

THE EFFECTS OF BURN OUT ON LAW ENFORCEMENT OFFICERS IN KENYA

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ABSTRACT

Burnout is a general term that describes the feelings of people in the helping professions who find that the stress involved in their work environment has altered their original feelings about themselves and their work. Employees experiencing these feelings of burnout can have harmful effects on their co-workers, citizens, and the reputation of the organization where they work for. The relationship people have with their work, and the difficulties that can arise when that relationship goes awry, have been long recognized as a significant phenomenon of the modern age. Therefore, the purpose of the paper is to assess the effects of burnout on law enforcement officers in Kenya with special reference to Police officers at Matungulu Sub-County. Data was collected using both qualitative and quantitative techniques. The study used a descriptive survey design and involved the determination of relationships between an explanatory variable and a response variable. Ethical issues such as confidentiality of the respondents were adequately addressed by seeking their consent. The paper shows that burnout has major effects on police operations within Matungulu Sub-County. Majority of the officers indicated that they felt overwhelmed with work, worn-out at the end of working, exhausted working in a rigid organization which makes them to lose interest in work and keep to themselves. The officers also complained of salary and allowances being insufficient and at one time had contemplated quitting the job. These have been negotiated by the fact that there is no recognition of job performance yet the work load is usually unrealistic with the little or insufficient tools and equipments or insufficient job resources within inadequate support from supervisors and senior police officers.

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INTRODUCTION

Effects of Burnout in the National Police Service: Burnout in the NPS as in any other service organization result from poor working condition, inadequate housing accommodation and others and affects police officers in terms of their health, well-being, withdrawal behaviours, sickness, absenteeism, and also leads to physical illness and psychological illness or to chronic work disabilities which in most cases leads to uncontrolled alcoholism and drug abuse (Maslach *et al.*, 1996).

Aggressivity and use of Excessive Force: Police work is a stressful job requiring the situations to be solved quickly and dealing with uncertainty and ambiguity in the demands from

citizens, Aggressivity is an individual's characteristic explained by biological or social theories. Bandura (1993) observes that aggressivity and use of excessive force by police officers is on the increase due to stimulation and work environment. He further suggests that personality of individual police officers play a bigger role in burnout development. In this, he stretches our imagination that in the same working condition, one police officer will experience and exhibit high levels of burnout, while another police officer will show no signs of burnout (Bandura, 1993). According to Griffin and Bernard (2003), violence is not acceptable in the present society. The Kenyan police officer suffers ambivalence over aggressivity from the citizens served, but the constitution prohibits police officers to react aggressively except in special situations of danger and threat to public order.

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Poor Job Performance: Police officers are the gate keepers of the criminal justice system, enforcing the law, assisting members of the public, detection of crime and arresting offenders. They provide a wide range of services to citizens twenty four hours a day. The daily reality of policing is less glamorous as it involves officers with people at their worst when they have been victimized, injured, and guilty or escaping from lawful arrest, this requires high policing intelligence (Magure and John, 2006). A combination of work pressure and unpredictable danger have often resulted to high level of burnout among police officers (Waters and Ussery, 2007), and this has made it difficult to achieve the mission and vision of the NPS in Kenya in relation to job performance.

Reduced Motivation: A rigid workforce is characterized by orders from above breeds panic, disorder, depression and loss of interest and satisfaction in activities that were previously enjoyed (Maslach-Pines and Keinan, 2007). Considering the volatile competing business environment, all the organizations are struggling to maintain their competitive advantage irrespective of size and market demands, and this can only be achieved through employee's motivation (Pamela, 2000). The NPS is considered a closed organization in terms of management and decision making which is top-down approach based on theory X which assumes that most people want to be directed, and they don't want to assume responsibilities as they value safety above all (Pamela, 2000). According to Sara *et al.*, (2004) motivation is directly linked to good salary for employees. Financial incentive has been earmarked by different scholars as demoralizing factor in the NPS and the Rasley Report of 2009 proposed a minimum salary for all police officers in their respective ranks to improve performance. This has not been fulfilled hence police officers are demoralized and have high levels of burnout. Baltina *et al.*, (2011) suggests that the focus should be on non-financial factors that have positive influence on motivation such as rewards, social recognitions, and performance feedbacks on Y generation. According to Baldoni (2003) employees can be motivated through proper leadership, as leadership is all about getting things done the right way. Other existing literatures shows employees empowerment and motivation inseparable as Bennis (1989) view empowerment as a process of giving employees authority and freedom to make decisions which encourages them to discover and use their full potential. Giving employee's full control over their job, responsibility and authority to act as if they are in full control over their own destinies motivates the employees more than the top-down approach adopted by the police (He *et al.*, 2002).

Theoretical Framework: The study is based on two theories namely the Maslach Burnout Theory and the Job Demands Resource Theory. These theories observe that as a chronic stress syndrome, burnout may affect health physiologically by increasing the active process by which the body responds to daily events and maintains homeostasis (Mc Ewan, 2008).

Maslach Burnout Theory: The most acknowledged definition is that burnout is syndrome of emotional exhaustion, depersonalization, and reduced personal accomplishment that occur among individuals who work with people in some capacity (Maslach *et al.*, 1996). Based on the Maslach Burnout Inventory (MBI), emotional exhaustion is experienced when there is the draining of emotional resources caused by interpersonal demands. Depersonalization is experienced when

one develops a negative, callous and cynical attitude towards the recipients of one's service and reduced personal accomplishment manifest itself when the tendency to evaluate one's work with recipients is negative (Awa and Walter, 2010). Burnout affects all people and is an invisible sickness affecting all the employees and may not be ignored. Approximately 5million people in the United Kingdom (UK) experience work-related burnout illnesses for example job dissatisfaction, absenteeism, low morale, intention to leave the job among others. The employees feel extremely stressed by their work and these costs about \$3.7 billion each year, as they take sick off days due to work related burnout (Anderson *et al.*; 2002). In Kenya, burnout has been experienced in other service delivery sectors like among the health professionals, those in the military service and education sector. Burnout evolves through five stages according to (Maslach *et al* 1996) who argue that the onset of burnout starts at honeymoon, and at this stage for police officers, the new recruits are excited, ready to help members of the public, and are ready to save the world from crime. This also applies to Matungulu Sub County where the police culture holds it that when new recruits are posted, they are active and ready to work. When coping mechanisms are not effective, then the officers move to the stagnant stage where they spend less energy, new challenges disappear, and police work becomes boring and just but a routine. Then the frustration stage follows where the police officers exhibit anger and resentment, and begin to withdraw from duties. This is then followed by the apathy stage where the officers become obsessed with the frustration of the work environment. From this stage a more dangerous stage called hitting the wall/intervention follows where the police officers become intertwined with alcoholism, drug abuse, heart disease and mental illness, some officers turn violent and even commit suicide or kill others in an attempt to alleviate burnout (Anshel, 2000).

Job Demands Resource Theory: Job demand resource model is used to examine how job characteristics and burnout contribute to explaining variance in-role and extra-role performance. One central assumption of the job demand and resource model is that although every occupation may have its own specific work characteristics associated with burnout, it is still possible to model these characteristics to two broad categories namely job demand and job resources (Yener and Coskun, 2013). The job demand occurs when aspects of the job requires psychological, physical, or emotional efforts. Job resources exist when aspects of the job are either instrumental to doing, provide a buffer from job demands or create growth (Yanchus *et al.*, 2013). It is not the work element itself but rather its impact, on the employee that conceptually creates a difference between demands and resources. For a demanding job to be motivating, it must be accompanied by a high level of resources. Motivating jobs are less likely to cause burnout and more likely to create positive work outcomes such as organizational commitments. Jobs that cause strain, however, are characterized as high demand and also lacking necessary resources to buffer those demands (Yanchus *et al.*, 2013; Barker *et al.*, 2004). Job demands refers to those physical, psychological, social or organizational aspects of the job, that requires sustained physical and psychological for example cognitive and emotional efforts and are therefore associated with certain physical and or psychological cost for example high work pressure, role overload, emotional demands and poor environmental condition (Barker *et al.*, 2004). Job demand specifies how working conditions produces health

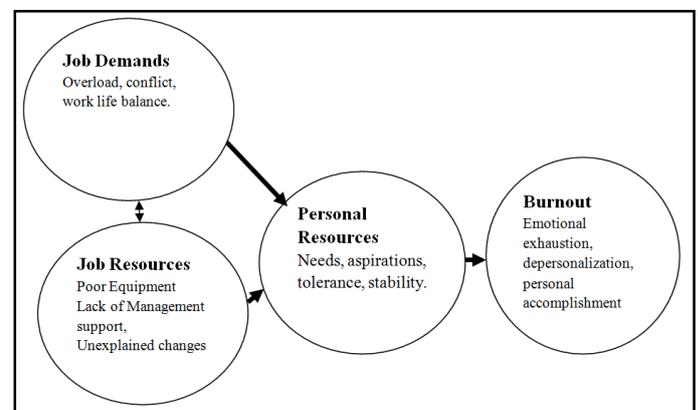
impairments and motivation. It assumes that while employees in different organizations or occupations may be confronted with different working environments, the characteristics of these environments can always be categorized in job demands and job resources (Yener and Coskun, 2013). The job demand model assumes that employee health and well being result from a balanced between positive (resource) and negative (demand) job characteristics. It assumes that job demand and job resources may affect employee health and well being (Schauefeli and Taris, 2014; Yanchus *et al.*, 2013). Job resources refers to those physical psychological, social and organizational aspects of the job that are functioning in achieving work goals, reduced job demands and the associated physical and psychological costs, stimulates personal growth and development. Resources may be located at the level of organization for example salary, career opportunities, job security or at the interpersonal and social relations, for example supervision and co- worker support, team climate, and at the organization of work for example role clarity, participation in decision making and at the level of the task, for example performance feedback, skill variety, task significance, task identity autonomy (Yener and Coskun, 2013; Barker *et al.* 2004).

The competitive environment of working life creates an imbalance in terms of job demands and job resources. This imbalance can have an influence in determining the attachment of an individual to his/her work. The imbalance that can stem from various causes of demands and resources in work life is the main reason of occupational stress. Job demand and resource model predicts that job resources mitigate the negative effects of job demands on exhaustion. Thus job resource plays an extrinsic motivational role because they initiate the willingness speed compensatory effort thereby reducing job demands and fostering goal attainment. Job resources are instrumental in achieving work goals (Baker *et al.*, 2004). However, they also play an intrinsic motivational role, because they satisfying basic human needs for work relatedness and competence. Job resources are important for the development of job strained and motivation as well (Yanchus *et al.*, 2013).

Conceptual model : The conceptual framework is based on the Maslach Burnout Theory and the Job Demands Resource Theory that offers an interesting possibility of getting a better understanding of the burnout syndrome. Burnout is considered as three dimensional syndromes for example, emotional exhaustion, depersonalization, and reduced accomplishment—that is measured with Maslach Burnout Inventory- Human Service Survey (Maslach and Jackson 1986). Many theories of burnout attempt to explain its development through interplay of job-related environment and personality factors. Certain characteristics of job environment for example stressful conditions prevalent in the police working set up, including exposure to death, interpersonal conflict, and lack of support from the supervisors. Emotional exhaustion refers to feelings of being emotionally overextended and depleted of one's emotional resource. The major sources of this exhaustion are work overload and personal conflict at work. Workers feel drained and used-up, without any source of replacements. They lack energy to face another day or another person in need. Depersonalization refers to a negative, cynical, or excessively detached response to other people, which often includes a loss of idealism. It is usually developed in response to the overload of emotional exhaustion and self proactive at

first an emotional buffer of detached concern. Reduced personal accomplishment refers to a decline in feelings of competence and productivity at work. This lowered sense of self-efficacy has been linked to depression and inability to cope with the demands of the job. In this framework, Maslach Burnout Theory and the Job Demands Resource Model are used to conceptualize how police officers experiencing burnout and still working may get trapped in a loss cycle of high daily job demands and high exhaustion , and do not manage to mobilize their daily job resources. It is however important to note that police officers with high burnout, cope differently with their daily job demand than those with low burnout.

The model proposes that daily job demand translate into daily exhaustion on police officers with low level of energy due to chronic burnout (Sonnenschain, 2007). This makes them unfit to deal adequately with the daily job-demands, for example, complex problems that must be solved, or a demanding customer that needs a lot of attention, will then cost additional effort, resulting in high level of daily exhaustion. If individuals high in burnout are often confronted with high daily job demands, they may end up in a loss cycle (Hobfoll, 2002) in which most energy resources are depleted and employees becomes sick. The concept in this study is to relate the independent variable to the dependent variable. The dependent variable in the study is burnout among police officers while the independent variable is the burnout intervention strategies among police officers in Matungulu Sub County. Employee effective intervention strategies are quite significant in the realization of short term and long term goals of an organization (Figure 1).



Source: Adapted from Korunka *et al.* (2009)

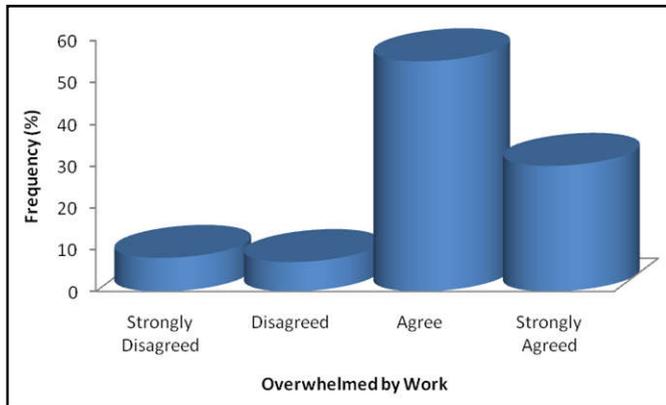
Figure 1. Conceptual Model

The job overload, unexplained changes, lack of support from the command and poor equipment, and the intervention strategies which include individual, supervisors and the organization strategies have an influence on the level of burnout experienced by the police officers in Matungulu Sub County. These independent variables are in themselves influenced by the intervening variable like the needs and self-esteem of an individual officer, the work environment among others to determine the dependent variable which is burnout manifested in emotional exhaustion, depersonalization and reduced personal accomplishment.

Effects of Burnout on Police Operations: Assessment of the effects of burnout on police operations in Matungulu Sub-County concentrated on the following: overwhelmed work,

worn-out after work, giving more than get in return, rigid organizational procedures, avoiding colleagues and clients and loss of interest in work as explained below.

Overwhelmed by Work: The respondents were probed of their level of agreement with the statement that sometimes they find it hard to work with clients due to being overwhelmed by work. As indicated in Figure 2, 55% agreed, 30%strongly agreed, 8% strongly disagreed, while 7% disagreed.



Source: Field data (2017)

Figure 2. Overwhelmed by Work

Statistical tests showed a Chi-Square value $\chi^2_{6, 0.05} = 11.122$ of $P = 0.011$ at 95% confidence interval and Spearman Correlation $R = -0.153$ (Table 1) indicating a significant minimal association between experiencing burnout and being overwhelmed by work.

Table 1. Experienced Burnout and Overwhelmed by Work Cross Tabulation

Count		Overwhelmed by Work				Total
		Strongly Disagree	Disagree	Agree	Strongly Agree	
Experienced Burnout	Yes	9	10	82	46	147
	No	3	0	4	1	8
	Total	12	10	86	47	155

Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	11.122 ^a	3	.011
Likelihood Ratio	7.473	3	.058
Linear-by-Linear Association	5.926	1	.015
N of Valid Cases	155		

a. 4 cells (50.0%) have expected count less than 5. The minimum expected count is .52.

Symmetric Measures

	Value	Asymp. Std. Error ^a	Approx. ^b	Approx. Sig.
Nominal by Nominal	Phi	.268		.011
	Cramer's V	.268		.011
	Contingency Coefficient	.259		.011
Interval by Interval	Pearson's R	-.196	-.2475	.014 ^c
Ordinal by Ordinal	Spearman Correlation	-.153	-1.919	.057 ^c
N of Valid Cases	155			

a. Not assuming the null hypothesis.

b. Using the asymptotic standard error assuming the null hypothesis.

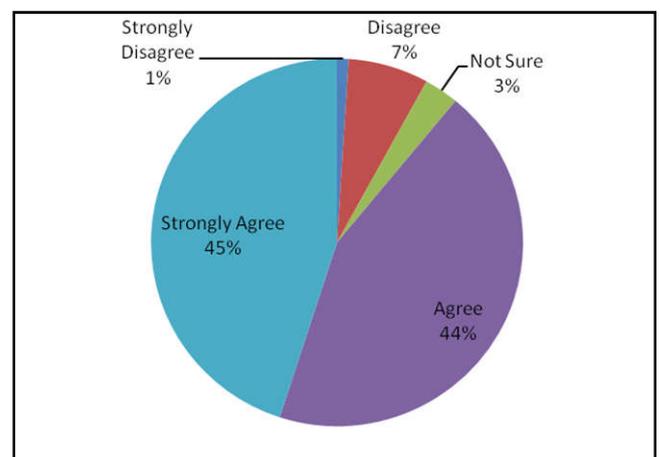
c. Based on normal approximation.

From the study findings, majority (85%) indicated that they find it hard to work with clients due to being overwhelmed by work. Police work involves spending considerable time in intense involvement with clients especially at their worst, the

relationship is centered on clients current problems which are psychological, social or physical which normally results to feeling of anger, embarrassment, fear or despair. The police-client's problem solutions are not obvious and easily obtained, thus adding ambiguity and frustrations to the situations. One of the aspects of burnout is increased feelings of emotional exhaustion. The majority of the respondents indicated that they had developed negative, cynical attitude and feelings about their clients which was attributed to emotional exhaustion. From the key informant interviews, police client relationship indicated that there was high rate of absenteeism and low morale which induces personal distress such as increased use of alcohol and drugs. Burnout leads to deterioration in quality of service provided to staff, clients and the larger institution in which police officers interact, this was further corroborated by the key informant during the interview. The result was similar with that of Taris *et al.*, (2010) that chronic exposure to high job demands contributes to a high level of stain and burnout.

The respondents were further probed on their satisfaction with their current assignment. Majority 48% of the respondents strongly disagreed that current job assignment is satisfying, 40% disagreed, and 7% were not sure, while only 5% agreed. Findings from key informants and indicated that job assignment within Matungulu Police Division was done without strict adherence to existing deployment policies. Junior who had stagnated in one ranks and had stayed in one station for longer period than usual; felt that Police deployment and promotion in NPS had been influenced by factors such as corruption, favoritism and nepotism. They pinpointed some isolate cases where junior police officers had been assigned duties higher than their ranks and they had performed exemplary well, but when it came to promotion to such ranks, they had been left out, and those officers who were able to bribe their ways, or well connected promoted.

Worn Out After Work: The respondents were probed to the extend they felt they were getting worn out at the end of the working day. Figure 3 indicate that majority 45% of the respondents strongly agree, 44% agree, 7% disagree, 3% are not sure, while 1% strongly disagree. Job demands are aspects of the job that require sustained physical, emotional, or cognitive efforts for example role stress, stressful events, workload, work pressure etc. they are important predictions of the outcomes such as exhaustion, psychosomatic health complains and repetitive strain injury (Taris *et al.*, 2010).



Source: Field Data (2017)

Figure 3. Worn Out After Work

The personnel in charge was asked to indicate the consequences of burnout in his area of jurisdiction and it was found out that the office frequently receives complaints from citizens against police officers on excessive use of force while affecting an arrest and the criminal is resisting an arrest. Police officers are prone to hostility and anger due to the nature of their duties and this notion is supported by Adams and Buck, (2010) who believes that aggressiveness increases within the stressful situations. Findings from key informants indicated that the presence of specific work demands such as work overload and personnel conflict and in the absence of specific job resources such as control coping, autonomy social support and involvement in decision making predicts burnout. The respondents were further probed if their work load was realistic. Majority 48% of the respondents strongly disagreed, 37% disagreed, 12% were not sure, 2% agreed, while 1% strongly agreed. Work load refers to the relationship between job demands and the time available to fulfill those demands (Maslach- Pines and Keinan, 2007). The result of a mismatch in job demand and job resources was generally found to be higher compared with Kurunka (2009) in which only 40% police officers indicated burnout due to work load in relation to job demand. Findings were supported by Miller (2007) which indicated that majority 65% of the police officers work under stress as result of work load.

Giving More than get in Return: The respondents were asked if they felt that what they gave to clients is more than what they get back in return. As indicated in Table 2, majority 53% agreed, 44% strongly agreed, 2% disagreed while only 1% strongly disagreed. Findings from key informants that the work load was higher than the return, was supported by effort reward imbalance (ERI)-model (Siegrist, 1996) which indicated that job stain is the result of an imbalance between effort (extrinsic job demands and intrinsic motivation to meet demands) and reward in terms of salary, security, esteem rewards, career opportunities such as promotion, prospects, and status consistency. According to De Jonge et. al., (2000) lack of reciprocity between effort and reward (high effort versus low reward work conditions) will lead to arousal and high burnout.

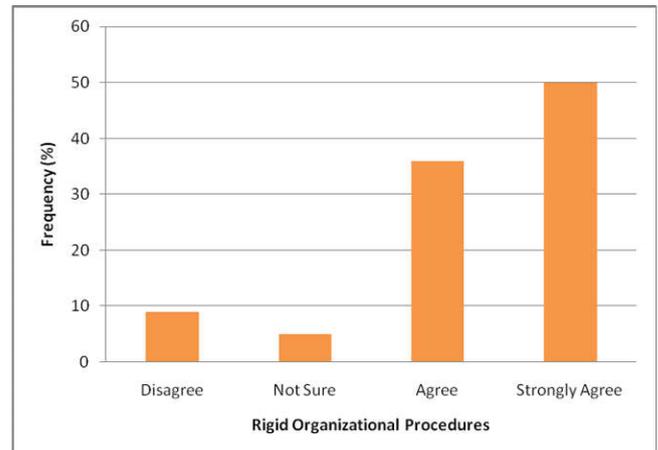
Table 2. Giving More than get in Return

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly Disagree	2	1.3	1.3	1.3
Disagree	3	1.9	1.9	3.2
Agree	82	52.9	52.9	56.1
Strongly Agree	68	43.9	43.9	100.0
Total	155	100.0	100.0	

Source: Field data (2017)

Giving more than one get in an organization was associated with staff morale and according to Mc Knight, Ahmed and Schroeder (2001) staff morale is the degree to which an employee feels good and satisfied with his or her work and the work environment. According to employees, what boosts staff morale are intrinsic, job satisfaction, work meaningfulness, motivation and organizational commitment (Mc Knight et. at., 2001). From the key informant interviews, there was an indication of poor leadership, inflexible working conditions, and departmental layoffs, abrupt changes in leadership, unclear expectations, and lack of personal growth characterized with high employee's turnover rates as some of the reasons for low staff morale.

Rigid Organizational Procedures: The respondents were asked if they agree or disagree with the police organization structure in terms of rules and procedures. As indicated in Figure 4, majority 50% strongly agreed, 36% agreed, 9% disagreed while 5% were not sure.

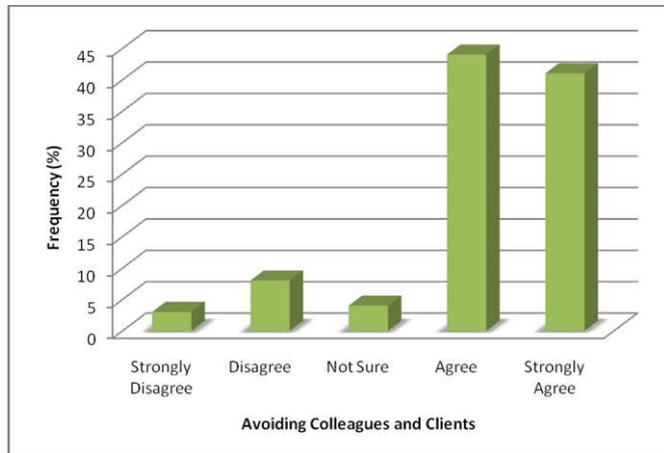


Source: Field data (2017)

Figure 4. Rigid Organizational Procedures

The rigid police administration structure is based on clear demarcated lines of authority from the IG, DIG, Senior Assistant IG, Assistant IG, Commissioner of Police, Senior Superintendent of Police, Superintendent of Police, Assistant Superintendent of Police, Chief Inspector of Police, Inspector of Police, Senior Sergeant, Sergeant, Corporal and to Constable which is the lowest rank in NPS. According to Esterhuyse and Heinecken (2012), authority comes along with orders which are passed through internal communication channels from the highest level to the lowest chain of command which are endowed with highest demands and least amount of control hence suffer the highest level of burnout. The respondents were further probed on the police legal and command structure. On the question on whether the present NPS command structure is good, majority 57% of the respondents strongly disagreed, 33% disagreed, and 7% were not sure, while only 3% strongly agreed. Findings from key informants indicated that there was chain of command to be followed within Matungulu Police Division. The findings corroborated with that of (Esterhuyse and Heinecken, 2012), that police legal command structure borrows heavily from the military including uniform, rank designation rigid authoritarian system of command and discipline among its members. The new constitution promulgated in 2010 created an NPS under the command of IG and also established the NPSC; it also set the standards for discipline and professionalism in NPS including merging the APS with the regular KPS under IG with two deputies, one for each service for the effective management of the two arms of police service. Assessed on whether the present legal structure is good for police operations, majority 63% strongly disagreed, 30% disagreed, 5% were not sure, 1% agreed and 1% strongly agreed. The results indicated that the NPS legal structure is hierarchal, authoritarian and assertive and is similar to that of military in other countries such as America and Europe. There are demarcated lines of authority which are bothersome to police operations as orders originates from senior police officers down to officers of lower ranks. A study conducted by Esterhuyse and Heinevken (2012) indicated that these legal command structure is major a causative factor of burnout.

Avoiding Colleagues and Clients: On trying to establish whether the respondents had at any time suffered extreme burnout, they were asked if they have been keeping to themselves and avoiding their colleagues and clients for reasons they could not explain. As indicated in Figure 5, majority 44% agreed, 41% strongly agreed, 8% disagreed, 4% were not sure, while only 3% strongly disagreed.



Source: Field data (2017)

Figure 5. Avoiding Colleagues and Clients

Findings from key informants indicated that police work is based on team work, and when an officer showed signs of avoiding his/he colleagues and clients, then that calls for immediate remedy. The findings concurred with that of Kristensen et. al.,(2005) which viewed burnout as a social problem with medical diagnosis with three stages where in the first stage, the job-demand and job resource friction takes place, the second stage is characterized with fatigue, anxiety, stress and exhaustion. In the third stage, a number of behavioral and attitudinal changes such as avoiding colleagues and clients. Van der Klink et. al., (2001) indicated that at this stage, cognitive burnout intervention approach is relevant. The respondents indicated a negative and cynical attitude towards their clients and opted in sending their clients away instead of attending to them in an appropriate manner, majority 68% indicated that they attend to clients in a very casual way due to reasons they can't even explain. This action was further explained by Bundura (1993) which indicated that negative and cynical attitude characteristic of individual police officer can be explained better through biological or social theories. The respondents were further asked if there are moments they have ever felt like quitting the job before finding the reason for doing so. Majority 52% of the respondents strongly agreed, 27% agreed, 8% were not sure, 8% disagreed, while 5% strongly disagreed. The result of police officers deserting duties, absenting without leave and even tendering their resignation before getting to the bottom of doing that was found to be at alarming level. The results of such actions were higher compared to Anderson and Lietzerberger (2002) which indicated a 40% of police turnover rate.

Loss of Interest in Work: The respondents were asked if they had lost interest on their job due to burnout and are just doing police work as a normal routine. As indicated in Table 3, majority 43% strongly agreed, 39% agreed, 8% disagreed, 7% strongly disagreed, while only 3% were not sure. The findings were further corroborated with literature from Omeja and Githigaro (2010) which indicated that burnout starts at honeymoon and at this stage the newly posted recruits are

excited, ready to help members of the public and are also ready to save the country from crime. If the mismatch between job demand and job resources occurred, with ineffective coping mechanisms, then the officers move to the stagnant stage where they spend less energy, and police work becomes boring and just a routine.

Table 3. Loss of Interest in Work

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	11	7.1	7.1	7.1
	Disagree	13	8.4	8.4	15.5
	Not Sure	5	3.2	3.2	18.7
	Agree	60	38.7	38.7	57.4
	Strongly Agree	66	42.6	42.6	100.0
Total		155	100.0	100.0	

Source: Field data (2017)

According to Anshel (2000) when intervention strategies are not effective at the honeymoon stage, then frustration stage follows where the police officer exhibit anger and withdrawal from duties. This is then followed by apathy stage where the officers get obsessed with frustration of the work demand, the officer then move to hitting the wall stage and at this stage, police officers turn to drug abuse, alcoholism, mental illness, turning violent and even killing others or committing suicide to alleviate burnout (Anshel, 2000). The respondents were further probed if there was a recognition programmed for performance. Majority 63% strongly disagreed, 28% disagreed, and 7% were not sure, while only 2% agreed. Findings from key informants' interview indicated that there was a work performance appraisal of police officers conducted by their supervisors at the station level annually and the results of findings well documented and submitted to divisional level, county and vigilance house for filling. The purpose of conducting appraisal was to identify the gap between job demand and resources in terms of training and promotion to those officers who had performed exemplary well. But it was noted that the appraisal lacked systematic procedure to discover and attract correct individuals to fill anticipated vacancies, but a procedure was prone to inefficiency and abuse (Wasike, 2005).

Conclusion

This paper assessed the effects of burnout on law enforcement in Kenya taking Police operations in Matungulu Sub-County as a case study. The results indicated that police work within Matungulu Sub County, Kenya were greatly affected to an extent that the officers got overwhelmed by the work which they used to enjoy initially, they got worn-out after the work, feeling that they gave more to their clients than what they get in return from their employer. The effects then manifest in poor job performance, high rates of turnover and absenteeism, physical illness, high health care cost, decreased organizational commitment, incompetent and unethical professional behaviours, social, physical, psychological impairment and decrease in innovation, creativity and problem solving skills.

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