

## Job Demands and Resources as Predictors of Job Burnout among Metalwork Technology Instructors in Nigerian Correctional Services

by

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### Abstract

*The study was carried out to investigate job demands and resources as predictors of job burnout among metalwork instructors in Nigerian correctional services, Suleja and Kuje custodian center. Six research questions were answered while seven null hypotheses were formulated and tested at 0.05 level of significance. The study adopted correlational design. The population for the study was made up of 31 metalwork technology instructors from Nigerian correctional services, Suleja and Kuje custodian center. The Job Demands-Resources Questionnaire and the Maslach Burnout Inventory were adapted and administered to the respondents to determine the relationship between job demands, job resources and job burnout among metalwork instructors. The instruments for data collection were face validated by three experts in the Department of Industrial Technical Education, University of Nigeria, Nsukka. Cronbach Alpha Reliability technique was used to determine the internal consistency of the instruments. A reliability coefficient of 0.84 was obtained for Job Demands-Resources Questionnaire and 0.92 for Maslach Burnout Inventory. A reliability coefficient of 0.91 was obtained for all the overall reliability. The statistics used to analyze the data for the study were Pearson Correlations, Regression analyses and Mediation analysis using path analysis. The findings of the study revealed that a strong and positive relationship exists between job demands and job burnout of metalwork technology instructors in Nigerian correctional services. The findings also revealed that a very weak and positive relationship exists between job resources and job burnout of metalwork technology instructors in Nigerian correctional services. The hypotheses tested revealed that job demand is a significant predictor for job burnout, job resources is not a significant predictor for job burnout, job demands is a significant predictor for male instructors, while job demands is not a significant predictor for female instructors, job resources is not a significant predictor for job burnout of male and female and job resources does not significantly mediate the relationship between job demands and job burnout.*

**Keywords:** Job Demands, Job Resources, Metalwork Technology, Job Burnout.

### Introduction

The Nigerian correctional services has various objectives, one of the main objectives of the correctional service system is to make convicts part ways with crime. The Nigerian correctional service is a component of the criminal justice system charged institutionally to confine, rehabilitate offenders and ensure that on discharge they abide by the values of

the society (Ayuk, Owan, and Ekok, 2013). The Nigerian correctional services was established in accordance with three forms of penal legislation which operate alongside each other in the country. It is an institution meant to administer penal treatment to offenders. The Nigerian correctional services was established to manage criminals in the prison yards. This constitutional function empowers the Nigerian

correctional services to punish offenders as instructed by the law courts, to reform the convicted prisoners and to rehabilitate and re-integrate inmates who have completed their sentences in the prison (Obioha, 2011). Thus, the main aim of establishing the correctional services institution in all parts of the world including Nigeria is to provide correctional facilities, rehabilitation facilities and services for those who violated the rules, laws and regulations of their society.

Many rehabilitation services for inmates are widely available around the world. Rehabilitation services in Nigerian correctional institutes have been defined as services provided for inmates in order to restore them to fullest physical, mental, psychological, social, vocational and economic usefulness (FRN, 1990). Each of these rehabilitation services target specific groups of people with specific needs for reform. According to the Nigerian Prison Service Manual, (2011), the realization of one of the major objectives of the Nigerian correctional services is thereformation and rehabilitation of inmates which is to be done through a set of mechanisms consisting of creating awareness, group work, case work session, recreational activities, religious services, adult and remedial educational programmes, educational development project, mid-range industrial production, agricultural services, after-care service programmes and skills acquisition programmes. Rehabilitation services in Nigerian prisons therefore, should be aimed at increasing the educational and vocational skills of inmates. Different vocational skills acquisition programmes are offered in the Nigerian correctional service facilities, some of them include; woodwork, tailoring, electrical work, block moulding, bead making, catering, furniture making, and metalwork. However, this study will be limited to metalwork technology.

Metalwork technology is one of the units that constitute the field of vocational and

technical education. Metalwork technology comprises a blend of both theory and practical that leads to the production of goods and services by the use of tools, equipment and metalwork materials (NBTE, 2004). At the Nigerian correctional service centre, metalwork comprises of other sub-modular trade components such as welding, fabrication, and iron bending. Oranu, Nwoke and Ogwo (2002) explained that metalwork technology involves activities in occupations that entail designing, processing and fabrication of metal products; it includes activities in foundry, forging, machine shop and welding. Considering the importance of metalwork technology to the development of the industrial sector of the country and also the overall objective of metalwork technology which states that students trained in metalwork technology should possess skills for self-reliance, self-sufficiency and employment into the world of work, these objectives make metalwork a very good skills acquisition program for inmates in the Nigerian correctional service centre, however they require competent metalwork instructors to teach the inmates.

An instructor is an individual whose job is to teach people a skill, in the Nigerian correctional services a metalwork instructor has a high level of responsibility for the rehabilitation, reformation and reintegration of prisoners (Otaru 2017). In addition to the above roles, correctional service staff also need to protect, promote and endorse human rights of the inmates; take care of the needs of the inmates to the extent feasible within the correctional environment. In the context of this study metalwork instructors are the individuals employed by the Nigerian correctional/prison services to assist inmates in the acquisition of skills in metalwork technology for adequate rehabilitation upon their release to the society. According to Alex (2013), the challenges faced by instructors in correctional facilities are very unique. They

include a closed coercive work environment, the need to deal with violence and perform arduous tasks, maintenance of security and order inside the correctional facility. These challenges could be as a result of overpopulation/overcrowding of inmates, poor feeding and irregular meal, poor sanitary and medical facilities that is, physical threat, and riot and inmates violent activities. This can cause excessive strain which impairs work performance (Alex, 2013). Working in prison environment or as an instructor in a correctional facility could be very strenuous and stressful, excessive pressure as a result of work schedules, rules and regulations of the job makes it more tasking thereby predisposing these instructors to experience job burnout.

Burnout is a psychological stress syndrome, it can happen when there is inequality between excessive demands and resources available. According to Johnson et al. (2005), burnout is defined as permanent and deep exhaustion with cognitive, emotional, physical, and social symptoms, arising from long term job stress, especially in professions with high responsibility for others and never-ending human interactions. According to Keinan & Malach- Pines (2007) prison staff have higher levels of burnout than the general population. Job burnout has no positive effects and is tied to many negative outcomes for correctional staff. Job burnout results in higher alcohol abuse, increased physical and mental health problems, decreased work performance and reduced life satisfaction (Carlson & Thomas, 2006; Lambert, Hogan, & Altheimer, 2010). Job burnout among instructors working in prisons is a significant concern due to the challenging and often stressful nature of their work. Due to the negative outcomes of burnout, research has been undertaken to explore the variables linked to burnout; these studies support the argument that workplace variables rather than personal characteristics contribute to burnout

among correctional staff (Lambert, Hogan, Elechi, et al., 2009; Lambert, Hogan, & Jiang, 2010). Variables such as role strain and harassment have been linked to correctional staff job burnout (Choi et al., 2020; Lambert, Hogan, Elechi, et al., 2009). The effects of all the workplace variables on correctional staff job burnout, however, have not been explored. It is important to examine a wide array of workplace variables associated with burnout to implement changes and interventions to reduce burnout among correctional staff. In this study the workplace variables that was explored include job demands and job resources.

Furthermore job demands have been categorised into physical, social, and psychological demands (Schaufeli & Bakker, 2004). Physical job demands encompass aspects of the job that affect employee tasks directly, the instruments used in a task, or the intensity of the labour during task accomplishment. A typical example of a physical job demand is the workload experienced during task execution. Social job demands consider the stress that employees experience based on their working relationships with others in the organisation, while Emotional demands is a psychological job demand which refers to the degree to which a job requires employees to comply with specific display rules governing their emotional expressions in order to influence their clients' feelings, attitudes, and behaviours (Heuven, Bakker, Schaufeli, & Huisman, 2006). Job demands in the context of the study, refers to physical, social, organizational and psychological aspects in which a metalwork instructor in the Nigerian correctional service needs effort to achieve individual and organizational goals.

If metalwork instructors in correctional centers are to perform in their place of work, they need adequate resources. Job resources are physical, social, institutional and psychological views of job which reduce,

demands and achieve personal growth, goals and development (Chen & Chen, 2018). Schaufeli and Bakker (2004) proposed four categories of job resources, which mirror the four groups of job demands: physical, social, organisational, and psychological. Physical resources are material resources (such as computers and copy machines) that directly help employees with performing job-related tasks. Social or relational resources are embedded in employees' relationships with other organisational members, such as the level of social support received by supervisors or colleagues. Organisational resources are provided by the organisation in general, including financial rewards and recognition. Psychological resources originate from employees themselves, including personal characteristics such as their level of optimism or self-control. Job resources can be measured on the basis of its factors such as lack of resources, autonomy, funding, performance feedback, administrative or organizational support, job control and social support organizational structures, colleague support, supervision, personal resources, personal relationship with administrators (Williams, 2011; Yong, & Yue, 2007). In the context of this study job resources are those requirements that should be provided by the Nigerian correctional service to help metalwork instructors carry out the duties.

From the conceptualizations so far, it is expected that job demands and job resources will affect the job burnout of metalwork instructors in Nigerian correctional service centers, such that high job demands will lead to an increase in job burnout, while provision of adequate resources for metalwork instructors will cause a decrease in their burnout. Overall, this study mainly aims to investigate the relationship between job demands and job resources on job burnout.

### **Statement of the Problem**

The main purpose of the Nigerian correctional services is to rehabilitate inmates

or prisoners. They achieve this by providing them with vocational skills such as in metalwork technology. However, it has been observed that a lot of the metalwork instructors in Nigerian correctional facilities are leaving their job because they are suffering from burnout. Some of the reasons for this job burnout can be attributed to various factors such as job demands and job resources. This has been observed from literature focused on the burnout of officers and staffs in correctional centers outside Nigeria. Therefore it is possible that the job burnout that is equally been experienced by metalwork instructors in our correctional centers is as a result of these variables, if the job demand of the instructor is high, it is likely that their burnout will also be high due to the perceived negative impact of high job demands on individuals, in the same context poor job resources in the place of work can also result in job burnout. However little is known about the relationship between metalwork instructors' job demands, resources and their job burnout, especially in the context of Nigerian correctional services. Therefore, more investigation is needed on metalwork instructors' job demands and job resources, and how these variables are able to predict their job burnout. If a relationship is established between these variables it will show the importance of these variables on the job burnout of metalwork instructors and this might lead to more focus being placed on these variables.

### **Research Questions**

The following research questions guided the study:

1. What is the relationship between job demands and job burnout of metalwork technology instructors in Nigerian correctional services?
2. What is the relationship between job resources and job burnout of metalwork technology instructors in Nigerian correctional services?

3. What is the relationship between job resources and job demands of metalwork technology instructors in Nigerian correctional services?

### Hypotheses

The following null hypotheses will be tested at 0.05 level of significance:

1. Job demand is not a significant predictor for job burnout of metalwork technology instructors in Nigerian correctional services.
2. Job resources is not a significant predictor for job burnout of metalwork technology instructors in Nigerian correctional services.
3. Job resources is not a significant predictor for job demands of metalwork technology instructors in Nigerian correctional services.
4. Job resources does not significantly mediate the relationship between job demands and job burnout of metalwork technology instructors in Nigerian correctional services

### Methodology

The study adopted a correlational design. The study was carried out in North Central Nigeria, specifically Suleja, Niger State, and Kuje, Abuja, Nigeria. The population for the study is 31 metalwork technology instructors from Nigerian correctional services, Suleja and Kuje custodian center. This comprised of all the metalwork technology instructors. The entire population of metalwork technology instructors was studied due to their manageable size. Therefore, no sampling was carried out. Two sets of instruments was used for data collection in this study, they are the Job Demands-Resources Questionnaire (JD-R)

and Maslach Burnout Inventory (MBI). A reliability coefficient of 0.84 was obtained for Job Demands-Resources Questionnaire, and 0.92 for Maslach Burnout Inventory. A reliability coefficient of 0.91 was obtained for all the overall reliability. The Job Demands-Resources Questionnaire is a structured questionnaire developed by Bakker (2014) for the purpose of measuring job demands and resources. The scale had 42 items before and after adaptation. The level of adaptation involved the use of metalwork technology to compliment the questionnaire items. In other words instead of making the items generic in nature, metalwork technology was applied to each item. The Maslach Burnout Inventory scale was also adapted for this study. The instrument was developed by Maslach (1996). The scale had 22 items before and after adaptation. The level of adaptation involved the rephrasing of the inventory items to focus on metalwork technology. The instruments were validated by three experts from the Department of Industrial Technical Education, University of Nigeria, Nsukka, the expert made some inputs that were integrated to improve the final copy of the instrument. The reliability of the study was determined using the Cronbach Alpha method. The instruments were trial tested on metalwork technology instructors from the correctional center in Kogi State. The data was collected by administering the questionnaire directly to the respondents by the researcher and two research assistants. Data collected was analysed using SPSS statistical package. Pearson Correlation was used to answer the research questions, while regression analysis was used to test the hypothesis at a 0.05 level of significance.

### Results

#### Research Question 1

What is the relationship between job demands and job burnout of metalwork technology instructors in Nigerian correctional services?

**Table 1: Correlation between job demands and job burnout**

Variables	JD	JB
1. Job Demands (JD)	1	
2. Job Burnout (JB)	.778**	1

Key: \*\* - Correlation is significant

The result in Table 1 shows the relationship between job demands and job burnout. It was observed that there is a positive relationship between job demands and job burnout of metalwork technology instructors in Nigerian correctional services, however the correlational coefficient .778 shows that the correlation between job demands and job burnout of metalwork technology instructors is strong. This implies that job demands has a strong relationship on job burnout of metalwork technology

instructors in Nigerian correctional services. The positive correlation depicts the direction of the relationship, this implies that the variables move in the same direction to each other, this implies that an increase in job demands can increase the job burnout of metalwork instructors.

### Research Question 2

What is the relationship between job resources and job burnout of metalwork technology instructors in Nigerian correctional services?

**Table 2: Correlation between job resources and job burnout**

Variables	JR	JB
1. Job Resources(JR)	1	
2. Job Burnout (JB)	.064	1

The result in Table 2 shows the relationship between job resources and job burnout. It was observed that there is a positive relationship between job resources and job burnout of metalwork technology instructors in Nigerian correctional services, however the correlational coefficient .064 shows that the correlation between job resources and job burnout of metalwork technology instructors is very weak. This implies that job resources has a very weak

relationship on job burnout of metalwork technology instructors in Nigerian correctional services. The positive correlation depicts the direction of the relationship, this implies that the variables move in the same direction to each other.

### Research Question 3

What is the relationship between job resources and job demands of metalwork technology instructors in Nigerian correctional services?

**Table 3: Correlation between job resources and job demands**

Variables	JR	JD
1. Job Resources(JR)	1	
2. Job Demands(JD)	-.259	1

The result in Table 3 shows the relationship between job resources and job demand. It was observed that there is a negative relationship between job resources and job demands of metalwork technology

instructors in Nigerian correctional services, however the correlational coefficient -.259 shows that the correlation between job resources and job demands of metalwork technology instructors is weak. This implies

that job resources has a weak relationship on job demands of metalwork technology instructors in Nigerian correctional services. The negative correlation depicts the direction of the relationship, this implies that the

variables move in opposite direction to each other.

### Hypotheses 1

Job demand is not a significant predictor for job burnout of metalwork technology instructors in Nigerian correctional services.

**Table 4: Model Summary of Regression Analysis between job demand and job burnout**

Unstandardized Coefficients		Standardized Coefficients	T	Sig.	R	R <sup>2</sup>
B	Std. Error	Beta				
37.985	17.875		2.125		.778	.605
.840	.240	.778	3.500	.008		

Table 4 highlights the model summary of Regression analysis between job demands and job burnout of metalwork technology instructors in Nigerian correctional services. It shows the value of correlation coefficient that is R and coefficient of determination that is R<sup>2</sup>. The value of R<sup>2</sup> is .605 which means that 60.5% variation in the job burnout of metalwork technology instructors is explained by their job demands. The Table also provides details of models parameters (Beta values) and significance of these values. It is clear from the table that the value of unstandardized Beta is .840 which represents the gradient of regression line. Therefore, if the value of

predictor variable (job demands) is increased by one unit, there is .840 unit increase in the outcome variable (job burnout). This relationship is statistically significant because sig. value  $p < .008$  which is less than .05 (95% confidence interval). Therefore, the null hypothesis is rejected. It may be concluded that job demand is a significant predictor for job burnout of metalwork technology instructors in Nigerian correctional services.

### Hypotheses 2

Job resources is not a significant predictor for job burnout of metalwork technology instructors in Nigerian correctional services.

**Table 5: Model Summary of Regression Analysis between job resources and job burnout**

Unstandardized Coefficients		Standardized Coefficients	T	Sig.	R	R <sup>2</sup>
B	Std. Error	Beta				
31.413	17.030		1.845		.064	.004
.041	.229	.064	.181	.861		

Table 5 highlights the model summary of Regression analysis between job resources and job burnout of metalwork technology instructors in Nigerian correctional services. The value of R<sup>2</sup> is .004 which means that 4% variation in the job burnout of metalwork technology instructors is explained by their job resources. The Table also provides details of models parameters (Beta values) and

significance of these values. It is clear from the table that the value of unstandardized Beta is .041 which represents the gradient of regression line. Therefore, if the value of predictor variable (job resources) is increased by one unit, there is .041 unit increase in the outcome variable (job burnout). This relationship is not statistically significant because sig. value  $p > .861$  which is more than

.05 (95% confidence interval). Therefore, the null hypothesis is accepted. It may be concluded that job resources is not a significant predictor for job burnout of metalwork technology instructors in Nigerian correctional services.

### Hypotheses 3

Job resources is not a significant predictor for job demands of metalwork technology instructors in Nigerian correctional services.

**Table 6: Model Summary of Regression Analysis between job resources and job demands**

Unstandardized Coefficients		Standardized Coefficients	T	Sig.	R	R <sup>2</sup>
B	Std. Error	Beta				
50.133	20.602		2.433		.259	.067
.156	.205	.259	.759	.469		

Table 6 highlights the model summary of Regression analysis between job resources and job demands of metalwork technology instructors in Nigerian correctional services. The value of R<sup>2</sup> is .067 which means that 6.7% variation in the job demands of metalwork technology instructors is explained by their job resources. The Table also provides details of models parameters (Beta values) and significance of these values. It is clear from the table that the value of unstandardized Beta is .156 which represents the gradient of regression line. Therefore, if the value of predictor variable (job resources) is increased by one unit, there is .156 unit increase in the

outcome variable (job demands). This relationship is not statistically significant because sig. value  $p > .496$  which is more than .05 (95% confidence interval). Therefore, the null hypothesis is accepted. It may be concluded that job resources is not a significant predictor for job demands of metalwork technology instructors in Nigerian correctional services.

### Hypotheses 4

Job resources does not significantly mediate the relationship between job demands and job burnout of metalwork technology instructors in Nigerian correctional services.

**Table 7: Summary of Mediation of Job Resources**

Hypothesis	Total Effect (JD → JB)	Direct Effect (JD → JB)	Indirect effect			Remarks
			Estimates	LL	UL	
JD → JR → JB	.690***	.572**	.118	-.053	.389	Partial Mediation

Note. JD: job demands; JR: job resources; JB: job burnout; LL: lower limit; UL: upper limit; ns: non-significant. \* $p < .05$ , \*\* $p < .01$ , \*\*\* $p < .001$ .

Table 7 shows the mediation with job resources mediating the relationship between job demands and job burnout. The results revealed a non-significant indirect effect of job demands on job burnout through job resources ( $b = .118$ ,  $CL = -.053$  to  $.389$ ). Furthermore, the direct effect of job demands and job burnout in presence of the mediator was found to be significant ( $b = .572$ ,  $p < .01$ ).

Hence there is a partial mediation of job resources on the relationship between job demands and job burnout. Therefore the hypothesis is accepted, it may be concluded that job resources does not significantly mediate the relationship between job demands and job burnout of metalwork technology instructors in Nigerian correctional services.

### Discussion



It was found out from the study that a strong and positive relationship exists between job demands and job burnout of metalwork technology instructors in Nigerian correctional services. The study also found out that job demand is a significant predictor for job burnout of metalwork technology instructors in Nigerian correctional services. This is in agreement with Schaufeli and Bakker (2004) who found in their study on job demands, burnout and work engagement that job demands were good predictors of burnout symptoms. The study is also in line with Schaufeli, and Taris (2014) who also found positive relationship between workload, emotional demands, home interface and burnout. Equally the findings of this study is in line with Huynh, Winefield, Xanthopoulou and Metzer (2012) who in their study revealed that job demands like emotional demands, work conflict and social conflict were found to be positively correlated with burnout symptoms such as cynicism and emotional exhaustion. These findings, as mentioned above prove that there is positive relationship between job demands and burnout. The reason behind might be because job demands exert a negative pressure on the routine working life of an individual, if such pressure persists for a long time, then the individual naturally develop negative symptoms of burnout and become unable to function properly.

It was found out from the study that was a very weak and positive relationship exists between job resources and job burnout of metalwork technology instructors in Nigerian correctional services. This is in agreement with Karatepe (2011) who in his study on the relationship of emotional dissonance and burnout, observed that components of job resources like autonomy and organizational support buffer the relationship between emotional dissonance and burnout symptoms. The study is also in line with Schaufeli, Bakker and Rhenen (2009) in their study on the relationship of job demand and

burnout found out that resources like autonomy, learning opportunities, performance feedback and social support moderated the positive relationship between workload, emotional demand and burnout symptoms. However the findings of this study differ from Moreno-Jiménez, Rodríguez-Muñoz, Sanz-Vergel, and Garro they found that job resources like work autonomy, feedback and recovery opportunities were negatively related with job burnout. These findings, as mentioned above proves that there is a relationship between job resources and burnout. This implies that once job resources interferes between the relationship of job demand and burnout they act as a buffer or shield and moderate the relationship between job demand and burnout. In other words, if there are resources, then the intensity of job demands will be reduced, therefore less symptoms of job burnout will be developed. This will be due to the buffering role of resources on the relationship between job demands and burnout.

The study discovered a weak and negative relationship exists between job resources and job demands of metalwork technology instructors in Nigerian correctional services. This finding is in accordance with Li, Jiang, Yao and Li (2013) who observed that psychological and physical job demands had negative relationship with and job resources like latitude, supervisor support and co-worker support and these resources affected emotional exhaustion and safety compliance, as factor of burnout in negative way. Equally Lambert, Qureshi, Frank, Holbrook, Hines and Worley (2022) carried out a study on the effects of work demand and resource variables on Indian prison staff job involvement. They observed that a positive relationship occurred between job demands and job resources. The finding is also similar to Fernando, Hlatywayo, Amukwaya and Pieters (2020) who conducted a study that explored the moderating effect of psychological capital

as a job resources on the relationship between burnout and job demand. They stated that Psychological Capital (PsyCap) was significantly positively related to job demands. The finding of the study is also in line with Otu, Lambert and Elechi (2018) who conducted a study using the job demands-resource model as a theoretical guide to explore the effects of job demand variables (that is, perceived dangerousness of the job, and role overload) and job resource variables (that is, supervision, job variety, instrumental communication, and job autonomy) on the job stress. They stated that there was a relationship between job demands and job resources. These findings, as mentioned above proves that there is a relationship between job demands and resources. The reason behind this might be because of the fact that if job resources are available the job demands of the employee might reduce because availability of

job resources will lead to the employee been able to carry out his work.

### Conclusion

Based on the findings of this study, it could be concluded that job demand, and resources are related to job burnout. It was noted that there was a positive relationship between job demand, and resources on the job burnout of metalwork instructors in Nigerian correctional services. Reduced job demands and adequate job resources can lead to reduced burnout experienced by metalwork instructors in Nigerian correctional services. This study was then carried out in order to generate data to justify acclaimed situation among metalwork instructors. The study therefore investigated the relationship between job demands, job resources and job burnout among metalwork instructors in Nigerian correctional services.

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