



# Correlates of Burnout Syndrome Among Servicemen

Dr. Rosemary Obiagaeri Ekechukwu

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By:

**Dr. Rosemary Obiagaeri Ekechukwu**

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## About Author



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Among her academic honours, Dr. Rosemary was one of the few graduate students in her time to earn the coveted and highly competitive Post Graduate Scholarship Award of the Federal Government of Nigeria in 1997/1998 Academic session.

Dr. Rosemary is currently the Associate Dean of the Faculty of Education and a Senior Lecturer in the Department of Educational Psychology, Guidance and Counselling, University of Port Harcourt, Nigeria. She is a prolific writer has the following textbooks to her credit:

- Counselling Practicum Made-Easy.
- Adolescent Sexuality and Reproductive Health Counselling.
- New Dawn in Counselling Psychology.

- Introduction to Group Dynamics and Procedures in Counselling Psychology.
- Principles and Techniques of Guidance and Counselling.
- Introduction to Educational Psychology.
- Introduction to Guidance and Counselling.
- Introduction to Physiological Psychology.

She also has well over 60 articles in reputable Educational Journals (National and International). She is an active member of Counselling Association of Nigeria (CASSON), International Association for Gender Equity (IAFGE), National Association of Women in Academics (NAWACS), Nigerian Association of Educational Administrators and Planners (NAEAP), International Society of Social and Behavioural Development (ISSBD), Indian Academicians and Researchers Association, and Association for Educational Communications and Technology (AECT). Dr. Rosemary is happily married to Rev. Engr. B. C. Ekechukwu and their marriage is blessed with five children.

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CHAPTER ONE  
**INTRODUCTION**

### **1.1 Background to the Study**

As a former staff of the Nigerian Police Force, experiences have shown that policemen and women work under such tight schedule that saps their energy and leaves them exhausted each day. According to their duty slogan, “Every policeman is required to be at alert and on duty 24 hours of the day.” If this is, the time to rest or recreate to reduce tension and bottled-up emotions is not taken care of a closer observation of this category of workers also reveals that some of them most of the time wear worried look as a result of their job demands. They are probably worried among other things about not having time to rest, recreate or attend to their personal and family matters. Further more, they experience work drudgery and see their work as painfully empty, uninteresting and unrewarding. Most of the time, they feel drained and used up with little desire to return to that job the next day. Added to their problem is the fact that many of them are burdened with different needs unmet and no answers to problems on ground and yet they must be on their duty post to listen to litany of complaints of people, rush out on emergency or distress calls from people and conduct arrests where needed. Many have no good accommodations while some have none at all, especially those ones that come on special duty or newly transferred ones to new commands/stations. A walk to some stations in the night reveals the harsh and terrible conditions they experience in order to lay their head to sleep. Some sleep on bare floors, uncompleted houses, halls, gates, car parks and some in their offices if they have one. It is very obvious that policemen face extreme stressful conditions in their job that dry up motivation to work and this also results in different health conditions.

The syndrome of burnout at work refers to a combination of emotions, physical symptoms and behaviours that develop as a consequence of the conditions and characteristics of the so-called helping professions (Berizur and Yagil, 2005, Buunk and Schaufeli 1999: Gilmonte and Peiro, 1997).

The term burnout syndrome, as an official term designating specific work related behaviours has been credited to Herbert Freudenberger, a psychologist specializing in psychoanalysis.

Freudenberger (1980:6) described burnout as:

A debilitating psychological condition, brought about by unrelieved work stress resulting in depleted energy and emotional exhaustion. Lowered resistance to illness, increased depersonalization in interpersonal relationships; increased dissatisfaction and pessimism; increased absenteeism and work inefficiency.

Depersonalization is the cynicism aspect of burnout and is the component that represents the interpersonal context dimension. It refers to a negative, callous, or excessively detached response to various aspects of the job. (Maslach, Schaufeli, and Leiter, 2001).

Burnout is a chronic effective state comprised of emotional exhaustion, physical fatigue and cognitive weariness, it is an outcome of chronic depletion of the individuals coping resources resulting from prolonged exposure to stress, particularly work related stress (Shiron, 2003).

Freudenberger (1980) also said that job burnout could be called job depression. Some people wonder how to determine if the problem is one of general depression that affects one's, work or if it is job depression that affects one's life. Whether the source of burnout is in one's job or one's personal life, in either cases burnout is a trap because the process wears an individual down until it becomes too painful to act or work.

Cherniss (1980a), in describing burnout as a straight forward process, proposes three stages of changes during the development of job stress due to the imbalance of demands and resources leading to strain; including short-term emotional tension, fatigue and exhaustion, and defensive coping consisting of detachment, withdrawal and cynicism. Burnout is discussed to be depending on the way professionals cope with stress, individuals who fail to successfully cope with stress are

considered to adopt inappropriate coping strategies such as avoidance, resignation or cynicism (Cf, Cherniss, 1980a; Schaufeli & Enziman, 1998) and therefore are more vulnerable to developing burnout.

Schaufeli and Enzmann, (1998) declared that the hardest hit professionals of burnout syndrome are service providers like nurses, counselors, doctors, teachers and police officials, who often become cynical about their work and openly hostile to the very people they serve. Other burnout prone professionals are those that require working under demanding time schedules such as newspaper journalists, air traffic controllers, heart surgeons, and managers.

Police officials will likely be prone to burnout because of certain psycho social variables associated with their profession. Such variables include environmental and work related factors, poor working conditions, excess workload, incessant transfer without proper welfare arrangement, poor accommodation, chain of command, socioeconomic status, poor marital adjustment, job satisfaction, self concept, achievement motivation, anxiety, locus of control, gender, location, age among others.

The researcher studied the following variables such as; age, gender, marital status, social economic status, rank, self- concept, achievement motivation, locus of control, workload and job satisfaction.

The role of socio-economic status as a burnout influencing factor may not be ruled out. Socio-economic status (SES) is a socio-class ranking that is based on factors such as educational attainment, income, occupation, family size and family prestige (Kombium 1994). In the United States people with lower socio-economic status (SES) have consistently been found to have poorer health than those with higher socio-economic status (SES). Those whose jobs have less status and who are paid less like in the case of rank and file in the police force tend to live in poorer and overcrowded quarters without the basic infrastructures or basic amenities. The police have no access to recreational facilities, health care facilities and their living areas

experience higher crime rate and all these cumulate to burnout (Taylor, 1997). Poor living condition with many dependants, and poor salary can create a chronic stress response and inhibit the development of effective coping strategies.

The location one finds himself may have influence on the level of burnout experienced. Some policemen live in the rural areas where there are no social amenities like water, electricity, hospitals, schools among others that could make life more comfortable. Their counterparts living in the urban barracks may have better conditions of living. These policemen and women in the rural areas may experience higher level of burnout than those ones in the cities or vice versa.

Self concept could be seen as the composite of ideas, feelings and attitudes that a person has about his own identity, worth, capabilities and limitations (Rogers 1977). Nwankwo (2001) defined self concept as the opinion, one holds or beliefs about oneself, or it can be seen as the system of beliefs you hold about yourself. Self concept means an individuals perception and evaluation of himself, (Byrne, 1966, Cohen 1976). It determines his reactions, attitudes, views, judgements to and about different situations as he experiences them. It is therefore possible to determine a person's behaviour and the type of goals he can set for himself by examining his perception and evaluation of himself. A person's self concept is the mental picture, generally of a kind that is quite resistant to change that depicts not only details that are potentially available to objective investigation by others. It could be asserted that policemen's self concept may have an influence on how they perceive and cope with their work situation. Policemen in the street believe that the public hate them, no wonder the inscription on their logo "Police is your friend". The general public do not show love, respect or positive regard to the police force, even the death of a policeman on active service does not make news any longer.

Achievement motivation according to Byrnet cited in Uzor, (2007) is a learned motive to compete and strive for success. It manifests in man's

continuing effort to improve himself, to progress, seek, pursue and strive to achieve goals. Many talented policemen who have high achievement motivation may have become dis—spirited and disillusioned, because of neglect from the high quarters. Achievement motivation is basic to a good life. Achievers as a whole enjoy life and feel in control. Being motivated keeps individuals productive and gives self respect. Policemen who may be high achievers may be handicapped because of their poor working conditions and the level of corruption involved within, when it comes to giving promotion and honour at the right time and to whom it is due for.

Locus of control is probably another psychological factor that could influence burnout level. Locus of control is a personality construct referring to an individuals perception of the locus of events as determined internally by his or her own behaviour, fate, luck, or external circumstances. McCombs (1991) suggests that what underlines the internal locus of control is the concept of “self as agent”. This means that our thoughts control our actions and that when we realize this executive function of thinking, we can positively affect our beliefs, motivation, and academic performance. Rotter (1966) stated that people tend to ascribe their chances of future successes or failures either to internal or external causes. Persons with an internal locus of control see themselves as responsible for the outcomes of their own actions. These individuals often believe that they can control their own destiny and are often observed to excel in educational or vocational realms. A person with an external locus of control, on the other hand sees environmental causes and situational factors as being more important than internal ones. These individuals would be more likely to see luck rather than effort as determining whether they succeed or fail in the future and are more likely to view themselves as the victim in any given situation. With this information coupled with the poor working conditions the police is facing, it is important to find out the influence of this variable on burnout.

Job satisfaction is a very important variable of productivity. When job satisfaction is high, morale is high and productivity rises. Low level of job satisfaction among workers generally and especially policemen of the Rivers State police command, may bring about absenteeism and other official vices plaguing the society today. With low and no job satisfaction, productivity will be low and enforcement of law and order and protection of life and property will also be low among policemen. This low level job satisfaction if inherent among the police force can have chains of adverse and unpleasant consequences on personal and national economic development, it could be intrinsic or extrinsic.

Age is another variable that may likely contribute to high level burnout among the police force. Frequent reference to age as being related to burnout is made in burnout literature (Schaufeli and Enzmann, 1998). Burnout has been observed more often in employees under age 40, or those having limited professional work experience (Pines and Aronson, 1988; Cherniss, 1980). Cherniss (1980) interprets the higher occurrence of burnout among younger professionals as an identity crisis due to unsuccessful occupational socialization. Melendez and de-Guzman (1983) found that age was related to burnout due to mid life crisis which may fit many policemen. Age as a variable of job satisfaction has been pointed out as a variable that may need to be controlled due to the changes slowly taking place in today's work force. The changing mandatory retirement age, retirement benefits and the aging workforce may impact established theories (Kacmar and Ferris, 1989).

Supervision and chain of command may be another factor in burnout among policemen. Policemen are under obligation to take instructions and orders from their senior officers. Sometimes the senior officers abuse this privilege. The women police are at times sexually harassed. The seniors oppress as well as intimidate the juniors, default, give orderly room trial and even detentions. Their rights are often denied them, in the name of obeying their seniors and paying absolute loyalty to them.

Marital status has been found to be a strong influence on burnout among teachers. This may also be the case with the police force. Maslach (2001) found out that unmarried, especially males, have a higher incidence of burnout than males and females that are married. She also added that individuals who have never married tend to experience higher burnout occurrence than married, widowed or divorced individuals. The marital status of a policeman may likely be a factor in his/her burnout level, taking records or instances of other researchers findings, if a policeman's family life is stable, he will experience less stress and the reverse might be the case if there is instability in his marriage.

## **1.2 Statement of the Problem**

Over the years social psychologists have devoted a lot of interest to the study of the cause, concerns, problems, adjustment needs, stress, traumatic condition and coping strategies of workers. Psychologists have done very few studies on issues affecting policemen and other regimental organizations and burnout. Furthermore, burnout itself has been associated with poor job performance, job dissatisfaction, irritability and uncalled-for aggressiveness. These observations are true of members of the police force. From personal experience, various "helping" related professions such as nursing, teaching and social work have been the focus of research on burnout, but little has been conducted in the field of law enforcement officials like, the police. Lack of studies on burnout among police force in Nigeria makes this investigation appropriate.

Policemen, because of their poor conditions of service and other work-related, stressful situations, may become victims of burnout, and thus suffer from health problems such as hypertension, ulcer, diabetes and other health problems associated with burnout. No wonder Selye and Solomon cited in Uzor (2007) agreed that stressful events can trigger sickness in people whose personalities and environment put at risk. Finn (1991) and Schaefer (1983) note that law enforcement has traditionally been referred to as an occupation that leads to a variety of

stress-related maladies such as hypertension, cardiovascular irregularities and gastro- intestinal disorders. The Nigerian police being a major key player in the socioeconomic, political development and maintenance of law and order in the country should not be allowed to suffer perpetually from burnout. This calls for the need and importance of this study.

### **1.3 Purpose of the Study**

The purpose of the study is to investigate the influence of some correlates of burnout among policemen in Rivers State. In specific terms the study was designed to:

1. Find out the influence of socio-economic factor on burnout among policemen in Rivers State.
2. Find out the influence of gender on burnout among policemen in Rivers State.
3. To find out whether age influences burnout among policemen in Rivers State.
4. To find out whether marital status influences burnout among policemen in Rivers State.
5. Find out whether rank influences burnout among policemen in Rivers Sthte.
6. Find out the relationship between workload and burnout among policemen in Rivers State.
7. Find out the relationship between self concept and burnout among policemen in Rivers State.
8. Find out the relationship between locus of control of policemen in Rivers State.
9. Find out the relationship between achievement motivation of policemen and burnout.

10. Find out the relationship between job satisfaction and burnout among policemen in Rivers State.

#### **1.4 Significance of the Study**

The findings from this study will be significant because, they will provide valuable information for both policemen and administrators on the burnout levels of policemen. By having this information, policemen can take steps to avoid aggravating their burnout levels. Administrators can organize seminars, workshops or other activities that can help policemen cope with burnout. They can also take steps to prevent policemen from being burnout. It will indeed go a long way to enlighten the federal government, the force headquarters, commissioner and other stakeholders on how to better the working conditions of service of men of the police in general. Also the study will equally help them checkmate the possible stress and burnout related factors so that the Nigerian police force will be free from impending damages of burnout related maladies such as hypertension, cardiovascular irregularities and gastro-intestinal disorders. All the stakeholders, policemen themselves and general public are in dire need of a healthy police force. The police community on their own are looking for alternative proposals to enhance their performance and their community in general in terms of improved job satisfaction, infrastructures and general welfare of police officials and their families. A happy and well provided policeman will likely perform at his best and burnout will be reduced.

The protection of life, property security of the nation and also the enforcement of law and order is dependent upon the police for significant economic, social and cultural development and maintenance. It is therefore imperative that their welfare and continuous promotion must be assured to prevent burnout although butnout must occur, it will reduce to barest minimum with proper counselling interventions and enlightenments.

The study will be of benefit to social workers, lecturers, guidance counselors and other members of the arm forces and those in other helping professions who continue to pour out themselves to their clients without adequate supportive response or gain and replenishment of lost energy and motivation. The study will help the police Inspector General to establish counselling centres at various police Headquarters and to employ trained counselors to mar it. The Police community is in dire need of a counselling unit because of the strategic nature of their job and the challenges involved, the traumatic experiences they pass through every now and then. The counselors working with the police will find this work very helpful because it will expose him/her with different knowledge and views about burnout from various researchers who handled the problem of burnout, among other categories of professionals.

Different helping professionals like social workers, doctors, lawyers, dentists, teachers and others will also find this study timely and useful to their daily interactions with clients, patients, organizations, their families and significant others.

### **1.5 Scope of the Study**

This study focused on some selected correlates of burnout among policemen. Independent variables such as socioeconomic status, gender, age, marital status, rank workload, self concept, locus of control, achievement motivation and job satisfaction. These variables have been selected for study because little or no attention has been given to them by previous researchers especially in relation to burnout among policemen. Other variables such as location, administration, frustration, anxiety and lack of control are outside the scope of this study and thus not studied in relation to police burnout. This is because such factors have been extensively studied by many researchers in the recent past. The study was carried out in Port Harcourt Police Area Command of Rivers State.

### **1.6 Research Questions**

The following research questions were answered in this study:

- 1) To what extent does socio-economic status influence burnout among policemen in Rivers State?
- 2) To what extent does gender influence burnout among policemen in Rivers State?
- 3) To what extent does age influence burnout among policemen in Rivers State?
- 4) To what extent does marital status influence burnout among policemen in Rivers State?
- 5) To what extent does rank influence burnout among policemen in Rivers State?
- 6) What is the relationship between workload and burnout among policemen in Rivers State?
7. What is the relationship between self concept of policemen and burnout?
8. What is the relationship between locus of control and burnout among policemen in Rivers State?
9. What is the relationship between achievement motivation and burnout among policemen in Rivers State?
10. What is the relationship between job satisfaction and burnout among policemen in Rivers State?

### **1.7 Hypotheses**

The following null hypotheses have been formulated for the study, and were tested at 0.05 level of significance

- 1) There is no significant influence of socio-economic status on burnout among policemen in Rivers State.

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- 2) There is no significant influence of gender (sex) on burnout among policemen in Rivers State.
- 3) There is no significant influence of age on burnout among policemen in Rivers State.
- 4) There is no significant influence of marital status on burnout among policemen in Rivers State.
- 5) There is no significant influence of rank on burnout among policemen in Rivers State.
- 6) There is no significant relationship between workload and burnout among policemen in Rivers State.
- 7) There is no significant relationship between self concept and burnout among policemen in Rivers State.
- 8) There is no significant relationship between locus of control and burnout among policemen in Rivers State.
- 9) There is no significant relationship between achievement motivation and burnout among policemen in Rivers State.
- 10) There is no significant relationship between job satisfaction and burnout among policemen in Rivers State.

**CHAPTER TWO**

**REVIEW OF RELATED  
LITERATURE**

For the purpose of this chapter, the researcher reviewed some related literature to the present study under two broad headings: Theoretical Framework and Empirical Studies.

## 2.1 Theoretical Framework

### 2.1.1 Concept of Burnout

- (a) Self Concept
- (b) Locus of Control
- (c) Achievement Motivation
- (d) Job Satisfaction

### 2.1.2 Theories of Burnout

- (a) Shock-resistance-exhaustion theory
- (b) Developmental Models of Burnout
- (c) Organizational Burnout Theory
- (d) Demographic Transition Theory

## 2.2 Empirical Studies Review

## 2.3 Summary of Literature Review

### **2.1 Theoretical Framework**

#### **2.1.1 Concept of Burnout**

Burnout is a term that has been used to describe observable symptoms an employee presents in responding to the perceived demands and expectations of a stressful, non-rewarding work place. Historically, an early mention of the term burnout has been credited to William Shakespeare in his book “The Passionate Pilgrim” published in 1599, in a collection of poems, Shakespeare wrote of love, a woman “... burnout, love, as soon as straw out burneth...” (Enzmann and Kleiber, as cited in Schaufeli and Enzmann, 1998:2). The concept of over doing, over-

investing, with the outcome of using up the original emotion or energy to the experiential expression of the reverse was the apparent meaning.

Another description of burnout is found in a case-study by Schwartz and Will of a psychiatric nurse, cited in Schaufelli and Enzmann (1998). The individual who was the object of the case study “exhibits practically all the symptoms that were later to be identified as the typical elements of burnout, emotional exhaustion, (feelings of being over extended and depleted of ones emotional and physical resources). Depersonalization (a callous and indifferent attitude towards patients) and feeling of diminished personal accomplishment” (feelings of incompetence and lack of achievement, productivity at work).

Patridge claimed to have found the expression “to burn oneself out” in English slang, in meaning “to work too hard and die early”. (as cited in Schaufelli and Enzmann, 1998:2). Schaufelli and Enzmann also cited a Japanese expression described by “haratani, Karoshi” which had a similar meaning: “death by overwork, and can be considered the ultimate consequence of burnout: a lethal depletion of energy”. The concept of burnout obviously has been presented as a negative personal development that destroys emotions and job accomplishment.

The term burnout did not acquire acceptance as a description of a psychological phenomenon or concept until Bradley cited in Schaufelli and Enzmann (1998:2) applied it to “the helping professions when he proposed a new organizational structure to counteract “staff burnout among probation officers”. The burnout syndrome, as an official term designating specific work related behaviours, has been credited to Herbert Freudenberger, a psychologists specializing in psychoanalysis. Freudenberger in Schaufeli and Enzmann, (1998) described the changes in work behaviours of new and in experienced volunteers, recent graduates who were very idealistic and highly committed to their work with drug addicts in a free clinic. The volunteers presented a “gradual energy depletion and loss of motivation and commitment, which was accompanied by a wide array of mental and physical symptoms”.

According to Schaufeli and Enzmann (1998:3), those symptoms developed over a period of approximately one year. The volunteers became less effective in working with their clientele, and likely became counter-productive, perhaps doing less than good work with their drug addicted caseload. Freudenberger (1974) further described the workers as they became somewhat harmful to themselves: they tended to become either overly emotional or unemotional, resorting frequently to poor decision making in the work environment, with an increased reliance on alcohol or drugs themselves in order to compensate for their negative feelings.

### **Burnout Vs Stress**

Burnout as a psychological concept frequently includes the term “stress” as a major contributor to the development of burnout syndrome. Armour, Caffarella, Furhman, and Wergin, 1987, Cherniss, 1995; Oworkin, 1986; Farber, 1983; Freudenberger, 1983; Golembiowski and Munzeridr, 1988; Kalimo, El-batawi, and Cooper, 1987; Maslach, Schaufeli, and Leiter, 2001; Melendez and Deguzman, 1983; Pines and Aronson, 1988; Pines, Aronson and Kafry, 1981; Schaufeli and Enzmann 1998). All these referenced researchers also specifically refer to stress, or stressors as being only part of the overall development of burnout, however Schaufeli and Enzmann (1998) refer to occupational stress and burnout as being specifically focused on the occupational setting, and were essentially the same construct. Occupational stress, by their definition “is a more generic term that refers to any effect-laden negative experience that is caused by an imbalance between job demands and the response capability of the work (P.8). There is a consensus, according to Schaufeli and Enzmann, that “occupational stress” has been traditionally studied in the industrial settings, with “burnout” being studied primarily in the human services settings. There also seems to be a more practical approach to occupational stress due to their being a more direct relation to corporate profitability in terms of production and worker benefits costs.

Farber (1983) explains that burnout and stress are often confused or equated. However, the difference, according to Farber, is that burnout is usually a result of “unmediateci stress”, which has continued for some time. There has been no way “out” or support system for the sufferer, which continues to exacerbate the situation into advanced stages of stress with the development of physical symptoms and then burnout. Farber adds that stress is frequently considered, or viewed as being all negative.

However, as provided by Selye (1983), a succinct definition of stress “is the non specific response of the body to any demand”. In Selye’s early work on stress, he delineated stress as having two parameters: stress could be positive or beneficial, eustress, and bring about growth or adjustment; or stress could be negative or harmful, distress, which brings about some type of negative response in the form of physiological malfunction and/or social dysfunction. The difference again, between stress and burnout i both the length of time involving the strain and the outcome, with the continuing occupational focus.

Continuing with the difference between burnout and stress, Dr. Arch Hert, in an article on stress and burnout in the clergy, lists some specific ditferences between stress and burnout; he titled it “stress vs, Burnout”, stress is characterized by over-engagement, emotions are over reactive, procuces urgency and hyperactivity, exhausts physical energy, leads to anxiety disorders, causes disintegration, primary damage is physical, it can easily kill prematurely and the person will not have time to finish what he/she started. According to him burnout on the other hand is characterized by disengagement, emotions are blunted, produces helplessness and hopelessness, exhaust motivation and drive, ideals and hope, leads to pararnoa, detachment and depression, causes demoralization, primary damage is emotional, burnout may not kill a victim, but the victim’s life may not seem worth living.

One other striking difference between stress and burnout, is that an individual is usually aware that he/she is under a lot of stress, but

he/she does not always notice burnout when it happens. The symptoms of burnout - the hopelessness, cynicism, the detachment from others - can take months to surface. Burnout may also be the result of unrelenting stress, but it is not the same as too much stress. Stress, by and large, involvestoo much; too many pressures that demand too much of you physically and psychologically. Stressed people can still imagine, though, that if they can just get everything under control, they will feel better. Burnout, on the other hand, is about not enough. Being burned out means feeling empty, devoid of motivation, and beyond caring. People experiencing burnout often do not see any hope of positive change in their situations. If excessive stress is like drowning in responsibilities, burnout is being all dried up.

Understanding what burnout is may only be partially beneficial in determining the extent of occurrence such that measures can be taken to quantify the occurrence of burnout with an individual. Burnout which is not a formal, officially - accepted, diagnostic label, has been described in many handbooks of Health Psychology and industrial and organizational psychology. Yet has not been included in publications based on the abnormal psychology or psychiatry, definitions of burnout “have included: to fail, wear out; become exhausted; a loss of crativity; a loss of commitment for work; an enstragement from clients, co-workers, job, and agency; a response to the chronic stress of making it to the top; and finally a syndrome of inappropriate attitudes toward clients and toward self, often associated with uncomfortable physical and emotional symptoms” (Cordes and Dougherty, 1993:623).

Officially recognized and accepted diagnostic classification systems, such as the Diagnostic and Statistical Manual of Mental Disorders, Fourth Edition, Text Revision (DSM - IV TR) and the International Classification of Mental and Behavioral Disorders (ICD10) have not included burnout as a specific diagnostic classification due to the lack of inclusion by psychiatric research. However, several diagnostic classification approach the inclusion of burnout as distinct syndrome (Schaufeli and Enzmann 1998:54).

Schaufeli and Enzmann (1998) cited the perception of psychiatrists Bibeau, Dussault and Laronche who have expressed that burnout is a syndrome included in the DSM-IV classification of Adjustment Disorders and as such does not warrant a distinctly separate classification. Schaufeli and Enzmann referred to that description as:

The development of clinically significant emotional or behavioural symptoms in response to an identifiable psycho-social stressor or stressors. The symptoms must develop within 3 months of the onset of the stressor, or by impairment in social or occupational (academic) functioning... By definition, in Adjustment Disorder must resolve within 6 months of the termination of the stressor (P.55).

The DSM — IV, according to Schaufeli and Enzmann (1998) describes six types of Adjustment Disorders which “are distinguished, pending on the predominance of particular symptoms, such as depressed mood, anxiety, or disturbance of conduct. The consensus, between Schaufeli and Enzmann and their interpretation of Bibeau (et al, cited in Schaufeli and Enzmann, 1998) is that “the unspecified subtype, in the DSM - IV, comes closest to burnout.”

This subtype should be used for maladaptive reactions (such as physical complaints, social withdrawal, or work or academic inhibition) to psycho social stressors that are not classified above of the specific subtype of Adjustment Disorder (P.55).

The DSM-IV-TR does offer the classification entitled “V codes (for other conditions that may be a focus of clinical attention) “(DSM-IV-TR: 5200). Other than the major diagnostic classification, which is “V.62.2 Occupational problem.” This category can be used when the focus of clinical attention is an occupational problem that is not due to a mental disorder or, if it is due to a mental disorder, is not sufficiently severe to warrant independent clinical attention. Examples include job dissatisfaction and uncertainty about career choices.

Frequent reference in the literature, is made to an individual exhibiting burnout having had an initial enthusiasm and zest for the work which has been lost (Gedoline, 1982; Cherniss, 1980; Cherrniss 1995: Enzmann and Kleeiber, 1989; Freudenberger and Richelson, 1980; Maslach and Schaufeli, 1993; Paine, 1982). Burnout, as explained by Schaufeli and Enzmann, (1998) is “not due to incompetence, major psycho pathology, family-related problems, or severe fatigue due to monotonous work or high work load because these are not necessarily accompanied by feelings of incompetence or lowered productivity.

Pines, Aronson, and Kafry (1981) related that “...in order to burhout, a person needs to have been on fire at one time, at some point in his/her employment “time, at some point in his/her employment”. Pine (et al) related that burnout:

is insidions in that it usually does not occur as the result of one or two traumatic events but sneaks up through a general erosion of the spirit. Tragically, burnouts impact precisely those individuals who had once been among the most idealistic and enthusiastic. In other words, if individuals entered a given profession with a cynical attitude, they would be unlikely to burnout: but if those who entered had a strong desire to give of themselves to others - mid actually felt helpful, excited, and idealistic during their early years on the job they would be more susceptible to the most severe burnout (P.4).

Schaufeli and Enzmann (1998:33) cited Brill as offering a more definite description of burnout: “burnout is an exceptionally mediated, job-related, dysphonic and dysfunctional state in an individual without major psychopathology who has (1) functioned for a time at adequate performance and affective levels in the same job situation and who (2) will not recover to previous levels without outside help or environmental rearrangement.”

A diagnostic label in the ICD-10, as long as it is work- related, might be used in addressing the occurrence of burnout in an individual (Schaufeli

and Enzmann: 56), that label is Neurastheria, and the diagnosis requires (ICD- 10:192- 193):

either persistent and distressing after minor mental effort, or persistent and distressing complaints of feelings of fatigue and bodily weakness after minimal physical efforts at least one of the following six distress symptoms; muscular aches and pain. dizziness, tension headaches, sleep disturbance, inability to relax, or irritability; that the patient is unable to recover from the symptoms by means of rest, relaxation or entertainment: that the duration of the disorder is at least three months; that the criteria for any more specific disorders do not apply.

Schaufeli and Enzmann (1998) specified the necessity of including “work-related” in any reference to burnout, and that has not been included in either the DSM-IV or the ICD-10. Without the inclusion of work related”, in reference to specific stressors, burnout is not a specific category (Schaufeli, et al, 1998:57).

Shimom, (1989, 2003) define burnout as a chronic’ affective state comprised of emotional exhaustion, physical fatigue and cognitive weariness. It is an outcome of chronic depletion of the individuals coping resources resulting from prolonged exposures to stress, particularly work-related stress. Whereas early burnout research focused on its attitudinal and organizational consequences and its negative impact on mental health (Cordes and Dougherty, 1993; Maslach, Schaufeli, and Leiter 2001, Schaufeli and Enzmann 1998) recently accumulated evidence suggests that it also has a negative impact on physical health and may be considered a risk factor for physical morbidity and bodily disorders; Thus, burnout and vital exhaustion (a construct closely related to burnout) have been found in prospective studies to predict cardiovascular disease (CVD: Appels, 1988;).

Burnout is a syndrome of emotional exhaustion and cynicism that occurs frequently among individuals who do “people-work” of some kind. As key aspect of the burnout syndrome is increased feelings of

emotional exhaustion as their emotional resources are depleted workers feel they are no longer able to give of themselves at a psychological level.

One very useful definition of burnout which was adapted from the seminal work of Herbert Freudenberger (1980), who coined the term “burnout,” Christina Maslach (1982) and Bob Veninga and Jim Spradley (1981):

A debilitating psychological condition brought about by unrelieved work stress; resulting in: (1) Depleted energy and emotional exhaustion (2) Lowered resistance to illness (3) increased depersonalization in interpersonal relationships (4) increased dissatisfaction and pessimism (5) increased absenteeism and work inefficiency.

Skorbolt (2001) makes a distinction between the traditional notion of burnout as impacted by a person’s caring and the notion of burnout as impacted by a person’s meaning wrote:

Meaning burnout occurs when the calling of caring for others and giving of others in an area such as emotional development, intellectual growth, or physical wellness no longer gives sufficient meaning in one’s life. Individuals in the caring professions derived much “psychic income” from helping others. In religious terms, such occupations are often labeled a calling, a calling to something of great value. When the meaning of the work disappears, an existential crisis can develop, and meaning burnout can result. Meaning burnout occurs when the meaning of work has been lost and the existential purpose for the work is gone (Pp. 111-112).

Burnout is a psychological term for the experience of long-term exhaustion and diminished interest (depersonalization or cynicism); usually in the work context. It is also used as an English slang term to mean exhaustion. Burnout is often construed as the result of a period of expending too much effort at work while having too little recovery, but

it is sometimes argued that workers with particular personality traits (especially neuroticism) are more prone to experiencing burnout.

### **Symptoms of Burnout**

Burnout is a state of emotional and physical exhaustion caused by excessive and prolonged stress. It can occur when you feel overwhelmed and unable to meet constant demands. As the stress continues, you begin to lose the interest or motivation that led you to take on a certain job or role in the first place. Burnout reduces your productivity and saps your energy, leaving you feeling increasingly hopeless, powerless, cynical and resentful. The unhappiness burnout causes can eventually threaten your job, your relationship and your health. Because burnout does not happen overnight and it is difficult to fight once you are in the middle of it, it is important to recognize the early signs and symptoms and head it off. Burnout usually has its roots in stress, so the earlier you recognize the symptoms of stress and address them, the better chances you have of avoiding burnout. The signs of burnout tend to be more mental than physical. They include:

- Frustration and powerlessness
- Hopelessness
- Being drained of emotional energy
- Being trapped
- Having failed at what you are doing
- Irritability
- Sadness
- Cynicism (people act out of selfishness and nothing can be done about it).

Kalimo and Mejmán (1987:20) asserted that burnout has become accepted as the term utilized for describing “a condition experienced by employees in professions involving a high degree of inter contact with

other people.” Burnout has been (inter action) defined as “a response to chronic emotional stress with three components; (a) emotional and/or physical exhaustion; (b) lowered job productivity; and (c) Over depersonalization. Kalimo and Mejman (1987-27) summarized from a comprehensive review of studies on the “burnout Syndrome” that additional symptoms can be included, “such as low morale, a negative attitude towards patients, clients, or similar types of person at work, a cynical attitude towards the achievement of working goals, exaggerated confidence depressed in overt behaviour, absenteeism, frequent changes of job, and other escapist behaviour such as using drugs.” Kalomo and Majman further stated that burnout can not be described in terms of a “single index,” but has three components with three major symptom categories of stress; physical symptoms - physical exhaustion, symptoms connected with attitudes and feelings - emotional exhaustion, over depersonalization; and behavioural symptoms - lowered job accomplishment, lowered productivity.

The same three dimensions are repeatedly referred to as “key dimension ... a overwhelming exhaustion, feeling of cynicism and detachment from the job, and a sense of ineffectiveness and lack of accomplishment Maslach, Schaufeli and Leiter, 2001:397).

Maslach (etal) expressed the interpretation that:

the exhaustion aspect component represents the basic individual stress dimension of burnout. It refers to feelings of being over-extended and depleted of one’s emotional and physical resources. The cynicism (or depersonalization) component represents the interpersonal context dimension of burnout. It refers to a negative callons, or excessively detached response to various aspects of the job. The component of reduced efficacy or accomplishment represents the self-evaluation dimension of burnout. It refers to feelings of incompetence and a lack of achievement and productivity at work (p.397).

Symptoms of individuals experiencing burnout range from (anxiety to lack of zeal, “according to Schaufeli and Enzmann (1998:19), who have

compiled a list of 132 symptoms associated with burnout (see Appendix A, tables 1, 2 & 3) obtained from the works of many authors including Beemsterboer and Baum (1984), Burisch (1989), Einsiedel and Tully (1982), Kahill (1988), Maher (1983), Cordes and Dougherty (1993), Freudenberger (1974) and Paine (1982) (as cited in Schaufeli and Enzmann, 1998). Schaufeli and Enzmann categorized the list according to a five cluster model of psychological symptoms including: affective, cognitive, physical, behavioral, and motivational. Schaufeli and Enzmann increased the distinction of the symptoms by delineating three levels on which burnout may occur; individual, interpersonal, and organizational”.

### **Affective Symptoms**

The description of affective symptoms provides the appearance of a gloomy, tearful and depressed mood “(Schaufeli and Enzmann 1998:25). A person has used up a great portion of his or her energy for a considerable time dealing with an emotional situation “which can lead to undefined fears, anxiety and neurons tension.” At the interpersonal level, the individual may present as “irritable and over-sensitive” as well as “cool and unemotional, emotional control influenced by lessened emotional empathy for their client population, is likely decreased is which allows “bursts of anger” to occur. This brings about an increased feeling of being uncomfortable in the work environment lowering job satisfaction (Schaufeli and Enzmann, cited in Roland (2003).

### **Cognitive Symptoms**

Schaufeli and Ezmann (1998:25), said that at the cognitive level, a burnout individual will likely feel “helpless, hopeless and powerless.” The individual may think that he/she is out of control and fear “going crazy.” An increasing sense of doom, isolation and inability to perform develops which becomes a major area upon which the individual is preoccupied. Concentration on particular work tasks may be impaired. The individual becomes forgetful, making numerous “minor mistakes and errors in letters, files, notes, meetings, and interviews”. Rigidity in

thinking increases, leaving little interpretation of the .gray areas and decision making becomes more problematic. Isolation of the individual among professional peers increases since there is an increasing tendency to not deal with reality.

### **Physical Symptoms**

Physical distress developed by an individual experiencing burnout may take several forms. According to Schaufeli and Enzmann (1998) cited in Rush Roland (2003) there are three categories into which the physical symptoms may be assigned: indefinite physical distress complaints, psychosomatic disorders, and physiological reactions.

Vague, indefinite physical distress complaints headaches, nausea, dizziness, restlessness, nervoustics, and muscle pains, particularly neck and lower back pain have been described by Schaufeli and Enzmann (1998). Hyperventilation with attendant sensation (such as prickling limbs, dry throat heart palpitations and heavy perspiration) tend to increase personal concern regarding adequacy and exacerbate other areas of perceived value and competence (such as sexual performance weight control, chronic fatigue and drowsiness).

Some individuals suffering from burnout develop “psychosomatic response to the on-going stress in the form of physical problem such as ulcers, gastric-intestinal disorders, and coronary heart disease” (Schaufeli and Enzmann 1998:27). Additionally, individuals with burnout tend to have frequent recurring colds and flu, an increased susceptibility to viral infections “flare-ups of pre-existing disorders like asthma, diabetes or rheumatoid arthritis are sometimes observed; and since many burned-out individuals seem to gravitate toward “high risk-taking behaviours”, in order to validate themselves or take their mind off the frustrations and stress experienced at work, there is an increased occurrence of physical injuries (Schaufeli and Enzmann). Hypertension, increase heart rate and respiration rate, as well as high levels of serum cholesterol have been linked to burnout (Kalimo and Mejman 1987, Schaufeli and Enzmann, 1998).

### **Behavioural Symptoms**

Burnout is a syndrome of emotional exhaustion and cynicism that occurs frequently among individuals who do “people work” of some kind. As their emotional resources are depleted workers feel they are no longer able to give of themselves at a psychological level. Another aspect of the development of negative, cynical attitudes and feelings about one’s clients. Such negative reactions to clients may be linked to the experience of emotional exhaustion, (i.e. these two aspects of burnout appear to be somewhat related. This callous or even dehumanized perception of others, can lead staff to view their clients as somehow to deserving their troubles (Ryan, 1971). And the prevalence among human services professionals of this negative attitude toward clients has been well documented (Wills, 1978). A third aspect of the burnout syndrome is the tendency to evaluate oneself negatively, particularly with regard to one’s work with clients, workers feel unhappy about themselves and dissatisfied with their accomplishments on the job.

Schaufeli and Enzmann (1998:28) said that the helping professional may become aggressive with increasing conflict both at work and elsewhere, which has been “considered inappropriate and unprofessional.” The individual becomes socially isolated and more withdrawn, both physically and mentally, from social contacts with others at work including the clients. “one of the most obvious characteristics of burnout is the decreased involvement with recipients. The initial zeal/zest and vigor has turned into its opposite, the professional now responds in a detached and mechanical manner. Behaviourally, interpersonal relationships both on the job and away from work are increasingly at risk with conflict. When burnout symptoms and work problems are brought home, they become a centre of attention interfering with interpersonal relations increasing conflict with family members. Conner (1994) found that marital relationships do not always act as a buffer from burnout of spouse if the burnout is severe. Other individual perceptions develop regarding lack of

satisfaction, performance, and ability which exacerbate the burnout situation.

At the organizational level, there becomes a more easily observed reduction of personal and work effectiveness, poor work performance, and greatly reduced productivity (Cordes and Dougherty, 1993; Maslach, Schaufeli and Leiter, 2001; Schaufeli and Enzmann 1998). More errors are made, fewer clients are helped and there is a general feeling of inequity and resentment. The burned-out individual may be increasingly tardy to work, early perhaps stealing from the organization in an effort to restore the “equity balance with the organization.” Withdrawal and poor commitment are further described by Schaufeli and Enzmann (1998:29) as frequent clock watching, being inflexible, unable to make independent decisions, and becoming increasingly skeptical, “the house cynic”.

### **Motivational Symptoms**

The individual seems to have lost the original feelings experienced as a new employee: Zeal, enthusiasm, interest and idealism are lost (Schaufeli and Enzmann 1998:29). The contrast develops: “disillusionment, disappointment and resignation set in.” the individual developing burnout may have found that the initial expectations were perhaps unreal or impossible to satisfy and becomes “demoralized.” The individual presents a lose of genuine interest in recipients, indifference and discouragement. The burnout professional is “sick and tired” of all those recipients who ask for help, support, advice, attention or care.” (Schaufeli and Enzmann). And, there are occasions when personal and social demands of the professional take precedence over the initial “idealism and drive” leading to unethical behaviour. Schaufeli and Enzmann add that over involvement with the client population might sometimes be viewed as an early stage of burnout.

The organization suffers as the individual develops poor work motivation a strong resistance to go to work and the professional’s initiative is dampened. Additionally, enthusiasm and involvement have

transformed to resignation, withdrawal, and low morale. Burnout has also been attributed to “an emotion contagion.” Burnout in human services agencies is like a staff infection in hospitals; it gets around. It spreads from clients to staff, from one staff member to another, and from staff back to clients.” Perhaps it ought to be called “staff infection” (Edeivich and Brodsky, 1980:25).

### **Effects of Burnout**

The focus of burnout has traditionally been in the area of the individual and job. Job performance, personal interactions, individual health issues due to the effects of stress have been examined carefully and extensively (Cherniss, 1980; Chreniss 1995; Kalimo, El-Batawi, and Cooper, 1987; Paine, 1982; Pines, Aronson, and Kafry, 1981; Schaufeli and Enzmann, 1998). Maslach, Schaufeli, and Leiter (2001) expand the effects of burnout from the individual’s specific performance on the job to the individual’s activities, responses and interactions with coworkers, superiors, and into the non-work world. Strong links between burnout and substance abuse have been reported. Individuals exhibiting symptoms of burnout on the job have been linked to “job withdrawal, absenteeism, intention to leave the job, and actual turnover” (Maslach, et al, 2001). For some individuals suffering from burnout, a sense of “entrapment” (Dworkin, 1986:25) develops which adds to the negativity already experienced.

Obviously, for those individuals, who do not ‘leave that disappointing employment, work productivity and effectiveness are affected. There is additional organizational concern in that the condition has a negative effect on others working in close proximity, and there is likely increased personal conflict and job task disruption. This develops in an almost “contagious” manner and perpetuates itself, (Maslach, et al 2001) much as Edeivich and Brodsky (1980) have referred to as “staff infection.” A “Spillover” effect into worker’s nonwork life is being seen by some researchers (Burke and Green glass, as cited in Maslach, et al, 2001), The same interpersonal effects evidenced at the work site can be carried over into the individual’s personal, non work life, and

influence family and social relationships. However, work problem presents problems in other areas. Zaslave, (2001) assert that burnout has been linked to the perceptions that service recipients (clients, patients or students) develop regarding the service provider, such as a therapist, physician, or teacher. The intense stress load of daily patient care for many physicians has been implicated with less than adequate diagnosis and care. Sciachitano, Goldstein and Diplacido (2001) described the effects of burnout among radiologic technicians in that not only are the technicians affected in their direct work responsibilities but also because of poor professional self-concepts which bring about a loss of empathy for their patients, which effects the bottom-line of any business, cost/benefit returns. Nienhouse and Smith (2000) cited in Rush Roland (2003) explored the effects of burnout on physical therapist assistants and recommended that students be monitored throughout their training program in order to combat the effects, which might help assistants and employers control levels and maintain quality care for patients. McCarthy and Frieze (1999) found similar results in their study addressing client perceptions of their psycho-therapists; if the therapist seemed burnout, the clients were less likely to be satisfied with their own therapy.

### **Who Develops Burnout?**

Maslach, Schaufeli and Leiter (2001), Schaufeli and Enzmann (1998), Kalimo, El-Batawa, and cooper (1998), Cherniss (1995), Chérniss (1980), Paine (1982), Pines, Aronson, and Kafry (1981) all cited in Rush Roland (2003:31) have described many demographic variables that influence the development of burnout, related in this review, as well as personality characteristics of individuals more prone to developing burnout. From their research, burnout occurs more frequently and more intensely among individuals who seem to exhibit a lower level of hardiness, lower involvement in daily activities, a sense of lowered control over events and openness to change, and generally have an external locus of control (“which is attributing events and achievements to powerful others or to chance rather to themselves”)

(Masiach, et al 2001). Additionally, some individuals who are burnout tend to cope with stressful events in a passive defensive way, even though the type “A” personality is affected more often.

Maslach, Schaufeli, and Leiter (2001) related that research on the “big five personality dimensions” has indicated a strong link to “neuroticism,” which they described as “trait anxiety,” hostility, depression, self-consciousness, and vulnerability; neurotic individuals are emotionally unstable and prone to psychological distress.” She added that dimension that Jungian “feeling type.”

From the occupational perspective, individuals who have a high likelihood for developing burnout are those who are in professional areas of employment having considerable person to person contact, primarily the helping professions (Maslach, Schaufeli and Leiter 2001). That burnout prone professional is generally either younger or inexperienced, given to having unrealistically high expectations of the employment situation, and often very idealistic.

### **Stages of Burnout**

Veninga and Spradley’s (1981) gave very helpful model of stages of job burnout:

**Stage I:** Honey Moon: this is marked by high. job satisfaction; commitment, energy and creativity, the key issue is what pattern of coping strategies you begin to develop when facing the inevitable stresses of the job. In theory, if the patterns of coping are positive, adaptive, then you will remain in the honeymoon stage indefinitely; but few persons do.

**Stage 2:** Balancing Act: as opposed to the Linbridled optimism and positiveness of stage 1, you are clearly aware that some days are better than others regarding how well you are handling the stress on the job. An awareness of a noticeable increase in the following is indicative of stage 2:

2. 1 - job dissatisfaction

2.2 - work inefficiency, including avoiding making necessary decisions, “losing” staff at work (even on your desk!) etc.

2.3 Fatigue (a general fatigue, often accompanied by deep muscle fatigue)

2.4 Sleep disturbance (often that you are so “busy” in your head that you can’t get to sleep).

2.5 escapist activities of choice (including eating, drinking, smoking, zoning out in front of TV, etc.)

Stage 3: Chronic symptoms — marked by an intensification of some of the indicators cited in stage 2 including:

3.1 Chronic exhaustion

3.2 Physical illness (remember that stress is a risk factor in many diseases)

3.3 Anger, depression.

Stage 4: Crisis Stage: the symptoms becomes critical.

4.1 Physical symptoms intensify and/or increase in number

4.2 Obsessing about work frustration

4.3 Pessimism and self-doubt dominate thinking.

4.4 The person develop an “escapist mentality”

Stage 5: Enmeshment: The symptoms of burnout are so embedded in the person’s life that he is more likely to be labeled as having some significant physical or emotional problem than he can be called a burnout case.

Despite the sobering implications of the model, the hopeful issue is that, short of death, or some incapacitating physical or emotional illness, it is always possible to take action to strengthen one’s coping skills and to move back, up the chart toward stage 1. The wiser course

of action, though, is to be actively involved in positive self-care as a primary preventive issue.

### **Causes of Burnout/Preventions**

Understanding the symptoms of burnout and who the likely candidate for developing burnout is one direction in developing an explanation of what brings those problems out in a burnout prone individual. The most apparent focus typically begins with the demographic characteristics of individual propensities/situations in life which render someone susceptible to burnout. Cordes and Dougherty (1990) explored by meta-analysis the relationship between numerous demographic variables and the three burnout components (see Appendix table: variables and Burnout) and found overall consistency in patterns of individuals with certain characteristics. Maslach, Schaufeli and Leiter (2001) also have reviewed studies, as well as Schaufeli and Enzmann (1998), with general agreement as to personal, demographic indicators of those individuals likely to develop burnout. However, those will be explored in the section addressing variables of this study.

Maslach, Schaufeli and Leiter (2001), Schaufeli and Enzmann (1998) have suggested that there may be factors present situations to which individuals are exposed, that enable frustration disappointment, and animosity to develop, just as Freuderberger (1974) earlier described. Employment situations to which individuals are exposed, that enable frustration disappointment, and animosity to develop, just as Freudenberger (1974) earlier described. Employment situations in which there are more direct, more numerous, longer lasting encounters/exposure which clients students having long term problems set the stage for burnout. The frequent highly emotionally charged interactions with a professional having idealist expectations themselves, will increase not only frustration but stress and in the long term, burnout. (Cherniss, 1980; Dworking, 1986; Pines, Aronson, and Kafry, 1981). -

Another aspect of problematic employment would be a work situation in which an individual perceives that the work goals are unattainable. This has been referred to as “role overload” by Maslach, Schaufeli, and Leiter (2001). Another important employment/occupational influence has been found to be “role conflict and role ambiguity.” When there is incongruity or incompatibility of job expectations by the worker. The individual may have anticipated certain work attributes, such as appropriate feedback from superiors, clearly stated and achievable goals, specific assignments or projects, or rewards, such as recognition for effort expended or accomplishments upon the entry into employment. With the “passage of time on the job; those expectations may not be fulfilled, which could be quite a lot down to the employee. When combined with the other setbacks described some employees will respond by either leaving the employment in pursuit of more fulfilling work, or stay and continue to deteriorate.

Some researchers have identified the lack of social support from co-workers and supervisors as a crucial link to burnout (Cordes and Dougharty, 1990; Maslach, Schaufeli and Leiter 2001). The socialization of new workers to the job site as to what is expected with the client/student, administration, promotion and other job/work outcomes or benefits evolves around communication as a two-way activity. Some of the most influential communication has been reported to be the job interview which is the initial point of establishing performance expectation by both the employee and employer. Ellig (1998) described a sense of entitlement that many new employees bring into the workplace which, when confronted with the current realities of the work world, tend to clash in varying degrees and intensities once the new person is on the job.

The causes of burnout are somewhat complex and are associated with two separate factors; the work environment and the individual. A stressful work environment that offers little or no opportunity for personal growth, has an overwhelming workload, and offers little or no support, can lead to burnout. Not all stress is bad, yet burnout is not

possible without stress. Other work environment factors leading to burnout include:

- Role conflict;
- Ambiguity;
- Autonomy
- No opportunity to participate in decisions and
- Lack of control of one's job.

Individual personality characteristics of people at risk of suffering from burnout include:

- Young idealistic professionals who have unrealistic expectations about the work situation.
- Empathetic people who pour too much of themselves into their jobs and
- An individual's reaction to stress coupled with their stress coping mechanisms.
- Often times it is the young idealistic professional who is ready to "tame the world" who becomes crippled by the negative effects of burnout.

They may start a job armed with high level of energy, ready to work long hours and pour themselves into their job. They may not yet have developed coping mechanisms that teach them to tolerate stress. As time goes by they begin to wear down, losing their energy towards their job. They become frustrated when they do not achieve their unrealistic expectations. This, in turn, may lead to a pathy towards their job and eventual burnout.

Most of us have days when we're bored to death with what we do at work, when our coworkers and bosses seem irremediably wrong-headed when the dozen balls we keep in the air aren't noticed, let alone rewarded, when dragging ourselves into work requires the

determination of Hercules; when caring about work seems like a waste of energy, when nothing we do appears to make a difference in a workplace full of bullying supervisors, due less colleagues and ungrateful clients. When every day is a bd, watch it, you are flirting with burnout. Most burnout has to do with the workplace, and it is present in every occupation. Those most at risk may be service professions, who spend their work lives attending to the needs of others, especially if their work puts them in frequent contact with the dark or tragic side of human experience. Or if they're underpaid, unappreciated or criticized for matters beyond their control.

The following Scenario can lead to workplace burnout:

- Being expected to do too many things to too many people.
- Working under rules that seem unreasonably coercive or punitive.
- Doing work that frequently causes you to violate your personal values
- Boredom from doing work that never changes or doesn't challenge you.
- Feeling trapped for economic reasons by a job that fits any of the scenario above.

### **Policing and Burnout Syndrome**

Research indicate that people within certain occupations, such as accountants, air traffic controllers, lawyers, physicians, psychiatrists, dentists and police officers experience a higher than average amount of stress (Calvert et al, 1999; Schaufel, 1983; Sewell, 1981). Police work is widely considered to be among the most stressful occupations, it is associated with high rates of divorce, alcoholism, suicide and other emotional and health problems. Servamus, (1994) opined that:

Stress and emotional exhaustion arising from political changes in a country. Stress, depression, burnout and guilt due to the traumatic nature of the work that they do and the feeling that it sometimes

involves killing or maiming a suspect. The manner in which absenteeism is sometimes handled by managers in the services. Frustration with the system as a result of low salaries, poor working condition and promotion delays. Dissatisfaction with management. Late payment of salaries and denial of good accommodation, duty-call allowances and out of pocket expenses.

Levinson (1981) asserts that mental health workers and policemen who work under severe pressure in people - oriented jobs for long periods of time with little support and limited gains are among the prime victims of burnout. Rooseendaal (2002) also asserted that financial problems is one of the main contributing factor towards suicide among police in South Africa. The price of fuel and food has sky rocketed and police salaries are just not keeping up.

Sewell (1981) confirms that police officials receive poor salaries, salary increases, have not been sufficient because there are other increases as well, such as medical aids, pension contrilutions and taxes. Benefits such as subsidized vehicles and cell phones are not allotted to officials with lower ranks or middle management and it seems as if these people live from hand to mouth. The perception exists that top management and officers in the higher echelons feather their oven nests, while officials at the grassroots and middle management have to contend with pressure from all sides (Roosendal 2002).

Van Zyl (2003) asserts that as a result of low salary, many employees in government departments are moonlighting in order to generate an additional income. This is equally one major cause of corruption in the police career.

According to Van Zyl (2003), once employees have been disadvantaged via restructuring, a promotional process or any other such occurrence, and the injustice is not rectified at a later stage, they may develop a permanent feeling of being the victim of the processes and procedures within the organization. Van Zyl (2003) asserts that we cannot make victims of people and then expect them to be loyal,

trustworthy workers. They are the very people who must carry the organization for the higher ground of operational and financial success.

According to Hart and Waring (1995), organizational experiences rather than operational experience are more important in determining psychological well being. Sewel (1981) asserts that although law enforcement may not be the most physically dangerous profession in the world, it is by far the most emotionally dangerous occupation due to poor administration and supervision and inadequate salary, amongst others. Band and Manuelle (1987) as cited in Hart and Waring (1993) assert that a growing body of evidence suggests that the main source of psychological distress the police is police organization. A good percentage of poor performance can be traced to poor supervision and chain of command that leaves the lower ranks frustrated at the end of the day.

Tang and Hammontee (1992) claim that high levels of police stress and life stress are significantly related to illness and other psychological disorder in a study conducted by Calvert et al (1999) the association between occupation and ischemic heart disease among 16-60 years old males were examined. Among blue collar workers, the highest proportionate mortality ratio (PMR) for ischemic heart disease mortality were found in sheriffs, correctional institution officers, policemen, fire fighters and machine operators. It probably won't be the bullet that will strike down an officer but the effect of chronic stress which is called burnout (Klein, 1999).

Finn (1997) asserts that law enforcement is associated with high rates of divorce, alcoholism suicide and other emotional problems. He further states high levels of stress affect both the official and the organization. The cumulative effects of burnout can lead to:

- Impaired performance and reduced productivity
- Public relation problems
- Labour management friction

- Civil strife, suits stemming from stress-related shortcomings in personal performance, hardiness and absenteeism
- Decreased turnover due to leaves of absence and early retirements because of stress related problems and disabilities.
- Added expenses of training and hiring new recruits, as well as paying overtime, when one is left short-staffed.

Speaking about the hazards of police job Geldenhyts (2003) asserts that police work is not a job but a calling. A police official faces physical dangers on a daily basis and stress for which he or she is not trained to deal with. He also mentioned high divorce rates, high rate of physical illness, high rates of suicide and that many police officers turning to alcohol to try to get ride of memories and problems. He also asserts that the police official has to face scrutiny from the community and his/her own peers on a daily basis and the conflicting nature of a police officers work. He is saviour, helper and at times referee and an enforcer, he becomes the root of many problems when he makes an arrest or uses deadly force. He/she also has to carry the load for others and won't have much time or energy to save for his for his/her own family problems.

Gelden buys (2003) asserts that Holly wood glamorizes police work, making the police official to be seen as a hero - a tough character with no fear and who can experience trauma and violence without suffering any ill effects. No mention is made in the movies of the sleepless nights patrols and the haunting revelations the police officers has to deal with. According to Corelli (1994), police officials have this superman mentality, the macho image they feel they have to protect, which is part of the culture itself.

According to Roosen deal (2002), two police officers pleaded in the High Court in Pretoria to be allowed to retire from the SAPS on medical grounds. Both had been diagnose by psychiatrists as suffering from Post Traumatic Stress Disorder. Some of the working conditions

that they claimed contributed to their medical condition were “bodily remains strewn across the road after a minibus accident and the burst open, decomposed corpse of a woman who had been stabbed with a hunting knife.

Roserts and Levison (2001), finding suggests that officers took their job stress home and it influenced their interactions with their wives and children. These influences of job stress were found regardless of couples marital satisfaction, the husbands work shift and the couple’s parenthood status. They further claim that job stress is far more toxic for marital interaction than is physical exhaustion. A husbands job stress produces a psychological and affective climate in which both spouses show many of the signs associated with future marital dissolution and distress like heightened cardiovascular arousal, increased negative effect decreased positive effect and more emotional distance and disconnectedness. Even with those who attempt to leave their sad memories at work in the office or to themselves, it is still likely to have a pernicious effect on the emotional balance of marital interactions.

Geldenhuys (2003), opined that most police officers who have to kill a suspect in the line of duty experience a great deal of conflicting emotions like guilt even if they were completely justified in using violence. Every time a Policeman is called to a crime scene, the adrenalin pumps. Police are aware that their lives are in danger. Also, they work an average of 12 hours a day during which time they attend to cases like housebreaking, domestic violence, armed robbery, rape, hit and run, murder or suicide. After the night shift, the chances are good that they must be in court the next day to testify about a case that took place weeks, months or even years ago. Should there be any time left to rest, they try to rest for a while before the sun sets and they have to report on duty for the night shift again. According to Dudek and Makowska (2001), Police also feel that they have little personal control at their workplaces, this is also a factor that leads to burnout, an aftermath of 10-12 hours shifts and witnessing trauma.

Melendez and DeGuzman (1983) summarized that scenario thus:

A highly talented and enthusiastic individual is hired to perform a particular job; having demonstrated success at the job, other tasks and responsibilities are assigned or accepted. A financial conditions worsen, responsibilities continue to expand while support staff services shrink. Frustration builds as the individual is no longer able to achieve the level of excellence once considered normal. Finally, exhausted from working long hours, new patterns of behaviour emerge in order to face job that is no longer enjoyable. Eventually, the individual either quits or develops a coping mentality and work pattern that makes survival possible until retirement. In short, the individual's enthusiasm and commitment have burned out.

Human service organizations like the police inevitably end up carrying the distress of their clients. It is therefore very important for organizations like the police to think about how these psychosocial factors affect them and how they can get in the way of their work and performance. The truth of the matter is that those of us (counsellor) and police inclusive who do people -oriented job are prone to job burnout as, a result of both psychological and social factors that come to play in our daily routine undertakings.

Persons entering the police force often have high needs for approval and heightened expectations of themselves. Their ability to help others represents in part a means to gain social approval and enhance self-image; such individuals receive great satisfaction from the results of their treatment. If work becomes the primary means by which they enhance their self-concept, these persons, may over commit their time and energy. Consequently, they develop few activities, other than work, which produce enjoyment or satisfaction. Eventually such individuals become burdened by fatigue and are less effective in their primary sphere of gratification and they receive fewer rewards for their increased labour. The resulting frustration, spurs them to more work and begins the vicious cycle which produces burnout. Prior to burnout,

these individuals are seen as being highly competent and aggressive and they are respected by both their clients and their colleagues. Their marriages and their relationships with their children begin to suffer, depriving them of their main source of non-work-related support. As marital tensions and interpersonal distances from family and friends increase they are driven to seek still more work-related satisfaction which is costly and at the same time scarce.

Maslach (2003) used her Burnout inventory (MBI) to summarize the following results about psychological and social factors about burnout. Taking sex as a factor, they observed that men and women are fairly similar basic similarity should be kept in mind when considering the differences which are rather small. Essentially these differences are that men show slightly more of one aspect of burnout and women show slightly more of another. Women tend to experience more emotional exhaustion and to experience it more intensely than men (Maslach 2003).

There exists sex differences in burnout and this may be as a result of different occupations that men and women have, rather than the differences in masculine and feminine traits. Many people-work jobs are sex-segregated-they are either done mostly by men or mostly by women, for example police force have more men than women.

Age according to Maslach (2003) has a clear relationship with burnout. Burnout is greatest when people-works are young and is lower for older workers. Younger people usually have less work experience than older ones, but it turns out that the effect of age reflects more than just the length of time on the job. "Older but wiser" seems to be the case here with increased age and experience a policemen is more stable and mature, have a more balanced perspective on life and are less prone to the excesses of burnout.

Marital and family status. Burnout also has a consistent relationship with marital status (Maslach 2003) people who are single experience burnout the most while those who are married experience the more

burnout, while those who are married experience the least. Divorced providers fall in between these two, groups, they are closer to the singles in terms of higher emotional exhaustion, but closer to the married in terms of lower depersonalization and greater sense of accomplishment. Just as being unmarried is associated with a greater risk of burnout, so is being childless.

Lahey (2004) views self-concept as our subjective perception of who we are and what we are like. To Byrne (1966) and Cohen (1976), it is an individual's perception and evaluation of himself/herself. Dusek (1977) summarized it as a system of concepts about the self, including body self, social self and values. Thus, self-concept is the set of knowledge and attitudes that we have about ourselves; the perception that the individual assigns to himself and characteristics or attributes that we use to describe ourselves. It is understood to be fundamentally a descriptive assessment and has a cognitive nuance.

### **Humanistic Theory of Self-Concept**

Leading humanists such as Abraham Maslow and Carl Rogers did not agree with Freud that conscious processes were unimportant. Indeed the humanists believed that human beings determine their own fates through the conscious decision they make. The humanists see society as being the cause of our self-defeating unconscious minds. To the humanists, the most important aspect of people is our view we are, like-self-concept (Lahey, 2004). For instance if one thinks that he is intelligent, he may sign up for a difficult college. Carl Rogers according to Lahey (2004), distinguishes between two self-concepts. These: the self-the person one thinks one is and the ideal self-the person one wishes one were.

However, self-concept as a component of human psychological and personality development has its own nature or theory and peculiarity. Some authors like Shavelson, Hubner and Stanton (1976) have tried to specify the nature of the term self-concept. To this end, they look at it as a compendium of some characteristics or fundamental aspects. Self-

concept constitutes a psychological dimension; it is multidimensional, it has a hierarchical organization (a general self-concept and specific self-concept), it is stable, but as we go lower on the hierarchy, self-concept becomes specific and more susceptible to change; the different facets of self-concept become more differentiated among themselves with age and experience; self-concept both descriptive as well as evaluative aspects; self-concept can be differentiated from other constructs which it is related to, as academic achievement, (Shavelson et al, 1976).

Some authors, like Halter (1986), make interesting contributions, such as that general or global self-concept will be determined by the degree of importance that we assign to each of its specific components. If, when describing ourselves, our value judgements are satisfactory, then we obtain a positive global self-concept; in the opposite case we generate negative feelings and thus produce a negative global self-concept.

**Self concept:** Your own sense of who you are and your evaluation of that unique being plays an important role in your relations with the people around you. To know thyself and like thyself is critical for giving of thyself into others. If a policeman looks at himself and is not pleased and impressed with what he sees is going to have trouble with burnout. The demands of policing can be difficult under any circumstances, but they can be overwhelming if you have little faith that you can meet its challenges. For one thing, he is less strong and assertive in his dealings with people if he lacks confidence in himself. Such a policeman will have a passive and powerless position instead of an active and autonomous one. Obstacles 100m much larger when one suffers from low self-esteem. Any kind of setback because a major crisis even an insurmountable one, in a person's eyes. A poor self-concept is self-perpetuating in another way as well. It leads to focus selectively on failures rather than successes (Maslach 2003).

### **The Concept and Theory of Achievement Motivation**

The issues of achievement motivation in a career and its impact on job performance are considered as an important aspect of effective living.

However, a workers reaction to his jobs determines the extent to which he or she will go in job. The impact of achievement motivation on burnout cannot be undermined.

Achievement was defined as “the result of an emotional conflict between striving for success and avoiding failure” (Covington, 2000, p. 173). Achievement motivation was looked at as a psychological and personality trait that distinguished person based on their tendency or aspiration to do things well and compete against a standard of excellence (Wigfield and Eccles, 2002). Byrne (1966) sees it as a learned motive to compete and strive for success. It reflects man’s continuing efforts to improve himself to progress, seek, pursue and strive to achieve goals; either for the inherent joy and satisfaction arising from or for some material benefits, for example, fame, popularity etc. So, Achievement motivation in essence could be seen as self determination to succeed in whatever activities one engages in, be it academic work, professional work, sporting events, among others. Gesinde (2000) posits that the urge to achieve varies from one individual to another while for some individuals need for achievement is very high whereas for others it may be low. However, there are- high achievers and low achievers. What is responsible for the variation could be the fact that achievement motivation is believed to be learnt during socialization process and learning experiences (Tella, 2007).

Gesinde (2000) asserts further that those who have high achievers as their models in their early life experience would develop the high need to achieve, while those who have low achievers as their models hardly develop the need to achieve.

Human beings are said to be extrinsically or intrinsically motivated. Intrinsic motivation is said to be derived internally in the job itself. It is that which occurs while a person is performing an activity in which he takes delight and satisfaction in doing. Intrinsic motivation is seen as internal reward, while extrinsic motivation is incentive or reward that a person can enjoy after he finishes his work (Gesinde).

Okoye (1983) opined that motivation in human holds the key to the understanding of behaviour. According to him, motivation explains why one individual dodges work, another works normally satisfactorily enough to reach the height, while other resort to illegal and unconventional method of achieving social, academic, economic and political recognition.

**Achievement Motivation:** The need to achieve is what spurs all of us on to do more and better things, despite the obstacles in our path. It is a critical personality factor in the success of many helping professionals, who must undertake years of hard work in preparation for their eventual careers. However, problems arise when the need to achieve becomes so strong that all else is sacrificed to satisfying it. Masiach (2003) relates that achievement needs are also related to burnout in another way. When one strives for goals that are vague and unclear or that are unrealistically high, you are setting yourself up for failure. In other words one will fail short of these great expectations more often than he/she will meet them and the losses will outnumber the gains. If this “no wins” experience occur often, it can have a very detrimental effect on ones sense of competence and self-esteem and may lead one to find someone else to blame for the failures.

### **The Concept and Theory of Locus of Control**

The word locus, means location (Nwankwo, 2005). Locus of control is a psychological and personality trait that influences people to attribute their own failure or success to internal or to external factors (Nwankwo, 2005). Within psychology, locus of control is considered to be an important aspect of personality. The concept was developed originally by Julian Rotter in the 1950s (Rotter, 1966).

A locus of control orientation is a belief whether the outcome of our action are contingent on what we do or on events outside our personal control. Thus, locus of control is conceptualized as referring to a unidimensional continuum, ranging from external to internal

**External Locus of Control**

Individual believes that his/her behaviours is guided by fate, luck, or other external circumstance

**Internal Locus of Control**

Individual believes that his/her behaviour is guided by his/her personal decision and efforts.

**Locus of Control Theory:** Locus of control although has frequently been viewed as a cognitive model of personality, its roots can actually be seen in behaviourism as the immediate background in this theory relates to beliefs about reinforcement. For instance, Rotter believed as do most social learning theories, that if one sees a link between behaviour and reinforcers then one's behaviour is affected by the reinforcers. If one does not see the link, then one react les predictably to reinforcers. The term Rotter coined for these beliefs about whether a behaviour will meet with a rewarding outcome was LOCUS OF CONTROL. LOCUS mean "place" 'Internal'.

**Workload:** A major mismatch in the area of one's relationship with work is workload. It mean that work is too much, too complex, too urgent or just too awful. This overloads drives the exhaustion that is at the root of burnout. An individual who is overloaded will be saying the following. "It is wearing one out" or it is asking too much of me", or is so stingy asking me to do too much with too little" or it is constantly demanding and never gives me a break" or "It lets me down when things get hard" Leiter (2005). These are some of the feeling policemen who are overloaded with work will be singing all day long without a way out if no trained counsellor is around to help out or the organization refuses to relieve him of some of the work load attached to him.

From the foregoing, it is clear that the psychological and social factors of the policemen are so many that all of them cannot be adequately discussed in this, nature. Nevertheless, the remaining sections of this review of literature are reserved for in-depth discussion of those psychological factors that fall within the scope of this study as well as the various discoveries of other researchers in the area.

### **2.1.2 Theories of Burnout**

(a) **Shock-Resistance-Exhaustion Theory:** This is a biological theory propounded by Selye (1956). The theory believes that the nature of life is such that one is exposed daily to traumatic experiences both at home and in the workplace. These traumatic experiences which may be biological or psychological in nature shock, it marshals all its resources and resists the agency of shock. This resistance stage is automatic and follows immediately upon the shock impetus. However, the length and severity of the shock of course controls the longevity and degree of the resistance period. In order to recover, the organism then goes through an exhaustion stage (Bischof 1976). Selye (1956) believes that it is this continuous cycle of shocking resistances exhaustion that causes burnout.

Shocks are stressors Awake in Agbakwuru (2000) refers to them as hurdles which individuals as runners jump over. According to the same source, all runners start the race together but as they jump over and occasionally hit the hurdles, they slow down and more drop out.

Personal experience has shown that in today's work place, especially in the police force, people are confronted by many hurdles and stressors. These include, poor salaries, allowances, environmental pollution, poor accommodation, poor motivation and others. Adjustment to these and many other stressors cause many people to become burnout prone early in their career. Okoye (1998:38) recognized this when he opined that stress lowers the general body tone and causes homeostatic imbalance and disequilibrium. It makes the individual susceptible to burnout.

### **(b) Developmental Models of Burnout Theory:**

The early investigation of burnout focused on people working in human services and health care. Freudenberger (1975) labeled the emotional depletion and loss of motivation as burnout Maslach and Jackson (1981) developed the most widely used measure called the Maslach Burnout Inventory (MBI); Maslach, Jackson, and Leiter (1986) also developed the Maslach Burnout Inventory Human Services Survey

(MBI Human Services) which was designed for use with employees in human services jobs. They also developed the Maslach Burnout Inventory Educators Survey (MBI-ED Survey) for use with teachers. In expanding the study of burnout to occupations beyond human services and education, Maslach et al (1996) developed the MBI-General Survey (MBI-GS). Maslach differentiated burnout from depression and job satisfaction. She did this by using the Maslach Burnout Inventory (MBI) and other measures of depression (Bakkar, 2000). Burnout has been found to be specific to work content, whereas depression is multifaceted.

The general public has viewed the concept of burnout in many different ways. One idea was that idealistic workers experience burnout. The concept behind the laymen's theory was that dedicated workers work hardest towards their ideal, which leads to exhaustion and cynicism when their efforts do not bring their goals to fruition. A second assumption is that burnout is the result of being exposed to various job stressors.

More recently, the phase model and sequential model of job burnout have taken stage in the investigation of burnout. The phase model of burnout propose that there are eight phases of burnout. The three dimension of burnout namely inefficacy, depersonalization and exhaustion are split into high and low scores. This splitting of the phases into high and low scores results in eight different combinations or phases of burnout (Golembiewski & Munzenrider 1988:28). According to Leiter and Maslach (1988), there is a sequential progression to the three phases of burnout. They argued that the first stage, exhaustion leads, to cynicism, which in turn leads to inefficacy.

Exhaustion, the feeling emotionally and physically, is the first exhausted feel drained second reaction to job stress. People who are and unable to unwind. Cynicism is the stress. People take on a cold attitude toward work and their coworkers in order to protect themselves from exhaustion and disappointment. Inefficacy is the feeling that one

is inadequate, if one feels inadequate, accomplishments seem trivial and projects seem overwhelming (Maslach & Leiter 1997). Although each developmental theory is compelling in its own right, the debate over the phase model versus the sequential model is beyond the scope of this study.

However, more important for our purpose is the fact that the concept of burnout and its physical and emotional effects are almost universally accepted. Schaufeli, Maslach and Marek (1993) looked at the various models of burnout and discovered many elements of the syndrome common to most conceptualizations. First, burnout is characterized by dysphonic symptoms. These symptoms are work-related and manifest themselves in “normal” persons who did not suffer from a previous psychopathology. In most cases, mental and behavioural symptoms were more prevalent than physical ones, finally, negative attitudes and behaviours of individuals suffering from burnout result in a decrease in effectiveness and work performance which is very true of the Nigerian police-force whose impact is no longer felt like before in enforcing and maintaining law and order in the society.

**(c) Organizational Burnout Theory:** This theory was propounded by Kerry, Leslie and Rob (2000). These researchers see an organization as the key player in the emergence of burnout in workers. Burnout, according to them is a recognized syndrome affecting people in the helping professions. It is a term used to describe the effect that prolonged over-work has on people. People who are vulnerable to burnout are those who give too much of themselves to their work and who do not know how to take care of their own needs. If they do this for too long a time, they start to experience a whole set of problems including:

- ❖ Exhaustion
- ❖ Lack of motivation
- ❖ Loss of job satisfaction

- ❖ Resentment of the tasks and people associated with work
- ❖ Isolation from colleagues and

Illness such as chronic fatigue, insomnia, dizziness, nausea, allergies, breathing difficulties, skin problems, muscles aches and stiffness, menstrual difficulties, swollen glands, sore throat, recurrent flu infections, colds headaches, digestion problems and back pain (Brack and Grady, 2000:30). There are number of warnings signs that indicate that an organization is on the way to burnout. They are

- ❖ Staff members often lose the enthusiasm they once had for their work.
- ❖ They seem to lack the energy to take on new activities and many start to miss work, either through genuine.

Illness or a reluctance to better.

- ❖ Sometimes an individual staff who started off his or her career with high hopes for themselves, take on too much and eventually begins to suffer from what is called burnout. When an organization is under considerable pressure for long, periods of time, many individuals begin to feel burned out. As an air of dissatisfaction spreads through the organization, it becomes contagious and even, new members are quick “infected” with feelings of hopelessness. Inevitably, the work of the whole organization begins to suffer, the feeling of hopelessness start to seep into people’s attitudes with their clients, who become pulled into a kind of shared pessimism. In this atmosphere of gloom, people find it very hard to remain motivated and they often lose touch with their own abilities to change things, they relax and begin to waste slowly, and finally burnout completely. No wonder we hear people saying we have a dead police forced in Nigerian.

**d. Demographic Transition Theory:** A social burnout theory propounded by Warrens Thompson and Frank Notestein in

Emeruewaonu (1990) states that societies pass through stages of high fertility and low mortality and as these societies become modern and industrialized, they attain a low fertility and low mortality growth. The consequences of this pattern of growth is that people tend to work more hours in the organizations and retire late when they must have drained themselves and unable to recover. The presence of increased industrialization without corresponding positive motivation and reward to workers have continued to bring down the morals of workers especially the police force. The fact that when people retire, they are nearer their grave make people to stay at work longer than necessary. They change their age and even take vitamin supplements to enhance their performance and hid their ages so that they will not be retired. This trend is not healthy, if we must more forward in the country and provides employment to the younger generations who will only take over when the aged ones rnpst have retired from service.

The emergence of burnout among different people-oriented services of which the Nigerian police force is one can actually fit into the various theories reviewed but for the purpose of this study the researcher has decided to anchor the study on developmental model theories of Maslach and Jackson (1981) and organizational burnout theory of Kerry, Leslie and Rob (2000). These two theories appear tobe most relevant to the explanation of the phenomenon of burnout in this research.

## **2.2 Empirical Studies Review**

Cordes and Dorherty (1993), in their study of employees within the industry found that worker who have frequent intense or emotionally charged interactions with others are more susceptible to burnout. Still, burnout can affect workers of any kind, including students at the high school and college levels, taxicab drivers, law enforcement personnels, air traffic controllers musicians, authors, teachers, engineers, soldiers, Air-force officers and policemen. The various psychological and social variables that play visible roles in influencing burnout among

policemen was reviewed as well as empirical work of other researchers in this area earlier than this work was equally reviewed.

### **Relationship between Age and Burnout**

Frequent reference to age as being related to burnout is made in the burnout literature. Ifelunni (1999) in his work titled Age differentials and psychological burnout of counsellors in Nigerian secondary schools, utilized 389 counsellors drawn by means of multi-stage sampling technique. Two research questions guided the study while one hypothesis was tested at 0.5 alpha level. Data were obtained from the sample using Burnout Inventory developed by the researcher. Mean and multiple regression analysis were used to analyse the data and result showed that age is a significant predictor of burnout.

Maslach and Jackson (1981) measured experienced burnout using a number of demographic correlates including age among 1,025 people-oriented professional. The MBI (Maslach Burnout Inventory) was analysed and age was found, to be one of the demographic variable that influence burnout. The study showed that patterns of burnout did vary according to age. Younger people scored higher than old people on depersonalization with a consistent decline in scores as a function of age group for frequency and intensity. Older people scored higher on personal Accomplishment than younger ones, but only for intensity. Russel, Aitmafer and Veizen (1987) conducted a study in which teaching was identified as a particularly stressful occupation of particular importance, they reported that teacher characteristics such as age predicted scores on the Maslach Burnout Inventory. Thus, greater emotional exhaustion was reported by younger teachers. The findings of this study corroborate with Maslach and Jackson (1981) which showed that young people scored higher on the sub-scale of Emotional exhaustion though only for intensity. Cherniss (1980) Melendez and DeGuzman (1983), found that age was related to burnout due to mid-life crisis, which may fit many policemen. This is confounding, according to Maslach et al (2001), in that the burnout level among younger employees generally is reported to be higher than that among

employees over 30 and 40, and burnout seems to be more of a risk earlier in an individual's career. They urge caution in viewing that perspective since there exists the condition of "Survival bias" (Maslach, Schaufeli & Leiter 2001). However, some individual may longer in their employment positions due to feelings of "entrapment", which according to Dworkin (1987:65), the feeling that the individual has no skills of any value to another employer outside the current employment and they may perceive that they have no other options except to stay in the current employment.

### **Gender**

Some researchers have found mixed influences of gender on burnout. Maslach and Jackson (1981) found that women have higher rates of burnout than men in the helping professions. However, in later studies, Maslach et al (2001) found that there are mixed findings for overall burnout, but generally clear gender influences on specific occupational roles, or role stereotype. For examples: males generally score higher in cynicism, females generally score higher in emotional exhaustion. She concluded that some occupations studied regarding burnout have a predominance of one gender or the other. Police officers are more likely to be male, with higher cynicism and depersonalization, and nurses are more likely to be female, with higher emotional exhaustion. Physicians are generally male, and studies have attributed higher personal accomplishment to that group (Maslach et al, 2001; Schaufeli and Enzmann, 1998).

A meta analysis. by Schaufeli and Enzmann (1998) indicates that the mean scores on the three MBI scales, Emotional Exhaustion, Depersonalization and Reduced Personal Accomplishment were lower for higher education teachers (predominantly male) than teachers (preponderantly female) on all scales. However, close scrutiny in reviewing the mean scores and standard deviations for other occupations with a high proportion of males, and post graduate education, indicates that: Physicians score higher only in Reduced Personal Accomplishment; psychologists scored lower in all areas;

senior executives scores lower in emotional exhaustion and depersonalization, but higher in Reduced Personal

Accomplishment and Police officers scored higher in all three areas (see Appendix D: Table Normative Data of the MBI). Occupations which have a preponderance of female employees, such as nurses, social workers, and librarians generally produced higher scores on all three areas (Maslach, Schaufeli, and Leiter, 2001; Schaufeli and Enzmann, 1998).

### **Marital Status**

Marital status has been found to be a strong influence on burnout, according to Maslach (etal, 2001). She and her group have found that the unmarried, especially males, have a higher incidence of burnout than males and females that are married. Maslach adds that individuals who have never married tend to experience higher burnout occurrence than married, widowed or divorced individuals.

Those finding were similar to what Ponquinette (1991) found. Older, married faculty, on the average, experienced less emotional exhaustion if they were satisfied with their jobs than single, divorced and younger faculty members who were not satisfied with their jobs. However, the possibility that job satisfaction may confound the results discussed. Hughes (1995) found supporting evidence that marriage tended to moderate the development of burnout among higher education faculty in her sample. However, research by Connerr (1994) suggested a closer scrutiny of the relationship in that she found that couples having a higher quality of relating tended to have significantly less influence of that relationship on the development of burnout, which negates Hughes findings.

### **Relationship between Socio-Economic Status and Burnout**

Poor socio-economic status has constituted itself into a complex bundle of stressors to people in particular and adults in general. Men who have much money tend to cope more effectively with the demands of their children, while the depressed economy has reduced the amount of

money available to most families. The cost of maintaining their children in relation to food, books and school materials and school fees has become very high. There is hardly any home in our society today with poor or lower socio-economic status that can carry out his responsibility to his children and the entire household satisfactorily Uzokwe (1999).

The resulting inflation from the battered economy has made the physiological needs; food and shelter unaffordable by the majority of the people. Newman (1981) in Ekennia (1998) agreed that each culture has a set of expectation for young males, females, older males and females. These role expectations provide ideals to strive for, restrictions that prevent behaviours that are destructive to culture. The inability or failure to provide these basic needs in the home by parents which include food, clothing, school fees, etc bring about unhappiness in the children. The children feel neglected and they may resort, to mischief in order to satisfy their physiological needs. The young adult could resort to stealing and immoral activities. Again excessive involvement of the child as a result of poor socio-economic status of the family or home without due allowance for relaxation brings about unhappiness and burnout.

To support this point in relation to family size Obsemeata (1981) in Nwokoma (1991) contended that parents or graduates from high socio-economic background in Nigeria otherwise with small family size provide adequate motivation for the children. These people go a long way in providing enough books and in various ways to encourage their children to read. Poor socio-economic background has been and is still inducing high level of stress and unhappiness to people of various ethnic group and rank as the case of police force.

### **Relationship between Achievement Motivation and Burnout**

In human being, the primary biological drives of thirst, hunger shelter, security, love and others are often used to explain human behaviour. However, Cohen (1976) observed 96 that once these basic needs are

satisfied, there is considerable amount of everyday behaviour which is motivated by needs not readily accountable for in physiological terms. At this point, in satisfaction of human needs, emphasis shifts from 0 primary drives to secondary drives. One of such secondary drives according to Cohen (1976) is motive to achieve. Maslow in Schultz (1981) also identified curiosity, need to know and understand, as some of these secondary drives, which he described as innate drive pushing for satisfaction.

### **Need for achievement otherwise known as achievement**

motivation is a learned motive to compete and strive for success (Byrne, 1966) reflects man's continuing efforts to improve himself, to progress, seek, pursue and strive to achieve goals, either for the inherent joy and satisfaction arising there from or for some material benefits, for example fame, popularity, and so on. Whether the need for achievement is intrinsically or extrinsically motivated, one thing still remains clear, and that is, that people differ in the extent to which they are oriented towards achievement. While some people express high need for achievement, others show very low need for achievement (Shaffer, 1988).

McClelland's achievement theory envisages that a person has need for three things but differ in degree in which the various needs influence their behaviour. Need for achievement, need for power and need for affiliation.

McClelland (1966) proposed that there are two kinds of achievement motivation, one oriented around avoiding failure and the other around the more positive goal of attaining success.

Brown, (1997) posited that achievement goals can affect the way a person performs task and represent a desire to show competence.

The researcher from interaction with police officials discovered that they want to attain success but the motivation, from the government and the people they are serving and risking their lives puts them at a disadvantage and under chronic stress as a result of the fear of failure.

Burger 1992) demonstrated a link between motivated for achievement and attributions regarding success and failure. He found out that those with a stronger drive for achievement were more likely to attribute their success to internal stable, sources, and their failures to unstable causes than were those with lower achievement.

Achievement motivation is based on leading success and achieving all of our aspirations in life. Achievement goals can affect the way a person performs a task and represent a desire to show competence (Harackiewicz and Barron, 1997).

Motivational researchers share the view that achievement behaviour is an interaction between situational variables and the individual subjects motivation to achieve. Two motives are directly involved in the prediction of behaviour, implicit and explicit. Implicit motives are spontaneous impulses to act, also known as task performances, and are aroused through incentives inherent to the task. Explicit motives are expressed through deliberate choice and more often stimulated for extrinsic reasons. Also, individuals with strong implicit needs to achieve goals set higher internal standards, whereas others tend to adhere to the social norms. These two motives often work together to determine the behaviour of the individual in direction and passion (Brown, 2005). These studies were conducted abroad. It is not certain that the result would be with our Nigerian subjects. The present study will therefore determine the relationship between achievement motivation and burnout among policemen.

### **Relationship between Self Concept and Burnout**

Many personality theorists have come to agree that the most fruitful approach to the study of personality is to study men as an organized and unified whole (Byrne, 1966). Any effort made towards the conceptualization of human behaviour as a single, unified process must utilize the notion of self concept. Simply put, self concept means an individual's perception and evaluation of himself/herself (Byrne, 1966, Cohen, 1976) for a clear definition of the term and Lincizey (1978) suggested that the term self has been seen as having two distinct

meanings - self - as - object according to them may be defined as the total aggregate of attitudes, judgement and values which an individual holds with respect to his behaviour, his ability, his body or his work as a person. On the other hand, self as a process has been defined in terms of activities such as one's way or manner of thinking, perceiving and coping with environment. However, whether we approach the definition of self concept from the point of view of seeing self-as-object or as self-as-process, the important thing to note according to Cohen (1960) is that;

How a person sees himself and what value he puts upon himself clearly is crucial in determining the goals which an individual set for himself, the attitudes he holds, the behaviour he initiates, and the responses he makes to others (P. 97).

Rogers (1947) introduced an entire system of helping built around the importance of self. In Roger's view, the self is the central ingredient in human personality and personal adjustment. He believed that in every person, there is the tendency towards self-actualization and development as long as permitted and encouraged by an inviting environment.

Abel (1996) carried out a study on whether or not there was a correlation between people's self concept and how they perceive stress. Fifteen college students participated and were given two pencil and paper surveys. One was given on stress and one on self esteem. The tests were then analyzed to see if there is any correlation. The correlation was found to be very low suggesting that self concept may have very little or nothing to do with how people perceive their level of stress and burnout as well. The literature suggests that there are other factors that may influence levels of self concept other than stress or burnout.

### **Relationship between Locus of Control and Burnout**

Locus of control refers to an individual's generalized expectations concerning where control over subsequent events resides. In other words, who or what is responsible for what happens.

Rotters (1966) original Locus of control formulation classified generalized beliefs concerning who or what influenced things along a bipolar dimension from internal and external control. "Internal controls" is the term used to describe the belief that control of future outcomes resides primarily in oneself, while "External Control" refers to the expectancy that control is outside of oneself, either in the hands of powerful other persons or due to fate or chance.

Levenson, (1994) and Paullus, (1983) agreed that Locus of control is an important individual difference factor, and can be regarded as a stable personality trait.

Cohen and Edwards (1989), pointed out that in the stress-distress area locus of control is perhaps one of the most extensively researchable variable and evidence concerning its relationship with various kinds of pathology. Waliston and Waliston (1982) has generally suggested a linear relationship between locus of control and self reported psychopathology.

Johnson and Sarason (1978), found that internal locus of control moderated the relationship between stressful life events and illness among college students. Parks (1986) in their work revealed that internal locus of control alleviated emotional distress following a cancer diagnosis and helped people to adapt successfully to stressful work settings.

Peterson and Albrecht (1996) stated that "Internal locus of control was strongly related to job performance and job satisfaction. Spector (1986) in a meta-analysis also confirmed that locus of control is related to job strain, indicated by job satisfaction symptoms and emotional exhaustion.

### **Relationship between Job Satisfaction and Burnout**

Job satisfaction is defined as “the collection of feelings and beliefs that people have about their current jobs. (George and Jones, 1996: 146)

McShane and Glinow, (2002:204) view job satisfaction as a person’s evaluation of his/her job and work content. It is the appraisal of the perceived job characteristics and emotional experiences at work.

Nwosu (2002:10) cited in Azike (2006) said the traditional interpretation of job satisfaction is that it arises out of all the feelings that individuals have about their work, such things as pay, the job itself and advancement opportunities give rise to feeling of satisfaction. In other words, the individual is said to be satisfied with job when feelings are available, but where this is totally lacking it leads to dissatisfaction.

Okereke (2002:81) cited that Herzberg (1950) found ten (10) maintenance factors for job satisfaction namely:-

- Company policy and administration
- Technical supervision
- Interpersonal relations with supervisor
- Interpersonal relation with subordinates
- Salary
- Job security
- Personal life
- Work condition
- Status

### **Job Satisfaction can be Intrinsic or Extrinsic**

Intrinsic job satisfaction is defined by Cherniss (1995) as a worker being satisfied with aspects of employment such as “Challenge stimulation, and opportunities to utilize valued skills.” Individuals having responded to surveys regarding work satisfaction according to researchers (Cherniss, 1995; Maslach, Schaufeli and Leiter 2001) have

described a sense of satisfaction or joy, at performing some aspect of the job, some part of the employment situation that seems to bring on a feeling of enjoyment that the individual may find difficult to describe, but is a unique fact of that employment situation.

Extrinsic job satisfaction as described by Cherniss (1995) as that part of the employment situation in which an employee perceives adequate reward, such as money, status and prestige/ recognition being obtained through that employment. Cherniss found that among the helping professions, particularly teachers attorneys and police, there was a strong link between income and feeling of self worth. As the individual aged, however, there tended to be or shift towards the increased importance of performing work that was meaningful to the individual, and no loss of the importance of Sidi US.

General job satisfaction as described by Hirschfeld (2002:225) cited Spector as presenting a simple definition of general job satisfaction as “the extent to which people like their job.” Hirschfeld depicted job satisfaction as an “anticipatory emotional set” when a worker undertakes work tasks, with greater satisfaction and well being.

### **Job Descriptive Index (JDI)**

Accepting the trends of the developing related literature on burnout, the likelihood of relative contributions of variables not specifically addressed within the MBI may expand the knowledge base of the burnout phenomenon in addressing the sample population of this study. Utilizing the job Descriptive Index (JDI), an established instrument, in order to address areas such as intrinsic and extrinsic influences may provide a stronger clarification and link that those factors may have in contributing to the development of burnout.

The JDI measures an employee’s satisfaction with his/her job. It was designed to provide specific information regarding the aspects of job than an individual finds rewarding, rather than only general measures of job satisfaction. The JDI, according to the authors (Baizer, Kihm, Smith, Irwin, Bachiochi, Robic, Sinar, and Parra 1997), contains five

components; satisfaction with the work on present job, present pay, promotion, supervision; and people on the present job. A Sixth Component, job in General (JIG), addresses the overall perception an individual may have about his/her employment situation. Those six areas are both intrinsic and extrinsic and have been addressed individually in the vast literature describing the contributions of each to the burnout phenomenon (Cherniss 1995; Cedoline, 1992; Divorkin, 1986; Edelwich and Brodsky, 1980, Pines and Aronson, 1988; Schaufeli and Enzmann (1980). However, in the course of development of the MBI, the overall indication of individual burnout, key contributors, such as the five components contained within the JDI and the one within the JIG and the one within the JDI, have basically been untapped as significant, specific links to the level of burnout as obtained by the MBI.

Golembiewski, Munzenrider and Stervenson (1986) utilized both the MBI and JDI in their works to established a “phase model of Burnout.” They summarized responses from their effort and found that as burnout increased (as measured by the MBI) the overall level of job satisfaction on all six measures of the JDI decreased: Golembiewski (et al) utilized the JDI for only a portion of their continued effort to establish a phase model of burnout, concentrating on a similar instrument, the Job Diagnostic Survey, for further relationship with the MRI. However, this perspective omits the “intrinsic and extrinsic” factors as potential influence on an individuals development of burnout which could be addressed by partnering the JDI along with the MBI.

### **2.3 Summary of Literature Review**

There has been considerable research on burnout abroad and in many occupations, primarily the helping professions like teaching in both secondary and higher education settings; nurses, accountants, lawyers, doctors etc (Cherniss 1995, Cordes and Dougherty, 1993, Maslach, Schaufeli and Leiter 2001, Schaufeli and Enzmann and Roland 2003), but no firm conclusions or models of burnout among Police officials have been established to date. Indepth reviews of burnout literature and

studies have been concluded; however there is no indigenous study on burnout among police officials to the best knowledge of the researcher. The study's purpose is to study the psychosocial factors associated with burnout among policemen in Rivers State Police Command and the need to establish a counselling 'centre in the Divisional headquarters or at least in all the 3 area commands that exist in the state.

The six part instrument will be used to collect data in this study. Demographic data questionnaire which requested information relating to biographical data, personal and work related indices is also included.

CHAPTER THREE

**RESEARCH  
METHODOLOGY**

This chapter presents the procedures adopted for the study, under the following sub-headings; design of the study; area of study, population of the study; sample and sampling techniques, instrument for data collection, validation of the instrument, Reliability of instrument, Administration of instrument, scoring of instrument and method of Data collection, and method of data analysis.

### **3.1 Research Design**

The design of the study is ex-post-facto and correlational Ex-post-facto design seeks to establish cause-effect relationships as in experimental study but differs from experimental because the researcher has no control over the variables of interest and therefore cannot manipulate them. The researcher using ex-post-facto only attempts to link some already existing effect or observation to some variables as causative agents. Data are collected after event or phenomenon under investigation has taken place (Nworgu 1991:62). Such independent variables like gender, age, rank socio-economic status and marital status was studied using the above design. Correlational design is also partly considered appropriate for this study because it measures relationship between two or more variables (Nwankwo 1999). The researcher is interested in finding out whether there is any relationship between independent variables like self concept, locus of control, achievement motivation job satisfaction, workload and burnout which is the dependent variable.

### **3.2 Area for the Study**

This study was conducted in Rivers State police command in Rivers State of Nigeria. Rivers State is bounded on the North by Abia and Imo State, on the East by Akwa Ibom State and on the west by Bayelsa State. The population of the state is about 3,983,857 (1991 provisional census figures, federal ministry of information and culture). Three quarters of the state is occupied by water.

There are twenty four (24) Local Government Areas. The richness and accessibility of the state gives it a privilege of being blessed with many

police Divisional headquarters. The state has three Police Area Commands namely:

- 1) Area Command Port Harcourt with Assistance Commissioner of Police (ACP) is the commander.
- 2) Ahoada Area Command with Assistant Commissioner of Police as the commander and 3 Bori Area Command with Assistant Commissioner of Policy as the Commander. Area Command Port Harcourt has 18 division; Area Command Ahoada has 13 divisions and Bori Area Command has 11 divisions. Altogether, Rivers State Police Command has 42 divisional Police Stations.

The focus of this study is on the police force in the state. Since there are many divisions in Rivers State Police Command, the population of policemen will be very large and thus adequate sample size for the study will be guaranteed.

### **3.3 Population for the Study**

The population of this study comprised all the policemen and women in Rivers State. From the statistics office of the police in Rivers State Police Headquarters, 2007 there are 9,500 serving policemen and women. There are about 2500 women and 7000 men. The command has about 4000 rank and file, 2500 Inspectors and 3000 officers. The study utilized both the rank and file, and officers.

The Rank and file members are:

PC = Police constables -

Corpl: = Corporals

Sgt = Sergeants

Inst = Inspector

The officers include the following:

ASI Assistant Superintendent of Police

DSP = Deputy Superintendent of Police

SP = Superintendent of Police

CSP = Chief Superintendent of Police

ACP = Assistant Commissioner of Police

DCP = Deputy Commissioner of Police

CP = Commissioner of Police

AIG = Assistant Inspector General of Police.

DIG = Deputy Inspector General of Police and

IG = Inspector General of Police

### **3.4 Sample and Sampling Techniques**

A sample of 1000 policemen was used for study. Stratified random sampling was used to compose the sample of policemen from the 18 divisional headquarters in Port Harcourt Area command. Multi-stage sampling technique was used to draw 200 respondents from the area command headquarters which is the largest and 47 respondents each from remaining 17 divisional police headquarters in Port Harcourt Area command. Port Harcourt Area cOmmafl(i was purposively selected for the study. Purposive selection of this command was predicated on the fact that it is the largest Area command and it is the starting point of every police posting, accreditation and documentation. Also every police official get their posting payment and transfer signals from the police Headquarters in Port Harcourt which is part of the Port Harcourt Area command.

### **3.5 Instruments for Data Collection**

Two instruments were utilized for this study namely: Correlates of Police Burnout Inventory (COPBI) which was for independent variables and Police Burnout Inventory (PBI) for dependent variable. The two instruments were developed by the researcher. The independent variable instrument or questionnaire had seven sections.

Section A will be on demographic variables such as socio-economic status, age, gender, marital status and rank.

Section B = Achievement motivation

Section C = Self concept

Section D = Locus of control

Section E = Workload

Section F = Job satisfaction.

Section G = Burnout

The Police Burnout had 25 items which measured the three aspects of burnout namely the emotional exhaustion, depersonalization and Personal Accomplishment. The response pattern for the section was the 5 point likert scale of very often, often, sometimes, rarely and Never. The responses are weighted items 5, 4, 3, 2, and 1 for the positive items and 1, 2, 3, 4, and 5 for negative items.

### **3.6 Validity of the Instrument**

The face validity of the instruments; the PBI and COPBI were determined by three experts in educational psychology including the researchers supervisor who is a professor in psychology. The instrument together with the itemized objectives of the study were presented to experts who went through them and made inputs in form of adding more appropriate items as well as rewording some items for more meaningfulness. The comments by the experts guided the researcher in refining the instrument. The construct validity was tested using cronbach alpha correlation coefficient for the subtests of various variables.

### **3.7 Reliability of the Instrument**

The reliability of the instruments on Police Burnout Inventory (PBI) and COPI3I were administered to 50 policemen representing 5% of the total respondents. After an interval of two weeks, the same instrument was administered to them again. The first and the re-test set of scores

for the sample were correlated and they have the following value for each section B self concept = 0.94 (C) achievement motivation 0.87 (D) locus of control = 0.94 (E) workload 0.95 and (F) job satisfaction = 0.97 and (G) burnout inventory 0.98 using cronbach alpha. The alpha value got showed that the instruments were reliable because the value of alpha is above 0.5 (see Appendix). The value was high enough to allow the use of the instruments for the study.

### **3.8 Administration of the Instruments**

The instrument was administered face to face to the respondents by the researcher herself and her research assistants. The research assistants who are of the same education standing with the researcher (colleague) was adequately informed about the procedures involved in administering and collection of the instruments. The purpose of the study was made known to them so that, they can explain to respondents where necessary. Respondents will also be assured of the confidentiality of any information given by them. The direct delivery method (DDM) in which the researcher will wait and collect the questionnaire on the spot will be used.

### **3.9 Scoring of Instrument**

For the purpose of scoring of the instrument measuring the variables for sections A, B and D, their response levels of strongly Agree (SA), Agree (A), undecided (U), Disagree (D) and strongly Disagree (SD), will be weighted or quantified 5 points, 4 points, 3 points, 2 points, and 1 point respectively for positively responses and 1, 2, 3, 4, 5 for negative responses. Response format for locus of control is to circle the statement that described how they feel. One point is scored for each eased on the assigned weights, total score of each respondent on each section will be obtained by adding the scores for all the items of each instrument. Finally, the total score of each respondents on the instruments will be obtained.

### **3.10 Method of Data Analysis**

The data were analyzed using t-test, mean standard deviation, z-test, Anova and Pearson product moment correlation ( $r$ ) to determine the nature of the relationship (positive or negative) between the independent variables of the study (achievement motivation, self concept, locus of control, job satisfaction and the dependent variable (Burnout). The significance of ( $r$ ) in each case was determined with z-test.

**CHAPTER FOUR**

**DATA PRESENTATION  
AND RESULTS**

This chapter deals with presentation of analysed data as well as the results or answers to the research questions and hypotheses stated in the study. The data and the result of each research question and its corresponding hypothesis are presented on the same table.

**Research Question 1:** To what extent does socio-economic status influence burnout among policemen in Rivers State?

**Hypothesis I:** There is no significant difference in the level of burnout among policemen due to their socio-economic status.

**Table-4.1: t-test Analysis of the Influence of Socioeconomic Status on Burnout among Policemen in Rivers State.**

Variable	n	$\bar{x}$	Sd	df	t-cal	t-crit.	Result
High SES	304	64.425	18.05	998	3.55	1.96	Significant
Low SES	696	69.247	23.222				
<b>Total</b>	1000						

The above table shows that the mean burnout score of policemen from Low Socio-economic Status (SES) (69.247) is higher than that of policemen from high socio-economic status (SES) (64.435). When their burnout mean scores were subjected to t test, t value of 3.55 was found to be statistically significant at 0.5 level of probability and 998 degree of freedom. The null hypothesis is therefore rejected. This implies that there is significant influence of socio-economic status on burnout among policemen and this mainly among those from low socio-economic status.

**Research Question 2:** To what extent does gender influence burnout among policemen in Rivers State.

**Hypothesis 2:** There is no significant difference in the level of burnout among policemen due to their sex.

**Table-4.2: t-test Analysis of the Influence of Sex on Burnout among Policemen in Rivers State.**

Variable	n	$\bar{x}$	Sd	df	t-cal	t-crit.	Result
Male	602	66.44	20.211	998	3.55	1.96	Not Significant
Female	398	65.07	19.36	998	1.07	1.96	
<b>Total</b>	1000						

Table 4.2 shows that the mean burnout score of male policemen (66.44) is higher than that of the female (65.07). When their burnout mean scores were subjected to t test, I value of 1.07 was not statistically significant at 0.5 level of probability, and 998 degree of freedom. The null hypothesis 2 is therefore accepted. This means that there is no significant gender influence found in burnout among policemen.

**Research Question 3:** To what extent does age influence burnout among policemen in Rivers State?

**Table-4.3: Mean and standard deviation used in analysis of influence of age on burnout**

Variable	n	$\bar{x}$	Sd
20-29	333	63.312	19.525
30-39	312	64.731	18.526
40-49	211	71.161	20.802
50-59	42	58.333	6.312
60-69	63	65.825	19.273
	958	65.4499	

Table 4.3 show that policemen within the age bracket of (20- 29) had burnout mean score of 63.312 and standard deviation of 19.525. Those from age bracket of (30-39) had burnout mean score of 64.731 and standard deviation of 18.526. Policemen from age bracket of (40-49) had mean score of 71.161 and standard deviation of 20.802. Those from 50-59 age bracket had mean score 58.333 and standard deviation score

of 6.312, while those from (60-69) had mean score of 65.825 and standard score of 19.273.

Hypothesis 3: There is no significant difference in the level of burnout among policemen due to age.

**Table-4.4: Summary of ANOVA Result on the Influence of Age on Burnout among Policemen**

Source	df	Sum of square	Mean square	F-ratio	F-critical	Result
Between Group	54	106687.9248	2671.981	7.324	2.38	significant
Within Group	953	34769.1702	364.839			
<b>Total</b>	958	358379.095				

Table 4.4 shows that the F-ratio (7.324) is greater than the F- critical (2.38) at degree of freedom (4,953) and 0.5 level of significance. The null hypothesis is rejected. The result therefore implies that there is a significant difference in the levels of burnout among policemen of different age groups as shown on the table.

**Table-4.5: Post HOC Multiple Comparison Test for the Means on Table 4.4**

Ages	x	20-29	20-39	40-49	50-59	60-69
20-29	63.312	-	-	-	-	-
30-39	64.731	-	-	-	*	-
40-49	71.161	*	*	-	*	-
50-59	58.333	-	-	-	-	-
60-69	65.825	-	-	-	*	-

Table above table shows the pairs that are significant with (\*), while (-) are the pairs that are not significant. Policemen within the age bracket of 40-49 is significant with policemen in age bracket 30-39, 50-59, while policemen in age bracket of 60-69 is significant with those in age bracket 50-59.

**Research Question 4:** To what extent does marital status influence burnout among policemen in Rivers State?

**Table-4.6: Mean Scores and Standard Deviation used in the Analysis of the Influence of Marital on Burnout**

<b>Variable</b>	<b>n</b>	<b><math>\bar{x}</math></b>	<b>Sd</b>
Married	467	67.882	18.642
Widow	45	48.333	12.613
Single	335	63.278	23.004
Divorced	74	68.066	14.817

Table 4.6 shows that policemen who are married had mean score of 67.882 and standard deviation score of 18.642. Widow and widower had 48.33 mean score standard deviation 12.6 13. Single policemen had mean score of 63.278, standard deviation of 23.004 while those divorced had the highest mean score of 68.066 and standard deviation 14.817.

**Hypothesis 4:** There is no significant Influence in the level of burnout among policemen due to their marital status.

**Table-4.7: Summary of Anova Result on the Influence of Marital Status on Burnout among Policemen in Rivers State**

<b>Source</b>	<b>Df</b>	<b>Sum of square</b>	<b>Mean square</b>	<b>F-ratio</b>	<b>F-critical</b>
Between Group	3	18018.823	6006.274	15.242	2.82
Within Group	191	362154.376	394.074		
<b>Total</b>	<b>922</b>	<b>3801173.1983</b>			

Table 4.7 shows that, the F-ratio (15.245) is greater than the F-critical (2.82) at degree of freedom (3,919) and at 0.5 level of significance. The null hypothesis is rejected. The result 123 therefore implies that there is significant difference in the level of burnout among policemen of different marital status.

**Table-4.8: Post HOC Multiple Comparison Test for the Means on Table 4.7**

S/NO	x	1	2	3	4
1	67.882	-	*	*	-
2	48.333	-	-	-	-
3	63.278	-	*	-	-
4	68.066	-	*	-	-

Table 4.8 above shows the groups or pairs of means that are significant with (\*). Those that are not significant is represented with (-).

**Research Question 5:** To what extent does Rank influence burnout among policemen in Rivers State.

**Table-4.9: Mean and Standard Deviation used in the Analysis of Influence of Rank on burnout among Policemen.**

Ranks	N	$\bar{x}$	Sd
Rank and file	667	64.633	17.613
Inspectors	121	69.298	21.976
Superior Police Officer (SPO)	212	67.906	24.514

Table 4.9 shows that rank and file policemen have mean score of (64.633) and standard deviation of (17.613). Inspectors had mean score of (69.298) and standard deviation of (21.976). Superior Police Officers (SPOs) had mean score of (67.906) and standard deviation of (24.5 14).

**Hypothesis 5:** There is no significant influence in the level of burnout among due to their ranks.

**Table-4.10: Summary of Anova Result on the Influence of Rank on Burnout among Policemen in Rivers State**

Source	Df	Sum of square	Mean square	F-ratio	F-critical	Result
Between Group	2	3320.709	166.355	4.230	2.83	Significant
Within Group	997	391348.410	392.526			
<b>Total</b>	999					

Table 4.10 shows that, the F-ratio (4.230) is greater than the F-critical (2.38) at degree of freedom (2,997), at 0.5 level of significance. The null hypothesis is rejected . The result therefore implies that there is significant difference in the level of burnout among policemen of different ranks. Therefore rank of policemen significantly influence their burnout level.

**Research Question 6:** What is the relationship between workload and burnout among policemen in Rivers State?

Hypothesis 6: There is no significant relationship between burnout and workload between policemen in Rivers State.

**Table-4.11: Correlation on the Relationship between Workload and Burnout Anova Policemen in Rivers State.**

Variable	n	$\bar{x}$	Sd	r-coefficient	Zr	Z-crit.	Result
Workload Versus Burnout	1000	68.589	19.873				Significant
	1000	65.891	19.876	0.8481	26.81	1.96	

Table 4.11 shows a coefficient value of 0.8481 by Pearson product moment correlation. By this value, there is a positive relationship between workload and burnout among policemen in Rivers State. When the r value of 0.848 1 was subjected to a t-test of significance, it was found to be statistically significant. The null hypothesis is rejected. This implies that there is a significant relationship between workload and burnout among policemen in Rivers State.

**Research Question 7:** What is the relationship between self concept of policemen and burnout?

**Hypothesis 7:** There is no significant relationship between self-concept and burnout among policemen in Rivers State.

**Table-4.12: Correlation on’ the Relationship between self concept and Burnout Policemen in Rivers State.**

Variable	n	$\bar{X}$	Sd	r-coefficient	Zr	Z-crit.	Result
Self concept Versus Burnout	1000	50.54	7.931				
	1000	65.88	19.88	0.8693	27.49	1.96	Significant

Table 4.12 above shows a coefficient value of 0.8693 by Pearson product moment correlation. By this value, there is a high positive relationship between self concept and burnout among policemen in Rivers State. When the r-value of 0.8693 was subjected to a Z-test of significance, it was found to be statistically significant. The null hypothesis is rejected. This implies that there is a significant relationship between self concept and burnout among policemen in Rivers State.

**Research Question 8:** What is the relationship between locus of control and burnout among policemen in Rivers State?

**Hypothesis 8:** There is no significant relationship between locus of control and burnout among policemen in Rivers State.

**Table-4.13: Correlation on the Relationship between Locus of Control and Burnout Policemen in Rivers State.**

Variable	n	$\bar{X}$	Sd	df	r-coefficient	Zr	Z-crit.	Result
Internal locus of control & Burnout	575	8.8570	1.613	527	0.57			Significant
	1000	65.8910	19.876	469		180.2	1.96	
External locus of control & Burnout	425	2.7035	1.384		0.24	7.59		
	1000	65.8910	19.876					

Table 4.13 shows a correlation co-efficient r-value of 0.57 for the relationship between internal locus of control and burnout. When this value was subjected to a test of significance, it was statistically significant at 0.05 level of probability. There is this a significant positive relationship between internal locus of control and burnout.

In the same vein, a correlation coefficient r-value of 0.24 was got for the relationship between external locus of control and burnout external locus of control and burnout. When this value was equally subjected to Z test of significance, it was statistically significant at 0.05 level of probability. There is therefore a significant positive relationship between external locus of control and burnout among policemen in Rivers State, hence the null hypothesis is rejected.

**Research Question 9:** What is the relationship between achievement motivation of policemen and burnout in Rivers State?

**Hypothesis 9:** There is no significant relationship in the level of burnout among policemen due to their achievement motivation.

**Table-4.14: Correlation on the Relationship between achievement Motivation and Burnout among Policemen in River State.**

Variable	n	$\bar{X}$	Sd	df	r-value	Zr	Z-crit.	Result
Achievement motivation & Burnout	1000	51.9390	7.050	998	0.60	1.897		Not Significant

Table 4:14 above shows a coefficient r-value of 0.06 by Pearson product moment correction, when this value was subjected to a Z-test of significant, it was found not to be significant at 998 degree of freedom and 0.05 level of significance. There is therefore no relationship between achievement motivation and burnout among policemen in Rivers State. The null hypothesis is therefore accepted.

**Research Question 10:** What is the relationship between job satisfaction of policemen and burnout in Rivers State?

**Hypothesis 10:** There is no significant relationship in the level of burnout among policemen in Rivers State and job satisfaction.

**Table-4.15: Correlation on the Relationship between Job Satisfaction and Burnout Policemen in Rivers State.**

Variable	n	$\bar{x}$	Sd	df	Cal-r	Zr	Z-crit.	Result
Job satisfaction & Burnout	1000	57.942	9.480	988	0.818	25.86		Significant

Table 4.15 above shows a coefficient value of 0.8184 by Pearson product moment correlation. By this value, there is a high positive relationship between job satisfaction and burnout among policemen in Rivers State. When the r-value of 0.8184 was subjected to a Z-test of significance, it was found to be statistically significant. Hence there is a relationship between job satisfaction and burnout among policemen in Rivers State. The null hypothesis is rejected.

### **Summary of Result**

Below is the summary of results obtained from the analysis of data in the study.

1. A significant influence was found to exist at 0.05 level of significance between socio-economic status and burnout among the policemen in rivers state.
2. There is no significant influence of gender on burnout among the policemen in Rivers State.
3. A significant influence exist among various age groups of policemen and burnout in Rivers State.
4. There is a significant difference of marital status on burnout among policemen in Rivers State.
5. There is a significant influence of rank on burnout among policemen in Rivers State.

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6. There is significant relationship between burnout and workload among policemen in Rivers State.
7. A significant relationship exists between self concept of policemen and burnout in Rivers State.
8. A significant relationship was found between locus of control (internal and external) and burnout among policemen in Rivers State.
9. No relationship exists between burnout and achievement motivation.
10. A significant relationship exists between burnout and job satisfaction policemen in Rivers State.

CHAPTER FIVE  
**DISCUSSION OF  
RESULTS**

This chapter deals with discussion of results of the study. It also highlights the implications of the results. Recommendations based on the results as well as limitations of the study are presented. Suggestions for further study, conclusions and summary of the study are presented.

The results arising from the research questions and hypotheses are presented together because each research question was transformed into corresponding hypotheses.

Research Question 1: To what extent does socio-economic status influence burnout among policemen in Rivers State?

Hypothesis 1: There is no significant difference in the level of burnout among policemen due to their socio-economic status.

### **5.1 Discussion of Findings**

It was found that there is significant influence of socio-economic status on burnout among policemen in Rivers State. A calculated t-value of 3.55 was greater than the critical t-values 1.96. The influence between the two variable means that, the nature of socio-economic status whether high or low influences or impacts on the level of burnout of the policemen in Rivers State.

The impact of socio-economic status on burnout among the police is reflected in the table 4.1 which shows that policemen from low socio-economic status have higher burnout mean score of 69.247 while those from High Socio-economic status had burnout mean score of 64.425. The higher burnout mean scores in favour of policemen from low socio-economic status may be explained from the following points of view. For the fact that they come from low socio-economic status characterized by occupation of indecent accommodation, inadequate provision of facilities for comfortable living and some level of poverty, promotes general distressful life style which escalates burnout level in such policemen. The burnout generated by poor living conditions among the policemen from low socio-economics status is heightened when they go home, hunger, crowded and filthy environment greats

them, when they go to the office, no good office they are under tension of what will happen next that will take them out with no adequate provision of transport and allowance for emergencies or incident duties.

On the other hand, the low burnout mean score of the policemen from high socio-economic status may be attributed to the fact that they are not as distressed as their counterparts from low socio-economic status because most of them find themselves in more comfortable accommodation; certain facilities for comfort are affordable by them and they have the wherewithal to meet some of their daily demands like paying of house-rent, transport and fueling of their cars. They also depend on the junior ones of lower socio-economic status, who stay in the sun on the street to conduct arrest, check vehicles and even serve as drivers and security men for the senior ones.

The finding of this study that there is a significant influence of socio-economic status on burnout and that policemen from high socio-economic status earned less burnout mean score than those from low socio-economic status is in agreement with the findings by Obameta and Nwokoma in Uzor (2007). They found that parents from high socio-economic background in Nigeria provide adequate motivation for their children for proper self maintenance. The reverse is however the case for children from low socioeconomic status who wallow in abject poverty with distressful outcome which heighten their stress level. Uzor (2007) also found out that there is a positive relationship between socio-economic status and stress and that graduates from high socio-economic status earned less stress mean scores than those from low socio-economic status.

**Research Question 2:** To what extent is gender associated with burnout among policemen in Rivers State.

**Hypothesis 2:** There is no significant difference in the level of burnout among policemen due to their sex difference.

Table 4.2 shows that there is no significant difference in the mean burnout of male and female policemen in Rivers State. The result got means that burnout among the policemen in Rivers State does not depend on whether one is a male or female because police, work is the same no preferred duty for any particular sex. Even though there is no relationship between gender and burnout, the male policemen had a higher burnout mean score of 66.437 than their female counterpart with burnout mean score of 65.066. The higher burnout mean score by the male can be explained from the point of view that they face more life challenges, job hazards and more life workload than their female counterpart. Furthermore male policemen need to struggle very hard to earn a living, raise their children, and even go further to cater for their extended family members. Thus societal expectations, in terms of progress and high achievement are higher for males than females. These personal job and societal expectations might put more pressure on the males than the females who may have, little or nothing to bother about in terms of raising and keeping a family. The female police who are single may get support from their male bosses who favour their postings, and the female married may be sustained by their husbands. Thus burnout is more likely to be pronounced in males than females; hence the lower burnout mean score for the female policemen.

Some researchers have found mixed influences of gender on burnout, Maslach and Jackson (1981) found that women have higher rates of burnout than men in the helping professions like nursing, counselling and accountant etc. However, in later studies, Maslach (2001) found that there are mixed findings for overall burnout, but generally, clear gender influences on specific occupational roles or role stereotype were found.

Another study with similar result was that of Aspinwall and Taylor (1992), using a sample of 60 undergraduates students (30 male, 30 female) at Loyola University in New Orleans, they found no influence between gender and stress.

Female scores on perceived stress ( $x = 25.3$   $sd = 8.9$ ) were also found to be lower than males scores ( $x = 28.1$ ,  $sd = 7.7$ ). In the same vein, Ikeme (1988) found that both male and female respondents in her study suffered the same degree of job related stress implying that there was no significant difference between the male and female respondents with regard to stress.

**Research Question 3:** To what extent does age influence burnout among policemen in Rivers State?

**Hypothesis 3:** There is no significant difference in the level of burnout among policemen due to their age.

Table 4.3 indicates that there are significant difference among the age groups. The policemen within the middle age bracket that is (40-49) had the highest mean of 71.161. This may be due to mid-life crisis; meaning that, they may have worried about their working condition, their personal accomplishment and the excess workload that they have to handle each day without corresponding incentives from their organization. Following this group is those within age range of (30-39) with burnout mean of (64-731) who may be referred to in this case as young professionals. They may as well suffer burnout more than other age brackets of (50-59), (60-69) because of and identity crisis due to disjointed occupational socialization Cherniss (1980).

Frequent reference of age as being related to burnout is made in the burnout literature (Schampel, & Enzmam (1998) Pins and Anonson (1998), and Cherniss (1980) further stated that burnout has been observed more often in employees under age 40 or those having limited professional work experience. Another study with similar result was that of Cherniss (1980) who interpreted the higher occurrence of burnout among younger professionals as an identity crisis due to unsuccessful occupational socialization. Melendz and DeGuzman (1983) found that age was, related to burnout due to mid-life crisis. This may fit many police officers in Rivers State Maslach (2001) links age to lack Of experience, but offers concern for caution in that there exists a survival

bias, i.e, those who burnout early in their careers are likely to quit their jobs, leaving behind ‘the survivors who consequently exhibit lower level of burnout. Ifelunni (1999) in his work with counsellors and burnout found out that burnout continues to increase with increase in age. He summarized that older counsellors experience more burnout than the younger ones. This is conflicting, according to Maslach et al (2001), in that the burnout level among younger employees generally is reported to be higher than that among employees over 30 and 40, and burnout seems to be more of a risk earlier in an individual’s career.

**Research Question 4:** To what extent does marital status influence burnout among policemen in Rivers State?

**Hypothesis 4:** There is no significant difference in the level of burnout among policemen due to their marital status.

Table 4 shows that, there is a significant difference in the level of burnout among policemen due to their marital status. This means that marital status significantly influences burnout tested at 0.05 level of significance group with mean 63.278 was significantly different with Group with mean score 48.333. Group I mean of 67.882 was equally significantly different with Group 2. The same with Group 1 and Group 3. Group 4 was equally different with Group 2. This means that marital status has been found to be a strong influence on burnout. Group 3, comprising the singles have a higher incidence of burnout than males and females that are married who represented Group 1. Maslach (2001) also discovered that individuals who have never married tend to experience higher burnout occurrence than married widowed or divorced individuals.

These findings were similar to what Ponquinette (1991) who found that older, married on the average, experienced less emotional exhaustion if they were satisfied with their jobs than single, divorced and younger faculty members who were not satisfied with their jobs. Hughes (1995) furthermore found supporting evidence that marriage tended to moderate the development of burnout among higher education faculty

in her sample. However, research by Corner (1994) suggested a closer scrutiny of the relationship. She found that couples having a higher quality of relating tended to have significantly less, influence of that relationship on the development of burnout, which negates Hughes findings.

Also Maslach and Jackson (1985) found that individuals who were married and had children reported lower levels on the three burnout components.

**Research Question 5:** To what extent does Rank influence burnout among policemen in Rivers State?

**Hypothesis 5:** There is no significant difference in the level of burnout among policemen due their rank.

Tables 4.10 shows that F-ratio (4.230) is greater than the F- critical (2.82) meaning that there is a significant influence of rank on burnout of policemen in Rivers State. Police officers and inspectors all had higher mean score than the rank and file meaning that officers are more likely to suffer burnout than the Rank & file policemen. This may be due to high occupational gains and success they are anticipating and pursuing. Schanfeld and Enzmann (1998) supported this discourse in their own work with lecturers in higher institutions. They found that individuals with high educational levels have been found to be more prone to burnout than those with less educational qualifications in the same occupation. They attributed this to the fact that people having higher educational qualification may have greater expectations from their career accomplishments than those individuals with less education. Individuals who occupy higher ranks may have higher expectations for their jobs and are thus more distressed if these expectations are not realized. These categories of individuals would be more likely to become frustrated, disappointed and perhaps burnout.

**Research Question 6:** To what extent does workload influence burnout among policemen in Rivers State.

**Hypothesis 6:** There is no significant relationship in the level of burnout among policemen due to their workload.

Table 4.11 indicates that there is positive relationship between workload and burnout. This relationship is represented by a coefficient value of 0.848 1. When Z-statistic was applied the r-values of 0.848 1 was found to be statistically significant at 0.05 level of probability. The positive relationship between workload and burnout among the policemen in Rivers State means that as scores on workload increases, there is corresponding increase in burnout scores and vice versa.

Many different job settings like the police organization that are burnout-prone have one thing in common-overload. Workload is a key dimension of organizational life. From the police perspectives, workload means productivity. For an average policemen workload means time and energy. Workload includes how much you do and what you do. The current crisis in the police workplace affects the workload in three ways; it is more intense, it demands more time and it is more complex and relief is hard to find. It is hard to find relief at any police station or division. Restful moments between events are gone, each demand rolls without a break into the next. No time for any policemen to catch his/her breath, their structure makes them to work flat-out every time if not forever. With no time to recover, policemen soon find that their exhaustion just builds. They may manage additional job demands if they were given more resources, extra support or equipment that can turn increased demand into an opportunity.

Policemen even when they leave office cannot still relief because of children, aging parents, ill furnished houses, and other responsibilities that fill much of their days.

The finding of the present study is in agreement with those of Maslach and Leitei (1997) who also found out that workload is positively related to burnout. The discovered that jobs are becoming increasingly complex as people are “multitasking”, taking on more roles simultaneously. For example, it used to be enough for a policemen

working at the counter to only register people coming into the station or visiting their detained relations but now the job involves cleaning the office, keeping inventory, rushing out to conduct arrest and even run other errands that may come up in the course of each day's activities; because a primary target of downsizing interventions has been distributed across the organization, giving everyone more forms to complete, more calls to return, more meetings to attend, is especially evident among police officers who are finding more of their time consumed by administrative drudgery (Maslach and Heiter 1997).

**Research Question 7:** What is the relationship between self concept of policemen and burnout?

**Hypothesis 7:** There is no significant relationship in the level of burnout among policemen due to their self concept.

Table 4.1.2 shows that there is a positive relationship between burnout and self concept. The relationship is represented by a coefficient value of 0.8693 and when Z statistics was applied, the r-value of 0.8693 was found to be statistically significant at 0.001.

Self concept has been defined as the individual's belief about his or her personality, how the individual perceives his or her personality.

Richard (1998). Self concept therefore refers to the set of understanding one has about himself/herself, or the way you see and belief about yourself.

It means that the system of beliefs held by the policemen about themselves has something to do with their burnout level. Brownson (1999), and Maduakonam (2005) has similar findings with the above mentioned result. They found out a significant relationship between self-concept and stress among their samples of 331 college students and 1000 workers respectively. Most policemen have poor perception of themselves especially in Nigerian where the average man in the street see a policemen as an extortimer and gambler. They do not get the

desired respect and honour that supposed to get from the public and their seniors.

**Research question 8:** What is the relationship between locus of control of policemen and burnout?

**Hypothesis 8:** There is no significant relationship in the level of burnout among policemen due to their locus of control.

Table 4.13 shows a significance relationship between the two variable. At 0.001 significant level, policemen had a coefficient of (r) 0.813 for both internal and external locus of control and burnout coefficient of (r) 0.814.

Given though there is significant positive relationship between locus of control and burnout, mean for internal locus of control is 8.851 and external 1.149, standard deviation 1.613 for both internal and external locus of control. This findings show that policemen have high level of burnout because of their inward perception of themselves and their work environment and offerings, Edna and Johnson (2002) found a significant relationship with locus of control and stress using a sample of 87 college students in University of New Orleans. Uzor (2007) also had similar agreement in his work with 1000 unemployed graduates and stress, a work done in Rivers State.

Research Question 9: What is the relationship between achievement motivation of policemen and burnout?

Hypothesis 9: There is no significant relationship in the level of burnout among policemen due to their achievement motivation.

Table 4.14 shows that there is no significant relationship between burnout and achievement motivation. The correlation (r) is 0.596 at one-tailed significance of 0.001 and 0.01 showing no relationship between the two variable. It indicates that when achievement motivation increases, burnout decreases and vice versa.

Achievement motivation is characterized by the tendency and urge to maximize one's potentials diligence and urge to succeed in any endeavour engaged in, fear of failure, high devotion to responsibilities and any assigned task are not being daunted by enormity of any challenges. It then means that policemen with high achievement motivation experience less burnout than those with low achievement motivation.

Thus the higher the achievement motivation scores, the lower the burnout scores and vice versa.

Desita (1993) and Collinston (2000) had similar result of no relationship between achievement and the dependent variable stress. They used achievement motivation and stress of ministry workers. However, findings discordant with the present study was found by Uzor (2007) who studied achievement motivation and stress among unemployed graduates. A sample of 1000 unemployed graduates were utilized and a recovery of high positive relationship between achievement motivation and stress was obtained. The reasons for the divergent findings could be attributed to ome reasons: while the present study used' policemen and burnout previous study used unemployed graduates and stress.

**Research Question 10:** What is the relationship between job satisfaction of policemen and burnout?

**Hypothesis:** There is no significant relationship in the level of burnout among policemen due to their job satisfaction.

Table 4.15 showed that there is a significant relationship between burnout and job satisfaction because the correlation coefficient ( $r$ ) is 0.8184 at 1-tailed 0.001 of significance. This result means that high scores on job satisfaction also go with high scores on burnout while low scores on job satisfaction also go with low scores on burnout Hirschfeld (2000) defined job satisfaction as an "anticipatory emotional set" when a worker undertakes work tasks, with greater satisfaction and well-

being. Job satisfaction can be intrinsic or extrinsic. Intrinsic job satisfaction was defined by Cherniss (1995) as a worker being satisfied with aspects of employment such as “challenge, stimulation and opportunities to utilize valued skills”. (Cherniss, 1995, Maslach, Schanfeld, and Heiter, 2001) had the result of job satisfaction and burnout relationship. Extrinsic job satisfaction was also defined by Cherniss (1995) as that part of the employment situation in which an employee perceives adequate reward, such as money, status and prestige recognition being obtained through that employment. He further found that among the helping professions, particularly teachers and policemen, there was a strong link between income and feeling of self-worth.

Burnout is high when people lack a sense of control over the care they are providing. When a person has no control over what he/she does results in low job satisfaction. The head of control usually stem from being told by superiors exactly what to do, when to do it and how, with no leeway to do it differently, this cumulates into lack of job satisfaction and possible burnout.

## **5.2 Implications of the Results**

One of the results of the study shows that there is a significant difference between socio-economic status and burnout among policemen in Rivers State. This result suggests that improved socio-economic status constitutes one of the therapies for burnout reduction. This assertion is based on the fact that the policemen from high socio-economic status had a lower burnout mean score ( $x=64.425$  table). There is the implication that poverty is one of the sources of burnout among workers.

Gender (male or female) had no significant difference or relationship on burnout. This implies that sex is not one of the sources of burnout among the police and other individuals. There is therefore the implication that our sex differences does not in any way influence our burnout level meaning that both male and female may or may not be

victims of burnout given their job environment. Gender therefore has no etiological basis for burnout.

Significant differences was found of age on burnout, Group 3 has significant difference with Group 4, Group 1 and Group 2, while Group 2 & 5 had significant difference with Group 4. This means that one age determines the persons burnout level. Frequent reference to age as being related to burnout is made in the burnout literature (Schaufeli and Enzmann 1998). The result of these studies mean that young policemen who are just joining the force will likely suffer burnout more than those ones who have been long in the job.

The study found out that, there exist significant difference among ranks and burnout. The Rank and file and inspectors will likely develop burnout more the superior police officers because they suffer work overload more than the superior officers. The superior officers have more pay packages, can leave their office for recreation at will while the other ranks cannot and do not have basic amenities in their quarters. The chain of command within the police circle also oppresses the Rank and file groups and they do not have any say of their own in decision making of the organization. The result of the study therefore implies that ones position in his job-setting may lead to the development of burnout.

Significant relationship was found to exist between workload and burnout among the policemen in Rivers State. This implies that workload leads to the development of burnout. There is need therefore for the police organization to use workload strategy which will help them to identify the problem areas. Policemen especially, the Rank and file group have major mismatch in the area of workload, they must therefore act to deal with what they have to do, how much has to get done, where, when and how fast he will get it done. The answer is not always doing less work, but doing one's work differently without being overloaded by unreasonable unmanageable or unbearable demands that is exhausting and discouraging.

A positive relationship was found to exist between self concept and burnout. Self concept is one of the sources of burnout among the policemen in Rivers State. This implies that the set of belief system one has about himself and his ability to succeed and maximize potentials may lead to the development of burnout. A right frame of mind or mind set of an individual determine how he adjust to situations in the work place. It also determines how he handles issue.

Significant relationship exists between burnout and locus of control of policemen in Rivers State. The implication is that locus of control is a source of human successes and failures in one's career and accomplishments. It also implies that the attribution of success and failures to oursehies is less likely to trigger burnout than attribution to things and Persons (our boss) in our environment or workplace.

Achievement motivation had no significant relationship with burnout among policemen. This implies that achievement motivation is not one of the sources of burnOut among individuals including policemen in Rivers State command. Our belief systems about our personality does not in any way significantly influence our developing burnout because burnout develops or is a problem that originates mainly from the workplace or setting. However one's achievement motivation may also be a source of burnout develops as a result of work place setting.

Burnout and job satisfaction was found to have significant relationship in study. This implies that job dissatisfaction is a source of burnout.

When an individual is overloaded with vork and the take home pay, allowance and other incentives are provided will less likely develop burnout, because he will have consolation in the incentives he gets in return. Insufficient reward in the police service is a major source of development of burnout.

### **5.3 Recommendations**

The following recommendations are made based on the findings of the study. It was found that, there is an association between socio-

economic status and burnout. The sample of the study from high socio-economic status was found to have lower burnout mean score than those with low socio-economic status. This study recommends that the Federal Government should assist to enhance the socio-economic status of the people including the Nigerian police populace.

(2) Age was found to have significant difference with burnout. This means that Nigerian police force should make appropriate strategies to improve the working condition of men and women of the community especially those that are entering the job new. Adequate orientation on the job training should be put in place to reduce mid-life crisis and Lack of experience and expertise that creates doors for burnout among workers.

(3) Marital status was found to be one of factors that leads to the development of burnout. Counsellors should be employed in the various police headquarters to prepare the single policemen and women for marriage.

(4) Proper orientation of men and officers of the Nigerian police is very needful. This will bridge the gap ip the various ranks. A superior police officer should not use his position to oppress the lower ranks under him. Women are found to be victims of sexual harassment by their senior policemen counterpart who capitalize on their positions to take undue, advantage of the female rank and file sexually. This issue should be check-mated properly as it has made many of the young female police to loose confidence in themselves and hard work believing that they always have their way since their boss is their bed partner. There is therefore an urgent need to sanitize and over-haul the entire police organization.

This will be done by establishing counselling centres in all divisional headquarters in the country.

(5) Workload was found to have a very strong relationship with burnout. This called for a well articulated reorganization of the system

to reduce burnout among the police. In order to solve workload problems the Nigeria police will have to follow an action plan targeted on reducing work-overload. A four-step programme to reduce this problem runs thus: Step One: Define the problem. What exactly is the problem. One major problem of workload is exhaustion and this reduces initiatives, it could also being too available, not having enough time, too much work assigned to an individual having determined this goal more to the next step is defining what it is that you want to take their place in your work life. Step 2: Taking Action: Taking action calls on a mix of creativity, problem solving and courage. In order to embark on this a single intervention in one piece of a broad strategy to take control of one's work life is used, although one single action, clever and well considered as it may be radically change one's day-day work life, a combination of action structured in nature is the best.

**Step 3: Tracking Progress:** In some situation, your progress may be obvious, but sometimes you have to look closely to assess progress. Check yourself, are things improving.

**Step 4:** Follow-up the earlier mentioned step and observe where attention is needed and track it down accordingly.

Basically, there are six strategies that have been developed to barnish burnout among people and this study therefore recommends it to the Nigerian police force, other military outfits and working environment in the country. An organization is about to hit the rock as result of development of burnout among their workers are to d the among their workers are to do the following:

- ❖ **Workload Strategy:** This strategy will first help you identify which category of mismatch is the biggest problem for you e.g exhaustion, excessive availability time pressure, or too much work. It will then point you to the appropriate objectives to take action. Example, you can take action in resilience, uninterrupted, time, time management or reducing worked.

- ❖ **Control Strategy:** If the source of burnout is as a result of problems in authority and influence, if one's sense of control over what he does is limited or undermined and he does not have much say in what is going on at work, this strategy is needed and will first help one identify which category of mismatch is the biggest problem example being micromanaged, ineffective leaders, or ineffective teams, it will then point one to the appropriate objectives for taking action in form of increasing autonomy, shared leadership or team rehabilitation.
- ❖ **Reward Strategy:** The major mismatch here is that a person is experiencing problem in the recognition, pleasure and compensation he gets from his job. No part of the job is rewarding or satisfying and no one seems to notice or care about what you have accomplished. To deal with this problem, the strategy will first identify which category of mismatch is the biggest example insufficient compensation, lack of recognition or unsatisfying work. This will point one to appropriate objectives for taking action in form of more money, acknowledgement, or better job assignments.
- ❖ **Community Strategy:** This mismatch in this area is that an individual is experiencing problems in the social community of his job, in of bickering coworkers, patronizing bosses, resentful subordinates, or difficult clients one's social life is full of stress and conflict. To deal with the about source of burnout one will first identify the biggest problem area e.g divisiveness, poor communication or alienation and likely action might be; conflict resolution, improved communication or unity and follow it systematically.
- ❖ **Fairness Strategy:** A major mismatch in this area is that one is experiencing problems with justice in the workplace. Decisions about schedules, tasks and promotions are arbitrary and secretive, also favoritism rules are in place. To deal with this type of mismatch, one need identify which category of mismatch is the

biggest problem, is it disrespect, discrimination or favoritism. The likely objectives for action may take promoting respect, valuing diversity or ensuring equity.

- ❖ **Values Strategy:** Here an individual experience significant disconnect to the extent to which he believe in the organization and organization believe in the organization and organization believes in him. The core values of the organization do not Mesh well with one and may even be irrelevant or offensive to one. To deal with this mismatch, one need to first identify which category of mismatch is the biggest problem area example dishonesty, destructiveness or meaninglessness. This will make one to take action plan like-maintaining integrity, promoting constructive values or adding meaning.

Infact the issue of solving burnout is a major problem in our system that needs to be unveiled and a sure way of doing this is to ensure that counselling psychologists are employed in all the police organization; air force and military cantonments and all other work places to help people build up healthy work relationships that will at the same time bring out the best potentials and capabilities in all categories of workers in the country.

#### **5.4 Limitations of the Study**

There were cases of instrument mortality that is, situations in which, respondents refused outright to fill the questionnaire; they ceased it and even tear it. Some demanded some incentives before they will answer or give the researcher audience. The researcher also had to get authority from the state police commissioner of police before anything could be done. Some filled it haphazardly, stained it and even tore some part to write personal things.

It was equally difficult getting the policemen to sit down to fill different pages of the questionnaire that all together had about one hundred and sixty items. Some did not even understand what was burnout after some many explanations. The concept seems to be new in the whole

environment and it took the researcher and her assistance hours to gather different groups to lecture them on what is burnout and how the result or findings from the study and its benefit them. What they needed was immediate cash and reward and not “paper work” as they called it. However, inspite of all the mentioned limitations, the findings of this study is still very relevant and has the potentials of improving the total wellbeing of men and women of Nigerian Police and other high touch professionals.

The study focused on only the police headquarters that are in Port Harcourt Area Command of the Nigerian Police.

### **5.5 Suggestions for further Study**

At the completion of this study, the researcher considered the following as possible areas of further studies.

1. Similar studies should be carried out in other organizations both military and para-military.
2. Burnout is found in every high-touch professions hence it will be necessary to study factors associated with burnout among university lecturers, secondary school teachers, accountants and medical professions etc.
3. More variables should be introduced in relation to burnout among other categories of workers considering their nature.
4. The study can be carried out in all the major oil companies in the South-South geographical region.
5. Further study can also be specified in unveiling the etiology of burnout prophylactic and therapeutic interventions that are necessary in rehabilitation of the affected workers.
6. Additional study is recommended to further distinguish specific rewards/reinforcements which could enhance police and other military set-up development in reducing burnout, this will indeed be a powerful awakening process in the system.

## **5.6 Conclusion**

The study is worthwhile and indeed unveiling because it was able to expose some psycho social variables that are related to the development of burnout. Knowledge of these variables and the meaning of burnout and how it can be handled is significant to all and sundry especially the police community and counselling psychologists. The services of counselling psychologists is needed in all work place environment in the country.

Burnout as can be read in this study, is a syndrome of emotional exhaustion, depersonalization and reduced personal accomplishment that occur among individuals who do “people oriented work”. It comes like a gradual erosion that eventually eat deep into the whole fabric of an individual, puts him on the side bed and finally in the grave if not discovered, handled properly and check-mated systematically. We cannot afford to have a burned-out police force hence we must all rally round and put things in order before burnout takes over the entire system.

## **5.7 Summary of the Work**

Burnout as a psychological concept was coined by Herbert Freudenbeger, He donates a syndrome of emotional exhaustion, cynicism and loss of personal accomplishment that occurs frequently among individuals who do “people oriented work” or high-touch professions, policemen being one of such professions. The desire to empirically evaluate the influence and relationship of some correlates of burnout among policemen in Rivers State gave rise to the conduct of this research work. Hence, the purpose of the study was to determine specially the influence or otherwise the relationships of some correlates like socio-economic status, age, gender, marital status, rank, self concept, achievement motivation locus of control, workload and job satisfaction and burnout among policemen in Rivers State. Ten research question and corresponding ten hypotheses were answered and tested respectively at 0.05  $\alpha$  levels. Relevant literature to the work were adequately reviewed. Expost-factor and correlational design were

adopted for the study. It was carried out in Rivers State police area command in Rivers State.

The population of the work consisted of 9500 policemen and women. The sample size of 1000 policemen was drawn using multi-staged sampling technique. The instrument for the collection of data was tagged Police Burnout Inventory (P81) which was divided into seven parts. The reliability of each section was determined and the values were B self concept = 0.94 (C) achievement motivation = 0.87 (D) locus of control =

0.94 (E) workload = 0.95 and (F) job satisfaction = 0.97 and (G) burnout inventory = 0.98 using cronbach alpha. The entire instrument reliability was 0.72 using Cronbach Alpha reliability coefficient. The statistical tools used were mean, standard deviation, t-test, z-test, Anova and Pearson product moment correlation. The result of findings showed the following:- that there was significant influence of socio-economic status, age, marital status and rank on burnout. No significant influence was found of gender on burnout. Significant relationship was also found between self concept, locus of control, work load and job satisfaction on burnout. No significant relationship was found between achievement motivation and burnout. The implication of the findings, recommendations, limitations of the study and suggestions for further research were made in the study.

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## ABOUT THE BOOK

The book investigated the psychological and social Correlates of Burnout Among policeman in Nigeria. It x-rayed the burnout syndrome among these service men who put their lives on line to save others at the expense of their own health , family and their leisure time. They work round the clock observing shifts and attending to emergencies that occurs at odd hours of the day. Other persons that are involved in what I described as " High Touch Profession or People Oriented Services " are not left out from this silent syndrome that eats the person like erosion digging hole gradually until a big gully is seen by all.

The book also discussed the various symptoms of Burnout, the difference between burnout and stress, . The three major dimensions of Burnout was equally explained in a very simplistic manner. It did a thorough review of research that has been carried out by researchers in this area using other populations and their findings. Finally the book gave recommendations on how servicemen should work smart, moonlight and acquire other coping skills that will help them to keep operating at an optimum level and in good health.

Burnout Syndrome among service men is indeed a resource material which will be unarguably be of immense use to all persons who do people oriented services. The practical issues discussed in this book has made itself timely, most relevant and should be given a prominent place in our libraries and in the recommended books list for graduates of counseling psychologist, Policemen, soldiers, social workers. and indeed all persons that spend hours talking and solving their clients problems. Enjoy your reading.



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