

CHAPTER 5

RESULTS

5.1 DESCRIPTIVE AND RELATIONAL RESULTS

Descriptive statistics were employed to investigate the percentage respondents experiencing low, high or very high levels of stress for the sample as a whole and for different sub-groups. Cramer's V was calculated to determine the effect that sizes of the independent variables have on the levels of stress.

5.1.1 Overview of the causes and levels of stress in the Department of Correctional Services.

Table 3: Levels of stress and stressors both within and outside the work situation expressed as a percentage: Descriptive results.

SCALE	LEVEL OF STRESS	CAUSES OUTSIDE THE WORK SITUATION	CAUSES WITHIN THE WORK SITUATION					
			ORGANISATIONAL FUNCTIONING.	TASK CHARACTERISTICS	PHYSICAL WORKING CONDITIONS	CAREER OPPORTUNITIES	SOCIAL MATTERS	REM. FRINGE BENEFIT & PERS. POLICY
V. HIGH	24.1%	16.8%	8.3%	14.6%	25.4%	16.1%	13.0%	22.9%
HIGH	28.8%	24.1%	30.7%	23.4%	29.5%	29.0%	10.9%	22.9%
NORMAL	47.1%	59.2%	60.9%	62.0%	45.1%	54.9%	76.0%	54.2%

The results reflected in Table 3 indicate that:

- 🏠 24.1% of Heads of Prisons surveyed experience very high levels of stress. If this is combined with high levels of stress then 52.9% of those surveyed experience high and very high levels of stress.
- 🏠 16.8% of Heads of Prisons surveyed experience very high levels of stress from outside the work situation. If this is combined with high levels of stress then 40.9% of those surveyed experience high and very high levels of stress.
- 🏠 When examining causes within the work situation it is obvious that Physical working conditions cause 25.4% of Heads of Prisons surveyed to experience very high levels of stress. If this is combined with high levels of stress then 54.9% of those surveyed experience high and very high levels of stress.
- 🏠 Other significant causes within the work situation include: remuneration, fringe benefits and personnel policy with 22.9% (very high) and 45.8% (high + very high); career matters with 16.1% (very high) and 45.1% (high + very high); task characteristics with 14.6% (very high) and 38% (high + very high); social matters with 13.0% (very high) and 23.9% (high + very high).
- 🏠 Organisational functioning is the lowest cause of stress for Heads of Prison within the work situation and accounts for 8.3% (very high) and 39% (high + very high)

5.1.2 The relationship between the independent variables and levels of stress.

TABLE 4. The relationship between different independent variables and levels of stress: Crosstabs – Cramer's V

VARIABLE		LEVEL OF STRESS			CRAMER'S V
GROUPING		VERY HIGH	HIGH	NORMAL	P value
AGE	<40	26.2%	22.3%	51.5%	
	≥40	21.6%	33.0%	45.5%	
TOTAL		24.1%	27.2%	48.7%	0.254
OCCUP. GROUP	CO	30.4%	32.2%	37.4%	
	ASD / DD	14.3%	25.7%	60%	
TOTAL		24.3%	29.7%	45.9%	0.006 *
QUALIFI CATION	STD8, 9,10	24.5%	28.2%	47.3%	
	STD10+	25.6%	26.7%	47.8%	
TOTAL		25.0%	27.5%	47.5%	0.968
DEPENDENTS	≤3	23.8%	31.7%	44.4%	
	≥4	23.2%	23.2%	53.6%	
TOTAL		23.6%	28.7%	47.7%	0.381
LANG UAGE	AFRIK.	27.2%	30.9%	42.0%	
	OTHER	21.8%	28.6%	49.6%	
TOTAL		24.0%	29.5%	46.5%	0.535
P R O V I N C E S	GAUTENG	17.2%	24.1%	58.6%	
	MPUMAL.	16.7%	25.0%	58.3%	
	N/PROV.	33.3%	36.8%	29.8%	
	N/CAPE	37.5%	25.0%	37.5%	
	W/CAPE	27.8%	44.4%	27.8%	
	F/STATE	25.0%	8.3%	66.7%	
	N/WEST	31.8%	22.7%	45.5%	
	KZN	4.5%	22.7%	72.7%	
	E/CAPE	9.1%	27.3%	63.6%	
TOTAL		24.1%	28.8%	47.1%	0.068

* P < 0.05

The Cramer's V value indicates a significant relationship between the occupational groups (CO; ASD/DD) and level of stress.

The statistical analysis indicates that CO (30.4%) experience higher levels of stress than ASD/DD (14.3%).

Although different provinces do not seem to be associated with specific levels of stress, employees from the following provinces Northern Cape (37.5%), Northern Province (33.3%) and NorthWest (31.8%) experience notably high levels of stress.

Some of the potential causes of the high levels of stress among employees could include:

- ⊗ Having to deal with hostile prisoners on a regular basis;
- ⊗ The severe understaffing of correctional facilities;
- ⊗ Transformation of the Department;
- ⊗ Low morale of employees;
- ⊗ A constantly changing Management structure;
- ⊗ Corruption, favouritism and nepotism;
- ⊗ Lack of training/management skills;
- ⊗ Autocratic management style.

5.1.3 The relationship between the independent variables and stressors outside the work situation

TABLE 5. The relationship between different independent variables and causes of stress outside the work situation:
Crosstabs – Cramer's V

VARIABLE		CAUSES OUTSIDE THE WORK SITUATION			CRAMER'S V
		GROUPING	VERY HIGH	HIGH	NORMAL
AGE	<40	16.5%	26.2%	57.3%	
	≥40	19.3%	19.3%	61.4%	
TOTAL		17.8%	23.0%	59.2%	0.516
OCCUP. GROUP	CO	18.1%	28.4%	53.4%	
	ASD / DD	13.0%	13.0%	73.9%	
TOTAL		16.2%	22.7%	61.1%	0.017 *
QUALIFICATION	STD8, 9,10	18.2%	24.5%	57.3%	
	STD10+	13.3%	20.0%	66.7%	
TOTAL		16.0%	22.5%	61.5%	0.388
DEPENDENTS	≤3	18.1%	21.3%	60.6%	
	≥4	16.2%	19.1%	64.7%	
TOTAL		17.4%	20.5%	62.1%	0.855
LANGUAGE	AFRIK.	7.3%	23.2%	69.5%	
	OTHER	22.9%	22.9%	54.2%	
TOTAL		16.5%	23.0%	60.5%	0.011 *
PROVINCES	GAUTENG	13.8%	17.2%	69.0%	
	MPUMAL.	16.7%	16.7%	66.7%	
	N/PROV.	28.1%	29.8%	42.1%	
	N/CAPE	12.5%	37.5%	50.0%	
	W/CAPE	5.9%	23.5%	70.6%	
	F/STATE	0%	25.0%	75.0%	
	N/WEST	13.6%	22.7%	63.6%	
	KZN	18.2%	18.2%	63.6%	
TOTAL		16.8%	24.1%	59.2%	0.476

* P < 0.05

Table 5 shows that there are two independent variables that have a significant effect on the perception of the causes of stress outside the work situation. The results indicate a significant relationship ($P < 0.05$) between occupational groups (CO; ASD/DD) and language groups (Afrikaans/Other) for external stressors. CO's experience higher levels of stress from outside the work situation than ASD/DD's with a mean percentage ratio of 46.5 to 26 percent respectively.

The statistical analysis indicates that the Other language group (22.9%) experiences significantly high levels of stress from outside the work situation than the Afrikaans group.

It seems that the employees from Northern Province (28.1%) is the group that experiences significantly higher levels of stress from outside the work situation.

Some of the potential causes of stress from outside the work situation could include:

- * A lack of sport and recreation facilities in some Management Areas and the unavailability of facilities in some residential areas;
- * The increasing crime rate;
- * The high cost of living;
- * Some employees have to commute over long distances to and from work. Those who finish late at night may not be able to travel back home;
- * Uniformed officials could be potential targets for released offenders;
- * Financial problems;
- * Extended families as well as having to support two households if employees are employed away from their homes.

5.1.4 The relationship between the independent variables and stressors within the work situation.

5.1.4.1 Organisational Functioning

TABLE 6. The relationship between different independent variables and organisational functioning as a stressor within the work situation: Crosstabs – Cramer's V

VARIABLE		ORGANISATIONAL FUNCTIONING			CRAMER'S V
GROUPING		VERY HIGH	HIGH	NORMAL	P value
AGE	<40	8.7%	34.6%	56.7%	
	≥40	6.7%	23.6%	69.7%	
TOTAL		7.8%	29.5%	62.7%	0.176
OCCUP GROUP	CO	13.8%	33.6%	52.6%	
	ASD / DD	2.9%	17.1%	80.0%	
TOTAL		9.7%	27.4%	62.9%	0.001*
QUALIFICATION	STD8, 9,10	6.3%	31.3%	62.5%	
	STD10+	12.2%	24.4%	63.3%	
TOTAL		8.9%	28.2%	62.9%	0.244
DEPENDENTS	≤3	10.2%	26.8%	63.0%	
	≥4	2.9%	28.6%	68.6%	
TOTAL		7.6%	27.4%	65.0%	0.174
LANGUAGE	AFRIK.	12.0%	37.3%	50.6%	
	OTHER	6.7%	22.7%	70.6%	
TOTAL		8.9%	28.7%	62.4%	0.015*
PROVINCES	GAUTENG	0%	27.6%	72.4%	
	MPUMAL.	16.7%	8.3%	75.0%	
	N/PROV.	8.8%	47.4%	43.9%	
	N/CAPE	12.5%	25.0%	62.5%	
	W/CAPE	11.1%	11.1%	77.8%	
	F/STATE	25.0%	16.7%	58.3%	
	N/WEST	4.5%	27.3%	68.2%	
	KZN	4.5%	45.5%	50.0%	
	E/CAPE	8.3%	8.3%	83.3%	
TOTAL		8.3%	30.7%	60.9%	0.027*

* P < 0.05

The Cramer's V value indicates that occupation, language and province have a significant effect ($P < 0.05$) on respondents' perception of organisational functioning as a stressor within the work situation.

The statistical analysis indicates that: CO's (13.8%) experience higher levels of stress from organisational functioning than the ASD/DD category (2.9%).

Afrikaans speaking employees (12.0%) experience higher levels of stress from organisational functioning than the Other language group (6.7%).

Free State (25.0%), Mpumalanga (16.7%) and Northern Cape (12.5%) experience greater levels of stress from organisational functioning than the other provinces.

Some of the potential organisational functioning stressors could include:

- ❖ High absenteeism, which places an additional burden on those who do not stay away from work;
- ❖ The lack of a properly co-ordinated and comprehensive induction programme;
- ❖ Policies and guidelines that are not properly communicated;
- ❖ Management that is constantly changing;
- ❖ Poor communication channels and a lack of financial and management skills.

5.1.4.2 Task Characteristics

TABLE 7. The relationship between different independent variables and task characteristics as a stressor within the work situation:
Crosstabs – Cramer's V

VARIABLE		TASK CHARACTERISTICS			CRAMER'S V
GROUPING		VERY HIGH	HIGH	NORMAL	P value
AGE	<40	13.5%	26.9%	59.6%	
	≥40	11.2%	18.0%	70.8%	
TOTAL		12.4%	22.8%	64.8%	0.247
OCCUP GROUP	CO	18.1%	25.9%	56.0%	
	ASD / DD	4.3%	18.6%	77.1%	
TOTAL		12.9%	23.1%	64.0%	0.005 *
QUALIFICATION	STD8, 9,10	19.6%	19.6%	60.7%	
	STD10+	6.7%	24.4%	68.9%	
TOTAL		13.9%	21.8%	64.4%	0.029 *
DEPENDENTS	≤3	12.6%	21.3%	66.1%	
	≥4	12.9%	21.4%	65.7%	
TOTAL		12.7%	21.3%	66.0%	0.998
LANGUAGE	AFRIK.	16.9%	25.3%	57.8%	
	OTHER	11.8%	20.2%	68.1%	
TOTAL		13.9%	22.3%	63.9%	0.317
PROVINCES	GAUTENG	10.3%	20.7%	69.0%	
	MPUMAL.	8.3%	16.7%	75.0%	
	N/PROV.	26.3%	28.1%	45.6%	
	N/CAPE	25.0%	25.0%	50.0%	
	W/CAPE	5.6%	27.8%	66.7%	
	F/STATE	16.7%	8.3%	75.0%	
	N/WEST	4.5%	22.7%	72.7%	
	KZN	9.1%	27.3%	63.6%	
	E/CAPE	8.3%	16.7%	75.0%	
TOTAL		14.6%	23.4%	62.0%	0.393

* P < 0.05

Occupation and qualification are both related to the task characteristics as a stressor within the work situation. This is statistically significant at the 95% level of confidence.

The statistical analysis indicates that: CO (18.1%) experience more stress from task characteristics than the ASD/DD (4.3%).

Employees with std 8,9,10 (19.6%) experience notably higher levels of stress from task characteristics than employees with std 10 (6.7%).

Northern Province (26.3%), Northern Cape (25.0%) and Free State (16.7%) also reported high levels of stress due to task characteristics.

Some of the potential task characteristics which causes stress among employees could include:

- * Role ambiguity;
- * Routine work;
- * Being isolated on watch;
- * Working with teams under constant threat of escapes;
- * Working with dangerous offenders;
- * Being "locked" in sections with offenders.

5.1.4.3 Physical working conditions.

TABLE 8. The relationship between different independent variables and physical working conditions as a stressor within the work situation: Crosstabs – Cramer's V

VARIABLE		PHYSICAL WORKING CONDITIONS			CRAMER'S V
GROUPING		VERY HIGH	HIGH	NORMAL	P value
AGE	<40	28.6%	29.5%	41.9%	
	≥40	16.9%	28.1%	55.1%	
TOTAL		23.2%	28.9%	47.9%	0.099
OCCUP GROUP	CO	30.8%	32.5%	36.8%	
	ASD / DD	11.4%	21.4%	67.1%	
TOTAL		23.5%	28.3%	48.1%	0.000*
QUALIFICATION	STD8, 9,10	20.4%	33.6%	46.0%	
	STD10+	27.8%	22.2%	50.0%	
TOTAL		23.6%	28.6%	47.8%	0.164
DEPENDENTS	≤3	23.4%	31.3%	45.3%	
	≥4	22.9%	21.4%	55.7%	
TOTAL		23.2%	27.8%	49.0%	0.276
LANGUAGE	AFRIK.	24.1%	30.1%	45.8%	
	OTHER	22.5%	28.3%	49.2%	
TOTAL		23.2%	29.1%	47.8%	0.893
PROVINCES	GAUTENG	13.8%	17.2%	69.0%	
	MPUMAL.	25.0%	41.7%	33.3%	
	N/PROV.	36.2%	37.9%	25.9%	
	N/CAPE	25.0%	25.0%	50.0%	
	W/CAPE	22.2%	44.4%	33.3%	
	F/STATE	8.3%	16.7%	75.0%	
	N/WEST	22.7%	18.2%	59.1%	
	KZN	18.2%	31.8%	50.0%	
TOTAL		25.4%	29.5%	45.1%	0.036 *

* P < 0.05

The responses of the occupational groups (CO; ASD/DD) are significantly related ($P < 0.001$) to the physical working conditions as a stressor within the work situation.

The statistical analysis indicates that CO (30.8%) experience higher levels of stress from physical working conditions than the ASD/DD (11.4%) group.

Physical working conditions as a stressor within the work situation are also significantly related ($P < 0.05$) to the different provinces. The statistical analysis indicates that Eastern Cape (41.7%), Northern Province (36.2%), Mpumalanga (25.0%) and Western Cape (22.2%) experience high to very high levels of stress due to physical working conditions.

Some of the potential causes of stress due to physical working conditions could include:

- ✿ Working in old prisons that have not been renovated;
- ✿ Poor lighting and sanitation facilities;
- ✿ Working for long periods in the control rooms;
- ✿ Being isolated on watch;
- ✿ Working with teams under constant threat of escapes;
- ✿ Working with dangerous offenders;
- ✿ Being “locked” in sections with offenders;
- ✿ Strain of custodial services.

5.1.4.4 Career opportunities.

TABLE 9. The relationship between different independent variables and career opportunities and as a stressor within the work situation: Crosstabs – Cramer's V

VARIABLE		CAREER MATTERS			CRAMER'S V
GROUPING		VERY HIGH	HIGH	NORMAL	P value
AGE	<40	16.2%	29.5%	54.3%	
	≥40	12.4%	24.7%	62.9%	
TOTAL		14.4%	27.3%	58.2%	0.469
OCCUP GROUP	CO	22.2%	32.5%	45.3%	
	ASD / DD	4.3%	22.9%	72.9%	
TOTAL		15.5%	28.9%	55.6%	0.000 *
	STD8, 9,10	15.9%	32.7%	51.3%	
	STD10+	14.4%	21.1%	64.4%	
TOTAL		15.3%	27.6%	57.1%	0.133
DEPEN DENTS	≤3	17.2%	28.9%	53.9%	
	≥4	10.0%	27.1%	62.9%	
TOTAL		14.6%	28.3%	57.1%	0.320
LANG UAGE	AFRIK.	19.3%	28.9%	51.8%	
	OTHER	12.5%	29.2%	58.3%	
TOTAL		15.3%	29.1%	55.7%	0.396
P R O V I N C E S	GAUTENG	3.4%	27.6%	69.0%	
	MPUMAL.	16.7%	0%	83.3%	
	N/PROV.	22.4%	41.4%	36.2%	
	N/CAPE	25.0%	12.5%	62.5%	
	W/CAPE	16.7%	27.8%	55.6%	
	F/STATE	16.7%	8.3%	75.0%	
	N/WEST	22.7%	0%	77.3%	
	KZN	9.1%	59.1%	31.8%	
	E/CAPE	8.3%	33.3%	58.3%	
TOTAL		16.1%	29.0%	54.9%	0.001 *

* P < 0.05

Occupation and provinces are both related to career opportunities as a stressor within the work situation. This is statistically significant at the 99% level of confidence. The statistical analysis indicates that CO (22.2%) experience high levels of stress from career matters than the ASD/DD (4.3%) group.

The statistical analysis indicates that Northern Cape (25.0%), Northwest (22.7%) and Northern Province (22.4%) experience very high levels of stress from career matter. An interesting observation, however, is that only 31.8% of the respondents from KwaZulu Natal perceive career matters as “normal”. They are followed by Northern Province with 36.2%.

Career matters that cause stress among employees could include:

- * Changing expectations of management;
- * Restructuring and job insecurity;
- * Lack of promotion opportunities especially among white employees;
- * Lack of clearly defined career paths;
- * Technological advances;
- * Recognition of Correctional Services qualifications;
- * Poorly qualified Correctional Officials;
- * Corruption in respect of promotions and appointments.

5.1.4.5 Social matters.

TABLE 10. The relationship between different independent variables and social matters as a stressor within the work situation:
Crosstabs – Cramer's V

VARIABLE		SOCIAL MATTERS			CRAMER'S V
GROUPING		VERY HIGH	HIGH	NORMAL	P value
AGE	<40	10.5%	11.4%	78.1%	
	≥40	14.8%	10.2%	75.0%	
TOTAL		12.4%	10.9%	76.7%	0.659
OCCUP GROUP	CO	17.2%	14.7%	68.1%	
	ASD / DD	8.6%	5.7%	85.7%	
TOTAL		14.0%	11.3%	74.7%	0.027 *
QUALIFICATION	STD8,9,10	15.2%	13.4%	71.4%	
	STD10+	10.0%	8.9%	81.1%	
TOTAL		12.9%	11.4%	75.7%	0.280
DEPENDENTS	≤3	13.3%	10.9%	75.8%	
	≥4	12.9%	10.0%	77.1%	
TOTAL		13.1%	10.6%	76.3%	0.973
LANGUAGE	AFRIK.	12.2%	11.0%	76.8%	
	OTHER	13.3%	10.8%	75.8%	
TOTAL		12.9%	10.9%	76.2%	0.972
PROVINCES	GAUTENG	6.9%	3.4%	89.7%	
	MPUMAL.	0%	8.3%	91.7%	
	N/PROV.	20.7%	12.1%	67.2%	
	N/CAPE	12.5%	0%	87.5%	
	W/CAPE	16.7%	16.7%	66.7%	
	F/STATE	8.3%	16.7%	75.0%	
	N/WEST	14.3%	14.3%	71.4%	
	KZN	13.6%	13.6%	72.7%	
	E/CAPE	0%	8.3%	91.7%	
TOTAL		13.0%	10.9%	76.0%	0.647

* P < 0.05

From an inspection of table 10 it can be seen that occupational group is the only independent variable that relates significantly ($P < 0.05$) with social matters as a stressor in the work situation.

The statistical analysis indicates that 17.2% of the CO's attribute stress to social matters in the work situation.

Employees from Northern Province (20.7%), Western Cape (16.7%) and Northwest (14.3%) also identified social matters as stressors in the work environment.

Social matters as causes of stress could include:

- * Working with a culturally diverse workforce;
- * Gangsterism and the threat of crime;
- * Transformation and racial tension;
- * Domestic violence;
- * Living in an enclosed environment on the prison premises;
- * Having to associate with the same people both at work and at home.

5.1.4.6 Remuneration, fringe benefits and personnel policy.

TABLE 11. The relationship between different independent variables and remuneration, fringe benefits and personnel policy as stressors within the work situation: Crosstabs – Cramer's V

VARIABLE		REMUNERATION, FRINGE BENEFITS AND PERSONNEL POLICY			CRAMER'S V
GROUPING		VERY HIGH	HIGH	NORMAL	P value
AGE	<40	25.0%	25.0%	50.0%	
	≥40	18.0%	18.0%	64.0%	
TOTAL		21.8%	21.8%	56.5%	0.146
OCCUP GROUP	CO	27.6%	29.3%	43.1%	
	ASD / DD	14.3%	11.4%	74.3%	
TOTAL		22.6%	22.6%	54.8%	0.000 *
QUALIFICATION	STD8, 9,10	22.3%	23.2%	54.5%	
	STD10+	23.3%	18.9%	57.8%	
TOTAL		22.8%	21.3%	55.9%	0.756
DEPENDENTS	≤3	26.0%	21.3%	52.8%	
	≥4	15.7%	20.0%	64.3%	
TOTAL		22.3%	20.8%	56.9%	0.200
LANGUAGE	AFRIK.	21.7%	22.9%	55.4%	
	OTHER	24.4%	21.8%	53.8%	
TOTAL		23.3%	22.3%	54.5%	0.905
PROVINCES	GAUTENG	20.7%	3.4%	75.9%	
	MPUMAL.	16.7%	25.0%	58.3%	
	N/PROV.	31.6%	33.3%	35.1%	
	N/CAPE	0%	25.0%	75.0%	
	W/CAPE	27.8%	11.1%	61.1%	
	F/STATE	16.7%	25.0%	58.3%	
	N/WEST	13.6%	18.2%	68.2%	
	KZN	22.7%	18.2%	59.1%	
TOTAL		22.9%	22.9%	54.2%	0.030 *

* P < 0.05

The Cramer's V value indicates that occupation and province has a significant association ($P < 0.05$) with remuneration, fringe benefits and personnel policy as stressors within the work situation.

A high percentage (27.6%) of the CO's indicated that the experience, remuneration, fringe benefits and personnel policy are major stressors.

Northern Province (31.6%), Western Cape (27.8%) and Eastern Cape (25.0%) indicated very high levels of stress due to remuneration, fringe benefits and personnel policy of the Department of Correctional Services.

Some of the potential causes of stress could include:

- * Lack of promotion opportunities;
- * Salaries that are not in line with the private sector;
- * A poorly managed incentive system;
- * A lack of confidence in the grievance and disciplinary procedure;
- * Management that is constantly changing.

5.2 COMPARATIVE RESULTS

5.2.1 A comparison of levels of stress for different variables.

TABLE 12. A comparison of levels of stress for different groups: T-Test

VARIABLE	GROUPING	N	MEAN	SD.	T-TEST	SIG. (2-TAILED) P value
AGE	<40	103	82.5728	20.1049	-0.086	0.931
	≥40	88	82.8182	19.0580		
LANGUAGE	AFRIKAANS	81	85.5062	21.8478	1.546	0.124
	OTHER	119	81.1849	17.5629		
OCCUPATIONAL GROUP	CO category	115	86.6870	18.3525	3.243	0.001 *
	ASD/DD category	70	77.2429	20.5422		
QUALIFICATIONS	Std 8,9,10	110	83.2818	18.0560	0.278	0.781
	Std 10+	90	82.5000	21.6863		
DEPENDENTS	≤3	126	84.1587	19.3169	1.712	0.088
	≥4	69	79.2464	18.8550		

* P < 0.05

A high mean score indicates a high stress level.

The t-test indicates a significant difference ($P < 0.01$) between the levels of stress experienced by the two occupational groups. The statistical analysis indicates that employees in the CO category have higher levels of stress in comparison with the ASD/DD category.

The reason for this may be that those at CO level may lack the necessary experience in managing a prison and as a result they experience higher

stress. Heads of prison in the CO category also receive a lower remuneration than their counterparts in the ASD/DD categories and this may impact on levels of stress. Salaries that are not commensurate with levels of responsibility are likely to result in stress.

5.2.2 A comparison of stressors for different groups.

TABLE 13. A comparison of stressors (causes) outside the work situation for different groups: T-Test

VARIABLE	GROUPING	N	MEAN	SD.	T-TEST	SIG. (2-TAILED) P value
AGE	<40	103	32.4466	8.5299	0.216	0.829
	≥40	88	32.1818	8.3660		
LANGUAGE	AFRIKAANS	82	29.7195	7.5249	-3.448	0.001 *
	OTHER	118	33.7797	8.6193		
OCCUPATIONAL GROUP	CO category	116	33.5603	7.8044	3.488	0.001 *
	ASD/DD category	69	29.2464	8.6660		
QUALIFICATIONS	Std 8,9,10	110	33.5364	7.9201	2.902	0.004 *
	Std 10+	90	30.1333	8.6352		
DEPENDENTS	≤3	127	31.9843	8.1523	-0.209	0.835
	≥4	68	32.2500	9.0577		

* P < 0.05

A high mean score indicates a high stressor value.

The t-test revealed that the perceived stressors outside the work situation were significantly different ($P < 0.01$) for the different language, occupation and qualification groups.

➤ Language

The statistical analysis indicates that Afrikaans-speaking employees differ significantly ($P < 0.01$) from other language groups. They revealed a lower score in relation to causes of stress outside the work situation. Many of the employees in the other language groups live in townships and this could be a cause of stress as they are in close proximity to crime, violence and criminals and also have to commute over long distances to work.

➤ Occupational group

The statistical analysis indicates that CO's and ASD/DD's differ significantly ($P < 0.01$) from one another in relation to causes of stress outside the work situation. The mean value of the CO category is significantly higher. Employees at CO level are not as well remunerated as those at ASD/DD levels and this may be a cause of additional stress.

➤ Qualifications

The statistical analysis indicates that employees with std 8,9,10 qualifications have a significantly ($P < 0.01$) higher mean value than those with std 10+ qualifications in relation to causes of stress outside the work situation. Employees with poorer qualifications may lack the necessary skills and experience needed to perform their duties.

They are often usually appointed in lower posts in the organisation with less income and poorer living standards. Their circumstances may

generate additional stressors i.e. long hours, time spent away from the family and unhealthy eating habits. Working mothers, regardless of whether they are married or single, could face higher levels of stress at the home. Family problems, domestic violence and substance abuse can also add to stress levels.

5.2.3 A comparison of stressors and age groups.

TABLE 14. A comparison of stressors between different age groups:
T-Test

VARIABLE	AGE	N	MEAN	SD.	T-TEST	SIG. (2-TAILED) P value
ORGANISATIONAL FUNCTIONING	<40	104	18.4423	5.7889	-1.552	0.122
	≥40	89	19.7528	5.9147		
TASK CHARACTERISTICS	<40	104	44.4712	9.9591	-0.618	0.537
	≥40	89	45.3371	9.4001		
PHYSICAL WORKING CONDITIONS AND JOB EQUIPMENT	<40	105	17.5143	7.0739	-2.563	0.011 *
	≥40	89	20.1236	7.0579		
CAREER OPPORTUNITIES	<40	105	22.4381	6.6822	-1.832	0.069
	≥40	89	24.2247	6.8701		
SOCIAL MATTERS	<40	105	23.7905	5.3416	-0.533	0.595
	≥40	88	24.2273	6.0472		
REMUNERATION, FRINGE BENEFITS AND PERSONNEL POLICY	<40	104	23.0288	8.0489	-2.410	0.017 *
	≥40	89	26.0112	9.1409		

* P < 0.05

A low mean score indicates a high stressor value.

The statistical analysis indicates a significant difference ($P < 0.05$) between the age groups <40 and ≥ 40 in relation to two dependent stressor variables. In the table a low score indicates a negative response while a high score indicates a positive response.

The analysis indicates that the age group <40 experiences more stress due to physical work conditions and job equipment. Conditions in the prison environment are stressful as indicated in the previous chapters and those employees in both the <40 and the ≥ 40 age groups will definitely find the physical work challenging. Many of the prisons are old and are overcrowded and prison buildings are not being maintained regularly. Office space in many prisons is also a problem. Correctional officials risk possible danger from unstable offenders and the increase in violence in prisons can contribute to increased levels of stress. The relationships between correctional officials and offenders can be problematic and is often one of mutual distrust. The statistical analysis also indicates that employees in the age group <40 experience significantly more stress ($P < 0.05$) due to remuneration, benefits and personnel policy. Many employees are unhappy with the merit and notch increase system and believe that it is subjective. Employees also believe that the grievance procedure does not serve the purpose it was intended for. Correctional officials may perceive themselves as buffers between “management” and “offenders” and this can result in stress.

5.2.4 A comparison of stressors and language groups.

TABLE 15. A comparison of stressors between different language groups:

T-Test

VARIABLE	LANGUAGE GROUPING	N	MEAN	SD.	T-TEST	SIG. (2-TAILED) P value
ORGANISATIONAL FUNCTIONING	AFRIKAANS	83	17.2651	5.3786	-3.358	0.001 *
	OTHER	119	20.0504	6.0756		
TASK CHARACTERISTICS	AFRIKAANS	83	43.6506	9.6909	-0.963	0.337
	OTHER	119	45.0084	9.9750		
PHYSICAL WORKING CONDITIONS AND JOB EQUIPMENT	AFRIKAANS	83	18.5904	7.5094	-0.025	0.980
	OTHER	120	18.6167	7.0332		
CAREER OPPORTUNITIES	AFRIKAANS	83	21.6867	6.7280	-2.206	0.028 *
	OTHER	120	23.8500	6.9617		
SOCIAL MATTERS	AFRIKAANS	82	23.8902	5.2092	0.102	0.919
	OTHER	120	23.8083	5.8944		
REMUNERATION, FRINGE BENEFITS AND PERSONNEL POLICY	AFRIKAANS	83	23.3614	7.5135	-0.821	0.413
	OTHER	119	24.3782	9.3799		

* $P < 0.05$

A low mean score indicates a high stressor value.

The t-test revealed a significant difference ($P < 0.01$) between the language groups (Afrikaans/Other) for organisational functioning as a stressor.

The statistical analysis indicates that the Afrikaans language group experiences more stress due to organisational functioning. In line with the new equity policies, the Departments affirmative action process has been

implemented without adequately preparing employees for the change. As a result employees experience problems with decision-making, organisational structures, positive management climates, recognition of work well done and open communication channels with supervisors. Most of the policies and procedures of the Department of Correctional services are in English and this may also be a source of stress. Lack of communication and standardisation of policies and procedures could also be a cause of stress.

A significant difference ($P < 0.05$) exists between the language groups (Afrikaans / Other) for the variable career opportunities. The statistical analysis indicates that the Afrikaans group in the DCS is more stressful than the Other language groups. White Afrikaans employees may feel deprived of career opportunities because of the Affirmative Action strategy of the Department. Many feel insecure in their positions. Relationships at work, problems of ambiguity and conflict, career development including under and over-promotion, organisational structure and climate and the degree of involvement in decision-making can be contributors to stress.

5.2.5 A comparison of stressors and occupational groups.

TABLE 16. A comparison of stressors between different occupational groups: T-Test

VARIABLE	OCCUPATIONAL GROUPING	N	MEAN	SD.	T-TEST	SIG. (2-TAILED) P value
ORGANISATIONAL FUNCTIONING	CO category	116	17.4483	5.7292	-4.491	0.000 *
	ASD/DD category	70	21.3857	5.8959		
TASK CHARACTERISTICS	CO category	116	42.5000	9.9752	-4.222	0.000 *
	ASD/DD category	70	48.6857	9.1660		
PHYSICAL WORKING CONDITIONS AND JOB EQUIPMENT	CO category	117	16.9402	6.7432	-4.449	0.000 *
	ASD/DD category	70	21.5571	7.0703		
CAREER OPPORTUNITIES	CO category	117	21.0940	6.2505	-5.804	0.000 *
	ASD/DD category	70	26.8714	7.1179		
SOCIAL MATTERS	CO category	116	22.6379	5.5551	-3.951	0.000 *
	ASD/DD category	70	25.9857	5.6684		
REMUNERATION FRINGE BENEFITS AND PERSONNEL POLICY	CO category	116	22.1897	7.3330	-4.733	0.000 *
	ASD/DD category	70	28.0286	9.3560		

* P < 0.05

A low mean score indicates a higher stressor value.

The results clearly indicate that the CO's mean scores are significantly lower than those of the ASD/DD category employees. Lower mean scores are indicative of the presence of stress factors in the work situation. Support for the CO's in coping with stress is one of the areas that requires attention.

The outcome of the t-tests indicates a statistically significant difference ($P < 0.001$) between the occupational groups (CO category; ASD/DD category) for all stressors in the work situation:

- Organisational functioning;
- Task characteristics;
- Physical working conditions and job equipment;
- Career opportunities;
- Social matters;
- Remuneration, fringe benefits and personnel policy.

Correctional Officials may feel that the nature of their work does not allow them to participate in decisions about the work process or that there is a lack of communication. Understaffing leading to work overload, time pressures and increasing responsibility are contributors to differing stress levels between the occupational groups (CO level; ASD/DD level).

Many of the prisons are overcrowded and this may lead to work overload, time pressures and increasing responsibility. Correctional Officials may find that the training they have received during basic training may not be enough to equip them to deal with hardened criminals.

Employees with longer service within the Department of Correctional Services often feel threatened by new appointees with new ideas. Technological advances, the redesign of jobs and the movement from hierarchical to non-hierarchical forms of relationships are contributors to stress between occupational groups.

5.2.6 A comparison of stressors and qualifications.

TABLE 17. A comparison of stressors between employees with different qualifications: T-Test

VARIABLE	QUALIFICATIONS	N	MEAN	SD.	T-TEST	SIG. (2-TAILED) P value
ORGANISATIONAL FUNCTIONING	Std 8,9,10	112	19.0357	5.4491	0.278	0.781
	Std 10+	90	18.8000	6.6064		
TASK CHARACTERISTICS	Std 8,9,10	112	43.3036	10.5205	-2.105	0.037 *
	Std 10+	90	46.2667	9.1698		
PHYSICAL WORKING CONDITIONS AND JOB EQUIPMENT	Std 8,9,10	113	18.5044	6.4422	0.015	0.988
	Std 10+	90	18.4889	8.0897		
CAREER OPPORTUNITIES	Std 8,9,10	113	22.5221	6.8441	-1.373	0.171
	Std 10+	90	23.8778	7.1624		
SOCIAL MATTERS	Std 8,9,10	112	23.1786	5.8003	-1.942	0.054
	Std 10+	90	24.7222	5.3758		
REMUNERATION, FRINGE BENEFITS AND PERSONNEL POLICY	Std 8,9,10	112	23.7946	8.0092	-0.558	0.577
	Std 10+	90	24.4778	9.3859		

* $P < 0.05$

A low mean score indicates a high stress value.

The results of the t-test regarding differences between employees with different qualifications elicited significant differences ($P < 0.5$). The five categories of qualifications were collapsed into two categories (Std 8,9,10 and Std 10+)

The statistical analysis indicates that employees with lower qualifications experience more task related stress. Those employees without proper training and qualifications will invariably find it difficult to manage a prison. Many lack the necessary management skills and this invariably results in stress.

5.2.7 A comparison of stressors and dependents.

TABLE 18. A comparison of stressors between employees with dependents: T-test

VARIABLE	DEPEN DENTS	N	MEAN	SD.	T-TEST	SIG. (2- TAILED) P value
ORGANISATIONAL FUNCTIONING	≤3	127	18.6535	5.8437	-1.754	0.081
	≥4	70	20.1714	5.7609		
TASK CHARACTERISTICS	≤3	127	44.7244	9.5665	-0.605	0.546
	≥4	70	45.6000	9.9817		
PHYSICAL WORKING CONDITIONS AND JOB EQUIPMENT	≤3	128	18.3281	7.2624	-1.054	0.293
	≥4	70	19.4714	7.3637		
CAREER OPPORTUNITIES	≤3	128	22.7266	6.7855	-1.648	0.101
	≥4	70	24.4000	6.9186		
SOCIAL MATTERS	≤3	128	23.9922	5.5564	0.125	0.900
	≥4	70	23.8857	5.9989		
REMUNERATION, FRINGE BENEFITS AND PERSONNEL POLICY	≤3	127	23.2205	8.6483	-2.454	0.015 *
	≥4	70	26.3857	8.6950		

* P < 0.05

A low mean score indicates a high stressor value.

The statistical analysis indicates that a significant difference ($P < 0.05$) between employees with different dependents (≤ 3 / ≥ 4) for the stressor remuneration, fringe benefits and personnel policy. In a normal situation employees with more dependents may find it more difficult to sustain their families on lower salaries. However the results indicate that employees with fewer (≤ 3) dependents experience higher levels of stress. There is no plausible explanation for this occurrence.

Many of the employees of the Department of Correctional Services are often promoted and have to relocate to new areas. Some of the employees do not relocate with their families and often have to maintain two households. Extended families also place a burden on employees who earn lower salaries. This may result in stress.

5.3 CONCLUSION

Stress is present among Heads of Prison (CO's, ASD's and DD's) of the Department of Correctional Services. From the statistics provided in tables 3 - 18 it shows that there are differing levels of stress present among Heads of Prison. It is also evident that stress is caused from both outside as well as within the work situation. Further analysis indicated that statistically significant associations for specific biographic and demographic variables were prevalent for both the levels of stress and causes of stress within and outside the work situation.

Language, occupation and qualification as well as provinces are significantly related to the respondents' stress and stressor scores. A comparison of all the independent variables indicates that the occupational categories of the respondents had a major effect on their perception of the levels of stress within or outside the work situation. The remaining variables, although not indicating statistically significant

differences, may nevertheless, have significant implications. For example the descriptive statistics reflect that the mean scores and percentages for all the independent variables were notably high. In all cases the mean percentages in the high and very high categories are larger than the guideline of 15 to 20 percent as stated for a population by the American Psychiatric Association (1994).

The following chapter will provide a review of sport and recreation within the DCS.