Emotional Intelligence as Correlate of Job Burnout among Police Officers in Rivers State, Nigeria

Dr. (Mrs.) Ijeoma Ernest-Ehibudu[1*], Mrs. Nwuzor Nkechi[2]
[1]Dept of Edu Psychology, Guidance and Counselling University of Port Harcourt, Nigeria
[2]Dept of Edu Psychology, Guidance and Counselling University of Port Harcourt, Nigeria

*Corresponding author
Dr. Ijeoma Ernest-Ehibudu

Abstract: The study investigated the extent to which emotional intelligence components are related to job burnout experienced by Nigerian Police officers in Rivers State Command. The study was guided by six research questions and their corresponding null hypotheses. The study was conducted using a sample of 360 police officers drawn through multi-stage sampling technique. The correlational research design was used for the study, while two instruments were developed for the purpose of data collection. These instruments were the Police Emotional Intelligence Inventory (PEII) and the Police Burnout Inventory (PBI). Using test-retest reliability, the Police Emotional Intelligence Inventory was shown to have a reliability coefficient of 0.84, while the Police Burnout Inventory had a coefficient of 0.87. Data for the study was collected using the direct delivery approach, while analysis was done using multiple and linear regression for the research questions and ANOVA associated with multiple and linear regression for the testing of the hypotheses. Result showed that emotional intelligence had significant joint prediction on the job burnout of police officers. On the basis of the result obtained, it was recommended that emotional intelligence training be provided for police officers in Rivers State, Nigeria.
Keywords: Emotional intelligence, self-awareness, self-management self-motivation, social awareness, relationship management and job burnout.

INTRODUCTION

The incident that happened in Ketu Area of Lagos State on the 24th of December, 2015 was not a surprise or shocking story. Two brothers and their friends were shot dead by a police officer on the street and thereafter, he shot himself. Although the story was trending on both traditional and social media, this was not the first time incidents like this have been reported. The only twist to this one was that the brothers, who were twins, were the only surviving children of their 68 year old, widowed mother.

What the above sad incident, and others like it have shown, is that most Nigerian police officers are seriously having problems executing their primary duties of safeguarding lives and properties. It is not uncommon to hear that citizens have been molested and abused by officers of the Nigerian Police Force. Worse still, it has become a matter of national joke that police officers only arrive a crime scene only after they are certain that the criminal(s) have safely carted away prized assets of the victims or death of citizens. For this and other similar reasons, police officers and the Nigerian Police Force have become objects of ridicule, with a whole franchise of the entertainment industry making a caricature of the profession.

It can be correctly assumed that the factors responsible for this seemingly lackadaisical attitude of police officers are many. Often times, people have sought to explain this negligence as a result of poor equipping, lack of training, inappropriate remuneration, corruption, inadequate ratio of police officers in the face of increasing population and burgeoning crime rate. Irrespective of the reasons adduced for the reluctance of police officers generally to execute their duties, one fact remains that not all police officers display such disregard to their duties. The Nigerian police has had instances of police officers, who despite all odds and against all sense of rational thinking, has faced personal and professional risk to protect the lives of citizen. Although, cases like this do not make national headline or trend on social media, this researcher as a police officer with many years of cognate experience, has observed with awe and admiration the seriousness with which some crop of police officers have executed their duties in face of obstacles and ridicule from even colleagues and superior officers. In this direction, this researcher has pondered repeatedly on the difference in the attitude of police officers to execute their duties. A cursory observation of the situation revealed that most police officers work under tight schedule that tasks their physical and mental coping abilities. A situation that has been called burnout [12].

One of the researchers who is a police officer has noticed that officers exhibit attitudes symptomatic of burnout namely, emotional exhaustion, depersonalization and reduced personal commitment. In line with the researcher's observation [17], confirmed that:

Occupational burnout is typically and particularly found within human service professions. Professions with high levels of burnout include social works, nurses, teachers, police officers, lawyers, engineers, physicians, customer service representatives, and police officers. One reason why burnout is so prevalent within the human services field is due impart to the high stress environment and emotional demands of the job.

Apart from the emotional demands of police officers as stated above, the environmental stressors that may lead to job burnout among police officers include poor working conditions, role conflict, role ambiguity, time pressure and criticism from the wider community.

On the other hand, reactions of police officers to these stressors differ. The stress experienced by a particular officer will be unique to him or her, and will depend on the precise complex interaction between his or her personalities, values, skills and circumstances [10]. This implies that factors like years of experience, socio economic status, personality, age, gender, emotional intelligence will determine the responses or reactions of police officers to work environmental stressors and the resultant levels of burnout that may be experienced. For the purpose of this work, attention shall be paid to the concept of emotional intelligences as related to job burnout of police officers.

Much emphasis has been laid on emotional intelligence in 21st century more than ever in the human service sector. Emotional intelligence has only recently received the attention of psychologist since the publication of [7] book, *"Emotional intelligence: why it matters most than intelligence quotient".* For decades, a lot of emphasis has been placed on certain aspect of intelligence. Such aspects include logical reasoning, mathematical skills, spatial skills, understanding analogies, verbal skills. Researchers were puzzled by the fact that while intelligence quotient (IQ) could predict personal success, there was something missing in the equation when some individuals with fabulous intelligent quotient scores were, doing poorly in their professional and occupational lives. One could say that they waste their potentials by thinking, behaving and communicating in ways that hinder their chances to succeed. Thus it was argued that emotional intelligence is a major missing part of the success equation in the real world.

Goleman, D [8] defined emotional intelligence as the capacity for recognizing our feelings and those of others, for motivating ourselves and for managing emotions well in us and in relationships. Emotional intelligence describes abilities distinct from but complementary to academic intelligence or the purely cognitive capacities measured by intelligence quotient. Although many attribute the emergence of emotional intelligence to [8] it was in fact [11] who was the first to propose a formal definition of the construct of emotional intelligence which most of the theoretical researchers accepted and expanded upon. Their ability model differentiate emotional intelligence as "intelligence" in the traditional sense, that is, as a set of mental abilities to do with emotions and the processing of emotional information that are a part of, and contribute to logical thought and intelligence in general. These abilities are arranged hierarchically from basic psychological processes to more psychologically integrated and complex one and are thought to develop with age and experience in much the same way as crystallized abilities. Moreover, there are considered to be independent of traits and talents and preferred ways of behaving. Therefore, emotional intelligence is defined as the ability, capacity skill or self-perceived ability to identify access and manage the emotions of one's self, of other and of groups (Wikipedia, the free encyclopedia). It is the ability to understand one's emotions and those of people around [4]. The concept of emotional intelligence suggests that one has self-awareness that enables him/her to recognize feelings and help to manage emotions. At a personal level it involves motivation and the ability to focus on goals rather than demanding instant gratification [7] offered a framework of emotional intelligence that has specific relevance to burnout. His mixed model of emotional intelligence recognizes five dimensions of the construct: self-awareness, self-management, self-motivation, social awareness, and relationship management. According to [16] the first two dimensions are classified as intrapersonal and the last two as interpersonal dimensions of emotional intelligence Self-awareness implies the ability to monitor feelings from time to time which is important to psychological insight and self-understanding. People with greater understanding about their feelings are better pilots of their lives especially as it relates to how they really feel about personal decisions, whom to marry, what job to take. On this basis [14], asserted that self-awareness is the cornerstone of emotional intelligence.

Social awareness is the ability to identify one's own internal states, preferences, resources and intuition. It involves recognizing one's emotions and their effects, accurate self-assessment which involves knowing one's emotions and their effects and self-confidence which refers to a strong sense of strength and limit [6]. It helps one to be very empathetic which is a fundamental people-skill, especially for police officers who have constant interaction with others.

Self-management is the ability to manage one's internal states, impulses and resources. It is the ability

to regulate distressing effects like anxiety and anger and to inhibit emotional impulsivity. Self-management involves self- control (keeping disruptive emotions and impulses in check), trustworthiness (maintaining a standard of honesty and integrity, being sincere and faithful), consciousness (taking responsibility for personal performance, adaptability (flexibility in handling change or being fitted in with comforting in any environment or situation) and innovation-being comfortable with novel ideas, approaches, and new information [19].

Self-motivation is the ability to be effectively turned to associative network arranged in a hierarchy of strength and importance in the individual which determines what goals one seeks. This explains that motivation may susíain the residual effect that propels one to achieve goals. It is the tendency that guides or facilitates reaching goals and enhances performance in work place. Inherent in motivation are achievement drive (striving to improve or meet a standard of excellence) commitment (aligning with the goals of the group or organization), initiative (readiness to act upon opportunities and ability to do well when chance is giving and optimism-persistence in pursuing goals despite obstacles and set back [18].

Social awareness is the ability to read non-verbal cues for negative emotions particularly anger and fear and to judge the trustworthiness of other people. Social awareness helps individuals in working and non-working environments to handle relationship effectively. Social awareness is synonymous with high job performance. It includes empathy (awareness of others feelings, needs and concerns, sensing others' feelings and perspectives and taking active interest in their concerns), service orientation (anticipating, recognizing and meeting others' and organizational awareness-reading a group's emotional currents and power relationship [2].

Relationship management or social skill refers to one's ability to manage and control one's emotions. It is a prerequisite to managing relationship with others. Effective management induces positive response from others relationship management consists of the following managing relationships, inspiring others and inducing positive responses from them.

Indeed, police officers have multiple daily interaction with others both in the office and in the community. People beckon on them to direct and control events, especially threatening ones to facilitate peace. This can be very demanding professionally and personally, even leading to burnout. Psychologist have conducted considerable research into factors that facilitate or inhibits job performance and excellence among other human servicing organizations and occupations, yet there is currently a paucity of studies on how police officers address job burnout despite the

fact that burnout is associated with turnover, job dissatisfaction, poor performance and aggressiveness. Emotional intelligences as stated previously can be probable positive factor in the managing the pernicious incident of burnout. It is therefore against this background that this study is investigating the relationship between emotional intelligence and job burnout of police officers in Rivers State.

The following research questions were answered in this study.
- To what extent do emotional intelligence components of self-awareness, self-management, self-motivation, social awareness, and relationship management jointly predict job burnout among police officers in Rivers State?
- To what extent does self-awareness independently predict job burnout among police officers in Rivers State?
- To what extent does emotional intelligence self-management independently predict job burnout among police officers in Rivers State?
- To what extent does self-motivation independently predict job burnout among police officers in Rivers State?
- To what extent does social-awareness independently predict job burnout among police officers in Rivers State?
- To what extent does relationship management independently predict job burnout among police officers in Rivers State?

The following null hypotheses were postulated to guide this study and were tested at 0.05 alpha level
- Emotional intelligence components of self-awareness, self-management, self-motivation, social awareness, and relationship management) do not jointly have any significant prediction on job burnout among police officers.
- Self-awareness does not independently predict job burnout among police officers in Rivers State, Nigeria.
- Self-management does not independently predict job burnout among police officers in Rivers State, Nigeria.
- Self-motivation does not independently predict job burnout among police officers in Rivers State, Nigeria.
- Social awareness does not independently predict job burnout among police officers in Rivers State, Nigeria.
- Relationship management does not independently predict job burnout among police officers in Rivers State, Nigeria.

METHODS AND MATERIALS
In this study, the correlational research design was used because the researchers investigated the relationship between police officers' emotional

intelligence and job burnout. Correlational study is a type of research concerned with determining the degree of relationship between two or more variables, indicates direction and magnitude or nature (positive or negative) of relationship between the variables and also used in testing hypothesis of significance [9, 15]. The population for the study consists of 15,200 police officers in the Rivers State Police command (Rivers State Police Command Headquarters, 2016). A sample of 360 police officers was used for the study. The sample was drawn through multistage sampling procedure. Firstly, this researcher divided the entire state into three senatorial zones using the cluster random sampling technique. Thereafter two local government areas were selected from each senatorial zones using simple random sampling technique by balloting. Finally, non-proportional stratified sampling technique was used to collect data from 60 police officers each local government area. Two instruments were developed for data collection. Police Burnout Inventory (PBI) developed by [5] was adapted by the researchers for the present study. The instrument was made up of 25 items as in the original scale which contained both positive and negative items developed to assess burnout among police officers. However, the researchers adapted the instrument by changing the response scale from 5-points to 4-points and were scored 4, 3, 2 and 1 point(s) respectively for positive items, while 1, 2, 3 and 4 point(s) were for the negative items. The instrument was scored holistically not into components. Therefore the maximum and minimum scores obtainable from the instrument are 100 and 25 respectively The Police Emotional Intelligence Inventory (PEII) is 25-item scale that seeks to assess global Police emotional intelligence as well as specific components of emotional intelligence. The instrument was developed by the researchers after reviewing the literature. Five items each was developed to assess the various components of emotional intelligence such as self-awareness, self-management, self-motivation, social awareness, and relationship management. The instrument was constructed on a four-point likert scale of Strongly Agree (SA), Agree (A), Disagree (D) and Strongly Disagree (SD). The maximum and minimum points obtainable from each section were 20 and 5 points respectively, while total maximum points are 100, while the total minimum is 25. Out of the 25 items, 7 are negatively keyed, while the others are positively keyed. The reliability coefficient for PEII was 0.84 for the entire instrument, with the sections self-awareness, self-management, self-motivation, social awareness and relationship management had reliability coefficients of 0.70, 0.68, 0.80, 0.73, and 0.85 respectively, while the PBI had a reliability coefficient of 0.87. These values were considered suitable for concluding that the instruments were reliable. The instrument for the study was administered to the respondents via direct delivery method with the help of two trained research assistants. Multiple regression was used to answer research question one, while the simple regression was used for the remaining questions. Hypotheses 1 was tested using ANOVA associated with multiple regression, while the remaining null hypotheses were tested using ANOVA associated with simple regression

RESULTS

Research Question One: To what extent do emotional intelligence components of self- awareness, self-management, self-motivation, social awareness, and relationship management jointly predict job burnout among police officers in Rivers State?

Hypothesis One: Emotional intelligence components of self-awareness, self-management, self-motivation, social awareness, and relationship management) do not jointly have any significant prediction on job burnout among police officers.

To answer research question one, multiple regression was used while Analysis of variance (ANOVA) associated with multiple regression was used to test the corresponding null hypothesis.

Table-1: Multiple regressions on self-awareness, self-management, self-motivation, social awareness, relationship management as a Predictor of Job burnout among Nigeria Police Officers in Rivers State

Model	R	R Square	Adjusted R Square	Std. Error of the estimate
1	0.927	0.860	0.858	2.36726

Table-2:Summary of ANOVA Associated with multiple regression of self-awareness, self-management, self-motivation, social awareness, relationship management as a Predictor of Job burnout among Nigeria Police Officers in Rivers State

Model	Sum of Square	Degree of Freedom (df)	Mean Square	F	Sig.
Regression	12165.307	5	2433.061	434.170	0.00
Residual	1983.793	354	5.604		
Total	14149.100	359			

As indicated from analysis shown in the Table 1, an R-Value of 0.927 was gotten with an R^2 Value of 0.860 and adjusted R^2 value of 0.858. This result indicates that the independent variables jointly predict about 85.8% of job burnout among the Nigeria Police Officers in Rivers State Command. Furthermore, the result of the ANOVA associated with multiple regression yield an F- value of 434.170 at df of 5 and

354 with an associated P-value of 0.000 which was lesser than the chosen alpha of 0.05. This suggests that self-awareness, self-management, self-motivation, social awareness, relationship management jointly and significantly predict the job burnout among the Nigeria Police Officers in Rivers State. The null hypothesis was therefore rejected while accepting alternate hypothesis.

Research Question two: To what extent does self-awareness independently predict job burnout among police officers in Rivers State?

Hypothesis two: Self-awareness does not independently predict job burnout among police officers in Rivers State, Nigeria.

To answer research question two, simple regression was used while Analysis of variance (ANOVA) associated with simple regression was used to test the corresponding null hypothesis.

Table-3: Simple regression on self-awareness as a Predictor of Job burnout

Model	R	R Square	Adjusted R Square	Std. Error of the estimate
1	0.784	0.615	0.614	3.90271

Table-4: Summary of ANOVA associated with simple linear regression of self-awareness as a predictor of job burnout

Model	Sum of Square	Degree of Freedom (df)	Mean Square	F	Sig.
Regression	8696.349	1	8696.349		
Residual	5452.751	358	15.231	570.958	0.000
Total	14149.100	359			

As indicated from analysis shown in the table 3 above, an R-Value of 0.784 was gotten with an R^2 Value of 0.615 and adjusted R^2 value of 0.614. This result indicates that self-awareness predicts about 61.4% of job burnout among the police officers in Rivers State. Furthermore, the result of the ANOVA associated with simple regression yield an F- value of 570.958 at df of 1 and 358 with an associated P-value of 0.000 which was lesser than the chosen alpha of 0.05. This suggests that self-awareness significantly predict the job burnout among police officers in Rivers State. The null hypothesis was therefore rejected while accepting alternate hypothesis.

Research Question three: To what extent does self-management independently predict job burnout among police officers in Rivers State?

Hypothesis three: Self-management does not independently predict job burnout among police officers in Rivers State, Nigeria.

To answer research question three, simple regression was used while Analysis of variance (ANOVA) associated with simple regression was used to test the corresponding null hypothesis.

Table-5: Simple regression on self-management as a Predictor of Job burnout

Model	R	R Square	Adjusted R Square	Std. Error of the estimate
1	0.869	0.756	0.755	3.10545

Table-4.6: Summary of ANOVA associated with simple regression of self-management as a predictor of job burnout

Model	Sum of Square	Degree of Freedom (df)	Mean Square	F	Sig.
Regression	10696.606	1	10696.606		
Residual	3452.494	358	9.644	1109.165	0.000
Total	14149.100	359			

As indicated from analysis shown in table 5 above, an R-Value of 0.869 was gotten with an R^2 Value of 0.756 and adjusted R^2 value of 0.755. This result indicates that self-management predicts about 75.5% of job burnout among the police officers in Rivers State. Furthermore, the result of the ANOVA associated with simple regression yield an F- value of 1109.165 at df of 1 and 358 with an associated P-value of 0.000 which was lesser than the chosen alpha of 0.05. This suggests that self-management significantly predict the job burnout among police officers in Rivers State. The null hypothesis was therefore rejected while accepting alternate hypothesis.

Research Question four: To what extent does self-motivation independently predict job burnout among police officers in Rivers State?

Hypothesis four: Self-motivation does not independently predict job burnout among police officers in Rivers State, Nigeria.

To answer research question four, simple regression was used while Analysis of variance (ANOVA) associated with simple regression was used to test the corresponding null hypothesis.

Table-7: Simple regression on self-motivation as a Predictor of Job burnout

Model	R	R Square	Adjusted R Square	Std. Error of the estimate
1	0.828	0.685	0.684	3.52843

Table-8: Summary of ANOVA associated with simple linear regression of self-motivation as a predictor of job burnout

Model	Sum of Square	Degree of Freedom (df)	Mean Square	F	Sig.
Regression	9692.065	1	9692.065		
Residual	4457.035	358	12.450	778.490	0.000
Total	14149.100	359			

As indicated from analysis shown in the table 7 above, an R-Value of 0.828 was gotten with an R^2 Value of 0.685 and adjusted R^2 value of 0.684. This result indicates that self-motivation predicts about 68.4% of job burnout among Police Officers in Rivers State. Furthermore, the result of the ANOVA associated with simple regression yield an F- value of 778.490 at df of 1 and 358 with an associated P-value of 0.000 which was lesser than the chosen alpha of 0.05. This suggests that self-motivation independently predict the job burnout among Police Officers in Rivers State. The null hypothesis was therefore rejected while accepting alternate hypothesis.

Research Question five: To what extent does social awareness independently predict job burnout among police officers in Rivers State?

Hypothesis five: Social awareness does not independently predict job burnout among police officers in Rivers State.

To answer research question five, simple regression was used while Analysis of variance (ANOVA) associated with simple regression was used to test the corresponding null hypothesis.

Table-9: Simple regression on social awareness as a Predictor of Job burnout

Model	R	R Square	Adjusted R Square	Std. Error of the estimate
1	0.851	0.724	0.723	3.30369

Table-10: Summary of ANOVA associated with simple regression of social awareness as a predictor of job burnout

Model	Sum of Square	Degree of Freedom (df)	Mean Square	F	Sig.
Regression	10241.792	1	10241.792		
Residual	3907.308	358	10.914	938.380	0.000
Total	14149.100	359			

As indicated from analysis shown in table 9 above, an R-Value of 0.851 was gotten with an R^2 Value of 0.724 and adjusted R^2 value of 0.723. This result indicates that social awareness predicts about 72.3% of job burnout among police officers in Rivers State. Furthermore, the result of the ANOVA associated with simple regression yield an F- value of 938.380 at df of 1 and 358 with an associated P-value of 0.000 which was lesser than the chosen alpha of 0.05. This suggests that social awareness independently predict the job burnout among police officers in Rivers State. The null hypothesis was therefore rejected while accepting alternate hypothesis.

Research Question six: To what extent does relationship management independently predict job burnout among police officers in Rivers State?

Hypothesis six: Relationship management does not independently predict job burnout among police officers in Rivers State, Nigeria.

To answer research question three, simple regression was used while Analysis of variance (ANOVA) associated with simple regression was used to test the corresponding null hypothesis.

Table-11: Simple regression on relationship management as a Predictor of Job burnout

Model	R	R Square	Adjusted R Square	Std. Error of the estimate
1	0.658	0.432	0.431	4.73672

Table-12: Summary of ANOVA associated with simple regression of relationship management as a predictor of job burnout

Model	Sum of Square	Degree of Freedom (df)	Mean Square	F	Sig.
Regression	6116.835	1	6116.832		
Residual	8032.265	358	22.436	272.629	0.000
Total	14149.100	359			

As indicated from analysis shown in table 11 above, an R-Value of 0.658 was gotten with an R^2 Value of 0.432 and adjusted R^2 value of 0.431. This result indicates that relationship management predicts about 43.1% of job burnout among the police officers in Rivers State.

Furthermore, the result of the ANOVA associated with simple regression yield an F- value of 272.629 at df of 1 and 358 with an associated P-value of 0.000 which was lesser than the chosen alpha of 0.05. This suggests that relationship management predict the job burnout among the police officers. The null hypothesis was therefore rejected while accepting alternate hypothesis.

DISCUSSION OF FINDINGS
Self-Awareness and Job Burnout
The result of the study indicates that R-Value of 0.784 was gotten with an R^2 Value of 0.615 and adjusted R^2 value of 0.614. This result indicates that self-awareness predicts about 61.4% of job burnout among police officers in Rivers State. Furthermore, the result of the ANOVA associated with simple regression yield an F- value of 570;958 at df of 1 and 358 with an associated P-value of 0.000 which was lesser than the chosen alpha of 0.05. This suggests that self-awareness significantly predict job burnout of police officers in Rivers State. This finding is supported by [3] conducted a research that investigated the relationship between emotional intelligence, satisfaction with life and burnout among university students in Romania, the result revealed that there was a positive relationship between emotional intelligence and satisfaction with life.

Self-Management and Job Burnout
As indicated from analysis shown in table 5 above, an R-Value of 0.869 was gotten with an R^2 Value of 0.756 and adjusted R^2 value of 0.755. This result indicates that self-management predicts about 75.5% of job burnout among the police officers in Rivers State. Furthermore, the result of the ANOVA associated with simple regression yield an F- value of 1109.165 at df of 1 and 358 with an associated P-value of 0.000 which was lesser than the chosen alpha of 0.05. This suggests that self-management significantly predict the job burnout among police officers in Rivers State. This finding is affirmed by [1] who studied the relationship management and work attitude of teachers from federal and state secondary schools in Ogun state of Nigeria; the study showed that there was a positive relationship between self-regulation/management and attitude towards works which reduce burnout.

Self-Motivation and Job Burnout
As indicated from analysis shown in table 4.7 above, an R-Value of 0.828 was gotten with an R^2 Value of 0.685 and adjusted R^2 value of 0.684. This result indicates that self-motivation predicts about 68.4% of job burnout among Police Officers in Rivers State. Furthermore, the result of the ANOVA associated with simple regression yield an F- value of 778.490 at df of 1 and 358 with an associated P-value of 0.000 which was lesser than the chosen alpha of 0.05. This suggests that self-motivation independently predict the job burnout among Police Officers in Rivers State. This finding is supported by Hichy (2013) who studied the relationship between teaching work, burn-out and motivation using a sample of 150 teachers randomly selected from the population of teachers in Hilton West District Melbourne, Australia; result showed positive correlation between teachers work attitude, burn-out and motivation.

Social Awareness and Job Burnout
As indicated from analysis shown in the table 9 above, an R-Value of 0.851 was gotten with an R^2 Value of 0.724 and adjusted R^2 value of 0.723. This result indicates that social awareness predicts about 72.3% of job burnout among police officers in Rivers State. Furthermore, the result of the ANOVA associated with simple regression yield an F- value of 938.380 at df of 1 and 358 with an associated P-value of 0.000 which was lesser than the chosen alpha of 0.05. This suggests that social awareness independently predict the job burnout among police officers in Rivers State. The null hypothesis was therefore rejected while accepting alternate hypothesis. This finding is affirmed by [5] who conducted a study on the correlates of burnout among police officers in Rivers State of Nigeria; the result obtained revealed that overall socioeconomic status, age, marital status and rank have significant influence on burnout.

Relationship Management and Job Burnout
As indicated from analysis shown in table 11 above, an R-Value of 0.658 was gotten with an R^2 Value of 0.432 and adjusted R^2 value of 0.431. This result indicates that relationship management predicts

about 43.1% of job burnout among the police officers in Rivers State. Furthermore, the result of the ANOVA associated with simple regression yield an F- value of 272.629 at df of 1 and 358 with an associated P-value of 0.000 which was lesser than the chosen alpha of 0.05. This suggests that relationship management predict the job burnout among the police officers. This finding is supported by [13] who investigated whether any relationship exist between managing relationship and work attitude of teachers among teachers from special, normal and gifted educational systems in Tehran Iran; findings of this research supported there is a significant correlation between managing relationship and work attitudes of teachers as well as their job satisfaction which reduces burn-out.

CONCLUSION

The result from the study has confirmed that emotional intelligence components have varying impact on the burnout of police officers. While some have a high predisposing impact on the burnout of police officers, others have a low impact on the burnout of police officers

RECOMMENDATIONS
- Government should provide incentives as a form of motivation and reinforcement to police officers in arouse them to discharge their responsibility without fear or favour.
- Seminar and workshop should be organized for police officers on ethics of policing.
- Promotion in Police Force should not be based on nepotism and tribal favouritism rather on merit and performance in order to create sense of belonging among police officer which is one the reason to reduce stress and mental disorganization.
- In-service training should be made compulsory to Police Officers for reformation and re-orientation in order to reduce the risk of stress and burnout management.

REFERENCES
1. Arikewuyo MO. Stress management strategies of secondary school teachers in Nigeria. Educational Research. 2004 Jun 1;46(2):195-207.
2. Ashton-James CE. *Is emotional intelligence a variable constructed?* 2009. Retrieved March 19, 2016, from http://pagestern-ny4.edu-wstar-buch/,ob/kerrab.html.
3. Cazan AM, Năstasă LE. Emotional intelligence, satisfaction with life and burnout among university students. Procedia-Social and Behavioral Sciences. 2015 May 5;180:1574-8.
4. Chukwu I. *Relationship between teachers' emotional intelligence and job satisfaction in Emohua Local* Government Area of Rivers State. Unpublished Masters Dissertation, University of Port Harcourt. 2015.
5. Ekechukwu RO. *Correlates of burnout among policemen in Rivers State*. University of Port Harcourt: Unpublished Doctoral Theses. 2008.
6. Eriega EG. Emotional Intelligence in Eriega E.G. (ed) *Contemporary and Ethical Issues in Psychology.* (pp 365-417) Port Harcourt Divine Favour Publications. 2013.
7. Goleman D. *Emotional intelligence*. New York: Bahtam Books. 1995.
8. Goleman D. *Working with emotional intelligence*. New York: Bahtam Books. 2005.
9. Kpolovie PJ. *Advanced research methods.* New Owerri: Springfield Publishers. 2010.
10. Kyriacou C. Teacher stress: Directions for future research. Educational Review. 2001; 53, 27–35.
11. Mayer JD & Salovey P. What is emotional intelligence? In P. Salovey & S. Sluyter, D. (eds). Emotional intelligence: Educational applications. New York: Cambridge. 1997.
12. Martinussen M, Richardsen AM, Burke RJ. Job demands, job resources, and burnout among police officers. Journal of criminal justice. 2007 May 1;35(3):239-49.
13. Masoumeh Imani, Nojani, Ali Akbar, Maryam, Rajabi. 2012.
14. Muchnisky PM. *Psychology applied to work*. 2003; (8th ed) Canada: Thompson Wadsworth Nastasa and Farcas. 2014.
15. Nwankwo OC. *A practical guide to research writing*. Port Harcourt: Golden Publishers. 2013.
16. Nwanro L. *Relationship between emotional intelligence and marital adjustment among women in Ogba-*.Egbema-Ndoni Local Government Area of Rivers State. Unpublished Masters Dissertation, University of Port Harcourt. 2015.
17. Ramarajan L, Barsade SG, Burack OR. What makes the job tough? The influence of organizational respect on burnout in the human services. Organizational Respect and Burnout. 2006 Nov;12(3):1-32.
18. Riggio RE. *Charisma*. San Diego: Academic Press. 2008.
19. Wu MB, Stemler S. Resident advisor general intelligence, emotional intelligence, personality dimensions, and internal belief characteristics as predictors of rated performance. NASPA Journal. 2008 Oct 1;45(4):528-59.
20. Hickey J. Clinical practice of neurological & neurosurgical nursing. Lippincott Williams & Wilkins; 2013 Oct 17.