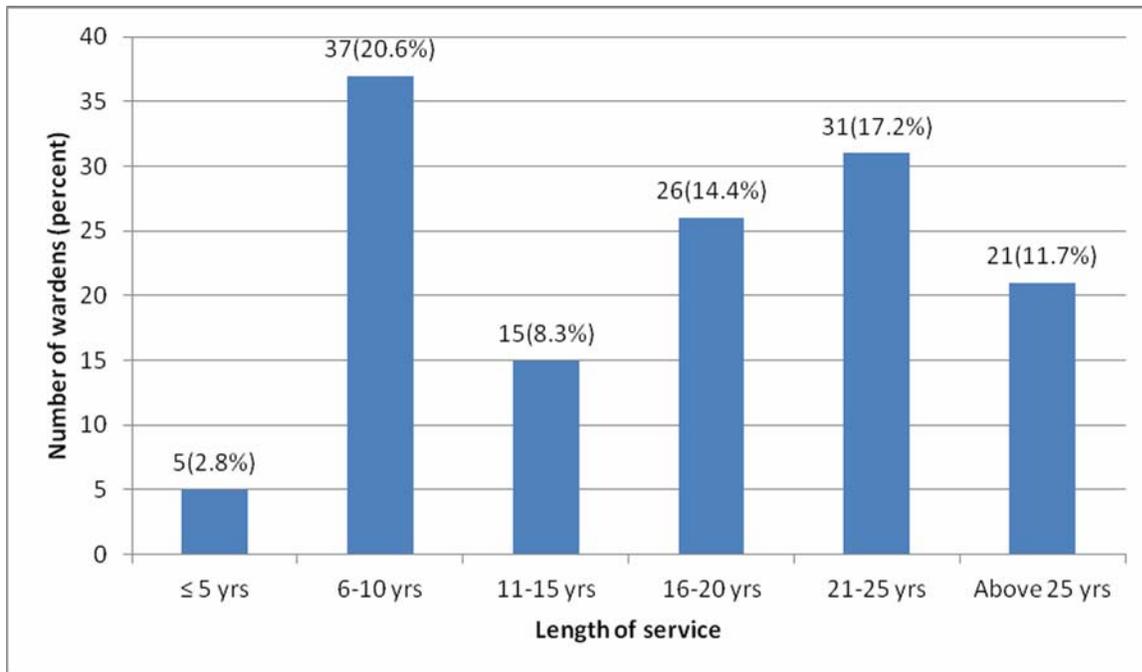
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Temporary	2	1.1
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### Length of service

The length of service ranged from a year to more than 25 years. Most of the participants had served as officers for 6 to 10 years (20.6%) or 21 to 25 years (17.2%). (Figure1).



## 4.2 Prevalence of burnout

MBI is the gold standard tool for measuring burnout however there is considerable variability in how researchers define burnout. For example, some have considered those with either high emotional exhaustion or high depersonalization as experiencing burnout. Ultimately, burnout is a complex, continuous, and heterogeneous construct that manifests itself differently in different individuals. Emotional exhaustion, depersonalization, and low personal accomplishment are symptoms of the syndrome. These symptoms can manifest in differing degrees resulting in burnout being best considered a continuum rather than a dichotomous variable.

On average, the prison officers in this study had high levels of burnout assessed on the low personal accomplishment dimension (mean = 28.3). The mean scores for the Emotional exhaustion (average = 20.7) and depersonalization (average = 6.8) dimensions showed that prison warders experience moderate levels of burnout on these dimensions. (Table 2)

Table 2: Mean scores for MBI-HSS subscales

<b>Subscale</b>	<b>N</b>	<b>Mean</b>	<b>SD</b>	<b>Range</b>
MBI- Emotional exhaustion	181	20.7 (Moderate)	14.6	0-54
MBI- Personal accomplishment	181	28.3 (High)	15.0	0-48
MBI- Depersonalization	181	6.8 (Moderate)	7.1	0.29

Based on Maslach's categorization of burnout 30.9%, 49.2% and 30.4% of respondent experienced high levels of burnout in the emotional exhaustion, personal achievement and depersonalization subscales, respectively.

Comparison of 95% CI showed that the prevalence of high burnout on the low personal accomplishment scale was statistically significantly higher than on the other two subscales (Table 3).

Table 3: Percent distribution according to the subscales of Maslach burnout inventory

	<b>Number (%)</b>	<b>95% CI</b>
<b>Burnout subscales</b>		
MBI - Emotional exhaustion		
Low	84(46.4%)	39.1-53.7%
Moderate	41(22.7%)	16.5-28.8%
High	56(30.9%)	24.1-37.7%
MBI- Personal accomplishment		
Low	49(27.1%)	20.5-33.6%
Moderate	43(23.8%)	17.5-30.0%
High	89(49.2%)	41.8-56.5%
MBI- Depersonalization		
Low	91(50.3%)	42.9%-57.6%
Moderate	35(19.3%)	13.5%-25.1%
High	55(30.4%)	23.6%-37.2%

### 4.3 Factors associated with burn out

#### 4.3.1 Socio - Demographic characteristics

##### *Age and burnout*

In this study between 27.2% and 36.4% of respondents in the three age groups, reported high burnout on the emotional exhaustion subscale and 29.5% to 32.1% of respondents experienced high level of burnout on the depersonalization subscale. Sixty-one percent of respondent above 46 years reported high burnout in personal accomplishment compared to 44.6% to 45.7% in younger age groups. (Table4). Age was not significantly associated with burnout on any of the three subscales.

Table 4: Distribution of respondents according to burnout subscales and age

	Age (in years)			LR chi	P value
	Below 35	36-45	≥ 46		
<b>MBI-EE</b>					
High, n (%)	22(27.2)	18(32.1)	16(36.4)	3.51	0.48
Moderate, n (%)	22(27.2)	13(23.2)	6(13.6)		
Low, n (%)	37(45.7)	25(44.6)	22(50.0)		
<b>MBI-PA</b>					
High, n (%)	37(45.7)	25(44.6)	27(61.4)	4.63	0.33
Moderate, n (%)	22(27.2)	15(26.8)	6(13.6)		
Low, n (%)	22(27.2)	16(28.6)	11(25.0)		
<b>MBI-DP</b>					
High, n (%)	24(29.6)	18(32.1)	13(29.5)	2.18	0.70
Moderate, n (%)	19(23.5)	10(17.9)	6(13.6)		
Low, n (%)	38(46.9)	28(50.0)	25(56.8)		

##### *Gender, marital status and education versus burn out*

There was a statistically significant association between burnout on the depersonalization subscale and gender ( $\chi^2 = 6.69$ ,  $p = 0.035$ ). Ten percent of females reported high burnout on this subscale compared to 32.9% of males with high depersonalization. Females appeared to experience higher levels of burnout on low personal accomplishment (60% versus 47.8%), but this association was not statistically significant ( $p = 0.057$ ), (Table 5). Gender did not show a statistically significant association with emotional exhaustion ( $p = 0.391$ ).

Marital status was significantly associated with low personal accomplishment ( $\chi^2 = 8.92$ ;  $p = 0.01$ ). High levels of burnout on the low personal accomplishment subscales were 51.8% among married respondents compared to 9.1% among the single respondents. Marital status was not significantly associated with either emotional exhaustion ( $p = 0.92$ ) or depersonalization ( $p = 0.62$ ). Similar percentage of married and single participants had high emotional exhaustion (31.2% versus 27.3%), and high depersonalization (30% compared to 36.4%).( Table 5).

The level of formal education was not significantly associated with reported levels of burnout (Table 9). Twenty-seven percent 27%, 29.9% and 54.5% of respondents with no college education had high level burnout on the emotional exhaustion, personal accomplishment and depersonalization subscales, respectively, compared to 32.7%, 31.7% and 45.2% of respondents with college education. (Table5).

Table 5: Distribution of respondents according to burnout subscales and gender

	Sex		LR Chi	P value
	Male	Female		
MBI-EE				
High, n (%)	52(32.3)	4(20.0)	1.88	0.391
Moderate, n (%)	37(23.0)	4(20.0)		
Low, n (%)	72(44.7)	12(60.0)		
MBI-PA				
High, n (%)	77(47.8)	12(60.0)	5.73	0.057
Moderate, n (%)	42(26.1)	1(5.0)		
Low, n (%)	42(26.1)	7(35.0)		
MBI-DP				

High, n (%)	53(32.9)	2(10.0)	6.69	0.035
Moderate, n (%)	32(19.9)	3(15.0)		
Low, n (%)	76(47.2)	15(75.0)		
	<b>Marital status</b>			
	<b>Married</b>	<b>Single</b>	<b>LR Chi</b>	<b>P value</b>
<b>MBI-EE</b>				
High, n (%)	53(31.2)	3(27.3)	0.16	0.92
Moderate, n (%)	38(22.4)	3(27.3)		
Low, n (%)	79(46.5)	5(45.5)		
<b>MBI-PA</b>				
High, n (%)	88(51.8)	1(9.1)	8.92	0.01
Moderate, n (%)	39(22.9)	4(36.4)		
Low, n (%)	43(25.3)	6(54.5)		
<b>MBI-DP</b>				
High, n (%)	51(30.0)	4(36.4)	0.97	0.62
Moderate, n (%)	32(18.8)	3(27.3)		
Low, n (%)	87(51.2)	4(36.4)		
	<b>Formal education</b>			
	<b>Primary/ Secondary</b>	<b>College/ University</b>	<b>LR chi</b>	<b>P value</b>
<b>MBI-EE</b>				
High, n (%)	21(27.3)	34(32.7)	4.02	0.13
Moderate, n (%)	11(14.3)	24(23.1)		
Low, n (%)	45(58.4)	46(44.2)		
<b>MBI-PA</b>				
High, n (%)	23(29.9)	33(31.7)	0.32	0.85
Moderate, n (%)	19(24.7)	22(21.2)		
Low, n (%)	35(45.5)	49(47.1)		
<b>MBI-DP</b>				
High, n (%)	42(54.5)	47(45.2)	1.57	0.46

Moderate, n (%)	16(20.8)	27(26.0)		
Low, n (%)	19(24.7)	30(28.8)		

### *Number of children and burnout*

There was no significant association between number of children and burnout related to emotional exhaustion ( $p = 0.54$ ), personal accomplishment ( $p = 0.67$ ) or depersonalization ( $p = 0.90$ ) (Table 6).

Table 6: Distribution of respondents according to burnout subscales and number of children

	Number of children				LR chi	P value
	No child	1-2	3-4	$\geq 4$		
<b>MBI-EE</b>						
High, n (%)	8(23.5)	11(25.6)	13(35.1)	17(37.0)	6.95	0.54
Moderate, n (%)	8(23.5)	7(16.3)	11(29.7)	9(19.6)		
Low, n (%)	18(52.9)	25(58.1)	13(35.1)	20(43.5)		
<b>MBI-PA</b>						
High, n (%)	17(50.0)	23(53.5)	19(51.4)	22(47.8)	5.76	0.67
Moderate, n (%)	8(23.5)	13(30.2)	6(16.2)	10(21.7)		
Low, n (%)	9(26.5)	7(16.3)	12(32.4)	14(30.4)		
<b>MBI-DP</b>						
High, n (%)	10(29.4)	10(23.3)	14(37.8)	14(30.4)	3.53	0.90
Moderate, n (%)	7(20.6)	7(16.3)	6(16.2)	10(21.7)		
Low, n (%)	17(50.0)	26(60.5)	17(45.9)	22(47.8)		

### *Current work station*

There was evidence of an association between current work station and burnout on the low personal accomplishment ( $p = 0.07$ ) and depersonalization ( $p = 0.08$ ) subscales, though it was not statistically significant. Twenty-one percent of respondents in youth corrective center had high level of low personal accomplishment burnout compared to 48.3% of respondents in maximum security and 58.8% respondents in medium security. (Table 7)

Table 7: Distribution of respondents according to burnout subscales and current work station

	Workstation			LR chi	P value
	Maximum security	Medium security	Corrective youth center		
<b>MBI-EE</b>					
High, n (%)	38(32.8)	14(27.5)	4(28.6)	1.44	0.84
Moderate, n (%)	27(23.3)	12(23.5)	2(14.3)		
Low, n (%)	51(44.0)	25(49.0)	8(57.1)		
<b>MBI-PA</b>					
High, n (%)	56(48.3)	30(58.8)	3(21.4)	8.69	0.07
Moderate, n (%)	31(26.7)	7(13.7)	5(35.7)		
Low, n (%)	29(25.0)	14(27.5)	6(42.9)		
<b>MBI-DP</b>					
High, n (%)	42(36.2)	9(17.6)	4(28.6)	8.36	0.08
Moderate, n (%)	17(14.7)	14(27.5)	4(28.6)		
Low, n (%)	57(49.1)	28(54.9)	6(42.9)		

*Length of service*

There was no statistically significant association between length of service and burnout, (Table 8).

Table 8: Distribution of respondents according to burnout subscales and length of service

	Length of service				Chi	P value
	Below 5y	6-10 y	11-20 y	Above 20y		
<b>MBI-EE</b>						
High, n (%)	15	8	14	19	5.88	0.44
Moderate, n (%)	9	13	10	9		
Low, n (%)	26	17	27	24		
<b>MBI-PA</b>						
High, n (%)	26	17	18	28	6.29	0.44
Moderate, n (%)	12	13	7	11		
Low, n (%)	12	8	16	13		
<b>MBI-DP</b>						
High, n (%)	16	8	12	19	7.0	0.32
Moderate, n (%)	9	11	10	5		
Low, n (%)	25	19	19	28		

### 4.3.2 Workload versus burnout

On a typical work day officers reported that they spent most time interacting with prisoners. Figure 2 shows that an average of 5.8 hours out of the daily duration at work would be spent in interactions with prisoners and 3.9 hours will be spent doing office duties. Outside work officers spent most of their time with family or resting. On average officers spend 1.4 hours a day engaging in extra work to earn additional income.

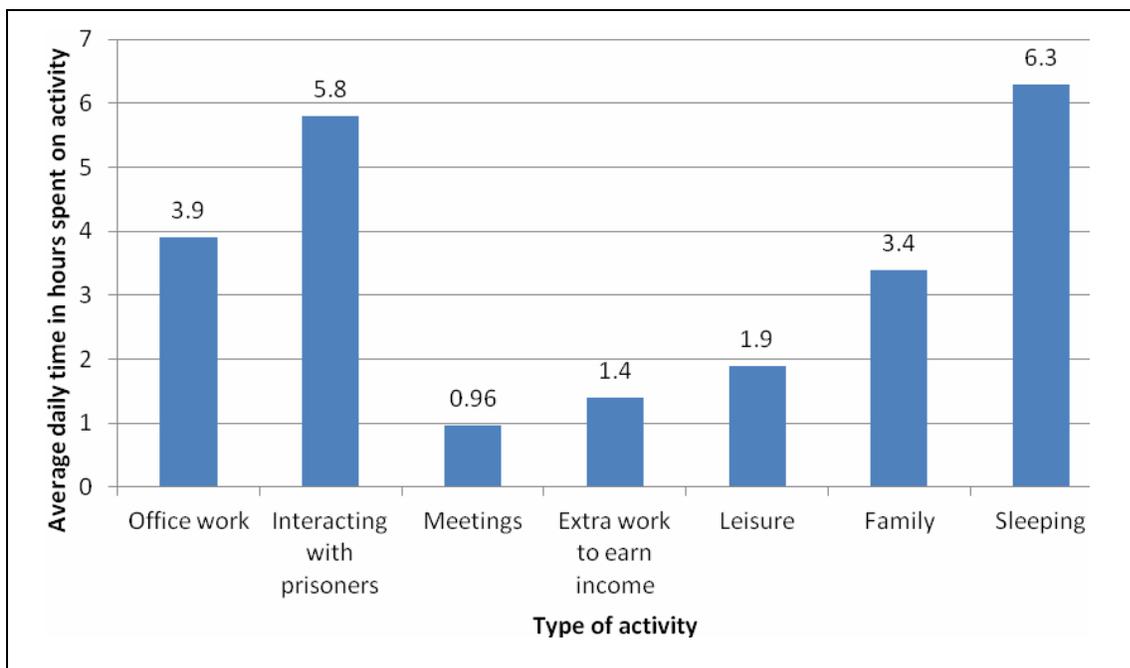


Figure 2: Average duration of time spent by prison officers on different activities

Emotional exhaustion was positively correlated with time spent interacting with prisoners ( $r = 0.14$ ) and negatively correlated with time spent sleeping ( $r = -0.101$ ) and doing extra work to earn income ( $r = -0.092$ ). Low Personal accomplishment burnout showed negative correlation with time interacting with prisoners, engaging in leisure and family activities, sleeping and doing extra work. Depersonalization was positively correlated with interaction with prisoners and negatively correlated with time doing office work or sleeping. (Table9).

Table 9: Pearson correlation coefficients of time spent in different activities and MBI subscales

	<b>MBI- EE</b>	<b>MBI-PA</b>	<b>MBI-DP</b>
<b>Average time spent</b>			
Office work	0.013	0.001	-0.131*
Interacting with prisoners	0.140*	-0.190*	0.121*
In meetings	-0.047	0.001	0.022
Doing extra work to earn income	-0.092*	0.085*	0.006
Leisure	-0.057	-0.131*	0.040
With family	-0.054	-0.086*	0.049
Sleeping	-0.101*	-0.087*	-0.058*

\* p value < 0.05

### 4.3.3 Attitudes and relationships

Most prison officers reported satisfaction with work place relationships particularly among peers (85.1%) and with junior colleagues (77.4%). More than one-half were satisfied with job accomplishment and 47% were willing to take up opportunities with equivalent pay outside the prison services. Most (56.9%) prison officers felt overworked and 39.8% played an active role in decision making at the work place. (Table 10)

Table 10: Work place relationships and attitudes of prison officers

	Frequency (%)
Satisfaction with job accomplishment	99 (54.7%)
Satisfaction with relationships:	
Junior colleagues	140 (77.4%)
Senior colleagues	99 (54.7%)
Peers	154 (85.1%)
Willing to take up opportunities with equivalent pay outside prison	85 (47%)
Individual perception of workload	
Overworked	103 (56.9%)
Normal	71 (39.2%)
Underworked	5 (2.8%)
Plays active role in workplace decision making	72 (39.8%)
Free to make work related decisions	73 (40.3%)
Verbally aggressive towards	
Junior colleagues	54 (29.3%)
Senior colleagues	49 (27.1%)
Peers	37 (20.4%)
Others	31 (17.3%)
Regards persons in work environment as enemies	71 (39.2%)
Has friends in work environment	144 (79.6%)

Would rather not interact with anybody at work	40 (22.1%)
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#### 4.3.3.1 Depersonalization and work place relationships

High levels of burn out on the depersonalization domain was significantly related to low satisfaction with job accomplishment, poor relationships with colleagues, willingness to take opportunities outside prison service, high workload and verbal aggression.(Table11)

Table 11: Depersonalization and work place relationships

		MBI-DP			Chi	P value
		High	Moderate	Low		
Satisfaction with job accomplishment	Yes	22(22.2)	19(19.2)	58(58.6)	9.22	0.010
	No	33(42.3)	15(19.2)	30(38.5)		
Satisfaction with relationships:						
Junior colleagues	Yes	37(26.4)	29(20.7)	74(52.9)	4.84	0.089
	No	12(48.0)	3(12.0)	10(40.0)		
Senior colleagues	Yes	22(22.2)	20(20.2)	57(57.6)	8.57	0.014
	No	33(42.3)	14(17.9)	31(39.7)		
Peers	Yes	43(27.9)	34(22.1)	77(50.0)	6.11	0.047
	No	11(50.0)	1(4.5)	10(45.5)		
Willing to take up opportunities with equivalent pay outside prison	Yes	41(48.2)	19(22.4)	25(29.4)	29.98	<0.001
	No	13(14.6)	15(16.9)	61(68.5)		
Workload	Normal	12(16.4)	15(20.5)	46(63.0)	11.87	0.003
	Over work/ under work	43(39.8)	20(18.5)	45(41.7)		
	No	34(32.1)	24(22.6)	48(45.3)		
Verbally aggressive towards						
Junior colleagues	Yes	16(43.2)	6(16.2)	15(40.5)	3.89	0.143
	No	36(26.5)	28(20.6)	72(52.9)		
Senior colleagues	Yes	27(55.1)	5(10.2)	17(34.7)	19.92	<0.001
	No	26(20.8)	30(24.0)	69(55.2)		
Others	Yes	16(51.6)	6(19.4)	9(29.0)	11.73	0.003
	No	19(20.9)	18(19.8)	54(59.3)		

Regards persons in work environment as enemies	Yes	31(43.7)	11(15.5)	29(40.8)	9.04	0.011
	No	24(22.4)	24(22.4)	59(55.1)		

#### 4.3.3.2 Emotional Exhaustion and work place relationships

High levels of emotional exhaustion were significantly associated with no satisfaction with job accomplishment, lack of satisfaction with workplace relationships, high workload, verbal abuse and lack of regard for work colleagues. (Table12)

Table 12: Emotional Exhaustion and work place relationships

		MBI-EE			Chi	P value
		High	Moderate	Low		
Satisfaction with job accomplishment	Yes	18(18.2)	24(24.2)	57(57.6)	19.98	<0.001
	No	38(48.7)	16(20.5)	24(30.8)		
Satisfaction with relationships:						
Junior colleagues	Yes	39(27.9)	29(20.7)	72(51.4)	5.90	0.052
	No	8(32.0)	10(40.0)	7(28.0)		
Senior colleagues	Yes	17(17.2)	19(19.2)	63(63.6)	29.65	<0.001
	No	38(48.7)	21(26.9)	19(24.4)		
Peers	Yes	47(30.5)	37(24.0)	70(45.5)	0.49	0.782
	No	8(36.4)	4(18.2)	10(45.5)		
Willing to take up opportunities with equivalent pay outside prison	Yes	43(50.6)	23(27.1)	19(22.4)	40.78	<0.001
	No	11(12.4)	18(20.2)	60(67.4)		
Workload	Normal	6(8.2)	13(17.8)	54(74.0)	41.71	<0.001
	Overwork/ underworked	50(46.3)	28(25.9)	30(27.8)		
	No	38(36.2)	26(24.8)	41(39.0)		
Free to make work related decisions	Yes	13(17.8)	17(23.3)	43(58.9)	11.78	0.003
	No	43(40.6)	24(22.6)	39(36.8)		
Verbally aggressive towards						
Junior colleagues	Yes	15(40.5)	8(21.6)	14(37.8)	1.78	0.410
	No	40(29.4)	31(22.8)	65(47.8)		
Senior colleagues	Yes	21(42.9)	14(28.6)	14(28.6)	7.36	0.025
	No	35(28.0)	26(20.8)	64(51.2)		
Others	Yes	16(51.6)	6(19.4)	9(29.0)	7.54	0.023
	No	23(25.3)	23(25.3)	45(49.5)		

Regards persons in work environment as enemies	Yes	31(43.7)	15(21.1)	25(35.2)	8.53	0.014
	No	25(23.4)	26(24.3)	56(52.3)		

#### 4.3.3.3 Low Personal Accomplishment and work place relationships

Low Personal accomplishment burn out was significantly associated with willingness to take up opportunities outside the prisons service, verbal abuse and poor relationship with peers.

(Table13)

Table 13: Low Personal Accomplishment and work place relationships

		MBI-PA			Chi	P value
		High	Moderate	Low		
Satisfaction with relationships:						
Junior colleagues	Yes	66(47.1)	34(24.3)	40(28.6)	5.26	0.072
	No	18(72.0)	3(12.0)	4(16.0)		
Senior colleagues	Yes	45(45.5)	26(26.3)	28(28.3)	1.24	0.539
	No	42(53.8)	17(21.8)	19(24.4)		
Peers	Yes	65(42.2)	43(27.9)	46(29.9)	18.64	<0.001
	No	20(90.9)	0(0.0)	2(9.1)		
Willing to take up opportunities with equivalent pay outside prison	Yes	52(61.2)	17(20.0)	16(18.8)	12.44	0.002
	No	31(34.8)	26(29.2)	32(36.0)		
Verbally aggressive towards						
Junior colleagues	Yes	16(43.2)	11(29.7)	10(27.0)	0.97	0.616
	No	67(49.3)	30(22.1)	39(28.7)		
Senior colleagues	Yes	30(61.2)	9(18.4)	10(20.4)	4.23	0.121
	No	55(44.0)	31(24.8)	39(31.2)		
Others	Yes	14(45.2)	13(41.9)	4(12.9)	8.42	0.015
	No	49(53.8)	16(17.6)	26(28.6)		

#### 4.3.4 Family issues and individual coping with work situation

For most prison officers (65.8%) personal issues outside the work place had a direct impact on work performance. Morale for work was average in most (56.9%) instances and feeling of physical exhaustion, and emotional exhaustion were common manifesting in more than half of officers. Thirty three (18.2%) of officers had increased alcohol intake to cope with work related stress and 8.8% had increased intake of other drugs in order to cope with work related stress. . (Table14).

Table 14: Factors impacting on work performance among prison officers

	Frequency (%)
Issues outside work negatively impacting on work performance	119 (65.8%)
Morale in work situation	
High	21 (11.6%)
Average	103 (56.9%)
Low	54 (29.8%)
Family issues negatively impacting on work performance	
Feeling about current job	
Physically exhausted	123 (68%)
Emotionally exhausted	126 (69.6%)
Hopeless	52 (28.7%)
Irritable	78 (43.1%)
Impatient	88 (48.6%)
Increased alcohol intake to cope with work related stress	33 (18.2%)
Increased intake of any drug to cope with work related stress	16 (8.8%)

#### 4.3.4.1 Depersonalization and individual coping with work situation

Feelings about current job including depersonalization, hopelessness, irritability and impatience showed significant association with depersonalization. All these feeling were associated with high levels of burnout. (Table15)

Table 15: Depersonalization and individual coping with work situation

		MBI-DP			Chi	P value
		High	Moderate	Low		
Feeling about current job						
Physically exhausted	Yes	43(35.0)	23(18.7)	57(46.3)	4.92	0.086
	No	9(18.0)	11(22.0)	30(60.0)		
Emotionally exhausted	Yes	47(37.3)	25(19.8)	54(42.9)	7.97	0.019
	No	8(16.3)	10(20.4)	31(63.3)		
Hopeless	Yes	26(50.0)	10(19.2)	16(30.8)	15.87	<0.001
	No	26(21.1)	25(20.3)	72(58.5)		
Irritable	Yes	35(44.9)	15(19.2)	28(35.9)	18.60	<0.001
	No	14(15.6)	19(21.1)	57(63.3)		
Impatient	Yes	37(42.0)	16(18.2)	35(39.8)	14.57	0.001
	No	12(15.4)	17(21.8)	49(62.8)		

#### 4.3.4.2 Emotional Exhaustion and individual coping with work situation

Feelings about current job including emotional exhaustion, hopelessness, irritability and impatience showed significant association with depersonalization. All these feeling were associated with high levels of burnout. (Table16)

Table 16: Emotional Exhaustion and individual coping with work situation

		MBI-EE			Chi	P value
		High	Moderate	Low		
Morale in work situation	Low	32(59.3)	8(14.8)	14(25.9)	32.73	<0.001
	Average	20(19.4)	31(30.1)	52(50.5)		
	High	4(19.0)	2(9.5)	15(71.4)		
Family issues negatively impacting on work performance	Yes	34(40.0)	20(23.5)	31(36.5)	7.87	0.020
	No	18(21.2)	21(24.7)	46(54.1)		
Feeling about current job						
Physically exhausted	Yes	48(39.0)	32(26.0)	43(35.0)	19.96	<0.001
	No	7(14.0)	7(14.0)	36(72.0)		
Emotionally exhausted	Yes	53(42.1)	33(26.2)	40(31.7)	32.31	<0.001
	No	3(6.1)	8(16.3)	38(77.6)		
Hopeless	Yes	30(57.7)	13(25.0)	9(17.3)	29.45	<0.001
	No	25(20.3)	27(22.0)	71(57.7)		
Irritable	Yes	40(51.3)	21(26.9)	17(21.8)	35.47	<0.001
	No	14(15.6)	17(18.9)	59(65.6)		
Impatient	Yes	38(43.2)	21(23.9)	29(33.0)	12.94	0.002
	No	16(20.5)	16(20.5)	46(59.0)		

#### 4.3.4.3 Low personal accomplishment and individual coping with work situation

Feelings of hopelessness and impatience were significantly associated with high levels of personal accomplishment dimension of MBI. Physical exhaustion, hopelessness and emotional exhaustion were not significantly associated with burnout. (Table17)

Table 17: Low personal accomplishment and individual coping with work situation

		MBI-PA			Chi	P value
		High	Moderate	Low		
<b>Feeling about current job</b>						
Physically exhausted	Yes	63(51.2)	27(22.0)	33(26.8)	0.76	0.685
	No	22(44.0)	13(26.0)	15(30.0)		
Emotionally exhausted	Yes	60(47.6)	30(23.8)	36(28.6)	0.07	0.964
	No	24(49.0)	12(24.5)	13(26.5)		
Hopeless	Yes	33(63.5)	10(19.2)	9(17.3)	7.41	0.025
	No	51(41.5)	32(26.0)	40(32.5)		
Irritable	Yes	48(61.5)	15(19.2)	15(19.2)	10.80	0.005
	No	33(36.7)	24(26.7)	33(36.7)		
Impatient	Yes	51(58.0)	18(20.5)	19(21.6)	6.69	0.035
	No	30(38.5)	20(25.6)	28(35.9)		

### 4.3.5 Social support

Prison officers felt that they received more social support (76.8%) outside prison services particularly from family, compared to the support received from prison services (41.4%). More than 50% of officers reported that they were happy with the work situation and 59.7% felt that the work situation had a negative impact on their family relationships. (Figure 3)

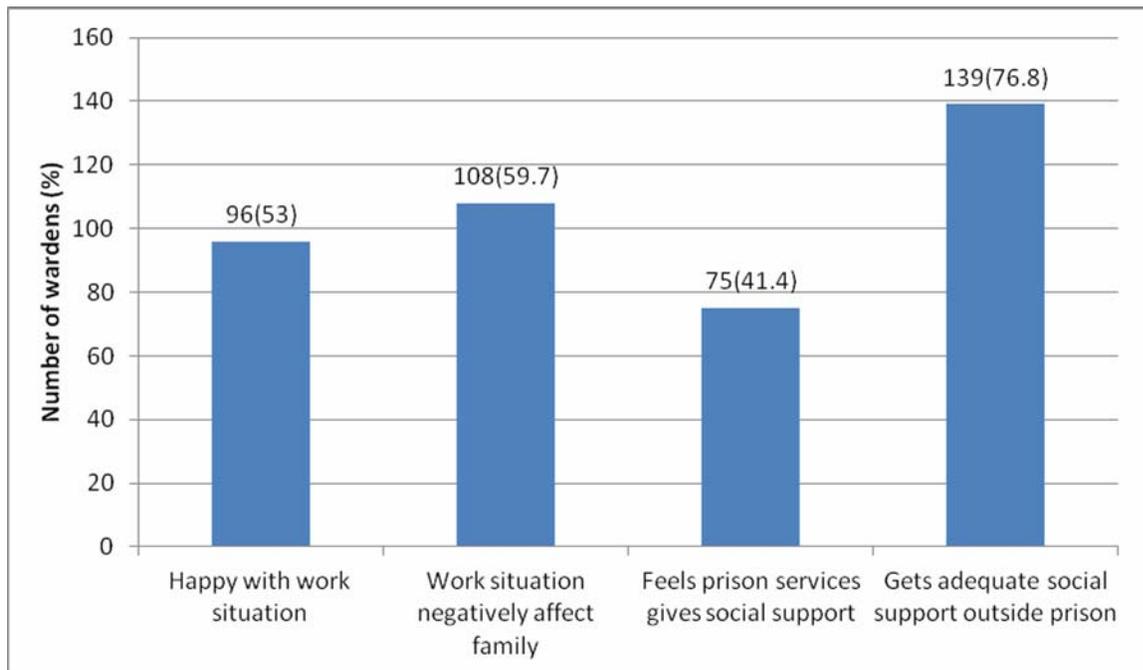


Figure 3: Social support and impact of work on prison officers' families

There was a statistically significant association between inadequate social support from within and prison services and burn out. Emotional exhaustion ( $p < 0.001$ ) and depersonalization ( $p = 0.027$ ) were significantly associated with lack of adequate support from prison services (table 18).

Table 18: Burnout in relation to social support from prison services

	Social support		Chi	P value
	Yes	No		
Emotional exhaustion				
High	13	42	15.8	< 0.001
Moderate	17	22		
Low	45	32		
Depersonalization				
High	18	36	7.23	0.27
Moderate	11	21		
Low	46	39		
Personal accomplishment				
High	33	50	1.56	0.46
Moderate	18	23		
Low	24	23		

#### 4.3.6 Job involvement and burn out

The attitude of most participants towards job involvement was positive because they agreed with two of the three items measuring job involvement. Most participants agreed that they live, eat and breathe their jobs (30.2%) and that the major satisfaction in life came from their work.

Table 19: Pearson correlation coefficients of job involvement and MBI subscales

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
<b>Job involvement item</b>					
I live, eat and breath my job	18(11.1%)	31(19.1%)	31(19.1%)	49(30.2%)	33(20.4%)
The most important things that happen to me in my life usually occur at work.	24(14.8%)	53(32.7%)	23(14.2%)	48(29.6%)	14(8.6%)
The major satisfaction in my life comes from work	24(14.8%)	30(18.5%)	34(21.0%)	49(30.2%)	25(15.4%)

There was a significant and positive correlation between job involvement and burnout on the low personal accomplishment subscale ( $r = 0.443$ ). Job involvement did not show significant correlations with burnout in the emotional exhaustion ( $r = 0.02$ ) or depersonalization ( $r = -0.04$ ) subscales.

### 4.3.7 Job stress and burn out

Participants commonly disagreed that a lot of time their job makes them very frustrated or angry (29.9%), are under a lot of pressure (30.5%), or feel tense and uptight (38.1%). On the other hand, participants agreed that they were at ease and calm at work (35.6%) and that a lot of aspects of their job made them upset (38.5%).

Table 20: Pearson correlation coefficients of job stress and MBI subscales

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1. A lot of time my job makes me very frustrated or angry.	9(5.5%)	49(29.9%)	35(21.3%)	39(23.8%)	32(19.5%)
2. I am usually under a lot of pressure when I am at work.	19(11.6%)	50(30.5%)	42(25.6%)	27(16.5%)	26(15.9%)
3. When I'm at work I often feel tense or uptight.	13(8.4%)	59(38.1%)	29(18.7%)	32(20.6%)	22(14.2%)
4. I am usually calm and at ease when I'm working (reverse coded for index)	20(12.3%)	31(19.0%)	37(22.7%)	58(35.6%)	17(10.4%)
5. There are lot of aspects of my job that make me upset.	6(3.7%)	31(19.3%)	33(20.5%)	62(38.5%)	29(18.0%)

There were positive and significant correlations between job stress and each of the three burnout subscales: emotional exhaustion ( $r = 0.693$ ), depersonalization ( $r = 0.477$ ) and low personal accomplishment ( $r = 0.344$ ).

### 4.3.8 Job satisfaction and burn out

Thirty five percent of participant strongly disagreed that they definitely disliked their job, 43.7% agreed that they felt fairly well satisfied with their job and 33.8% liked their job more than the average worker does.

Table 21: Pearson correlation coefficients of job satisfaction and MBI subscales

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1. I definitely dislike my job. (reverse coded for the index)	57(35.4%)	52(32.3%)	25(15.5%)	15(9.3%)	12(7.5%)
2. I like my job better than the average worker does.	18(11.3%)	29(18.1%)	43(26.9%)	54(33.8%)	16(10.0%)
3. Most days I am enthusiastic about my job.	7(4.5%)	32(20.4%)	60(38.2%)	44(28.0%)	14(8.9%)
4. I find real enjoyment in my job.	31(19.0%)	29(17.8%)	47(28.8%)	47(28.8%)	9(5.5%)
5. I feel fairly well satisfied with my job.	13(8.2%)	23(14.6%)	37(23.4%)	69(43.7%)	16(10.1%)

Job satisfaction showed a significant and positive correlation with burnout on the low personal accomplishment subscale ( $r = 0.60$ ) but was not significantly correlated with either emotional exhaustion ( $r = -0.01$ ) or depersonalization ( $r = -0.07$ ).

#### 4.3.9 Organizational Commitment and burn out

Most participants disagreed with the statement that they felt very little loyalty to prison (26.4%) or that individual and prison values were similar (30.8%). Participants often agreed that they were proud to say they work for the prison (33.5%). The wardens were equally likely to strongly disagree (26.7%) or agree (26.7%) with the statement that prison really inspires the best in job performance.

Table 22: Pearson correlation coefficients of organizational commitment and MBI subscales

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1. I tell my friends that this is a great organization to work for.	30(18.5%)	33(20.4%)	33(20.4%)	41(25.3%)	25(15.4%)
2. I feel very little loyalty to this prison. (Reverse coded for the index.)	38(23.9%)	42(26.4%)	37(23.3%)	28(17.6%)	14(8.8%)
3. I find that my values and the prison's values are very similar.	25(15.7%)	49(30.8%)	35(22.0%)	37(23.3%)	13(8.2%)
4. I am proud to tell people that I work at this prison.	24(14.9%)	33(20.5%)	19(11.8%)	54(33.5%)	31(19.3%)
5. This prison really inspires the best in the way of job performance.	43(26.7%)	25(15.5%)	31(19.3%)	43(26.7%)	19(11.8%)

Organization commitment was positively correlated with burnout on low personal accomplishment subscale ( $r = 0.552$ ) but did not show significant correlations with emotional exhaustion ( $r = 0.055$ ) or depersonalization ( $r = 0.021$ ) subscales.

## CHAPTER 5

### 5.0DISCUSSION

#### 5.1 Prevalence of burnout

This study has established that the prevalence of burnout among Kenyan prison officers is high. The prevalence of burn out among prison wardens in this study tends towards the higher end for the range of reported burnout in the general work places where between 19 and 30% of workers experience high level burnout (Dewa 2007, Cooper 1976). These findings are also comparable to that reported in a Nigerian study conducted among prison wardens using the MBI (Okoza). While in a study among health workers at Mathari Hospital by Ndetei et al (2007), high emotional exhaustion was higher at 38% and high depersonalization was 47.8%. The levels of low personal accomplishment were however higher in the current study. The findings from previous burn out studies among correctional officers conducted using the MBI are comparable to burnout levels reported here for specific domains, while there are important differences in level of burnout on other domains. For example, the mean score for the depersonalization domain reported in the current study (mean = 6.8) is approximately half that reported in correctional officers in French facilities (mean = 13.7) by Neveu et al (2007). The directionality of the differences in depersonalization scores could be explained by socio-cultural factors with the developing country setting, having lower depersonalization scores. Even larger differences are seen in the low personal accomplishment domain (mean = 28.3 in Kenya officers versus 11.1 in French officers). However, the emotional exhaustion scores in the two settings are comparable suggesting that the low personal accomplishment domain could be specific to the social and physical context of workers thereby explaining the large differences in personal accomplishment between developed and developing settings while the emotional exhaustion domain exhibits limited variation.

Recent African studies on burnout in prison facility personnel have not used the MBI to measure burn out making direct comparison difficult (Thandi 2005). This study is therefore, a useful

addition to the African literature. In common with the current study, a South African study also reported high levels of burn out.

The total response rate was 62.3%. This could be explained by the fact that the demanding work schedule of the prison wardens limited their availability to engage in the study. For example some of the officers are allocated duties to escort prisoners to court, hospitals or transfer prisoners to other prisons, therefore they report to work early (5.30am) and leave late (6.30pm) in the evening and they carry out these duties outside their station most of the day . On the other hand, those who work within the prison have long working hours and reported that they had difficulties setting aside time to fill in the questionnaires. This sample size when compared to most studies conducted in Kenya whose response rate is higher than 80% may appear relatively small. Various studies have been conducted and published with a response rate of 60% or less, for example a study by Mark Gillespie on burnout among nursing staff in accident and emergency and acute medicine in the United Kingdom had a response rate of 60%, and was published in April 2003.

## **5.2 Factors associated with burnout.**

While the age distribution is similar to that of the general workforce in Kenya, age was not significantly associated with burnout. This was similar to a study done in Nigeria (J.Okoza et al 2009) where the level of stress experienced by prison officers did not differ with age. This could be explained by the fact that the causes of stress and burnout transcend age. Depersonalization was however noted to decrease with age, which was similar to findings in the study by Griffin et al 2009. In this study, Burnout on the Low personal accomplishment subscale was higher among those above 46years of age. One of the respondents in the age group 46-55 felt that despite having served for 19 years he had not got a promotion, which was very frustrating and demoralizing to him. According to Zimbardo, 1982, Long frustration such as blocked opportunity for promotions can cause emotional disorders that interfere with the employee's ability to function effectively.

There was a predominance of males in this study possibly explained by the fact that men are more likely to enroll in the uniformed forces including prison services compared to women. Previous studies in adult correctional facilities have also largely included male personnel improving the extent of generalizability of findings reported here to the population of

correctional officers in other settings (Moon 2004, Neveu 2007). The female officers in these prisons worked in the offices and in the school section only. This could explain why depersonalization was higher among the male prison officers who interact more with the prisoners than the females. Low personal accomplishment was higher in the females than in the males. A few of the female officers reported that their spouses did not support their working in the prison and this demoralized them. This could explain partly why they had more burnout on the low personal accomplishment subscale. Other studies on burnout found that gender had mixed results, with men reporting higher levels of depersonalization and a reduced sense of accomplishment (Carlson et al. 2003), whereas others reported no difference in level of burnout between men and women (Hurst & Hurst 1997).

The married participants and reported higher levels of burnout on the low personal accomplishment subscale. Most of the married participants did not live with their families and reported that living away from their families was a major source of stress. Some of the officers reported having extramarital affairs due to staying away from their wives for long periods of time predisposing them to sexually transmitted diseases and further psychological stress. Another major stressor among those who were married was working night shifts as they did not get ample time with family. A number of officers also reported having domestic problems and no time or means to resolve them. This shows that those who were married were stressed while at work and this could be the reason they were found to have high burnout on the low accomplishment subscale compared to those who were single. According to Cornelius, 1994, the work conditions for many prison officers include shift work, overtime and distance from home. These conditions often create an intense conflict between the requirements of supervisors and family obligations. Inability to solve this conflict often causes stress and irritability among the prison officers.

All the officers had attended some level of formal education. Up to (87%) of the participants had either secondary level (40.3%) or college education (47.5%). Education level showed no significant association with burnout. However the levels of low personal accomplishment were higher among those with higher education. This is contrary to a study by Morgan, et al. (2002), who found that educated officers had increased levels of personal accomplishment. A study done by Keinen & Malach-Pines, 2007, revealed that the higher the education of prison employees, the less burnout they experienced and the less they suffered stress related symptoms.

There was evidence of an association between current work station and burnout on the low personal accomplishment ( $p = 0.07$ ) and depersonalization ( $p = 0.08$ ) subscales, though it was not statistically significant. Twenty-one percent of respondents in youth corrective center had high level of low personal accomplishment burnout compared to 48.3% of respondents in maximum security and 58.8% respondents in medium security. The maximum and medium security prisons had higher numbers of prisoners and therefore increased demand on the prison officers. There was also more absenteeism in these prisons. Absenteeism is a common behavioral response to stress as seen in a study by Schaufeli & Peeters, 2000. Due to absenteeism there is a higher work demand for those officers who report on duty. With increased workload the work performance is likely to decrease and this could explain the higher levels of low personal accomplishment in the medium and maximum security units. Due to the increased work load and larger population of prisoners in the medium and maximum prisons, depersonalization is also bound to occur. In the current study 56.9% prison officers felt overworked.

Burnout on the emotional exhaustion and depersonalization subscale were positively correlated with time spent interacting with prisoners. When interacting with prisoners the prison officer must ensure that prisoners do not escape, do not attack prison officers or other inmates, and do not attempt to commit suicide. During this time an officer has to be very alert. This requires a high level of responsibility, which might cause high stress levels (Lasky et al 1986). This, could explain the association between emotional exhaustion and depersonalization with burnout. On this aspect of the study Emotional exhaustion and Depersonalization appear to coexist, which is similar to findings in a study done by Digman et al 1986 where emotional exhaustion and depersonalization were found to coexist. This finding was proposed to be due to, depersonalization frequently accompanying emotional exhaustion as a way of coping with, or as a defense against investing any emotion by one who already feels emotionally overextended in his or her work. Alternatively, the officer suffering from emotional exhaustion and fatigue may simply lack the resources to exhibit empathy and concern. The negative correlation between time interacting with prisoners and low personal accomplishment aspect of burnout in this study was contrary to Maslach's theory; as officers who report greater inmate contact also report feelings of personal accomplishment. This could be explained by the fact that within the prison, contact with inmates is superficial and is problematic only in certain circumstances, such as those suggestive of physical harm to the officers. Another interpretation may relate to Lipsky's (1980) theory of

street-level bureaucracy, in which the bureaucrats (workers in public service organizations) develop routines to manage their nonvoluntary clients in accordance with workers preferences. If the prison officers routinize their contact with inmates, such contact, though taking some of the officers' time, may not be perceived as very stressful.

Those willing to take up jobs with equivalent pay outside prison were 47%. Most of the reasons stated to explain this was, heavy workload without compensation, having supervisors who were not understanding among others. More than half of the respondents reported that they were overworked (56.9%). While less than 40% played an active role in decision making at the work place, the levels of frustration were evident with 22.1% reporting that, they would rather not interact with anybody at work

65.8% of the participants reported that issues outside work seemed to negatively impact on the work performance. Most of the respondents felt that being away from their families impacted negatively on their work. As stated earlier most of the participants were married and their roles in the family were in conflict with time spent at work. This conflict between work and family obligations causes stress among the prison officers. This could be one of the factors that could have contributed to the moral at work being high in only 11.6% of the officers and average in 56.9%.

There was increase in alcohol intake to cope with work stress in 18.2% and increase in intake of other drugs such as cigarettes to cope with work related stress in 8.8% of the officers. Substance abuse is one of the behavioral responses to stress and burnout.

More than half of the respondents felt that the prison service did not offer them adequate social support. Emotional exhaustion and depersonalization were associated with lack of social support from the prison service. However in a study by Digman et al 1986, workplace social support did not emerge as a significant predictor of burnout.

There was a significant and positive correlation between job involvement and burnout on the low personal accomplishment subscale. According to Griffin et al (2009) study, job involvement was significantly associated with prison officers reported levels of emotional exhaustion. The low personal accomplishment could be resulting from the fact, that the officers who have high job involvement place much importance on their job that burnout results from frustrated goal and expectations.

There were positive and significant correlations between job stress and each of the three burnout subscales. Job stress is a negative state for most employees, as it wears down a person leading to burnout which could explain the findings in this study. Griffin et al, (2009), found that correctional employees who reported increased levels of job stress experienced higher levels of emotional exhaustion and depersonalization but not reduced personal accomplishment.

Job satisfaction showed a significant and positive correlation with burnout on the low personal accomplishment subscale but was not significantly correlated with either emotional exhaustion or depersonalization. In a study by Griffin et al. (2009) job satisfaction exhibited a significant negative relationship with emotional exhaustion and low personal accomplishment. Although Maslach and Jackson (1981) did not see job dissatisfaction as a cause of burnout, Cherniss (1980) argued that it was a major cause. In the current study, those who had job satisfaction which protects from burnout also had low personal accomplishment. Job satisfaction implies that the job is meeting the needs and desires of the person but on the other hand the person may still feel that their competence has declined and that they are not making positive impact at work.

Organization commitment was positively correlated with burnout on the low personal accomplishment subscale, but did not show significant correlations with emotional exhaustion or depersonalization subscales. This was contrary to the findings in the study by Griffin et al. (2009) where they found no significant correlation between organizational commitment and burnout. Perhaps in the current study, increased commitment increased the likelihood of low personal accomplishment due to negative aspects of workplace decreasing success or sense of positive impact at work.

The participants in this study were also required to make suggestions that would improve their working conditions and the most common suggestions were; increased pay and compensation for extra work, promotions, provision and improvement of housing, provision of equipments necessary to carry out duties such as vehicles, respect from seniors, provision of social support and psychological support, training and motivational services, regular health check up among others.

### **5.3 LIMITATIONS**

This study sheds some light into some of the challenges faced by the prison officers in Kenya but had limitations;

1. The response rate in the study was 62.3%. While this rate is acceptable for statistical analysis, the relatively low response has several implications that should be considered in interpreting the findings. Firstly, this low response rate could potentially limit the external validity of the findings if there were systematic differences between the responders and non-responders. While descriptive data were not collected from non-responders the observation that sample characteristics are similar to that of wardens in other studies are supportive of the assumption that the non-responders were comparable to responders. A second implication of the low response rate is related to sample size calculation. The anticipated precision (5%) in estimating the prevalence of burnout among prison wardens was not achieved. *Post-hoc* sample size recalculation showed that the attained sample size of 181 prison officers allowed a precision of  $\pm 7\%$  around the prevalence of burnout.
2. Not possible to assess factors outside work that contribute to stress and decreased work performance.
3. Prevalence of substance abuse and other health problems not assessed.

## **5.4 CONCLUSION**

This is the first study in Kenya to assess the levels of burnout among the prison officers. The study revealed that the prison officers do suffer from burnout which is comparable to the levels of burnout among medical staff working at Mathari hospital. The factors mostly associated with burnout were marital status, current work station, interacting with prisoners, low social support at workplace, poor workplace relationships, high workload, job involvement, job stress, job satisfaction and organizational commitment. The problem of burnout and associated factors should be addressed to create a favorable working environment within the prisons.

## **5.5 RECOMMENDATIONS**

1. Schedule compulsory workshops within the prisons which will provide prison officers with knowledge on stress management and professional development.

2. Equal distribution of workload, with adequate backup in the event that some officers are away from work. Follow up for those who abstain from work.
3. Further research on the prevalence of substance abuse and other health problems faced by the prison officers.

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## **APPENDICES**

<b>APPENDIX 1:- BUDGET</b>	<b>(Kenya shillings)</b>
Stationery, printing and photocopy	35,000.00
Internet access /computer services	20,000.00
Local transport	40,000.00
Telephone services	10,000.00
Data analysis	15,000.00
Miscellaneous	10,000.00
	<hr/>
<b>Total</b>	<b>130,000.00</b>
	<hr/>

Funding will be sourced from personal savings.

## **APPENDIX 2: INFORMED CONSENT EXPLANATION**

I am Dr Catherine W. Gitau, a student at University of Nairobi pursuing a master's degree in psychiatry. I am conducting a study entitled "Prevalence of burnout among prison officers in Kamiti Command."

The purpose of the study is to find out the prevalence of burnout among the prison officers in Kamiti Command and factors associated with burnout in this study group. The research will be carried out by me under the supervision of Dr. Mary Kuria, Dr Anne Obondo and Prof David Ndeti, who are all lecturers in the department of psychiatry, university of Nairobi.

This is a medical research study and it is important that you understand the following general principal which apply to all medical research

- Your participation is entirely voluntary
- You may withdraw from the study at any time
- Refusal to participate will not lead to any penalty or benefit to which you are otherwise entitled.

After you read the explanation, do not hesitate to ask any questions which may help you to clearly understand the nature of the study.

The procedure will involve you filling three questionnaires which will seek to understand your social background and assess your feelings, thoughts and behavior towards your work.

There will be no invasive procedure such as drawing of blood will be involved.

All information obtained from this study will remain confidential and your privacy will be upheld. Identification will be by number only; no names will be used in this study or in its future publications.

I hope that information generated by this study will be of benefit, in terms of implementation of stress reduction techniques and improved mental health among prison officers.

If you have any questions you can contact me on telephone Number 0727 114078 or my supervisors Dr. Kuria, Dr Obondo or Prof Ndeti at the Department of Psychiatry, University of

Nairobi. Any concerns can also forward to the Kenyatta National Hospital / University Of Nairobi Ethics and Research Committee on telephone number 726300 – 9 or P.o Box 20723, KNH, Nairobi.

**APPENDIX 3: Consent form**

I..... (Name of prison officer), do hereby voluntarily give consent to participate in the research entitled THE PREVALENCE OF BURNOUT AMONG PRISON OFFICERS AT KAMITI COMMAND under the direction of Dr. Catherine W. Gitau (Name of the investigator). The nature and purpose of the study have been explained to me satisfactorily.

Prison officers signature or thumb print..... Date.....

Serial number.....

Witness signature ..... Date.....

**(Dr Catherine Gitau)**

**APPENDIX 4:**

**SOCIAL DEMOGRAPHIC QUESTIONNAIRE**

(Adapted With Permission from Prof D.M. Ndetei)

**PERSONAL DATA**

1. Age in years

Below 25,  26 – 35,  36 – 45,  46 – 55,  Above 55

2. Gender

Male  Female

3. Work station

Maximum security

Medium security

Youth corrective centre

4. Length of Service

Below 12 Months  1 – 5yrs  6 – 10yrs  11 – 15yrs

16-20yrs  21 – 25yrs  Above 25yrs

5. Highest Educational Level

Primary  Secondary  College  University graduate  Postgraduate

6. What are your highest professional qualifications?.....

7. Marital Status

Married     Single     Widowed     Divorced     Separated

8. How many children do you have?.....

9. How many people depend on your financial support.....

**DATA RELATED TO WORK LOAD**

10. What is your current employment status ?

Permanent     Contract     Temporary     Other (specify).....

11. On average how many of your daily working hours are spent on:-

i) Office i.e. paperwork.....

ii) Interacting with prisoners.....

iii) Meetings.....

iv) Other (Specify).....

12. Other activities outside Kamiti command, how many hours on average per day do you spend?

i) Doing extra work to earn income.....

ii) Leisure.....

iii) With family.....

iv) Sleeping.....

13. In the calendar year 2012, did you take your annual leave?..... If yes, how many days ..... what is your annul entitlement.....

14. In the last five years, how many of these years did you take your annual leave.....

**DATA RELATED TO WORK ATTITUDES & RELATIONSHIPS**

15. Are you satisfied with your job accomplishment?  Yes  No

16. Are you satisfied with the relationship with your:-

i) Junior (the one you supervise)  Yes  No

ii) Senior (the one who supervises you)  Yes  No

iii) Your most immediate equal colleague  Yes  No

17. If you had an opportunity to get another job outside the Prison, which pays exactly the same salary, would take up that opportunity?  Yes  No

Give an explanation for your answer

.....  
.....

18. How would you describe your workload?

Overworked  Under worked  Normal

19. Do you play an active role in decisions that affect you in your work environment?

Yes  No

20. Do you feel free to make your own decisions that improve your job performance and the overall improvement of your section / department?

Yes  No

21. Have you in the last one month been verbally aggressive to :-

I) Junior  Yes  No

II) Senior  Yes  No

III) Your most immediate equal colleague  Yes  No

IV) Other (Specify)  Yes  No

22. In the last 12 months, how many sick leave days did you take?.....

Did you take some time off to see a doctor or visit hospital?.....

23. Are there people within your section whom you regard enemies in he job environment?

Yes  No

24. Do you have a friend / friends you can confide in, in your job environment?

Yes  No

25. Would you rather you were left alone to do your job without interacting with any body?

Yes  No

26. Are there issues outside the work situation that negatively affect your work performance?

Yes  No

If Yes, Please specify them (attach extra paper if necessary)

.....  
.....  
.....  
.....

27. How is your morale in your work situation? (Tick only one)

High  Average  Low

28. Are there things in your family that negatively affect your work performance?

Yes  No

If Yes, Please specify them (attach extra paper if necessary)

.....  
.....  
.....  
.....

29. Do you feel the following as a result of your job?

i) Physically Exhausted  Yes  No

ii) Emotionally Exhausted  Yes  No

iii) Hopeless  Yes  No

iv) Irritable  Yes  No

v) Impatient  Yes  No

30. Have you in the last month increased the intake of the following in order to cope with the stress of your work?

i) Alcohol  Yes  No

ii) Any other drug  Yes  No

**SOCIAL SUPPORT**

31. Are happy in your work situation?  Yes  No

32. Does your work situation negatively affect your family?  Yes  No

If yes, Please specify how (attach extra paper if necessary)

.....  
.....

33. Do you feel you are competent in your job?  Yes  No

34. Do you find conflict of interest between your work and your family?  Yes  No

35. Do you feel that the Prison service gives you social support?  Yes  No

If No, Why.....

36. Do you get adequate social support outside the Prison service especially from family members?  Yes  No

If No, Why.....

**ADDITIONAL INFORMATION**

37. List below as many suggestions as you wish on how you think your work performance and satisfaction could be improved

.....  
.....  
.....  
.....

## APPENDIX 5: MBI HUMAN SERVICES SURVEY

The purpose of this survey is to discover how Prison officers view their jobs. The word recipient/client here refers to prisoners.

This was designed to measure the aspects of burnout. Items are written in the form of statements about personal feelings or attitudes. The frequency scale is labeled at each point and ranges from 1 ('a few times a year or less') to 6 ('everyday'). A value of zero is given if the respondent has never experienced the feeling or attitude described.

Frequency score ranges from; Never(0), A few times a year(1), Monthly(2), A few times a month(3), Every week(4), A few times a week(5), and Every day(7).

Statement	Frequency	
<b>I. Emotional Exhaustion</b>		
I feel emotionally drained from my work.		
I feel used up at the end of the workday.		
I feel fatigued when I get up in the morning and have to face another day on the job.		
Working with people all day is really a strain for me.		
I feel burned out from my work.		
I feel frustrated by my job.		
I feel I'm working too hard on my job.		
Working with people directly puts too much stress on me.		
I feel like I'm at the end of my rope.		
<b>II. Personal Accomplishment</b>		
I can easily understand how my recipients feel about		

things.		
I deal very effectively with the problems of my recipients.		
I feel I'm positively influencing other people's lives through my work.		
I feel very energetic.		
I can easily create a relaxed atmosphere with my recipients.		
I feel exhilarated after working closely with my recipients.		
I have accomplished many worthwhile things in this job.		
In my work, I deal with emotional problems very calmly.		

	Frequency	
<b>III. Depersonalization</b>		
I feel I treat some recipients as if they were impersonal 'objects'		
I've become more callous toward people since I took this job.		
I worry that this job is hardening me emotionally.		
I don't really care what happens to some recipients.		
I feel recipients blame me for some of their problems.		
<b>Optional items (fourth factor)</b>		
<b>IV. Involvement</b>		
I feel similar to my recipients in many ways.		
I feel personally involved with my recipients' problems.		
I feel uncomfortable about the way I treated some recipients.		

**APPENDIX 6:**

**QUESTIONNAIRE ON FACTORS ASSOCIATED WITH BURNOUT**

All the indicators for job involvement, job stress, job satisfaction, and organizational commitment will be answered using a 5-point Likert-type response scale ranging from strongly agree (SA), Agree (A), Neutral (N), and Disagree (D), to strongly disagree (SD).

STATEMENT	SA	A	N	D	SD
<b>Job involvement:</b>					
1. I live, eat and breath my job					
2. The most important things that happen to me in my life usually occur at work.					
3. The major satisfaction in my life comes from work					
<b>Job stress:</b>					
1. A lot of time my job makes me very frustrated or angry.					
2. I am usually under a lot of pressure when I am at work.					
3. When I'm at work I often feel tense or uptight.					
4. I am usually calm and at ease when I'm working (reverse coded for index)					
5. There are lot of aspects of my job that make me upset.					
<b>Job Satisfaction:</b>					
1. I definitely dislike my job. (reverse coded for the index)					
2. I like my job better than the average worker does.					
3. Most days I am enthusiastic about my job.					
4. I find real enjoyment in my job.					
5. I feel fairly well satisfied with my job.					

<b>ORGANIZATIONAL COMMITMENT</b>					
1. I tell my friends that this is a great organization to work for.					
2. I feel very little loyalty to this prison.					
3. I find that my values and the prison's values are very similar.					
4. I am proud to tell people that I work at this prison.					
5. This prison really inspires the best in the way of job performance.					