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**Impact of Burnout on Job Psychological Motivation among
Correctional Prison Officers in Kenya**



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Impact of Burnout on Job Psychological Motivation among Correctional Prison Officers in Kenya

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Abstract

Purpose: The reported research sought to examine burnout affects the psychological motivation of correctional officers in their job. Scholars on burnout and psychological work motivation have conducted a significant amount of research. However, only a few studies have investigated the link between burnout and psychological work motivation among these individuals in Kenya. The study was to assess the impact of burnout on job psychological motivation among correctional officers working in six Medium Prisons within Nyanza Region of Kenya.

Methodology: This study employed a descriptive and correlational research design utilizing a survey method. The study incorporated both quantitative and qualitative approaches and was guided by the principles of Rational Emotive Behaviour Theory and Solution Focused Theory. The target population was 1,910 prison officers attached to six Medium prisons in Nyanza region of Kenya. The prison facilities included Kisumu Medium Prison in Kisumu County, Nyamira Prison in Nyamira County, Migori Prison in Migori County, Siaya Prison in Siaya County, Kisii Main Prison in Kisii County and Homa Bay Prison in Homa Bay County. The researcher categorized correctional officers into various types of ranks, such as gazetted officers, inspectorate officers, non-commissioned officers, and constables. In this study, the research employed the Maslach Burnout Inventory- Human Services Survey (MBI-HSS) and the Multidimensional Work Motivation Scale (MWMS) as instruments for measurement.

Findings: The researcher realized that within the medium prisons, officers who are deployed to work directly with the inmates are male officers whereas the female officers are deployed to work in the offices hence the sample population was totally men. It also came out that there was no difference in the responses from different facilities and therefore the findings were handled generally. The research discovered that burnout has a significantly detrimental effect on the psychological motivation of correctional officers, with a correlation coefficient, $r = - 0.768$; $\text{Sig.} = 0.025$.

Unique Contribution to Theory, Policy and Practice: The research suggests that it would be beneficial for prison management to employ trained counselors and establish effective systems for addressing burnout among correctional officers. Additionally, they should implement methods for increasing the job motivation and psychological well-being of the officers.

Keywords: *Burnout, Job psychological motivation, Impact, and Correctional Officers*

Background

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

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

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

Another study conducted by Tabassum (2013) among Israeli prison officers found the intensities of burnout to be greater than that of police officers. This seems to put forward that unlike police officers who have a short-term encounter with prisoners owing to limited time between apprehension and trial, prison officers spend very lengthy time with offenders due to their long sentences. Since most of the prisoners are violent, correctional officers encounter problematic people for an extended period of time. According to Griffins *et al.*, (2012), from shift to shift; the correctional officers are tasked with keeping watch over the irrational prison subculture. Contact with the subculture on a daily basis causes burnout in the professional life of correctional officers. Many studies point to both individual and structural factors as specified by Leiter & Maslach (2014).

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

Research has been conducted in Bulgaria on burnout syndrome among employees in panel institutions. A large number of officers at the District Prison in Plovdiv were found to have a high occurrence of the syndrome. Burnout syndrome was more prevalent among young, unmarried, and highly educated officers, and it typically appeared within the initial 5 years of their service. The results indicate that it is important to develop and put into practice effective strategies to decrease and prevent the rise of burnout syndrome. The District Prison in Plovdiv observed a significant occurrence rate of 74.53% among its employees.

The research found that all three sections of burnout had a high occurrence rate. The stress phase accounted for 48.11% of the total, followed by the resistance phase at 66.98%, and finally, the exhaustion phase occurred at 41.51%. The job role within the hierarchy of the service organization was found to be a reliable indicator of stress level during a particular phase. Nearly 80% of the well-educated employees experienced significant levels of burnout syndrome, which became apparent within the initial five years of their employment at the prison.

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

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

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

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

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

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

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

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

Statement of the Problem

Worldwide, signals demonstration that burnout can lead to diminished work performance and decreased quality of service. In Kenya, very few studies have been done on burnouts across various professions. A study by Kokanya (2004) which focused on the level of burnouts among medical workers at Kenyatta National Hospital documented a high prevalence of 94.5%. Nganga (2008) assessed the prevalence of burnouts midst accountants at University of Nairobi and this study showed a prevalence that ranged from 27.4% to 72.6%. The only available study in Kenya on burnout among correctional officers revealed a high burnout prevalence at Kamiti Maximum prison (Gitau, 2013). This study by Gitau (2013) showed that little shared support at work place, poor work relationships, high work load and job stress were associated with these burnouts. Current reflection of correctional personnel in Kenya also portrays psychological hitches owed to pointers such as misuse of drug and substance, job slackness, nonattendance, sick offs and cases of fights with prisoners and colleagues (MOHA, 2015).

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

Impact of Burnout on Job Psychological Motivation.

Burnout is connected to a higher tendency for aggressive behavior, increased inefficiency in performing tasks that go beyond required obligations, and a decline in work performance, as highlighted by Manzoni & Eisten (2016).

There is a connection between high levels of burnout, a decrease in work effectiveness and an increase in absenteeism. Shift work has been found to negatively influence attention, reaction time, and efficiency on the job as well as incite physiological, psychological and behavioural changes (Petita & Vaccione, 2012).

As per Mondy (2016), burnout negatively affects the emotional and physical well-being of professionals. This affects the people who receive the services because the professionals may not be able to provide them with outstanding services due to their own limitations. According to Jackson and Maslach (as cited in Kristiana et al., 2016), burnout is a syndrome that is linked to frequent job changes, excessive absences from work, dissatisfaction with one's job, and a lack of motivation. It is also connected to physical exhaustion, difficulties with sleep, substance abuse, and problems within the family. People may experience uncertainty, leading to a decrease in their effectiveness and a devaluation of their efforts. Consequently, they might lose interest in doing a good job and frequently engage in tasks mechanically.

These individuals experience a lack of interest, potentially have an apprehension about starting their workday, and may feel envious towards those who derive satisfaction from their jobs. Certain people engage in activities such as sexual encounters, alcohol consumption, substance abuse, lively socializing, or excessive shopping in an attempt to evade unpleasant emotions (Mondy, 2016).

A study conducted Griffins *et al.* (2012) found that burnout was connected to decreased job attendance and increased intention to quit among employees working in correctional facilities in the Midwestern prisons across the United States. In Iran, the State department of corrections conducted a study on the connection between job burnout and job performance of prison staff. They utilized MBI and Peterson's questionnaire on job performance in the research. The research discovered that burnout led to a decrease in job performance (Alarcon, 2013).

According to research conducted by Casio (2018), the type of work plays a significant role in determining job motivation. Supervision, opportunities for growth, salary, and coworkers all play significant roles in motivating employees. If employees recognize the significance of their jobs, they become more motivated and make use of their skills to the fullest extent, leading to the delivery of high-quality services.

Zubir (2018) conducted research in Punjab, Pakistan, with the aim of exploring the motivation to work and job satisfaction levels among bank employees. A survey with a structured questionnaire was conducted among employees from four banks to collect data. The collected data showed a correlation coefficient value of 0.251, indicating a positive relationship between job satisfaction and work motivation. In other words, this means that job satisfaction is directly linked to work

motivation. The research found that if employees are not given proper recognition and rewards, it will lead to a decrease in their motivation and job satisfaction.

A research conducted by Gitau (2013) found that a majority of correctional officers in South Africa, specifically 56%, acknowledged that absenteeism is a consequence of burnout. Additionally, 44% of the participants agreed that burnout leads to poor job performance. Burnout can diminish an individual's capability to manage their job surroundings, consequently impeding their effectiveness at work. According to Kristiana et al. (2016), when individuals experience excessive burnout, it depletes their energy levels and leaves them without enough resources to handle the demands of their job. As a consequence, this leads to a decrease in their overall job performance. Schaufeli (2017) stated that burnout is primarily characterized by apathy, which can result in correctional officers neglecting their important duties, such as routine security checks and maintaining the well-being of prisoners. This negligence and lack of commitment can ultimately compromise the overall security and management of prisons. Simply put, workers who are burned out are unlikely to put in the necessary effort and will not be willing to do so, resulting in ineffective service provision.

In Nairobi, Kenya, a study was carried out by Masango (2016) in prisons to identify the factors that hinder the ability of prison officers to rehabilitate offenders. The research found that burnout is a contributing factor that negatively impacts the efficiency of service delivery within prisons. The majority of research on burnout has been carried out in different occupational fields. There has been limited research on correctional officers, so studying burnout among them is important to contribute to the existing knowledge. The severe physical and mental consequences of burnout, including depression, alcoholism, thoughts of suicide, anxiety, ulcers, hypertension, and heart diseases, have significant implications for the mental health care of correctional officers, according to Obiora (2012).

As mentioned, negative attitudes and behaviors, which are part of burnout's depersonalization component, were observed. These behaviors include treating people in a distant way and having a sarcastic focus on satisfying personal desires. They were seen as defensive ways of coping, as noted by Kristiana et al. in 2016. This could impact the motivation of correctional officers in their pursuit of efficient work since these traits do not contribute to the goals of the organization.

There have been significantly fewer studies conducted on the potential effects of burnout on the mental drive to work in this particular profession. Nevertheless, a considerable amount of research indicates that job burnout has significant adverse consequences. These include a decrease in job satisfaction, a lower level of commitment, an increase in absenteeism, a greater intention to quit, and a decrease in overall life satisfaction.

The main objective of the present research was to expand on previous studies and investigate the connection between burnout and the psychological motivation of correctional officers in Kenya towards rehabilitating inmates.

Theoretical Framework

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

Rational Emotive Behaviour Theory

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

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

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

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

Solution Focused Theory.

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

According to a study conducted by Maljanen et al, (2012), it has been demonstrated that Solution-Focused Brief Therapy (SFBT) has shown efficacy in diminishing symptoms of depression, anxiety, and mood disorders among adult individuals. The objective of Solution-Focused Brief Therapy (SFBT) is to assist individuals experiencing difficulties in discovering immediate tools that can help them in effectively managing symptoms and addressing challenges promptly.

It is based on the belief that even though individuals might have the skills to make changes in their lives, they often require assistance in effectively utilizing and enhancing those skills. By introducing this idea into the study, it became more manageable for correctional officers to handle the working conditions at correctional facilities by making use of the resources they already have.

This also assisted them in refraining from fixating on current issues and focusing more on what lies ahead.

Research Design.

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

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

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

Target Population.

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

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

Sample and Sampling Techniques.

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

Sampling Size

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

N - The population size

e - The acceptable sampling error

95% confidence level and $p = 0.5$ are assumed

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

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

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

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

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

$$n_h = (N_h/N) n \text{ (Kothari, 2012).}$$

Where n_h is the proportionate sample

N_h is the population of strata, n is the sample size,

N is the target population.

Table 1.1 Proportionate sample in Kisumu Medium prison

STRATA	POPULATION (Nh)	PROPORTIONATE SAMPLE(nh)
Gazetted Officers	16	3
Inspectorate Officers	32	6
NC O	87	15
Constables	507	88
Total	642(N)	112(n)

Table 1.2 Proportionate sample in Siaya prison

STRATA	POPULATION (Nh)	PROPORTIONATE SAMPLE(nh)
Gazetted Officers	1	1
Inspectorate Officers	13	2
NC O	46	8
Constables	135	23
Total	195(N)	34(n)

Table 1.3 Proportionate sample in Migori Main prison

STRATA	POPULATION (Nh)	PROPORTIONATE SAMPLE(nh)
Gazetted Officers	4	1
Inspectorate Officers	17	3
NC O	58	10
Constables	247	43
Total	326(N)	56(n)

Table 1.4 Proportionate sample in Kisii Main prison.

STRATA	POPULATION (Nh)	PROPORTIONATE SAMPLE(nh)
Gazetted Officers	7	1
Inspectorate Officers	14	2
NC O	41	7
Constables	280	49
Total	342(N)	59(n)

Table 1.5 Proportionate sample in Nyamira Main prison

STRATA	POPULATION (Nh)	PROPORTIONATE SAMPLE(nh)
Gazetted Officers	1	1
Inspectorate Officers	15	3
NC O	24	4
Constables	212	37
Total	252(N)	45(n)

Table 1.6 Proportionate sample in Homa Bay Main prison

STRATA	POPULATION (Nh)	PROPORTIONATE SAMPLE(nh)
Gazetted Officers	1	1
Inspectorate Officers	5	1
NC O	13	2
Constables	131	23
Total	153(N)	27(n)

Instruments of Data Collection.

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

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

Social Demographic Questionnaire (SDQ).

The researcher created and utilized this tool to gather information about individuals' personal data, including age, gender, marital status, educational background, job position, and length of employment. This allowed the researcher to collect information on the varying demographic makeup of participants.

Maslach Burnout Inventory (MBI-HSS).

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

Multidimensional Work Motivation Scale (MWMS).

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

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

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

Piloting.

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

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

RESULTS

Table 2. Demographic information of the correctional officers in the targeted six prisons in Nyanza region

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

The researcher tried to find out gender of the respondents in the study and the verdict was that all the respondents were male 280 which signifies 100% due to the type of the prison facilities that

were under the study. In the medium prisons where the inmates are males, female officers are not deployed to work directly with the inmates but work in offices.

The sightings in table 2 above exposed that 67.9% (190 Respondents) of them had worked below 20 years. While 32.1 % (90 Respondents) had worked for over 21 years as correctional officers.

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

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

(5 respondents) were Gazette officers.

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

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

Job psychological motivation.

The objective of the study was to assess the impact of burnout on job psychological motivation among correctional officers in Nyanza Region of Kenya. The results was demonstrated in table 3 below.

Table 3. Job psychological motivation.

	STATEMENT	MEAN	Std. Deviation
Amotivation	I have a strong sense that the time I spend at work is not being utilized effectively.	3.68	2.796
	I believe that putting effort into this isn't worthwhile.	4.92	2.463
	I am unsure of the reason behind my engagement in this task, as it seems to be devoid of any significance.	3.15	2.733
	Mean score	3.92	2.664
Extrinsic Motivation (Social)	To seek approval from others, for example, supervisors, colleagues, family and clients.	3.15	2.765
	Others will have a higher level of respect for me.	3.18	2.662
	In order to prevent receiving criticism from others.	3.07	2.371
	Mean score	3.13	2.719
Extrinsic Motivation (Material)	Because of financial reward. (salary)	6.56	1.527
	Due to enhanced levels of employment stability.	6.52	1.521
	Due to the fact that there is a possibility of me getting fired if I do not take action.	6.21	1.993
	Mean score	6.43	1.714
Introjected Motivation	Because I have to prove to myself that I can.	1.92	1.953
	Because it gives me a sense of satisfaction and boosts my self-esteem.	3.09	2.659
	Otherwise, I will experience shame towards myself.	1.84	1.889
	Otherwise, I will experience negative feelings about my own self.	2.67	2.544
	Mean score	2.38	2.261
Identified Motivation	Because it aligns with my personal values.	3.18	2.673
	Because I personally believe it holds significance.	5.77	2.178
	Because I personally consider it important.	6.31	1.729
	Mean score	5.09	2.193
Intrinsic Motivation	Because what I do in my work is exciting.	2.18	2.198
	Because the work I do is interesting.	2.53	2.464
	Because I have fun doing my job.	2.28	2.334
	Mean score	2.33	2.332

Scale: 1 = Not at all 2 = Very little 3 = A little

4 = Moderately 5 = Strongly

6 = Very strongly 7 = Completely N = 280

Discussion

The results from table 3 indicate that respondents experienced a moderate level of demotivation towards their job in terms of psychological motivation, which suggests a low level of motivation (mean=3.92; Std. Deviation is equal to 2.664). On the contrary, the individuals mentioned that their job satisfaction was not greatly affected by external motivation from social factors. This indicates that their motivation levels were relatively low. The average score for this aspect was 3.13, with a standard deviation equal to 2.719.

Furthermore, the respondents believed that external factors, such as material rewards, had a significant impact on their motivation at work. This influence on their psychological motivation was reported to be very strong, with a mean score of 6.43 and a standard deviation equal to 1.714. To add, the respondents cited that introjected motivation impacted their job psychological motivation in a minimal way signifying low level (mean = 2.38; Std. Deviation = 2.261).

Additionally, the participants acknowledged that their job satisfaction was significantly affected by their recognized motivation, which was reported as elevated (mean = 5.09; Std. deviation = 1.22). Finally, the participants believed that their job satisfaction and motivation were minimally affected by their own personal motivation, indicating a low level of influence. (Mean = 2.33; Std. Deviation = 2.332)

The research supported Casio's (2018) finding that non-monetary forms of motivation such as recognition and rewards have a greater psychological impact on individuals. An environment in which job roles are well defined and supervisors employ a supportive leadership approach tends to create a motivating atmosphere. However, when there is excessive workload, lack of employee engagement, and minimal or no support from superiors, the work environment becomes demotivating. If workers are not appreciated or rewarded for their efforts, it creates a demotivating environment that lowers their psychological motivation towards their job.

Zubir (2018) concurred with the finding that money, in the form of material rewards, remains the main factor that motivates employees. This is because it has the ability to provide motivation, security, social status, and a feeling of accomplishment. Employees who are driven show increased levels of productivity, have a lower rate of being absent from work, display positive attitudes towards both clients and colleagues, and are more likely to stay in their job for extended periods of time. This ultimately leads to decreased turnover rates and greater retention of employees.

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

Correlation analysis.

In the Nyanza region, the researchers employed Pearson correlation analysis to examine the connection between burnout and job psychological motivation among correctional officers operating within prisons. Moreover, the study also investigated the supposition that there is no correlation between burnout and psychological motivation for work among correctional officers in prisons located in the Nyanza region. The correlation findings were documented in Table 11.

Table 4. Correlation results.

		BURN OUT	JOB PSYCHO LOGICAL MOTIVATION
BURNOUT	Pearson Correlation	1	-0.768
	Sig. (2 – tailed)		0.025
	N	280	280
JOB PSYCHO LOGICAL MOTIVATION	Pearson Correlation	-0.768	1
	Sig. (2 – tailed)	0.025	
	N	280	280

The findings of the correlation analysis indicate that among correctional officers in the six specific prisons in Nyanza Region, there was a significant and notable inverse association between burnout and job psychological motivation ($r = -0.768$; Sig. = 0.025).

The research study disproved the null hypothesis as the p-value was below 0.05 and concluded that there was a correlation between burnout and job psychological motivation among correctional officers in the six chosen prisons in Nyanza Region.

Schaufeli (2017) agreed with the notion that apathy is the main indicator of burnout. This can result in correctional officers neglecting their regular duties, like ensuring security and checking on the well-being of prisoners, which can lead to errors and negligence that compromises prison security. Officers who are exhausted and exhausted are probably not going to want or be capable of putting in extra effort, leading to below-average service.

This discovery supports Obiora's (2012) observation that certain correctional officers may become involved in illicit activities within the prison system. This can occur due to factors such as intimidation from prisoners, influence from sympathizers, or personal deterioration resulting from burnout. They increasingly serve as the favored means for drugs and other illegal items to enter

correctional facilities. He also showed that this is possible when an officer has a lack of self-confidence and desires admiration from prisoners. They deliberately break the rules and sneak illegal items into the facility, beginning with something as small as a pack of cigarettes, but progressing to smuggling cocaine and smartphones. The root cause behind these actions is either the desire for financial gain or seeking praise from inmates.

Moreover, this is in agreement that bad attitudes and conducts that are part of the depersonalization element of burnout such as handling beneficiaries in a disconnected way and a pessimistic obsession with fulfilment of one's personal needs were reported and considered as defensive coping mechanism influencing job psychological motivation negatively (Kristiana *et al.*, 2016). The results supported the claims made by Casio (2018) that the type of job one has significantly influences their level of motivation at work. Factors such as being supervised, having opportunities for personal and professional growth, receiving competitive salaries, and interacting with supportive colleagues are essential elements that contribute to employee motivation.

When employees view their work as significant, their level of motivation rises and they apply their abilities to the fullest, resulting in the delivery of high-quality service. Additionally, the findings aligned with Gitau's (2013) research which concluded that burnout can reduce an individual's ability to have control over their work environment, ultimately impairing their efficiency and performance.

This result agreed with the research conducted by Kristiana and colleagues in 2016, which found that excessive burnout drains a person's energy reserves. As a result, workers are left with insufficient resources to effectively handle the pressures of their jobs, ultimately resulting in decreased job performance. Manzoni and Eisten (2016) also concurred that burnout is linked to an increased likelihood of engaging in violent behavior, as well as a greater pessimism towards tasks that go beyond the required parameters due to obligations. They also noted that job performance declines when there is a lack of psychological motivation, and that a high level of burnout is associated with decreased work efficiency and increased absenteeism.

This study also concurred with Zubir (2018) who examined work motivation and job fulfilment among bank employees in Punjab. A survey was conducted using a structured questionnaire where information was collected from employees of four banking institutions. The value of correlation coefficient was (0.251) which showed that the relationship was positive meaning that job satisfaction was directly associated with work motivation. The study concluded that the deficiency of appropriate recognition and rewards may cause burnout and reduce employees work motivation and job satisfaction.

The research results supported the idea presented by Mondy (2016) that burnout negatively impacts the mental and physical well-being of professionals. The beneficiaries of the services may be adversely impacted since the professionals providing the services may experience diminished psychological motivation, leading to a decrease in the quality of the services they deliver.

It was also concluded that burnout, as a condition, is connected to a high rate of people leaving their jobs, frequently being absent from work, feeling dissatisfaction with their jobs, lacking motivation, and seems to be linked to physical exhaustion, sleep problems, substance abuse, and difficulties within the family, as stated by Jackson and Maslach (as cited in Kristiana et al., 2016). Mondy (2016) also stated that individuals may experience doubt, leading to decreased effectiveness and a decline in job quality. They may show a lack of interest in performing well and often complete tasks mechanically. These people experience a lack of interest, may have anxiety about going to work in the morning, and may feel envious of others who are satisfied with their jobs. Certain people resort to engaging in activities like sexual behavior, gambling, excessive alcohol consumption, drug use, partying, or excessive shopping in order to avoid or alleviate unpleasant emotions.

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

Conclusion.

The respondents reported that they were psychologically demotivated towards their job by a mean of 3.92 representing moderate Amotivation, they also scored low on extrinsic motivation social by a mean of 3.13. Introjected and intrinsic motivation both scored low reported by mean of 2.38 and 2.33 respectively.

Extrinsic motivation material was reported high by the respondents with a mean of 6.42 followed by identified motivation at a mean score of 5.09 which was also high. Correctional officers seem to be deriving their job psychological motivation from salary and other significance and importance related to personal gains.

The purpose of conducting Pearson's correlation analysis was to discover the type of relationship between burnout and job psychological motivation. Based on the correlation results, the research concluded that there was a significant and strong negative association between burnout and job psychological motivation among correctional officers in the Nyanza Region. ($r = -0.768$; Sig. = 0.025)

Recommendations.

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

The management should provide the psychological rewards through workplace psychological approaches such as employee assistance programs so as to change the correctional officers' strong reliance on material extrinsic motivation due to salaries.

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

The correctional department needs to develop fair administrative policies and actions regarding promotion, discipline, transfer, and staff placement. This will help provide psychological motivation for correctional officers to find satisfaction in their work and enhance service delivery by effectively rehabilitating inmates. Officers facing psychological and behavioral issues should receive administrative support to ensure effective corrective measures among correctional officers.

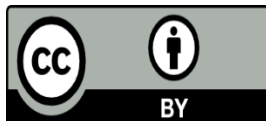
Correctional facilities should have trained psychologists or counsellors tasked with the responsibility of offering psychological services to correctional officers in a bid to alleviate psychological distress such as job burnout among officers and avoid role conflict and dual relationship by deploying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

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