

Investigating The Exhaustion of Police officers, Selected Regions Within Namibia

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Abstract: Recent studies showed that suicide among police officers are prevalent in certain countries. Burnout and subjective health complaints are considered as risks that are consistent with high levels of suicide ideation. Police officers are exposed to life-threatening traumatic experiences, such as physical assault or witnessing disturbing images of death. The aim of this study was to investigate the relationship between job demands-resources, authentic leadership, work engagement and burnout within the Namibian Police Force. A cross-sectional survey design was used collecting data about police officers in the Erongo, Oshana and Khomas regions (n=369). Data was analysed using SPSS (version, 24) and Pearson product correlations. Results indicated that when police officers experience high a workload and leaders who do not engage in the moral and ethical behaviour, they will experience higher levels of exhaustion. Factors like organisational support and resources also seemed to impact on work engagement. To reduce exhaustion and increase engagement, it is vital that the police force assesses person-job fit, implement stress management and wellness programmes to help employees cope better with work demands. Moral and ethical behaviour can be enhanced through leadership training/development. Improving on colleague relations (team building) and through mentorship programmes employees would have access to social support at work, buffering a high workload.

Keywords: *Job demands-resources, authentic leadership, work engagement, burnout.*

1. Introduction

Police officers in the Namibian police force experience occupational stress due to the nature of their jobs. Occupational stress also impacts on the effectiveness of police officer (Kangunga, 2016). Similar to Namibia, the greatest problems faced by the South African Police Force is the need to transform its perceived role of being an unrepresentative arm of the government. This would include to its initial role of being professional and satisfy the policing needs of all people in a democratic context (Govender, 2010). Based on Article 115 of the Namibian Constitution and the Police Act, Act No: 19 of 1990, section 13, the functions of the Namibian Police are to preserve the internal security, to maintain law and order, to inspect offences or alleged offences, to prevent crime and to protect life and property (Republic, of Namibia, 1990). The challenges faced are an indication that police officers have not fulfilled their role and the citizens are not satisfied by the policing in the community. Police officers are also being perceived as unreliable and not meeting the objectives as stipulated in their mandate. According to Shaw (1996), the criminal justice system is still far from complete and that the system is characterised by serious problems such as failure in detecting cases. This is an indication that not only is it difficult to change the public image of the criminal justice system, but there are serious problems within the system that are withholding police officers from carrying out their jobs efficiently.

Some of the basic requirements to meet the organisational objectives (police stations included) include being clear about work expectations, having the basic materials and the provision of necessary equipment (Harter, Schmidt, & Keyes, 2003). When police officers are not provided with the basic resources for their job and clarity about their work role, they are unable to execute their duties and serve the community. Police work has been recognised as one of the most stressful occupations in society (Anshel, 2000). According to Mostert (2006), most police officers go through stressful and traumatic situations. This is an indication that not only is the job demanding, but individuals in the police force also experience some hectic and distressing events when carrying out their duties. Police officers are exposed to life-threatening and traumatic experiences, such as physical assault or witnessing death (Stephens & Long, 2000), and may have poor coping strategies in dealing with the stress experienced (Ansheel, 2000). The variables being investigated in this study include job demands which refer to aspects that cause feelings of stress in the job (Bakker & Leiter, 2010). When employees are required to fulfil high job demands without the necessary resources, they may experience job

stress. Job resources are defined as aspects that help employees to succeed within work tasks, even when presented with stressful circumstances, aspects that make employees feel energetic, provide a sense of purpose and enable them to enjoy the work that they are doing (Bakker & Leiter, 2010). This means job resources involve factors that help an employee complete a task even when faced with challenges. According to Robbins, Judge, Odendaal, and Roodt (2009), an authentic leader knows themselves, know their beliefs and values, and they act on these beliefs and values freely and honestly. A supportive climate can act as an appropriate resource for individuals. Employees' performance is a result of their abilities, the type of support they receive when they are performing a task and the motivation they get (Luthans, Norman, Avolio, & Avey, 2008). This highlights the importance of leadership in the work environment, support and how authentic leadership improves performance. Another variable in this study is work engagement which has been regarded as a key to organisational success and competitiveness (Gruman & Saks, 2011). For an organisation to be successful and competitive, employees must be fully absorbed in their work. Work engagement is defined as a positive work-related attitude that is characterised by vigour, dedication and absorption (Schaufeli, Salanova, Gonzalez-Roma, & Bakker, 2002). Burnout occurs due to chronic emotional and interpersonal stressors on the job, characterised by exhaustion, cynicism, and inefficacy (Maslach, Schaufeli, & Leiter, 2001). Research done by Haarr (2005) indicated that distressing events often cause police officers to resign. Police resignation has been a big concern to the police executives, due to financial expenses of recruiting, selecting and training of new employees. Turnover also impacts on the indirect expenses brought about by the disruption of the services and organisational ineffectiveness (Haarr, 2005). This study is aimed at investigating the relationship between job demands-resources, authentic leadership, work engagement and burnout of police officers in selected regions in Namibia. This study is one of the first studies to explore the work engagement and burnout levels of police officers in Namibia and will also be a guiding tool for future research and interventions on police officers in Namibia.

2. Literature Review

Burnout: Burnout is defined as a condition characterised by emotional exhaustion, depersonalisation and reduced personal accomplishment that can occur among individuals (Maslach, 1982). This means that when employees experience burnout, they feel emotionally drained, have negative attitudes about their work and about themselves. Job stressors identified in the policing environment include staff shortages, lack of resources, time pressure, lack of communication and work overload (Kop, Euwema, & Schaufeli, 1999). Stearns and Moore (1993) identified an outcome of police stress to be burnout and they defined burnout as emotional exhaustion, lack of happiness and satisfaction. Burnout predicts individual outcomes such as psychosomatic complaints, life satisfaction as well as negative work outcomes (Martinussen, Richardsen, & Burke, 2007). This is an indication that burnout impacts how the individual experiences their own lives. Poor coping strategies appear to be a major factor in moderating how stress is experienced in police work (Ansheel, 2000). The workplace is an important part of an individual's life that disturbs the rest of his/her life. Thus, the wellbeing of employees is beneficial for the organisation and the community (Harter et al., 2003). Work-related stressors do not only affect the individual but also the society and the organisation they work for. Employees' wellbeing leads to a functional organisation as well as a functional society. Creating an atmosphere in which employees have opportunities to discuss their progress and growth contributes to positive emotions that construct intellectual resources for employees in the organisation. Positive emotions experienced by employees resulting from the satisfaction of basic psychological needs, feeling positive about their contributions and belonging also contributes to positive emotions (Harter et al., 2003).

A positive environment determines an employee's level of involvement in the organisation. When positive emotions are present in the organisation, employees get an opportunity to learn freely, discuss their progress and become more focused on the organisation's functioning (Harter et al., 2003). Employees react differently to work stressors. Some employees find pleasure/challenge in dealing with high work demands rather than experiencing burnout (Brand-Labuschagne, Mostert, Rothmann, & Rothmann, 2012). Other employees thrive when exposed to higher work demands, remaining engaged instead of experiencing negative work outcomes. Brand-Labuschagne et al. (2012) noted that there are two major categories of stressors that are often experienced by police officers. Inherent police stressors that refer to the different aspects that characterise the nature of police work such as danger, violence and crime. Organisational stressors which refer to stress

that is caused by certain aspects of the police organisation itself, such as management style, staff shortages, inadequate resources, lack of communication and workload.

Job Demands-Resources: Job demands are defined as aspects employees find in their work that causes feelings of stress and exhaustion (Bakker & Leiter, 2010). Janssen (2001) defined job demands as a broad concept that includes both quantitative demands- work-load a person gets and qualitative demands- role ambiguity, conflict, obligations and worker experiences. Job resources are also defined as physical, psychological and organisational aspects that decrease demands associated with physical and psychological costs, are functional in accomplishing goals, and stimulate growth and development (Hakanen, Schaufeli, & Ahola, 2008). Thus, job resources may be defined as all aspects that provide a sense of meaning, purpose and that help employees accomplish goals, and stimulate growth and development. Feelings of stress often come as a result of threatened resources (Hobfoll, 1989). Job resources are aspects of the job that help you to succeed in work tasks (Bakker & Leiter, 2010). In research done by Mbenzi (2006), the unavailability of logistical support/resources was found to be the second cause of police inefficiency and public dissatisfaction after a lack of knowledge and skills. This indicates that when there are not enough resources to carry out the work, police officers cannot offer their services to the public adequately. This leads to low work engagement, exacerbated by the lack of knowledge and skills due to a lack of proper training. In reference to the job demands-resources model, Korunka, Kubicek, Schaufeli and Hoonakker (2009) stated that two different processes have to be identified. Namely the motivational process, that connects job resources with turnover intention through work engagement and an energetic process, that connects job demands and health through the facilitating role of burnout. If police officers have enough resources to carry out their work, they are likely to be more motivated, become engaged in their work and this also reduces the chances of employees leaving the organisation. The energy process suggests that energy is needed in a highly demanding job, and with less energy, police officers may suffer from health issues, such as burnout. Schaufeli and Bakker (2004) theorised that burnout come as a result of job demands but lack of job resources may as well anticipate burnout, whereas engagement is solely predicted by job resources. This is an indication that burnout is caused by high job demands and lack of resources, but job resources can predict the level of work engagement of employees. According to Schaufeli and Bakker, (2004), limited resources may increase demands. Job demands are also known as stressors, unavailability of resources may put pressure on an individual, often resulting in stress. Average levels of job demands can be a motivating factor for some employees who work well under pressure or a hindrance in the workplace for people who do not have the needed resources.

When job resources are lacking, employees often struggle with job demands, thus resulting in disengagement (Coetzer & Rothmann, 2007). This can be supported by Sekoere's (2015) work that provided a validation that job resources have the greatest impact on work engagement. Police officers do not only have a problem attending to crime on time but also with recording and investigating cases properly (Mbenzi, 2006). A police officer's job is highly demanding thus partially causing emotional exhaustion and this can lead to low engagement and poor performance. Knowledge and experience of police officers can only be attained on the job (Mafokeng, 2012). To increase job performance and decrease the effect of operational stress, appropriate and regular training should be provided. In his research on the Namibian Police Force, Mbenzi (2006) also found that while the police cannot completely prevent crime, the availability of resources would increase their response time. This acknowledges the usefulness of job resources in the police force when it comes to combating crime. Siegrist (2000) developed a model called the effort-reward model to explain work stress and this model assumes that work-related stress is caused by an imbalance between the efforts one puts into one's work and the rewards received in return for services. Dowler (2005) identified stressors in the police and they include low wages, weekend duties, limited chances of promotion, bureaucracy, lack of proper training and equipment, lack of support and poor relationships with superiors. High job demands and a lack of resources may result in burnout and reduce work engagement (Schaufeli & Bakker, 2004). Work overload or high demands may occur if employees do not have the essential skills, abilities and support to carry out these demands (Coetzer & Rothmann, 2007). When job demands are high and the resources are low, employees fail to carry out their jobs which later leads to work overload. Based on the literature discussed above the following hypotheses have been developed; Hypothesis 1: Workload is negatively related to work engagement. Hypothesis 2: Workload is positively related to burnout. Hypothesis 3: Job resources, organisational support, greener pastures (job security) and advancement opportunities are positively related

to work engagement. Hypothesis 4: Job resources, organisational support, greener pastures (job security) and advancement opportunities are negatively related to burnout.

Authentic Leadership: Authentic leadership is defined as a leader's genuine desire to serve others through their leadership, investing in them so they can make a difference and directing them through the qualities of the heart, passion and compassion (George, 2000). When society has a negative perspective about organisations, it calls for a new leadership approach that focuses on restoring basic confidence, hope, optimism, resilience and meaningfulness (Avolio, Luthans, & Walumbwa, 2004). This is an indication that for the Namibian Police Force to restore its image there is a need for proper leadership to be implemented. Authentic leaders have a deep level of awareness of their own and other's values/ perspectives, the context in which they work and have a positive outlook on things (Avolio, Gardner, Walumbwa, Luthans, & May, 2004). Sekoere (2015) pointed out the four components that constitute authentic leadership and these are self-awareness, balanced processing, self-regulation and relational transparency. For employees to be active and filled with energy there should be an increase in enthusiasm, pride and challenge in accomplishing goals. It is expected that the organisation must advance organisational support, growth opportunities, societal support and advancement opportunities (Schaufeli & Bakker, 2004). It is important to address the level of organisational support employees get from their superiors, the clarity they have in terms of their job description, information they receive prior to tasks and the quality of the communication channels in the organisation (Coetzer & Rothmann, 2007).

In a study conducted on an offshore oil company in Norway, it was found that leadership qualities help in shaping a positive safety environment and lower the risk of accidents (Hystad, Bartone, & Eid, 2013). To create a positive working environment in the Namibian Police Force, leadership qualities have to be evaluated. If leaders in the police management lack leadership qualities, it is likely that the employees will fail at their job since they might not know what to do, where to go for guidance and what to do when experiencing difficulties. Positive attitudes and activity levels help employees create their own constructive feedback in terms of appreciation, recognition and success (Sekoere, 2015). Although engaged employees do feel tired after a long day of hard work, they describe their tiredness as rather pleasant, because it is associated with positive accomplishment. Working hard and receiving praise and acknowledgement from the public, colleagues or supervisors would make the hard work seem worthwhile. Employees imitate what their managers do (Sekoere, 2015). Managers have a great influence on their employees, because whatever they do, the employees imitate. Thus it is important for managers to lead by example. Management has an impact on the job resources of their employees and can indirectly influence work engagement (Sekoere, 2015). This means that the way things are done or the way in which resources are distributed in an organisation has an influence on the employees. The Namibian Police Force are structured as follows: Constable, Sergeant first class, Sergeant second class, Warrant first class, Warrant second class, Inspector, Chief Inspector, Deputy Commissioner, Commissioner, Deputy Inspector General and Inspector General. It is therefore critical that commanders are adequately empowered and given support to develop the necessary skills of their personnel in order to attain the ability to manage general and more complex crime investigations (Mafokeng, 2012). In addition, effective and efficient delegation as well as monitoring of cases requires that supervisors must initially clarify or give details of the assignment to detectives and then an enabling environment should be created by the supervisor, in ways such as empowering detectives with guidance, mentoring and resources to accomplish the investigative tasks effectively (Mafokeng, 2012). Mafokeng (2012) found that among police detectives, they felt that their commanders contributed the least to their development. Luthans and Avolio (2003) pointed out that for human resources to achieve sustainable growth and high performance and psychological capital, a positive supportive setting should be encouraged.

Equity theory indicates that individuals value and strive for equality in employee-employer exchange relationships (Adams, 1963). This means that individuals in organisations strive for fairness in all situations and within their relationships with each other. Employees would put in more or less effort depending on their interaction with their leaders. Greenberg (2011) stated that individuals make comparisons that result in three conditions: Overpayment inequity refers to a feeling of guilt when an individual earns more than another individual doing the same job as they are. Underpayment inequity refers to anger that result when an individual earn less than another individual doing the same job as they are. Lastly, equitable payment is a

state of equivalence between two individuals doing the same job and earning the same reward. When leaders are transparent, engage in self-regulation or moral/ethical behaviour, ask views that challenge his or her reasoning and are self-aware, employees are more likely to put in more effort into their work. Adams (1963) proposed that equality is maintained if employees perceive that their outcomes are equal to their contributions. Employees in the organisation make comparisons by contrasting their input and outcomes with others and if the relation is uneven, they experience inequity tension. This is an indication that if employees perceive their superiors as unfair and perceive injustice in the workplace, then they become discouraged in doing their job. The Leader-member exchange theory states that role development will result in different role definitions and therefore in different member connections with leaders (Dienesch & Liden, 1986). This means that through role development, leaders naturally develop different relationships with their subordinates. The Leader-member exchange theory also states that leaders' interaction with each follower differs.

This determines the type of relationship that will exist between the leader and the follower, ultimately impacting on how followers respond to requests or instructions from leaders (Dulebohn, Bommer, Liden, Brouer, & Ferris, 2012). Reinforcing this differentiation is the time restriction all leaders face on the job and because of these time pressures; the leader develops a close relationship with only a few subordinates (Dienesch & Liden, 1986). The quality of the leader-member relationship will impact on the execution of tasks and how members adhere to the leaders' requests. When leaders have healthy relationships with members, leaders will be more effective and members will also likely be happier to work with that specific leader. Authentic leadership reduces chances of workplace bullying and develops and contributes to a workforce who is less burned out, is satisfied with their job and decreased turnover intentions (Laschinger, Wong, & Grau, 2012). Authentic leadership can be an ideal leadership approach in the police force, as authentic leaders rule with genuine desire and this can lead to an increase in work engagement and a decrease in burnout. Based on the literature discussed above, the following hypotheses have been developed; Hypothesis 5: Workload is negatively related to authentic leadership. Hypothesis 6: Job resources, organisational support, greener pastures (job security), and advancement opportunities are positively related to authentic leadership. Hypothesis 7: Authentic leadership is positively related to work engagement. Hypothesis 8: Authentic leadership is negatively related to burnout.

Work Engagement: Work engagement is defined as a person's participation, satisfaction and enthusiasm for the work they do (Robbins et al., 2009). Schaufeli, Salanova, Gonzalez, Roma, and Bakker (2002) added to this definition by characterising work engagement as more than just an involvement but as a psychological state, which is categorised by energy, dedication and absorption in one's job. Hobfoll (1989) indicated that work engagement is impacted by both environmental and psychological aspects. This is an indication that both external and internal individual factors can influence how an employee will carry out their work. Mostert (2006) highlighted that it could explain why some employees can achieve so much work with enthusiasm and pleasure without experiencing sickness or being burned out. According to Cardwell, Chatman and O'Reilly (1990), engaged workers actively get involved in their jobs and are pleasurably occupied by the demands of their work. Disengaged employees are not connected with their jobs which often leads to absenteeism, poor performance and turnover. In addition, employees may thrive if they are cognitively, physically and emotionally involved in their work (Gilson & Harter, 2004). Demerouti et al. (2001) introduced the Job Demands-Resources model in an effort to understand the development of burnout and work engagement. Many studies have used the Job Demands-Resources model as the theoretical framework to explain work engagement (Bakker & Leiter, 2010). Schaufeli and Bakker (2004) indicated that the JD-R model is the key to understanding human performance under stress through a cognitive and emotional framework. When employees are exposed to high work demands with limited job resources they are likely to experience burnout. However, when employees are provided with the necessary resources, they are able to remain engaged even when tasked with high job demands. Being able to remain engaged in work has a lot to do with motivation as explain by the self-determination theory.

The Self-determination theory deals with human motivation and personality in their social context (Deci & Ryan, 2011). This theory states that the key to autonomous regulation is through fulfilment of basic psychological needs for autonomy, competence and relatedness (Deci & Ryan, 2011). This means that for

people to be motivated and engaged in their work, they should experience satisfaction with regards to autonomy, competence and relatedness. Research by Meyer and Gagne (2008) also supported this notion by showing that if there is a lack of fulfilment of these innate needs, it may lead to poor performance, and a reduction in physical and psychological well-being. This is an indication that when employees are motivated, it helps them carry out their duties efficiently and effectively. When employees are allowed to decide how to execute work related activities, they also become more engaged in their work. Autonomy refers to the independence in one's behaviour guided by one's interests and values. Competence refers to the individual's urge to be effective in their activities and to being presented with opportunities to show and express their capacities (Deci & Ryan, 2002). Lastly, relatedness refers to the desire to belong, connect with others and having mutual respect for others (Bausmeister & Leary, 1995). When employees experience higher levels of autonomy, competence and relatedness, they become more engaged in their work. These employees would have the necessary freedom to decide how best to execute duties, have the necessary skills and abilities and can rely on colleagues and supervisors for the needed support. To achieve high levels of work engagement, an organisation should focus on implementing programmes that addresses employees' needs; managers should provide resources and benefits and focus on how employees perceive organisational support (Bakker & Demerouti, 2007).

This is an indication that management needs to improve relations with employees and know what resources to provide for employees to become engaged in their work. Employees, who perceive high organisational support and who are given jobs that match their personalities, are likely to reciprocate with high levels of engagement in their work and the organisation (Schaufeli et al., 2002). Engaged employees also have better relationships with their employers which lead to more positive attitudes, intentions and behaviour. The public opinion of the police officers is that they are incompetent, corrupt, poorly trained and that the criminal justice system is not in order (Govender, 2010). Public safety is the essential role of the police force. However, the public does not feel safe. This can be supported by a study conducted by Mbenzi (2006) who pointed out that people may not trust the police and often attempt to take the law into their own hands. Based on the literature discussed above, the following hypothesis has been developed; Hypothesis 9: Work engagement is negatively related to burnout.

3. Methodology

Respondents: The sample consisted of 369 police officers from the Erongo, Khomas and Oshana regions. The total population consist of 7 286 (Erongo-918, Khomas- 4802, and Oshana- 1566). The majority of the sample were females (53.4%, n=197), aged between 32-35 years (20.6%, n=76), only n=4 having worked for less than a year (1.1%). The majority of the sample had grade 12 (58.3%, n=215), n=213 (57.7%) of the sample indicated that they are single, 36% (n=133) of them have 1 or 2 dependents, n=166 (45.0%) sergeants and n=300 from the Erongo and Oshana region (n=150 each region). The rest of the biographical information can be obtained from Table 1 below.

Table 1: Frequency Distribution of Sample

Item:	Category:	Frequency:	Percentage:
Gender	Male	170	46.1
	Female	197	53.4
	Missing values	2	0.5
Age	Below 24 years	21	5.7
	24-28	74	20.1
	28-31	60	16.3
	32-35	76	20.6

	36-40	46	12.5
	41-45	43	11.7
	46-50	28	7.6
	51 and older	17	4.6
	Missing values	4	1.1
Tenure	Less than a year	4	1.1
	1-2	44	11.9
	3-4	70	19
	5-6	69	18.7
	7-8	48	13
	9-10	41	11.1
	11-15	23	6.2
	16 and more	69	18.7
	Missing values	1	0.3
	Single	213	57.7
Marital status	Married	141	38.2
	Divorced	5	1.4
	Widow	5	1.4
	Missing values	5	1.4
Dependents	None	61	16.5
	1-2	133	36
	3-4	92	24.9
	5-6	46	12.5
	7-9	19	5.1
	10 and more	15	4.1
	Missing values	3	0.8
Highest qualification obtained	Grade 12	215	58.3
	Certificate	57	15.4
	Diploma	53	14.4
	Degree	19	5.1
	Honours Degree	11	3.0
	Masters	2	0.5
	Missing values	12	3.3
	Constable	148	40.1
	Sergeant 1 or 2	166	45.0
	Warrant 1 or 2	34	9.2
	Inspector/Chief Inspector	18	4.9
	Commissioner	1	0.3
	Missing value	2	0.5
	Erongo	150	40.7
	Oshana	150	40.7
	Khomas	69	18.7
TOTAL		369	100.0

The researchers used a non-probability sampling method, which means that the probability of participants being part of the study was unknown. The convenience sampling method was used to select participants. Convenience sampling is defined as a non-random sampling method which involves choosing research participants on the basis of availability (Beins & McCathy, 2012). The researchers used a quantitative

approach, which is a method for testing objective theories by looking at relationships between variables (Creswell, 2013). This method allowed to collect data from different regions within a short period of time and also to assess the attitudes of police officers. This study collected information on job demands-resources, authentic leadership, work engagement, and burnout of police officers in the Erongo, Khomas and Oshana regions in Namibia (n=369). The quantitative approach allows for more information to be collected from participants and relationships between variables to be studied in detail (Creswell, 2013). Research assistants, fourth year research students, were used to collect the data in the different regions. The data was used as part of their individual research projects. Approximately 90,000 cases were reported to the Namibian police between the year 2016 and 2017 (Amakali, 2017).

The Erongo region is situated in the western part of Namibia bordering the Atlantic Ocean. The total population was 182 402 in 2016 with a population growth rate of 3.8% between the year 2011 to 2016 (Namibia Statistics Agency, 2017). Chief Inspector Amulungu in his public address indicated that crime has been on the increase between 2015 and 2016. He also urged the community to work closely together with the police in an effort to curb crime in the region (Finck, 2016). A total of 7 012 cases was reported in the Erongo region between the year 2016 and 2017 (Amakali, 2017). The current approved staff structures indicated that 2 328 should be employed in the Erongo, however a meagre 918 position is currently occupied. This stresses the staff shortages and the challenges regarding a heavy workload that police officers face in the region. In the Khomas region, situated in the central parts of Namibia, the population was reported to be 415 780 in 2016. The growth rate was recorded at 3.9% between the year 2011 and 2016 (Namibia Statistics Agency, 2017). Deputy Commissioner Kanguatjivi indicated that 39.7% (37 635) of cases that was reported to the Namibian police were from the Khomas region (Amakali, 2017). The current staff compliment is 4 802 in the Khomas region. The Oshana region is located in the central northern part of Namibia with a population of 189 237. The growth rate was reported at 1.4% between the year 2011 and 2016 (Namibia Statistics Agency, 2017). It was noted that 9 217 cases were reported to the Namibian police in the Oshana region even though it is regarded as one of the smallest regions in Namibia. Deputy Commissioner Kanguatjivi stated that the number of police officers employed in Namibia is quite small in comparison to the number of cases that these investigative officers need to attend to (Amakali, 2017). The staff compliment for the Oshana region is 1 566.

Measuring Instruments: A demographic questionnaire developed by the researchers was used to obtain information about participants' gender, age, tenure, marital status, number of dependents (children), highest qualification obtained, rank and region employed in. The Job Demand-Resources Scale (JD-RS), developed by Rothman and Jackson, (2005) was adapted and used to measure the job demands-resources. The scale consists of 46 items and five dimensions namely; Workload ("Do you have too much work to do"), Resources ("Does your work make sufficient demands on all your skills and capacities"), Organisational support ("Can you count on your colleagues when you come across difficulties in your work"), Job security referred to as "Greener pastures" in this study ("Do you need to be more secure that you will still be working in one year's time") and Advancement opportunities ("Do you think your organisations pays good salaries"). The response scale ranges from 1-never, 2-sometimes, 3-often to 4-always. Rothmann, Mostert and Strydom (2006) found the following reliabilities for the different dimensions: Workload $\alpha=0.76$, resources $\alpha=0.86$, organisational support $\alpha=0.92$, Greener pastures (job security) $\alpha=0.89$ and advancement opportunities $\alpha=0.83$. Authentic leadership was measured using the Authentic Leadership Questionnaire (ALQ) developed by Avolio and Gardner (2005). The scale consists of 16 items and four dimensions namely; Transparency ("...admits mistakes when they are made"), Self-regulation or Moral/Ethics ("...demonstrates beliefs that are consistent with actions"), Balance Processing ("...solicits/ asks views that challenge his or her deeply held positions") and lastly Self-Awareness ("...seeks feedback to improve interactions with others") all in reference to "my leader". The response format ranges from 0 (not at all), 1 (once in a while), 2 (sometimes), 3 (fairly often), to 4 (frequently if not always). The reliability of the instrument was found for transparency $\alpha=0.95$ (Tonkin, 2013), moral/ethics $\alpha=0.93$ (Zhu, 2008), balanced processing $\alpha=0.79$ (Tonkin, 2013) and self-awareness $\alpha=0.84$ (Ashley & Reiter-Palmon, 2012).

The Utrecht-Work Engagement Scale (UWES), developed by Schaufeli, and Bakker, (2003) was used to measure work engagement. The scale consists of nine items and three dimensions, which are vigour ("At my work I feel bursting with energy"), dedication ("I am enthusiastic about my job") and absorption ("I get

carried away when I am working"). The response options ranges from 0 (never), 1 (a few times a year or less), 2 (once a month), 3 (a few times a month), 4 (once a week), 5 (a few times a week), to 6 (everyday). All three dimensions reported the same alpha coefficient of $\alpha = 0.85$ (Rothman, & Rothman, 2010). The Maslach Burnout Inventory (MBI), developed by Maslach, Jackson and Leiter (1997) was used to assess burnout. The scale has 16 items and three dimensions, namely, exhaustion ("I feel emotionally drained from my work"), cynicism ("I doubt the significance of my work") and professional efficacy ("In my opinion, I am good at my job"). This scale consists of a 6-point response scale, ranging from 0 (never), 1 (a few times a year or less), 2 (once a month), 3 (a few times a month), 4 (once a week), 5 (a few times a week), to 6 (everyday). Cronbach alphas were recorded for exhaustion $\alpha=0.91$, cynicism $\alpha=0.74$ and professional efficacy $\alpha=0.81$ within the Namibia context (Louw, George, & Esterhuyse, 2011).

Research Procedure: Permission was obtained from the Ministry of Safety and Security, Lieutenant General of the Namibian Police Force and station commanders. Employees were informed about their rights to privacy, confidentiality and anonymity. The questionnaires were numbered and no names have been used. The participants were informed about how the data will be used. The data will be kept safe and the respondents were not harmed in this study. A total of 450 questionnaires were distributed and 369 completed questionnaires were returned and included in this study (response rate 82%). The data collection took place between June-September 2017.

Statistical Analysis: The data collected was analysed using the Statistical Package for Social Sciences Version 24 (SPSS, 2017). Reliability analysis was used to test the consistency of instruments used in the study. The researchers used the Pearson product-moment correlation to determine whether there is an association between the variables being studied.

4. Results

Descriptive Statistics and Correlations: The means (M), standard deviation (SD), Cronbach's alpha and correlations were analysed and reported in Table 2 below. A mean of 22.08 was reported for workload, 21.26 for resources, 62.52 for organisational support, 8.75 for greener pastures (job security) and 11.16 for advancement opportunities. Moral/ethics reported a mean of 8.77, 11.57 for transparency, 6.80 for balanced processing and 9.70 for self-awareness. Vigour reported a mean score of 13.18, 14.09 for dedication and 2.70 for absorption. A mean score was reported for exhaustion of 10.50. Workload reported a Standard Deviation of 4.60, 5.01 for resources, 11.31 for organisational support, 2.93 for greener pastures (job security) and 4.87 for advancement opportunities. Moral/ethics reported a SD of 3.82, 4.74 for transparency, 3.33 for balanced processing and 4.36 for self-awareness. A SD score of 4.93 was reported for vigour, SD=5.42 for dedication and SD=5.20 for absorption. Exhaustion indicated a SD of 8.39.

Table 2: Mean, Standard Deviation, Cronbach Alpha and Pearson Product-Moment Correlation

VARIABLE	M	SD	α	1	2	3	4	5	6	7	8	9	10	11	12	13
1.JDR_WL	22.08	4.60	.76	-												
2.JDR_RES	21.26	5.01	.75	.04	-											
3.JDR_OS	62.52	11.31	.88	-.18*	.55++	-										
4.JDR_GP/JS	8.75	2.93	.79	-.13*	.18*	.15*	-									
5.JDR_AO	11.16	4.87	.88	-.24*	.27*	.33*	.11*	-								
6.AL_TRA	11.57	4.74	.80	-.12*	.20*	.45*+	.13*	.26*	-							
7.AL_ME	8.77	3.8	.74	-.03	.13*	.33*+	.13*	.26*	.68++	-						

8.AL_BP	6.80	3.33	.74	-.06*	.19*	.34*+	.10*	.34*+	.62++	.59++	-					
9.AL_SA	9.70	4.36	.84	-.10*	.23*	.40*+	.21*	.31*+	.70++	.63++	.74++	-				
10.WE_VIG	13.18	4.93	.71	-.02	.18*	.24*	.04	.12*	.24*	.26*	.28*	.23*	-			
11.WE_DED	14.09	5.42	.87	-.06*	.21*	.25*	.11*	.10*	.18*	.17*	.14*	.17*	.69++	-		
12.WE_ABS	12.70	5.20	.76	-.01	.11*	.24*	.08*	.05*	.16*	.19*	.07*	.10*	.62++	.74++	-	
13.BO_EXH	10.50	8.39	.80	.42*+	-.04	-.18*	.03	-.15*	-.13*	-.05*	-.06*	-.12*	-.17*	-.18*	-.07*	-

*Statistically significant: $p \leq 0.05$

+ Practically significant correlation (medium effect): $0.30 \leq r \leq 0.49$

++ Practically significant correlation (large effect): $r \geq 0.50$

JD-R = Job Demands- Resources

JDR_WL= Job demands-resources (workload)

JDR_R= Job demands-resources (resources)

JDR_OS= Job demands-resources (organisational support)

JDR_GP/JS= Job demands-resources (greener pastures/job security)

JDR_AO= Job demands-resources (advancement opportunities)

Al= Authentic Leadership

AL_ME= Authentic leadership (moral/ethics)

AL_TRA= Authentic leadership (transparency)

AL_BP= Authentic leadership (balance processing)

AL_SA= Authentic leadership (self- awareness)

We= Work Engagement

EE_VIG=Employee engagement (vigour)

EE_DED= Employee engagement (dedication)

EE_ABS= Employee engagement (absorption)

Bo= Burnout

BO_EXH= Burnout (exhaustion)

The Job Demands-Resources scale was found to be reliable. Workload recorded a reliability of 0.76, resources 0.75, organisational support 0.88, greener pastures (job security) 0.79 and 0.88 for advancement opportunities. The authentic leadership scale was found to be reliable. Transparency recorded a reliability of 0.80, moral/ethics 0.74, balanced processing 0.74 and self-awareness 0.84. The Utrecht-work engagement scale was found to be reliable in this study. The following Cronbach alphas were found; vigour 0.71, dedication 0.87 and absorption 0.76. The Maslach burnout inventory was found to be reliable with exhaustion indicating a reliability of .80. Cynicism and professional efficacy did not meet the expected reliability scores of 0.70 and were excluded from this study and further analysis. Workload (JDR) reported a relationship with resources (JDR) ($r = 0.04$, $p < 0.05$; almost no effect), organisational support (JDR) ($r = -0.18$, $p < 0.05$; small effect), greener pastures (job security) (JDR) ($r = -0.13$, $p < 0.05$; small effect), advancement opportunities (JDR) ($r = -0.24$, $p < 0.05$; small effect), transparency (AL) ($r = -0.12$, $p < 0.05$; small effect), moral/ethics (AL) ($r = -0.03$, $p < 0.05$; almost no effect), balanced processing (AL) ($r = -0.06$, $p < 0.05$; small effect), Self-awareness (AL) ($r = -0.10$, $p < 0.05$; small effect), vigour (WE) ($r = -0.02$, $p < 0.05$; almost no effect), dedication

(WE) ($r = -0.06, p < 0.05$; small effect), absorption (WE) ($r = -0.01, p < 0.05$; almost no effect) and exhaustion (BO) ($r = 0.42, p < 0.05$; medium effect). Resources (JDR) reported a relationship with organisational support (JDR) ($r = 0.55, p < 0.05$; large effect), greener pastures (job security) (JDR) ($r = 0.18, p < 0.05$; small effect), advancement opportunities (JDR) ($r = 0.27, p < 0.05$; small effect), transparency (AL) ($r = 0.20, p < 0.05$; small effect), moral/ethics (AL) ($r = 0.13, p < 0.05$; small effect), balanced processing (AL) ($r = 0.19, p < 0.05$; small effect), self-awareness (AL) ($r = 0.23, p < 0.05$; small effect), vigour (WE) ($r = 0.18, p < 0.05$; small effect), dedication (WE) ($r = 0.21, p < 0.05$; small effect), absorption (WE) ($r = 0.11, p < 0.05$; small effect) and exhaustion (BO) ($r = -0.04, p < 0.05$; almost no effect).

Organisational support (JDR) reported a relationship with greener pastures (job security) (JDR) ($r = 0.15, p < 0.05$; small effect), advancement opportunities (JDR) ($r = 0.33, p < 0.05$; medium effect), Transparency (AL) ($r = 0.45, p < 0.05$; medium effect), moral/ethics (AL) ($r = 0.33, p < 0.05$; medium effect), balanced processing (AL) ($r = 0.34, p < 0.05$; medium effect), self-awareness (AL) ($r = 0.40, p < 0.05$; medium effect), vigour (WE) ($r = 0.24, p < 0.05$; small effect), dedication (WE) ($r = 0.25, p < 0.05$; small effect), absorption (WE) ($r = 0.24, p < 0.05$; small effect) and exhaustion (BO) ($r = -0.18, p < 0.05$; small effect). Greener pastures (job security) (JDR) reported a relationship with advancement opportunities (JDR) ($r = 0.11, p < 0.05$; small effect), transparency (AL) ($r = 0.13, p < 0.05$; small effect), moral/ethics (AL) ($r = 0.13, p < 0.05$; small effect), balanced processing (AL) ($r = 0.10, p < 0.05$; small effect), self-awareness (AL) ($r = 0.21, p < 0.05$; small effect), vigour (WE) ($r = 0.04, p < 0.05$; almost no effect), dedication (WE) ($r = 0.11, p < 0.05$; small effect), absorption (WE) ($r = 0.08, p < 0.05$; small effect) and exhaustion (BO) ($r = 0.03, p < 0.05$; almost no effect). Advancement opportunities (JDR) reported relationship with transparency (AL) ($r = 0.26, p < 0.05$; small effect), moral/ethics (AL) ($r = 0.26, p < 0.05$; small effect), balanced processing (AL) ($r = 0.34, p < 0.05$; medium effect), self-awareness (AL) ($r = 0.31, p < 0.05$; medium effect), vigour (WE) ($r = 0.12, p < 0.05$; small effect), dedication (WE) ($r = 0.10, p < 0.05$; small effect), absorption (WE) ($r = 0.05, p < 0.05$; small effect) and exhaustion ($r = -0.15, p < 0.05$; small effect). Transparency (AL) reported a relationship with moral/ethics (AL) ($r = 0.68, p < 0.05$; large effect) balanced processing (AL) ($r = 0.62, p < 0.05$; large effect), self-awareness (AL) ($r = 0.70, p < 0.05$; large effect), vigour (WE) ($r = 0.24, p < 0.05$; small effect), dedication (WE) ($r = 0.18, p < 0.05$; small effect), absorption (WE) ($r = 0.16, p < 0.05$; small effect) and exhaustion (BO) ($r = -0.13, p < 0.05$; small effect).

Moral/ethics (AL) reported a relationship with balanced processing (AL) ($r = 0.59, p < 0.05$; large effect), self-awareness (AL) ($r = 0.63, p < 0.05$; large effect), vigour (WE) ($r = 0.26, p < 0.05$; small effect), dedication (WE) ($r = 0.17, p < 0.05$; small effect), absorption (WE) ($r = 0.19, p < 0.05$; small effect) and exhaustion (BO) ($r = -0.05, p < 0.05$; medium effect). Balanced processing (AL) reported a relationship with self-awareness (AL) ($r = 0.74, p < 0.05$; large effect), vigour (WE) ($r = 0.28, p < 0.05$; small effect), dedication (WE) ($r = 0.14, p < 0.05$; small effect), absorption (WE) ($r = 0.07, p < 0.05$; small effect) and exhaustion (BO) ($r = -0.06, p < 0.05$; small effect). Self-awareness (AL) reported a relationship with vigour (WE) ($r = 0.23, p < 0.05$; small effect), dedication (WE) ($r = 0.17, p < 0.05$; small effect), absorption (WE) ($r = 0.10, p < 0.05$; small effect) and exhaustion (BO) ($r = -0.12, p < 0.05$; small effect). Vigour (WE) reported a relationship with dedication (WE) ($r = 0.69, p < 0.05$; large effect), absorption (WE) ($r = 0.62, p < 0.05$; large effect) and exhaustion (BO) ($r = -0.17, p < 0.05$; small effect). Dedication (WE) reported a relationship with absorption (WE) ($r = 0.74, p < 0.05$; large effect) and exhaustion (BO) ($r = -0.18, p < 0.05$; small effect). Absorption (WE) reported a relationship with exhaustion (BO) ($r = -0.07, p < 0.05$; small effect).

5. Conclusion

The purpose of this study was to investigate the relationship between job demands-resources, authentic leadership, work engagement and burnout of police officers in selected regions in Namibia. This study found that workload (average) is negatively related to work engagement (high), supporting Hypothesis 1. This indicates that when police officers have a high workload, they would become less engaged in their work. This was also supported by studies by Coetzer, and Rothmann, (2007), Mbenzi, (2006), Schaufeli, and Bakker, (2004), and Sekoere, (2015). Considering that the workload and resources are on average levels for the sample and work engagement is high, if the workload gets increased without the necessary resources, these police officers are likely to become disengaged. Workload reported a positive relationship with exhaustion

(average). This means that the higher the workload of employees, the more exhausted they become. The result of this study also supports Hypothesis 2 and the work of Coetzer and Rothmann (2007), Mbenzi (2006), Schaufeli and Bakker (2004), and Sekoere, (2015). Schaufeli and Bakker (2004) also theorised that burnout come as a result of job demands. The job of police officers is highly demanding, thus causing emotional exhaustion which results in disengagement and lower levels of performance. This study also investigates Hypothesis 3: Job resources, organisational support, greener pastures (job security) and advancement opportunities are positively related to work engagement. The results support Hypothesis 3, indicating that job resources (average), organisational support (average), greener pastures (job security - average) and advancement opportunities (low) enhances work engagement of the sample in this study. Having the necessary resources and support from the organisation, employees are more likely to be engaged in their work and achieve satisfactory levels of productivity (Korunka et al., 2009; Schaufeli & Bakker, 2004; Schaufeli et al., 2002). Korunka et al. (2009) also noted that when employees do not receive the necessary resources, they become disengaged and even suffer from poor health, such as burnout. The results of this study support Hypothesis 4 and the negative relationship between job resources, organisational support, advancement opportunities and burnout (Schaufeli & Bakker, 2004; Coetzer & Rothmann, 2007).

When employees do not receive the required resources, it adds to the workload, frustration and burnout experienced by them. The sample experienced low levels of advancement opportunities. Siegrist (2000) also found that when there is an imbalance between efforts and outcomes, employees become disengaged and are likely to experience burnout. Hypothesis 5 investigated the relationship between workload and authentic leadership. Hypothesis 6 aimed at investigating the relationship between job resources, organisational support, greener pastures (job security), advancement opportunities and authentic leadership. This study found a negative relationship between workload and authentic leadership but a positive relationship between job resources, organisational support, greener pasture (job security), advancement opportunities and authentic leadership supporting Hypotheses 5 and 6. These findings also support the work of Coetzer and Rothmann, (2007), Schaufeli and Bakker (2004), and Sekoere (2015). Coetzer and Rothmann (2007), Mafokeng (2012), Sekoere (2015) indicated that when leaders provide guidance and clarity (job resources), it reduces the workload of employees, making employees more enthusiastic (Schaufeli & Bakker, 2004), productive (Luthans & Avolio, 2003) and it reduces work accidents (Hystad et al., 2013).

Authentic leaders are also able to positively energise their employees making them become more engaged in their work or result in burnout. Hypothesis 7 investigated the relationship between authentic leadership and work engagement. Hypothesis 8 investigated the relationship between authentic leadership and burnout. The results of this study support Hypotheses 7 and 8 as well as the work of Dienesch and Liden (1986), Luthans and Avolio (2003), Mafoken (2012), and Sekoere (2015). A leader has the ability to provide or withhold resources, impacting on the workload of employees (Sekoere, 2015), affecting productivity and levels of work engagement (Luthans & Avolio, 2003; Mafokeng, 2012). The quality of the relationship between the leader and his/her followers will also impact on the degree to which subordinates follow and execute the commands of the leader (Dienesch & Liden, 1986; Dulebohn et al., 2012). The manner in which the leader can impact on workload as well as communication may impact on burnout, health and life satisfaction of police officers (Harter et al., 2003; Kop et al., 1999). Hypothesis 9 of this study investigated the negative relationship between work engagement and burnout. The results of this study supported Hypothesis 9 and the work of Bakker and Leiter (2010), Demerouti et al. (2001), and Schaufeli and Bakker (2004). It was found that work engagement and burnout are opposites experienced by employees, being impacted by job demands, job resources, the working environment and individual characteristics. When employees experience high job demands with a lack of resources, they are likely to experience burnout. Having average work expectations with the needed resources, employees will become engaged in their work. When employees are provided with a high level of resources, they would still be able to handle high work demands, remaining engaged and not experiencing burnout.

In order to keep police officers engaged in their work, it is suggested that employees' capability to handle work stress should be assessed. Based on these results employees should be placed within the organisation whilst considering the required competencies and skills. Having a better person-job fit - how the employees' skills, potentials, competencies and abilities match the requirements of a certain job, the higher the likelihood

that these employees would be productive and prosper. Trying to have a better person-job fit can also be done with new recruits or by reshuffling current employees. It is further suggested to provide employees with the required resources, which include resources to execute their duties, training opportunities to improve and gain skills, sufficient salaries and benefits to make a living, and provide praise and recognition where needed. Employees need to be allowed to influence decisions within the organisation, with supportive colleagues to rely on for guidance when needed, be informed about their work expectations and levels of performance. These resources include being informed about critical information within the organisation, supervisory support and healthy relations, being paid equitably for work efforts and being provided with sufficient opportunities to be promoted. It would serve a great deal considering that job resources buffer the impact from high workload requirements, preventing burnout of employees. It was noted that as part of the organisational support/resources, advancement opportunities were low for this sample. This indicates that these police officers are unhappy with their level of remuneration and benefits; they are unable to live comfortably on their pay, unable to progress financially, and have limited opportunities for training or to be promoted. Perhaps the salaries and benefits of police officers need to be reviewed by the government, taking into account the type of work they do and the amount of effort they invest when executing their duties. Considering that the police force has different ranks, it is commendable that the management considers a promotion system that considers years of service, academic qualifications and exceptional performance as part of the promotion criteria.

Seeing that at some regional police stations only a certain number of senior officers may be accommodated, perhaps other incentives would also be included such as a day off for the best performing employee of the month. To ensure these incentives serve its purpose, management needs to investigate what officers would prefer and if these incentives are reasonable. Looking at the age, tenure and highest qualifications obtained, it is recommended that the police force also identifies or develop short courses that can enhance the capabilities of these employees. These employees are young and may be working for the police force for many years. The police force may think of shaping these employees for the future, ensuring continuity, increased productivity, reduces crime, increased crime solving and customer satisfaction restoring the image of the Namibian Police Force. The Namibian Police Force is having a monitoring and evaluation policy in place. This study recommends that the leadership on all levels within the police force be monitored and evaluated closely. Leaders need to ensure that the distribution of resources and work duties are done fairly and equitably. This will enhance the perceived distributive justice within the organisation, improving the relationship between leaders and followers, making it more likely that followers will execute and implement commands from the leader.

It is recommended that leaders be provided with leadership training to enhance their level of transparency and moral/ethical behaviour, balanced processing and self-awareness. This means that leaders will need to own up to their mistakes, allow followers to speak openly about their challenges and grievances, and speak out about decisions or practices within the organisation that are unfair or unacceptable. Leaders should also not only tell followers how to behave and execute their work duties, but be an example of exemplary service and diligent work ethics. Leaders also need to be impartial; listen to different views and considers all relevant information before making a decision. Leaders need to become more aware of how their actions, view points and decisions affect followers, be aware of how followers perceive their capabilities and aim to improve interactions with others. These leadership qualities can also be assessed when candidates apply for a leadership position. The police force can consider implementing a leadership development program, where young and capable employees are identified and groomed for future leadership positions within the organisation. Developing leaders from within the organisation enhances satisfaction within the organisation, indicating that the organisation and management are devoted to the progress and future of the employees. Considering the factors in this study that impact on burnout, it is suggested that the workload of employees be monitored and kept to average levels. When employees experience high workloads, they may become disengaged and experience burnout. Seeing that police work is very stressful and strenuous, it is recommended that officers who are exposed to gruesome and traumatic experiences be sent for mandatory counselling. Being able to talk to a trained professional will help police officers manage their work stress better. It may also be considered to enhance employees' coping ability with hardiness training. In light of the

fact that the government also has other financial obligations and that job resources may be scarce, it is also recommended that police officers be taught how to work with the limited resources.

Educating police officers about health and well-being will improve their levels of burnout. Eating healthier, reducing alcohol intake and becoming more active will help to mitigate the effects of work stress. The police force may also approach healthcare providers to present health education seminars, or collaborate with them to build health and wellness facilities for police officers to have access to, with the necessary training on how to use and manage these facilities. Having authentic leaders within the police force will ensure that resources and work duties are distributed fairly and equally. This will make police officers become engaged in their work instead of experiencing burnout, ensuring that there is a balance between job demands and resources. Authentic leaders are also likely to advance job resources of employees with support, guidance, effective communication, role and expectation clarity, communicating the expected and current levels of performance ensuring that employees know what to do and how to improve performance and reduce burnout. Having leaders that are honest and concerned about their followers, speak out against unfair decisions and practices, listen to the concerns of employees, provide guidance and support. This will ensure that police officers become more engaged in their work, become healthier, experiencing improved job and life satisfaction instead of ill health, absenteeism, turnover intention or burnout. Due to the limited nature and scope of this study, these findings may not be generalised to the entire Namibian Police Force. The Maslach Burnout Inventory did not achieve acceptable reliability results for all dimensions, thus it is recommended that a qualitative approach be used in future studies to assess burnout. Bearing in mind that grade 12 was the highest qualification obtained by many of the participants in this study and English being the second language for many of them, this could have been the reason for the unacceptable reliability levels for cynicism and professional efficacy.

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