Community policing practice in the Nigerian police: Implications of employee burnout

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Abstract: The Nigerian police force's implementation of community policing has coincided with increased criminal activities, exacerbated by factors like high youth unemployment, inadequate healthcare, malnutrition, poverty, banditry, and intercommunal conflicts. Against this backdrop, this aimed at assessing how burnout affects the implementation of community policing within the Nigerian police force. It specifically aimed to explore how three dimensions of burnout—emotional exhaustion, personal accomplishment, and depersonalization—influence officers' adherence to and practice of community policing principles. By examining these factors, the study sought to provide a comprehensive understanding of how the psychological well-being of police officers impacts their ability to effectively engage in community-oriented policing strategies. Participants were 369 police personnel, which consisted of 266 males and 94 females, with a mean age of 36.6 years. The study adopted the cross-sectional research design. The Maslach Burnout Inventory (MBI), and the Community Policing Inventory were used as measures of burnout and community policing respectively. Three hypotheses were tested with the multiple linear regression. Results revealed that emotional exhaustion did not significantly predict the practice of community policing (β = -.087, t = -1.332, p = .184), accounting for 8.7% variability in the practice of community policing. Personal accomplishment did not significantly predict the practice of community policing (β = .113, t = 1.951, p = .052), accounting for 11.3% variability in the practice of community policing. Depersonalization significantly negatively predicts the practice of community policing (β = -.275, t = -4.425, p <.001), accounting for 27.5% variability in the practice of community policing. It was recommended that future studies investigate the mediating and moderating variables that can provide a deeper understanding of the intricate relationship between burnout and community policing in the Nigerian setting.

Keywords: Burnout, Community policing, Nigeria police.

1. Introduction

The police force plays a pivotal role in maintaining law and order within a nation such as Nigeria, thereby ensuring the preservation of societal decorum. In contrast to military and other paramilitary organisations that primarily prioritise their designated functions within society, the Nigerian police force serves as the law enforcement entity that maintains the closest proximity to the general public. According to the findings of Arisukwu and Okunola (2013), the responsibilities of the Nigerian police extend to encompass the entirety of social interactions among various groups within the Nigerian territory.

The role of the police within a democratic context, as exemplified in Nigeria, holds significant importance. The manner in which the police engage with individuals in society directly influences the perception that society holds of them. Therefore, it is imperative that individuals from all walks of life engage in policing efforts to address crime, as the effective resolution of criminal activities cannot be

solely entrusted to a formalised police force (Monsuru & Odetola, 2016). The functions performed by the police encompass various aspects such as the enforcement of laws, the conduct of investigations, and the apprehension of individuals suspected of engaging in criminal activities. These activities are undertaken with the aim of preserving societal order and fostering a sense of tranquilly within the community.

The prevalence of criminal activity in rural areas is commonly assumed to be relatively low. The norms and values of rural communities are frequently influenced by familial and religious principles in contrast to urban areas. These values, particularly religious ones, have been implicated in religious conflicts. Consequently, the notion that crimes occurring in rural areas are predominantly linked to agriculture, such as theft of farm produce and encroachment on land (California Casualty, 2017), is inaccurate. Moreover, there has been a surge in rural community engagement in Nigeria, primarily driven by the growing emphasis on agricultural pursuits and the need for increased participation in this sector. The routine activity model posits that there exists a correlation between crime rates and the level of human activity within a specific geographical area (Boivin, 2018). According to Ige (2020), empirical evidence supports the effectiveness of the activity model in forecasting crime occurrences within rural regions. Unemployed young individuals residing in rural regions are frequently identified as the primary perpetrators of criminal activities, as they perceive such activities as a means of survival.

The Nigerian police force encounters a multitude of challenges, encompassing issues such as corruption, ethnic bias, favouritism, a deficiency in both personnel numbers and expertise, resulting in significant institutional frailty. Additionally, the force faces substandard working conditions, inadequate equipment, insufficient education and training for its personnel, a lack of effective communication between the police and the public, and a constitutional predicament stemming from the centralization of the police force within a federal system.

Despite the various initiatives undertaken by previous and current administrations, the Nigerian police force continues to exhibit deficiencies in terms of efficient and effective law enforcement. This can be attributed to the persisting issues of corruption and mediocrity, which necessitate comprehensive and targeted interventions. Police officer's negative attitudes has also been observed by (Magpantay et al, 2021), Philippine National Police issues and concerns related to police recruitment include police misconduct, power abuse, and misfits in the police force, reports of improper behaviour by hired police officers while they were on the field. In Nigeria such inadequacy has resulted in a concerning rise in criminality and criminal activities on a national scale. The prevalence of criminal kidnappings and banditry, the concerning rate of murders, the occurrence of internet fee fraud primarily perpetrated by young individuals, and instances of police misconduct towards the public collectively evoke distress and apprehension. Consequently, these issues have fostered a sense of distrust towards the police among numerous members of the community. This has significantly resulted in the police encountering direct opposition from the public's unfavourable perception.

Community policing emerged as a response to the prevailing scepticism among the general public regarding the police force's effectiveness in maintaining law and order, as well as the growing divide between the community and law enforcement agencies (Gbenemene & Adishi, 2017). Takagi et al. (2016) posit that the engagement of community members in community policing yields favourable outcomes in terms of crime prevention and control within the community. Poquita, & Nabe, (2023), pointed out that working together among police officers, and among proposed programs to improve police-community relations, showed high levels of collaborative leadership, regardless of sex, rank, education, or service length. In a recent study by Wassan et al. (2023), reveals that community policing is the most effective strategy for controlling crime and fostering healthy community-police connections in Pakistan. Consequently, the partnership between the police and the public serves as the fundamental basis for contemporary policing practises (Diarmaid, 2018).

The practice of community policing places emphasis on the principles of collaboration, delegation of authority, and shared responsibility between law enforcement agencies and community members in order to ensure the safety and well-being of the community. Nevertheless, it is important to note that

the current structure of the Nigerian police remains centralised, and their approach to law enforcement primarily leans towards a reactive rather than proactive stance. However, the establishment of collaboration among various units and the development of collective efficacy among male and female police officers are essential elements of the operational framework for effectively responding to and fulfilling the organization's mandate.

Based on empirical research conducted by Burchfield and Silver (2012), as well as Mazerolle et al. (2009), it has been observed that the occurrence of criminal activities within a given community tends to decrease when law enforcement officers collaborate efficiently and demonstrate a proactive approach in addressing local concerns. Furthermore, Singapore's community policing approach effectively prevents crime, with various initiatives implemented and perspectives influencing the approach. It links internal history of crime prevention with social-historical settings and state administration (Ganapathy, N. 2000).

Empirical evidence suggests that the presence of a robust collective efficacy is a factor that mediates the relationship between concentrated disadvantage and criminal behaviour (Browning et al., 2004). While there is a prevailing belief that policing plays a foundational role in fostering collective efficacy, there remains a need for further elucidation on the specific strategies and mechanisms that can effectively promote and facilitate its development. Tyler (2011) posits that the attitudes and behaviours exhibited by police officers possess the capacity to influence various outcomes for citizens, such as their willingness to cooperate with law enforcement, comply with legal regulations, and demonstrate other constructive prosocial behaviours. Consequently, a study by Zikhali (2019), reveals that community policing effectively prevents crime, with traditional leaders playing a crucial role in recruitment, organizing cooperation, and promoting awareness campaigns, thereby enhancing the effectiveness of crime prevention strategies. The field of law enforcement, as carried out by police officers, has been characterised by challenging working conditions that have had a demotivating effect. Moreover, this issue is exacerbated by the significantly insufficient police force, which consists of approximately 370,000 police officers tasked with the responsibility of preventing crimes such as rape, murder, kidnapping, and thefts among the estimated population of over 200 million Nigerians (United Nations, 2020).

Moreover, the inclination towards proficient and streamlined community engagement with law enforcement across various stages of involvement in crime detection and elimination may be linked to perceptions of inefficacy, such as experiencing burnout. The phenomenon of burnout frequently arises as a result of persistent work-related stress and an elevated degree of job requirements (Santa-Maria et al., 2021). In accordance with the findings of Santa-Maria et al. (2018), burnout can be defined as a state of emotional exhaustion that renders an individual susceptible to experiencing cynicism and a sense of ineffectiveness towards the perceived significance of their work.

Previous studies have established that burnout plays a mediating role in the relationship between job demands, such as heavy workload, a stressful working environment, time pressures, role ambiguity, poor work interrelationships, and emotional labour, and counterproductive work behaviours among police officers at the organisational level (Smoktunowicz et al., 2015). Law enforcement employee burnout is impacted by a variety of job-related, organizational, and personal elements, such as gender relations, job hazard, late shift work responsibilities, and supervisor stress (McCarty & Skogan, 2013), Furthermore, previous research has established a correlation between burnout and negative outcomes such as job dissatisfaction and intention to leave one's job (Pines & Keinan, 2005). The inadequate relationship between law enforcement authorities and Nigerian citizens, along with the negative perception held by the general population, has revealed discrepancies in the execution of the community policing philosophy by the Nigerian police. Thus, the purpose of this study is to examine the aforementioned disparity.

1.1. Problem Statement

Over the past 18 years, the Nigerian police force has implemented community policing as a security strategy, leading to a sustained increase in criminal activities and crime. This has raised concerns about national unity and the scarcity of law enforcement personnel. Factors contributing to this include high youth unemployment, inadequate healthcare, malnourishment, destitution, acts of banditry, and intercommunal conflicts. Nigeria's unemployment rate was 27.1% in Q2 2020, indicating a significant portion of the population, around 21,764,614 individuals, lacks viable employment prospects. The northern region, particularly Zamfara and Kaduna states, has seen a notable increase in banditry, resulting in daily casualties and kidnapping incidents. The public believes that law enforcement agencies have not effectively implemented community policing strategies. This study aims to examine the impact of employee burnout psychological factors on the implementation of community policing by the Nigerian police, considering these contextual factors.

Against these backdrops, this study aims to examine the predictive impact of burnout on the practice of community policing across all levels of the Nigerian police force. The specific objectives are to investigate the impact of emotional exhaustion, personal accomplishment, and depersonalization on the practice of community policing among officers. The research focuses on the Nigerian Police Force's implementation of community policing, analysing the impact of burnout. It examines the evolution of community policing in Nigeria, contemporary methodologies, and challenges faced by the force, with data collected through questionnaires and quantitative analysis using multiple regression.

2. Literature Review

Burnout is a syndrome resulting from chronic workplace stress that has not been successfully managed, characterized by reduced professional effectiveness, feelings of exhaustion, and greater mental distance from one's job. It is rooted in a complex framework of social relationships and the individual's perception of self and others at the workplace. Maslach and Leiter (2016) defined burnout as a psychological syndrome of exhaustion, cynicism, and inefficacy in the workplace.

Burnout is linked to various forms of job withdrawal, including absenteeism, the desire to quit, and actual turnover. It lowers productivity and effectiveness for those who continue to work, leading to lower job satisfaction and loyalty to one's employer or organization. Maslach and Jackson (1981) refined the concept and came up with an operational definition of burnout as a psychological syndrome manifesting itself in carers and characterised by emotional exhaustion, depersonalization, and a diminished sense of professional efficacy.

Alternative definitions or formulations of burnout have been documented in the scientific literature, but Maslach and Jackson's proposition remains the most widely recognized. Salanova et al. (2005) proposed an expanded model of burnout that comprises exhaustion, mental distance, and professional inefficacy, associated with crises in the relationship between the individual and the work environment, including feelings of cynicism, depersonalization, and incompetence at work.

2.1. Subtypes of Burnout

According to Montero-Marin (2016), burnout should not be regarded as a unitary construct, but rather as a phenomenon that can be classified into three discrete subtypes, which are determined by the level of commitment that employees exhibit towards their work-related responsibilities. The aforementioned subtypes delineate distinct stages characterised by a gradual decrease in employee commitment to their work, thereby impacting the selection of appropriate interventions, as posited by Montero-Marin et al. (2014). Burnout is commonly perceived as a progressive decline in enthusiasm and a subsequent shift towards apathy, resulting from diminished levels of engagement. The frenetic subtype is characterised by an excessive level of engagement, which can potentially result in burnout as a consequence of sustained physical exertion without adequate rest. Individuals who are deemed to be "under-challenged" encounter a situation where they are consistently assigned tasks that lack stimulation and fail to provide a sense of novelty.

Consequently, this repetitive and unstimulating nature of their work leads to disengagement and a development of cynicism. Employees who are experiencing fatigue and exhaustion exhibit feelings of helplessness, a diminished sense of control, and engage in a passive coping mechanism by neglecting their work. These various subtypes provide valuable insights into potential therapeutic interventions for burnout. The utilisation of longitudinal studies is imperative in order to investigate the progression that occurs between different subtypes. The subtype referred to as "frenetic" is frequently observed in occupations that require a significant level of dedication and involve an overwhelming number of tasks. Conversely, the "under-challenged" subtype is indicative of work that lacks variety and fails to provide a sense of fulfilment. The subtype referred to as "worn-out" is characterised by the experience of helplessness and neglect as coping strategies, which subsequently lead to diminished dedication to work, feelings of guilt, and a perception of inadequacy.

Police officers are frequently exposed to challenging and dangerous situations, which are characterised by high levels of stress and potential harm, leading to increased anxiety. The occupation in question is renowned for its rigorous characteristics and continual exposure to uncertainty, stress, and ongoing pressures (

Ransley & Mazerolle, 2009). According to Stone (2004), the task of maintaining public safety and enforcing laws necessitates a substantial investment of time and effort, thereby adding to the considerable burden of responsibility carried by police officers. According to Ranta and Sud (2008), the mortality rate of law enforcement officers resulting from work-related stress surpasses that attributed to criminal activity.

There is a robust correlation in scholarly literature between police burnout and organisational stressors (Wiese et al., 2003). The phenomenon of "injustice as a stressor" has garnered significant scholarly interest within the field of policing, as evidenced by the research conducted by Kop et al. (1999).

According to Smoktunowicz et al. (2015), previous studies have demonstrated that burnout plays a mediating role in the association between job demands, including factors such as high workload, a stressful work environment, time constraints, role ambiguity, unfavourable work relationships, and emotional labour, and counterproductive work behaviours among police officers within an organisational context. Pines and Keinan (2005) have established a correlation between burnout and both job dissatisfaction and turnover intention.

The phenomenon of work overload, which has been frequently cited as a stressor among police officers (Bano, 2011), has the potential to induce emotional exhaustion and fatigue, thereby playing a role in the development of burnout. The present study (Brown & Campbell, 1994) examines the effects of shift work on burnout, revealing a negative impact (Pines & Keinan, 2005). The persistent presence of law enforcement personnel, which requires extended periods of time spent at the police station, has been linked to maladaptive coping strategies such as alcohol consumption (Shields, 1999), thereby intensifying the experience of burnout.

According to Garcia et al. (2004), police officers frequently encounter stress as a result of unfavourable interactions with the public and experiencing rejection from the public. This phenomenon results in the development of tense interpersonal relationships and a sceptical attitude towards the collective society.

The prevalence of burnout and work-family conflict is increasing in high-stress professions such as law enforcement (Dacey, 2019). Study by Santa-Maria et al. (2021), revelled that Staff shortage is a major problem related to high workload and time pressure in the daily work routine of police officers. Interestingly, the study conducted by Lambert et al. (2016) found a positive correlation between supervisory support and stress levels among correctional officers, as opposed to a negative correlation with family support.

The study conducted by Gomes et al. (2022) aimed to investigate the moderating influence of compassion satisfaction (CS) on the association between burnout and job performance, as well as the consequences of burnout on attrition within Portuguese law enforcement agencies. The presence of

burnout was found to have a detrimental effect on job performance and a positive effect on the intention to leave the organisation. However, contrary to the hypothesis, customer satisfaction (CS) did not act as a moderator in the relationship between CS and job performance. It is noteworthy that the discipline of computer science has been observed to modify the association between burnout and the inclination to quit one's occupation. This implies that computer science has the potential to alleviate an individual's inclination to disengage from their profession when experiencing symptoms of burnout.

2.2. Literature Gap

Community policing in Nigeria lacks a consistent definition and specific, implementable actions. Its implementation depends on the governing body and law enforcement organisation, as well as crime data, cultural norms, and ethical principles. The Nigerian law enforcement framework adopted community policing in 2004, but its implementation has been inconsistent and regional. To fully understand community policing in Nigeria, including its effects on crime and disorder and police-public partnerships, more empirical research is needed. To fill these gaps, this study examines how burnout affects Nigerian Police community policing practise.

2.3. Research Hypotheses

The following hypotheses were tested in the study:

H₁: Emotional exhaustion will significantly predict the practice of community policing among officers of the Nigerian police.

Empirical review: Emotional exhaustion is a significant predictor of burnout, negatively impacting job performance. In community policing, it can lead to decreased motivation and engagement, hindering the effectiveness of initiatives.

H₂: Personal accomplishment will significantly predict the practice of community policing among officers of the Nigerian police.

Empirical review: Personal accomplishment, a dimension of burnout, is linked to increased engagement in community policing activities. Studies in the US and Nigeria have shown that officers with higher levels of accomplishment are more likely to participate in community policing, such as attending meetings and providing crime prevention advice. This suggests that personal accomplishment significantly influences community policing practices.

H₃: Depersonalization will significantly predict the practice of community policing among officers of the Nigerian police.

Empirical review: Depersonalization, a form of burnout, can lead to decreased motivation and community engagement, hindering the effectiveness of community policing initiatives. Studies in the US and Nigeria have shown that police officers with higher levels of depersonalization are less likely to engage in community policing activities, such as providing crime prevention advice.

3. Method

3.1. Research Design

The study utilised the cross-sectional research design. The cross-sectional design is one that analyses data from a population sample at a specific point in time (Spector, 2019). The chosen research design was deemed appropriate due to the impracticality and ethical concerns associated with directly manipulating the independent variables of interest. The variables under investigation are burnout (independent variable); and implementation of community policing (Dependent variable).

3.2. Participants

The participants in the study were sampled personnel of the Nigerian police from the Abuja, Kaduna, and Plateau State Police Command. The participants in the study were comprised of 360 personnel of the Nigerian police. The average age of the participants was 36.6 years; and consisted of 266 males and 94 females. In relation to the participants' marital status, 91 individuals were single, 264

individuals were married, and 5 individuals reported being widowed. Regarding religious affiliations, a total of 262 individuals self-identified as Christians, 86 as Muslims, and 12 as adherents of other religious traditions. In terms of educational attainment, 9 individuals had received primary education, 105 had successfully completed secondary school, 145 held either a National Certificate of Education or a National Diploma, 2 possessed a Higher National Diploma, and 99 had obtained a Bachelor of Science degree qualification. In relation to their hierarchical placement, there were 54 individuals occupying the position of constables, 28 individuals serving as corporals, 98 individuals holding the rank of sergeants, 94 individuals functioning as inspectors, 84 individuals serving as assistant superintendents of police, and 2 individuals occupying the highest rank of superintendents of police. In terms of tenure, a total of 75 individuals had a service duration of five years or less. Additionally, 60 individuals had served for a period ranging from 6 to 10 years. Moreover, 67 individuals had a tenure spanning from 11 to 15 years. Furthermore, 58 individuals had accumulated a service duration of 16 to 20 years. Lastly, a total of 100 individuals had served for over 21 years.

3.3. Sample Size and Sampling Technique

The researchers utilised the G-power calculator in order to determine an optimal sample size that would accurately reflect the characteristics of the entire population (Faul et al., 2007). Based on the G power calculator, a sample size of 129 (N = 129) was determined to be adequate for the study, considering a medium effect size of 0.15, a significance level of 0.05 (95% Confidence Interval), and a power of 0.95 (95%). The study's dependent variable required a minimum sample size of 129. A total of 360 participants (N = 360) were included in the study to ensure a sufficient sample size.

The study employed the non-probability sampling technique of convenience sampling. Participants who met the inclusion criteria—being full-time employees and having worked with the Nigerian police for at least six months—and who were willing to participate were selected. The rationale for using convenience sampling was based on the ease of access to participants who fit the inclusion criteria, making it feasible for the researcher to reach them. As with all quantitative studies, increasing the sample size enhances the statistical power of the convenience sample, despite the limitation that not all eligible members of the target population have an equal chance of being included (Suen et al., 2014).

3.4. Instruments of Data Collection

Two psychological scales measuring the perceptions of the constructs in the study were used. These include:

Maslach Burnout Inventory (MBI): The Maslach Burnout Inventory, developed by Maslach and Jackson (1981), is a comprehensive tool consisting of 22 items that assess burnout across three distinct sub-scales. These sub-scales include depersonalization, which comprises five items, emotional exhaustion subscale, which comprises nine items, and personal accomplishment subscale, which comprises eight items. The sub-scales are evaluated using a Likert-type scale consisting of five points, where the lowest point "0" represents the absence of the behaviour and the highest point "5" represents a consistent display of the behaviour.

The emotional exhaustion subscale assesses how one feels when emotionally drained and overextended due to demands placed on them at work. It gauges a person's exhaustion, fatigue, and depletion of emotional reserves. The depersonalization subscale measures the emergence of unfavourable attitudes or negative responses towards co-workers or the workplace. It exhibits a callous and impersonal attitude toward other people. The personal accomplishment subscale assesses a person's perception of their skill level and productivity in their job. It conveys a sense of accomplishment and professional efficacy in one's work. Items in this subscale measure positive feelings and self-evaluation of accomplishment.

According to Wickramasinghe et al. (2018), the three subscales exhibit strong internal consistency, as evidenced by their respective Cronbach's alpha values of 0.837, 0.869, and 0.881. Additionally, these subscales demonstrate high test-retest reliability, with a significance level of $p < 0.001$. Each of the

three subscales has a separate scoring system. An individual's level of burnout on each dimension can be determined using these scores. Higher scores on depersonalization and emotional exhaustion and lower scores on self-actualization suggest a higher degree of burnout.

Burnout Inventory Subscale	Sample Item
Emotional Exhaustion	*I feel emotionally drained from my work.*
	I feel used up at the end of the workday.
Depersonalization	*I have become more callous toward people since I took this job.*
	I do not care what happens to some patients.
Personal Accomplishment	*I feel I am making an impact through my work.*
	I have accomplished many worthwhile things in this job.

Community Policing Inventory (CPI): The Community Policing Inventory was derived from the Community Survey on Public Safety and Law Enforcement (CSPLE), which was originally formulated by the U.S. Department of Justice's Office of Community Oriented Policing Services (COPS Office) in collaboration with ICF International and law enforcement specialists. A total of 14 items were adapted from the CSPLE that were scored on a five-point Likert scale where 1 = not at all, 2 = a little, 3 = somewhat, 4 = a lot, and 5 = great extent. Sample items include: The scoring system allows for a range of scores between 14 and 70, with 14 being the minimum and 70 being the maximum attainable summative score. Greater community policing engagement is positively correlated with higher scores.

Inventory	Sample Item
Community Policing Inventory (CPI)	*To what extent does your law enforcement agency develop relationships with community members (e.g., residents, organizations, and groups)?*
	To what extent do officers in your law enforcement agency show concern for community members?
	To what extent is your law enforcement agency effective at proactively preventing crime?

3.5. Procedure for Data Collection

The study obtained ethical approval from the Research Ethical Committee (REC) at the University of Fort Hare. In addition, the proposed study underwent a positive ethical evaluation by the Survey Ethics and Quality Committee at the University. The data collection for this study was conducted at the Nigerian Police State Divisional Headquarters situated in Abuja, Kaduna, and Plateau State to ensure a diverse and representative sample of police officers from different geographic and administrative regions, thereby enhancing the generalizability of the study's findings. Additionally, these locations were selected for their accessibility and the availability of a sufficient number of experienced and eligible officers in crime prevention and crime fighting, facilitating efficient data collection.

In order to carry out surveys among the personnel of the Nigerian Police Force, the researcher formally sought authorization from the Commissioner of Police in Abuja, Plateau, and Kaduna State, respectively. Permission was granted by the State Police Divisional Headquarters following the submission of the formal request letter. The Commissioner of Police (CP) has issued a directive to the Assistant Commissioner of Police (ACP) to allocate the Police Public Relations Officer (PPRO) to provide assistance to the researcher in carrying out data collection for the research project.

3.6. Method of Data Analysis

The study hypotheses were tested using the statistical method of Multiple Linear Regression (MLR). Multiple Linear Regression (MLR) is a statistical technique used to model the relationship between a dependent variable and multiple independent variables. In the context of this study, MLR helps understand how various aspects of employee burnout (Emotional exhaustion, personal accomplishment, and depersonalization) predicts community policing, by estimating coefficients that minimize the difference between observed and predicted values. This method controls for confounding

variables, ensuring that the unique contribution of each factor is accurately assessed. Furthermore, MLR provides quantifiable insights into the impact of each independent variable, and supports hypothesis testing to determine statistical significance.

4. Results

4.1. Descriptive Results

Table 1 presents the descriptive results, including the mean, standard deviations, and correlations, for the independent variables (work burnout dimensions: emotional exhaustion, personal accomplishments, and depersonalization) and the dependent variable (practise of community policing).

Table 1.
Mean, standard deviations, and correlations of study variables.

		2	*3*	*4*	*5*
1	Emotional exhaustion		0.468**	0.570**	-0.191**
2	Personal accomplishments			0.377**	-0.031
3	Depersonalisation				-.282**
4	Community policing				
	Mean	15.63	19.64	7.81	53.29
	SD	7.21	6.67	5.62	10.10

Note: ** $p < .01$.

Table 1 presents the statistical measures of the mean, standard deviation, and correlations pertaining to the variables of emotional exhaustion, personal accomplishments, depersonalisation, and philosophy and practise of community policing. The results of the correlation analysis indicated significant positive associations between emotional exhaustion and personal accomplishment (r =.468, p .01), emotional exhaustion and depersonalisation (r =.570, p .01), as well as a significant negative association between emotional exhaustion and the practise of community policing (r = -.191, p .01). Furthermore, there was a significant positive association between personal accomplishment and depersonalisation (r = -.377).

4.2. Inferential Results

The study employed Multiple Linear Regression (MLR) to examine the association between work burnout, specifically emotional exhaustion, personal accomplishments, and depersonalization, and community policing. The findings are displayed in the following section.

Table 2.
Regression model summary for the relationship between work burnout and practice of community policing.

Model	R^2	Adjusted R^2	Std. error of estimated	R^2 change	F change	df1	df2	*p*-value
2	0.091	0.083	9.674	0.091	11.845	3	356	<0.001

Table 2 shows the model summary of the regression for the relationship between work burnout and the practice of community policing. The table indicated that R^2 = .091, $F(3, 356)$ = 11.845, p <.001, which indicates that the model accounted for 9.1% of the variance in the practice of community policing.

Table 3.
Coefficients of the relationship between work burnout practice of community policing.

	Unstandardized coefficients		Standardized coefficients	T	*P*-value
	B	**Std. error**	**Beta**		
(Constant)	55.702	1.654		33.682	0.000
Emotional exhaustion	–0.122	0.091	–0.087	–1.332	0.184
Personal accomplishment	0.171	0.088	0.113	1.951	0.052
Depersonalization	–0.495	0.112	–0.275	–4.425	0.000

Note: Dependent variable: Practice of community policing.

The results in Table 3 show the coefficients of the multiple linear regression analysis for work burnout and practice of community policing. The results revealed that emotional exhaustion did not significantly predict the philosophy and practice of community policing (β = -.087, t = -1.332, p = .184), accounting for 8.7% variability in the philosophy and practice of community policing. Personal accomplishment did not significantly predict the practice of community policing (β = .113, t = 1.951, p = .052), accounting for 11.3% variability in the practice of community policing. Depersonalization significantly negatively predicts the practice of community policing (β = -.275, t = -4.425, p <.001), accounting for 27.5% variability in the practice of community policing. This implies that an increase in depersonalisation predicts lower participation in the practice of community policing. Hypothesis two is therefore upheld.

5. Discussion

The result of hypothesis one revealed that emotional exhaustion did not significantly predict the practice of community policing. This contrast with existing literature showing that emotional exhaustion related with engaging in job demands (Santa-Maria et al., 2021; Smoktunowicz et al., 2015; Bano, 2011; Pines & Keinan, 2005). The finding that emotional exhaustion did not significantly predict the practice of community policing in the context of the study may be attributed to the nature of the relationship between emotional exhaustion and work-related outcomes. It is possible that while emotional exhaustion can certainly affect job performance and attitudes (Allam et al., 2021), other factors within the police organization, such as leadership support, resource availability, and training, may have a more substantial influence on the implementation of community policing principles. Additionally, the absence of a significant relationship could also suggest that officers might compartmentalize their emotional experiences and professional duties, indicating a degree of resilience in managing emotional exhaustion without it significantly affecting their approach to community policing (Barello et al., 2021).

Findings showed that personal accomplishment did not significantly predict the practice of community policing. This contrasted with findings of Glaser and Parker (2001) which found relationship between accomplishments and work output among police men. Furthermore, studies have found that personal accomplishment was a protective factor for dissatisfaction at the workplace (Torres-Vences et al., 2022; Purba & Demou, 2019; Basinska & Dåderman, 2019). The non-significant relationship between personal accomplishment and the practice of community policing could be explained by the specific demands and dynamics of police work (Koerner & Staller, 2022). Personal accomplishment, often seen as a component of burnout, might not directly influence the adoption of community policing principles. Police officers' perceptions of personal accomplishment may be influenced by factors beyond community policing, such as career advancement opportunities, recognition, or other job-related factors that do not directly relate to their approach to community policing. Additionally, personal accomplishment may not be a primary determinant of officers' commitment to community-oriented practices; rather, factors like organizational culture and community

engagement initiatives may play a more prominent role in shaping their philosophy and practices (Al-Swidi et al., 2021; Cornelius et al., 2008).

The outcome of hypothesis three revealed that Depersonalization significantly negatively predicts the practice of community policing is in line with Lambert et al. (2018) which found that job involvement and job satisfaction were associated with depersonalization. Also, Schaible and Six (2016), found significant correlation between performance depersonalization. The significant negative prediction of the practice of community policing by depersonalization suggests that officers experiencing higher levels of depersonalization are less likely to adopt and implement community policing principles. This outcome aligns with the inherent contradiction between depersonalization, characterized by detachment and cynicism, and the collaborative and community-focused nature of community policing (Dzeng & Wachter, 2020). Officers who exhibit depersonalization may have a reduced capacity for empathy and positive interpersonal interactions with community members, hindering their ability to engage effectively in community policing efforts (Durkin et al., 2016). Furthermore, it underscores the importance of addressing depersonalization and promoting well-being within the police force to foster a more conducive environment for the successful implementation of community policing initiatives.

6. Conclusion

In conclusion, this research has provided insights into the complex correlation between employee burnout and the implementation of community policing within the Nigerian Police. The findings indicate that there is no significant predictive relationship between emotional exhaustion and personal accomplishment, and the practise of community policing. However, of note is the discovery regarding the substantial adverse impact of depersonalization on the implementation of community policing.

These findings hold both practical and theoretical significance for police organizations and academic research. From a practical standpoint, the results emphasize the critical importance of addressing depersonalization among police officers to enhance their engagement in community policing initiatives. By prioritizing interventions aimed at mitigating depersonalization and promoting officer well-being, police organizations can foster a supportive work environment conducive to effective community policing practices. The theoretical significance lies in advancing our understanding of the complex relationship between employee burnout and the practice of community policing. The identification of depersonalization as a significant negative predictor underscores the need for further research into the underlying mechanisms and contextual factors influencing officer engagement in community-oriented policing approaches.

While the study offers valuable insights into the relationship between employee burnout and community policing in the Nigerian Police, several limitations should be acknowledged. One notable constraint is the relatively small sample size, which may limit the generalizability of the findings. Additionally, methodological constraints, such as the use of self-report measures for assessing burnout and community policing engagement, could introduce biases and affect the accuracy of the results. Furthermore, challenges related to data collection, such as response bias or incomplete survey responses, may have influenced the study outcomes.

For future research, it is imperative to address these limitations by exploring different variables that may influence officer burnout and community policing engagement. Expanding the sample size to include a more diverse and representative sample of police officers across different regions and ranks could enhance the study's validity and generalisability. Additionally, investigating the topic in different contexts, such as urban versus rural settings or comparing community policing approaches in different countries, could provide a more comprehensive understanding of the factors influencing officer well-being and their commitment to community-oriented policing practices.

7. Limitations of Study

It is important to acknowledge that there are some limitations in this study that need to be recognised. The study's cross-sectional design hinders the creation of causal associations between variables, hence limiting the capacity to deduce temporal sequences or directional relationships. Furthermore, the utilisation of self-reported measures to evaluate self-efficacy, burnout, and community policing brings the possibility of response bias or subjectivity, which might impact the accuracy and dependability of the collected data. In addition, the process of collecting data may have been limited by methodological limits or operational challenges, which could have impacted the extent and thoroughness of the gathered data. To enhance the validity and robustness of findings on the relationship between community policing, and burnout within the Nigerian Police Force, it is essential to address these constraints in future research endeavours.

8. Recommendations

Police departments can implement comprehensive strategies focused on promoting officers' emotional well-being and interpersonal skills. This can include providing regular training sessions on stress management, empathy-building, and effective communication techniques. Encouraging open dialogue through debriefing sessions and fostering a supportive work environment that values teamwork and mutual respect among colleagues are also crucial steps in addressing depersonalization.

Furthermore, police organizations can actively promote officer engagement in community policing initiatives by emphasizing the importance of community collaboration and problem-solving partnerships. This can be achieved through department-wide communications, training programs, and recognition of officers who actively participate in community-oriented activities. By providing resources and support for officers to develop and implement community-oriented policing strategies tailored to local needs, police departments can strengthen their relationships with communities and enhance the effectiveness of community policing efforts.

In addition, police organizations should prioritize the monitoring and mitigation of depersonalization by implementing regular assessments of officer well-being and job satisfaction. Early identification of signs of depersonalization can enable proactive intervention strategies, including peer support networks, mentorship programs, and organizational policy adjustments aimed at reducing factors contributing to depersonalization.

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