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STRESS LEVELS AS A RATIONALE FOR THE ESTABLISHMENT OF AN EMPLOYEE RECREATION PROGRAMME IN THE DEPARTMENT OF CORRECTIONAL SERVICES IN SOUTH AFRICA

By

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SYNOPSIS

TITLE	**STRESS LEVELS AS A RATIONALE FOR THE ESTABLISHMENT 0F AN EMPLOYEE RECREATION PROGRAMME IN THE DEPARTMENT OF CORRECTIONAL SERVICES IN SOUTH AFRICA.**
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In this study, human movement studies, physical education, recreation and its contributions and stress have been placed in proper perspective. Conditions within the Department of Correctional Services regarding situations leading to the generation of stress in employees are also placed in perspective.

Stress within the Department of Correctional Services is a growing concern both for Management and employees. This study is aimed at identifying stressors both from within as well as outside the work context as well as reviewing the relationship between stress and physical activity (sport and recreation) in general as well as in the context of the Department of Correctional Services sport policy. Heads of prisons have been selected for the purposes of this study as they are constantly under pressure. Heads of Prisons in the Department of Correctional Services are ranked according to the size of the prisons they supervise. Subsequently a

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Head of Prison could be ranked from a Correctional Official (CO) to an Assistant (ASD) or Deputy Director (DD).

Although there are many methods of reducing stress this study proposes to view physical activity and recreation as a central part of life, much like sleeping and to show that sport and recreation can serve to balance work by providing restorative refractory periods as well as reducing stress. This study has shown that conditions in the workplace are a major contributor to stress. The study also shows that the DCS has excellent sporting facilities in most Management Areas and that these need to be utilised fully. The DCS sport and recreation policy should be reviewed to ensure that DCS employees make optimum use of the opportunities to participate in sport and recreation.

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OUTLINE OF CHAPTERS

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CHAPTER 1

THE POSITIONING OF PHYSICAL EDUCATION, HUMAN MOVEMENT STUDIES AND STRESS: A PHILOSOPHICAL PERSPECTIVE

1.1 INTRODUCTION

It is necessary to position the concepts of physical activity, human movement studies and stress in their proper perspective. It is also imperative to provide perspective on the Department of Correctional Services. As an adolescent concerns about physical health are grounded in the present and youth have definite perceptions of what is meant by physical education. These perceptions are often based on personal experiences (eg. Physical education - taught at schools) and not on empirical studies. Many have pleasant memories, recollections and experiences associated with physical education and its many facets, which form an important subset of human movement studies.

As one grows older concerns about physical health extend to the future where issues such as heart disease, diabetes, and cancer become increasingly important (Williams, 1985). Interestingly the issue of stress and its effect on wellbeing is appearing more often both in literature - and in conversations that focus on enhancing the quality of life both in the present and in the future. Simple changes in current life-style may help to reduce stress and enhance quality of life in the future (Williams, 1985). Fitness and wellness are two key "buzz" words of the 1990's and have invariably extended into the new millennium. Health promotion practices focus increasingly on five major areas, physical fitness and exercise, nutrition, control of stress, smoking and health, and misuse of alcohol and drugs. Business and industry are developing wellness programmes for

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their employees and legislation now focuses on an area such as smoking (Williams, 1985).

1.2 PHYSICAL EDUCATION

Physical education is entrenched within the philosophy of education which in itself and has been defined in various ways (Jordaan, 1992). Education has been defined as the optimisation of appropriate qualities within an individual with the objective of drawing this individual into adulthood (Yagoe, 1991). A child at birth is considered to be "incomplete" regarding the dimensions of mind, body and soul. Education both formally and informally attempts to guide, inform and mould the child. Physical education is a component of this "moulding" process and perhaps has its origins in schools, (a partner in educating the "incomplete child").

For education to take place the domains of psychomotor, physical, affective and cognitive orders have to be addressed. The Physical Education content of the curriculums in schools attempts to address the dimensions of body, mind and soul. These dimensions are directly or indirectly implicated in this study when studying references relating to education in a broad sense and physical education in a definitive sense. (Gabbard, Louw, 1991; Gallahue, 1993). This argument then places Physical Education within the domain of Human Movement Studies.

1.3 HUMAN MOVEMENT STUDIES

Physical education although entrenched in education has evolved over time. It has also been recognised as an academic discipline in most countries around the world. Physical education has a unique character and contributes to the development of an individual from birth to adulthood. This process of development takes place on a personal level

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and is physical, spiritual, and social. Arising from this rationale is the reason for the change in the academic character of physical education. This lead to a broadening of the scope of physical education enticing many other disciplines to be associated with it.

In South Africa the metamorphosis from physical education to human movement studies was accelerated during the 1970's when finances were made available for sports research (Van Wyk, 1992). This notion of change of names is still a matter of debate in many countries. Human movement studies have been accepted through common consent by academic departments in South Africa and are known by various other names across the world (Greendorfer, 1987; Renson, 1990; Van Wyk, 1992). Human movement studies as a generic discipline is also associated with the following concepts, education, training, lifestyle, rehabilitation, recreation, exercise and beauty of movement (Renson, 1990).

1.4 PHYSICAL ACTIVITY AND EXERCISE

It is necessary to differentiate between physical activity and exercise. Physical activity refers to movement caused by muscular contractions resulting in an expenditure of energy of many of the usual activities of daily life. Exercise is considered to be an aspect of physical activity linked to the development and maintenance of specific components of fitness. Exercise is one of the major elements in health promotion. Physical inactivity is perhaps one of the most significant, readily modifiable personal factors contributing to poor health status and to stress (Williams, 1990).

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1.5 RECREATION

Recreation and the outdoors make an enormous contribution to the quality of our lives, our sense of community and our economy (Flanagan, 1978). This is not a surprising statement since those associated with recreation and the outdoors have accepted as gospel the therapeutic importance of recreation to the quality of life of those who engage in such pursuits. The importance of recreation has been taken into account in the planning and marketing of residential environments today implying that participation enriches the quality of life of community residents (Hunt et al, 1983).

1.6 THE NATURE OF STRESS

We in South Africa and the rest of the world live in an era of unparalleled change. In the workplace; with specific reference to the Department of Correctional Services; employee's face increasing demands - upheaval caused by demilitarizing, severance packages, affirmative action and pressure on newly appointed managers. Our changing economy, movement towards increased technological advances, and the changing demographics of the work force all increase the rate of stress-related disorders. Stress appears to be increasing as a result of the pressures, changes and demands of modern life (Byers, 1987). Every person experiences stress but many believe that they cannot do much to counteract its negative effects. Stress has become a major barrier to personal health and has been linked directly to almost every common disease (Scott and Jaffe, 1991).

Hans Selye (Selye, 1974) coined the term "stress" referring to the "wear and tear" of the body's response to the pressures, changes and challenges of life. Both positive and negative events trigger the stress response. The body mobilises to meet a crisis, threat or challenge. The

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thrill of a challenge or the cold shiver when confronted by a snake is a form of stress response where the body adapts its energy to meet a challenge, or crisis or threat.

Selye (1974) referred to positive stress as "eustress" which promotes and sustains high performance allowing individuals to meet special challenges. Negative stress or poorly managed stress can be dysfunctional by weakening a person's ability to resist. Over time the individual experiences physical and psychological breakdown resulting from his/her inability to cope. (Scott and Jaffe, 1991).

Life is filled with stress, which can be short-term (acute) or long-term (chronic). Acute stress is the reaction to an immediate threat, commonly known as the "fight or flight" response (House, 1982). The threat can be any situation that is experienced, even subconsciously or falsely, as a danger. Common stressors include noise, crowding, isolation, hunger, danger and infection. Imagining a threat or remembering a dangerous event can also evoke a stress response. Frequently, however, modern life poses ongoing stressful situations that are not short-lived such as work or personal situations and against which the urge to act – to fight or to flee- must be suppressed. Psychological pressures such as relationship problems, loneliness, continual deadlines, or financial worries may be unrelenting and lead to chronic stress (Busser, 1990). Stressors are external or internal e.g. pressures, demands, challenges and changes that affect an individual. These can be acute or chronic, once off events or events that are ongoing.

Persons vary in their perceptions of stress and stressors. When an individual feels he/she cannot cope, the situation becomes a threat. Anxious and insecure people may perceive all events as threats while others may perceive the same events as a challenge. If an event is seen

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as a threat it may affect the person even at a later stage. Coping responses are built into the body and are activated by stressors. A stressor like being asked to prepare to speak in public activates a stress response. When the individual meets the challenge the body drops to the normal level. If the stressor is excessive the body becomes weakened leading to exhaustion and eventually physical breakdown.

A stressful situation can be dealt with, managed or even avoided. These responses depend on the nature of the stressor and can be either positive or negative leading to an effective or ineffective outcome. An individual can either take care of a situation or become ineffective or dysfunctional. Physical and emotional symptoms result from an ineffective coping strategy. These symptoms can also be behavioural and can contribute to alcohol and drug abuse. The work context is a primary contributor to dysfunctional stress.

The following list of the effects of chronic stress has been drawn from the works of several stress and health researchers (Selye 1974; Cox 1980; Moss 1981; Everly and Feldman, 1985; Harris and Dewey, 1984; Sauter, Murphy and Harrell, 1990; Temoshok and Dreher, 1992).

a) Health effects: asthma, chest and back pains, coronary heart disease, diarrhea, faintness and dizziness, headaches and migraine, psychosomatic disorders, diabetes, skin rash, ulcers and weakness.
b) Subjective effects: anxiety, aggression, apathy, boredom, depression, fatigue, frustration, guilt, irritability and bad temper, moodiness, low self-esteem, threat and tension, nervousness, loneliness, nightmares, insomnia, neuroses, inability to make decisions and concentrate, forgetfulness, hypersensitivity to criticism, loss of sexual interest, and mental blocks.

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c) Behavioural effects: accidents, drug taking, emotional outbursts, excessive eating or loss of appetite, drinking and smoking, excitability, impulsive behaviour, impaired speech, nervous laughter, restlessness, and trembling.

d) Organizational effects: absenteeism, poor work relations, low productivity, accidents, turnover, poor organizational climate, low morale, antagonism at work, and job dissatisfaction.

1.7 DEPARTMENT OF CORRECTIONAL SERVICES

1.7.1 Some Basic Premises

In this chapter physical education, human movement studies and stress have been placed in perspective. However it is necessary to provide some perspective on the Department of Correctional Services within which this study is being conducted. Presently 32 000 personnel are employed at 215 prisons and at Head Office (Pretoria). The transformation of the Public Service has been a National priority and the Department of Correctional Services (DCS) has had to make several changes to be in tandem with this priority. Several events have occurred since which have led to uncertainty, stress and low morale.

1.7.1.1 Demilitarization

The DCS has been a military organisation since its inception. A very formal and organised rank structure existed with specific protocols. All personnel wore uniforms and could be easily identified. "Orders"or "commands" were obeyed without question.

In April 1996 the organisation demilitarised. All personnel, who had been accustomed to a disciplined rank structure, suddenly found themselves without rank and in some areas out of uniform. This has led to several problems including a breakdown in discipline. The rigid military system, a system that most of the employees were accustomed to was removed without preparing employees for the change. Most new managers who had come up through the ranks were accustomed to giving and receiving "orders". Participative management was an entirely new concept and managers did not receive much mentoring or induction in this respect.

1.7.1.2 Severance Packages

In keeping with the transformation of the Public Service the DCS offered several members severance packages. Although some welcomed this, the majority was uncertain. Valuable expertise was lost once severance packages were approved, and those leaving the Department could not mentor the new managers. New managers were placed in a hostile environment and had to learn by trial and error. Those occupying the vacant posts presently are also under stress as this is a new experience. Several have been promoted and may lack the necessary experience to cope with their new jobs.

1.7.1.3 Affirmative Action and Employment Equity

With the transformation of the Public Service came, the principle of 70/30. The DCS adopted a principle that by the year 2000-70% of the workforce would be black and 30% would be white. Initially this caused a great deal of dissatisfaction, as there were several misconceptions about the breakdown of the 70%. Minority groups such as Indians and Coloureds initially felt dissatisfied and believed that they were not included in the 70%. This has led to dissatisfaction and low morale.

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1.7.1.4 Physical working conditions

Conditions within prisons are deteriorating because of overcrowding. At the end of June 2000 there were 172 000 prisoners in custody. Several prisons were filled to 150% their capacity. This caused several problems for the staff. They are constantly under threat and as a result are under stress. Both verbal and physical abuse of personnel by prisoners is on the increase.

1.7.2 Stress Related Problems At Certain Prisons.

A Committee was established in 1995 to investigate labour related problems at Johannesburg, Pollsmoor and Victor Verster Areas of Command. A report was submitted to the Minister of Correctional Services and the following is an interpretation of the report.

1.7.2.1 Stress Audit: Johannesburg Prison

The report refers to the prison environment, which is very stressful due to numerous factors that have been previously documented in other reports. These factors include the very nature of the people whom the members have worked with in the prison environment and the understaffing within the Department of Correctional Services. Johannesburg prison according to the report is no exception in this regard. The recreation and sporting facilities at the Johannesburg Prison were not utilised to assist the members in managing stress. The report emphasisied that the department needed to give this particular aspect serious consideration and that the DCS should look into a variety of recreation facilities and not be limited to what was previously perceived as White sporting codes. The department should conduct a thorough psychological study of the stress environment in which members work and be advised by experts on

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assistance that may be afforded to members to cope better. A number of members had currently applied for or were on stress leave. There had also been a sudden increase in the number of people who had applied for stress leave. The report stated that whilst the committee accepted that the conditions within a prison were stressful, the committee felt that there was a need for the department to investigate the authenticity of the various applications and the extent of leave, which has been, taken by some members. There was a perception within the prison services that there were members who were taking this as an "easy way out" to try and avoid working within the department. The report committee felt that the taking of "stress leave" would be increasingly abused unless urgent steps were taken to verify each case.

1.7.2.2 Stress/sick leave: Pollsmoor

At Pollsmoor management identified senior members and others who were off on sick/stress leave. It was stated that many of the senior management who resigned after the investigation ordered by the Deputy Commissioner had subsequently applied for voluntary retrenchment packages, which had been granted to most of them. The report stated that of the six senior managers who were on sick leave, five had been off for a considerable period of time. Management regarded it as significant that those senior managers that were on sick leave were white and that the reasons given were stress and major depression. No links or reasons were given for the stress and doctors' certificates were simply produced. The report stated that of the ordinary members, who were on sick leave, many were off for normal reasons but there were those who were also booked off citing stress and depression as reasons. In certain sections of the prison, management believed that a pattern could be established whereby one particular member came back from sick leave and another member would immediately go off apparently due to stress and/or

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depression. Whilst there is a normal medical board that considers the whole issue, management felt that the process took a long time and was inappropriate in the circumstances. Management felt that many of the members who were taking stress leave were taking leave and using this as an escape from the effects of affirmative action policies and transformation in the department.

The absence of members off on sick leave had a very demotivating and stressful effect on other members in that the members remaining were required to perform the additional work that the member who was on sick leave would have done. In addition, if members perceive that the system was being abused by persons who were not really sick or under stress, it may be demotivating and in the long term may encourage other members themselves to abuse the system.

1.7.2.3 Stress/sick leave: Victor Verster

The report stated that the number of members who were away on sick leave was disturbing the morale of members who were working. There were certainly grounds for suspicion at the Victor Verster Prison that certain of the senior management who were supposed to be off on stress leave were in fact gainfully employing themselves in the private sector whilst enjoying the salaries paid by the department. It was the committees view that a more speedy system of assessing the veracity of the sick leave/stress leave claims should be developed as the present system was cumbersome and facilitated abuse. The committee believed that the taking of sick/stress leave was spreading and that the figures indicate that more and more members were resorting to this "easy way out". Whilst it was clear that there were many underlying reasons as to why this was taking place, the department could not allow this situation to continue

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especially where there already was a shortage of staff and each member was required to perform as effectively as possible.

1.7.2.4 Stress Management

The report indicated that the department should consider setting up a stress management unit under a qualified psychiatrist or psychologist as had been established within the South African Police Services subject to what may emerge in a stress psychological analysis referred to above.

1.7.2.5 Stress leave

As in other prisons, a concern was expressed about the number of people who have applied for or are on sick leave ("stress leave"). It seems there has been an increase in the number of people who go on stress leave. There was a perception even at Pollsmoor Prison that there are members who are taking this as an easy way out to try and avoid working within the Department. The taking of "stress leave" will in the view of the Committee be increasingly abused unless urgent steps are taken to verify each case. In making this recommendation the Committee is also mindful of the fact that the conditions within a prison are stressful and there might be genuine cases of people who need to go on leave due to stress.

1.7.3 Stress Audit

A stress audit was conducted at Victor Verster Prison by the sport subdirectorate in February 1997. Thirteen percent of the personnel were subjected to a questionnaire. Four measuring instruments were used to compile the questionnaire that was filled in by the personnel. The measuring instruments focussed on level of stress, the Homes Rahe Stress scale with regard to events, the Service delivery scale of Maslach

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(1981, 1986) and the Diversity Awareness Continuum of Gard en Swartz and Le Roux (1993).

A summary of the findings included:

- High stress levels
- Irritability
- Insomnia
- Headaches
- Depression
- Suicide as a solution had been contemplated
- Low self-esteem and morale
- Withdrawal symptoms

1.8 CONCLUSION

In studying stress the issue is not how to prevent stress (a task, which could be deemed impossible), but how to create a balance of positive and negative experiences that produces optimal mood and well-being.

This leads the author to view Human Movement Studies in general and Physical activity and recreation in particular as a central part of life, much like sleeping. It is likely that increasing one's physical activity and levels of recreation above a particular level will increase health or activate the body's defenses against stress. It is also more likely that not engaging in physical activity and recreation is stressful enough (Ulrich and Simons, 1986). Work can be, and especially in the Department of Correctional Services, is stressful. Physical activity and recreation can serve as a balance to work by providing restorative refractory periods in which the pressures of work are less salient.

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1.9 OBJECTIVES OF THESIS

The purpose of this study is to determine the causes and levels of stress among the Heads of Prisons in the Department of Correctional Services. The major research questions that will be addressed in this study are:

- What are the stress levels of employees in the Department of Correctional Services in South Africa?
- What are the stressors, both from within as well as outside the work situation, that are perceived as stressful?
- What percentage of the employees in the Correctional Services in South Africa experience high levels of stress?
- Is there an association or relationship between the employee's biographic/demographic characteristics and their experience of stress, i.e. causes and levels of stress?
- Are there differences between the average stress scores of different groups in the sample?

This thesis will not attempt to determine the relationship between reduced stress levels through sport and recreation (as sufficient research already exists) but will review this research in relation to the above as well as in relation to the Department of Correctional Services' sport policy.

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CHAPTER 2

PHYSICAL ACTIVITY AND STRESS

2.1 PHYSICAL ACTIVITY AS A MEANS OF REDUCING STRESS

Physical activity and hard labour have been an integral part of life of the majority of mankind. Only the privileged did not engage in physical activity and lived a pampered life. Technology and mechanisation have ensured that man has moved from a physically active life to an extremely well protected but caged existence. **This transition in both lifestyle and existence could not have taken place without an influence on the human body.** The muscles in particular play an important function that has a direct or indirect influence on blood circulation, metabolism, endocrine balance and immunity. Something, which is not commonly known about our musculature, is firstly, that it serves as a storage and outlet for our emotions, and secondly that it is the means by which we react and respond to stimuli and emotional stresses. (Paffenberger et al.1994)

2.2 INTERFACE BETWEEN HUMAN MOVEMENT STUDIES AND STRESS

Work is becoming increasingly stressful and the pressure and demands for performance are on the increase. Employees do not have to succumb to these pressures. Both organisations and individuals need to be aware of the variety of organised programmes available. Individuals can be taught ways to manage work stress and organisations can create a workplace where stress is minimised. O'Donnell, (1994) states that the ultimate goal is to create living, working and community environments that allow people to live and work together in ways that optimize their health,

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well-being, creativity and productivity. There has been an increased acceptance of employee health fitness programmes and most modern health promotion programmes have fitness programmes as their genesis.

A reduction in stress is likely to reduce many adverse health behaviours because the individual "feels better". Drugs have also been used to treat stress disorders and these focus on the symptoms and not on the causes and the development of health. Exercise would seem as a natural recommendation for both the prevention and the treatment of stress.

Four large population studies in the US and Canada have shown that general health and well-being is greater in those who do exercise compared to those who do little exercise (Morgan and Goldston, 1987). Regular exercise seems to reduce the effect stress has on illness. Roth and Holmes (1987) found that students who are fit did not become ill as easily when buffeted by stressful events as those with low fitness levels. The US National Institute of Mental Health made the following statements:

- ***Physical fitness is associated with mental health and well-being***

- ***Exercise is associated with reduced levels of stress-related emotions such as anxiety.***

- ***Appropriate exercise programmes lead to reductions in various stress indices such as neuro-muscular tension, resting heart rate and the secretion of stress hormones (Morgan and Goldston, 1987).***

Fodor and Gerson (1975) subjected a questionnaire on generally experienced stress to 35 young men and 12 young women. Inactive people showed higher stress levels than those who took part in physical

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training. Michael (1975) found evidence to support the view that prolonged exercise resulted in a condition that allowed subjects to tolerate stress more easily. Sime (1977) concluded that mild exercise, and in some cases meditation, can be effective in reducing the physiological signs of stress and anxiety. Morgan (1971) reviewed experiments dealing with the use of physical activity as a method of reducing anxiety and concluded that physical activity was useful in coping with stress.

Thomas (1987) indicated that a healthy outlet for over-stressed workers is exercise. He further stated that jogging, aerobic dance or regular workout sessions help balance the cerebral nature of modern work by providing employees with the chance to get physical and release tension through their bodies. He also states that opportunities to engage in physical activity through employee programmes work as preventive medicine for a potentially unhealthy and over-stressed work force.

2.3 STRESS WITHIN THE DEPARTMENT OF CORRECTIONAL SERVICES

Within the Department of Correctional Services, employees are caught up in a vicious cycle of work pressures and demands. This is represented in the following schematic illustration adapted from Folp (1983):

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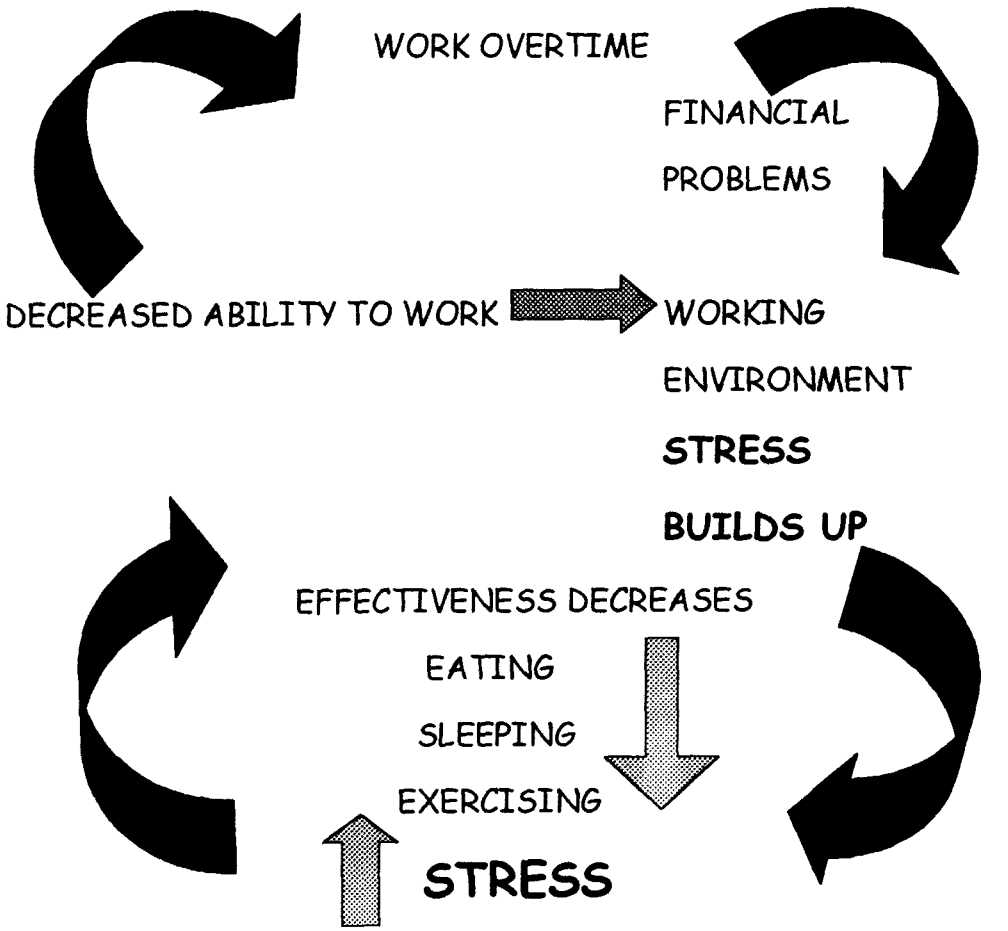
DIAGRAM 1: WORK PRESSURE CYCLE



The Correctional Services employee is not only faced with hostile inmates but also a working environment that contributes to his levels of stress. He/she often finds himself/herself working overtime to make ends meet. As a result the worker may cut on time spent on various things eating, sleeping, relaxation, time spent with family and most often has **no time for exercise**. ***This vicious cycle causes the body to decrease the bodies' capacity to work and enters a weaker loop of this detrimental cycle, with a lowered capacity and lesser chance to succeed in handling the demands and challenges of the job.***

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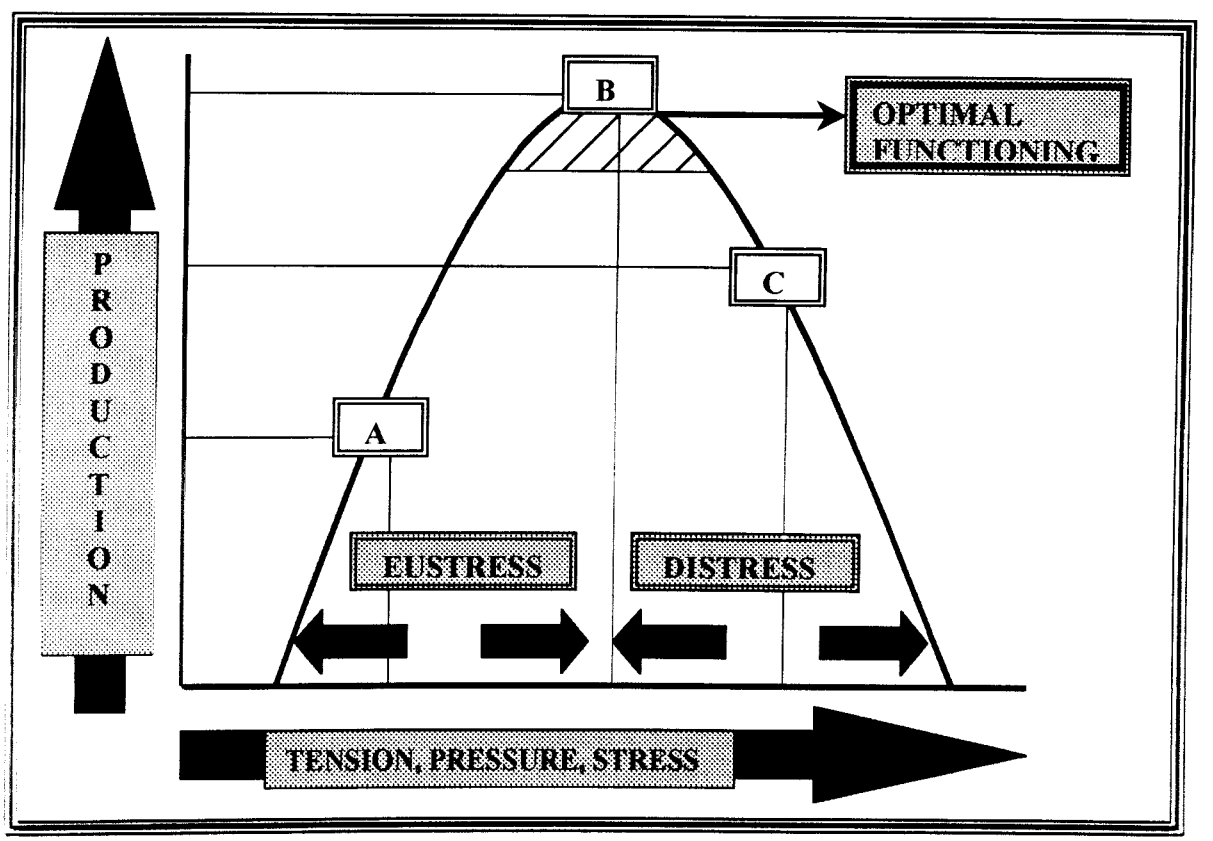
In this discussion it is appropriate to realise that not all stress is bad. In order to function optimally we need some level of stress. When the critical level is reached, more stress will be harmful and unproductive. Selye has termed this – the good (eustress) and the bad (distress). The following figure provides a schematic presentation of the relationship between productivity and stress adapted from Benson and Allen (1980).

DIAGRAM 2: PRODUCTIVITY AND STRESS – OPTIMAL FUNCTIONING



When a worker experiences very little stress (A) it could be that his/her productivity is also below expectation. When the work stress and demands are too great (C), it can also cause decreased productivity. The ideal situation is for each Correctional Services employee is to find his / her point of optimal functioning to shift more to the right hand side. This

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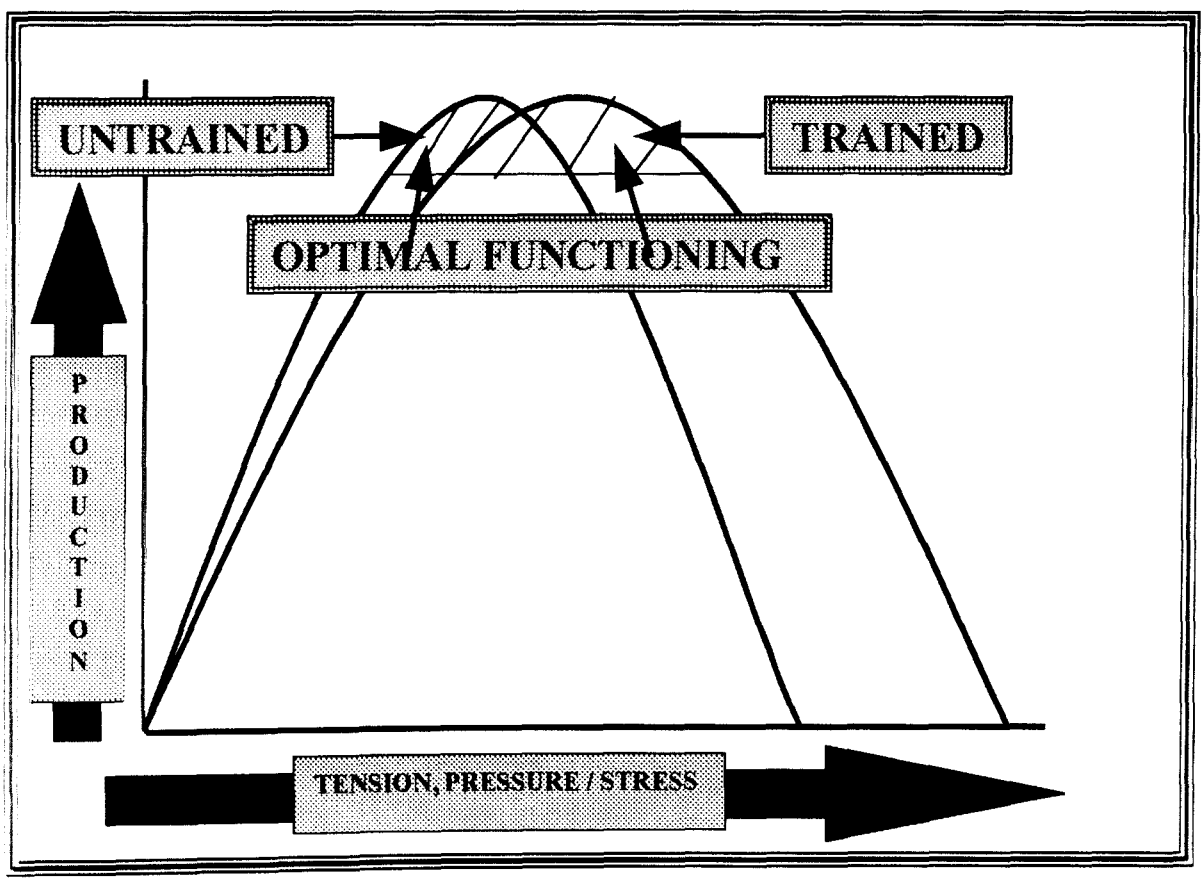
means that the Employee will be able to tolerate more work pressure and stress and the fitter the individual is, the more reserve energy he has to meet the higher demands. In the case of the untrained worker very little reserve energy is available after the normal daily expenditure. When extra demands on energy are required the employee may be unable to handle the additional stressors. The trained worker will have more reserve energy to meet greater or additional demands and will consequently cope better.

DIAGRAM 3: TRAINED VS. UNTRAINED



The diagram above has also been adapted from Benson and Allen (1980). Regular physical activity and an increased physical condition can lead to some form of resistance or protection from stress. This causes the point of optimal functioning to shift more to the right hand side. This means that

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the employee will be able to tolerate more work pressure and stress. In the case of the physically unfit correctional employee very little reserve energy may be available after the "normal" daily energy expenditure. When any extra demands occur it may well happen that this person finds him/herself totally incapable of handling the "additional" stressors. In the following chapter the issues of stress and physical activity will be elaborated upon with specific reference to conditions within the Department of Correctional Services.

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CHAPTER 3

STRESS IN THE WORKPLACE

3.1 STRESS IN THE WORKPLACE - DEPARTMENT OF CORRECTIONAL SERVICES

Dr Sol, (Gushue, 1996) a medical doctor focused on ways to reduce stress and said that monumental change in the workplace is affecting the well-being of workers - particularly those in areas where extended hours have to be worked trying to get the job done. Organisations are downsizing but not re-engineering the work (Gushue, 1996).

The Department of Correctional Services has undergone phenomenal change since 1994. In as much as many new changes have been made; very little has been done to re-engineer the work. There has been a lot of change but the work to be completed by fewer employees has stayed about the same. There is also an accelerated pace of technological change which coupled by a lack of management skills by supervisors often leads to employees taking increasing amounts of time off from work. The pressure for continual innovation and adaptation and the changing demographics of the work force leads to an increase in the rate of stress related disorders and many believe that they cannot do much to overcome its negative effects.

People differ in the ways they perceive stress as well as in the ways they cope. Some may perceive the same demand as a challenge while others may see it as a sign of personal failure. Work stress therefore arises from a mixture of different working conditions, individual perceptions of how stressful they are and individual abilities to respond to them (Kornitzer and Kittel, 1986). Stress often manifests itself in job stress disability claims,

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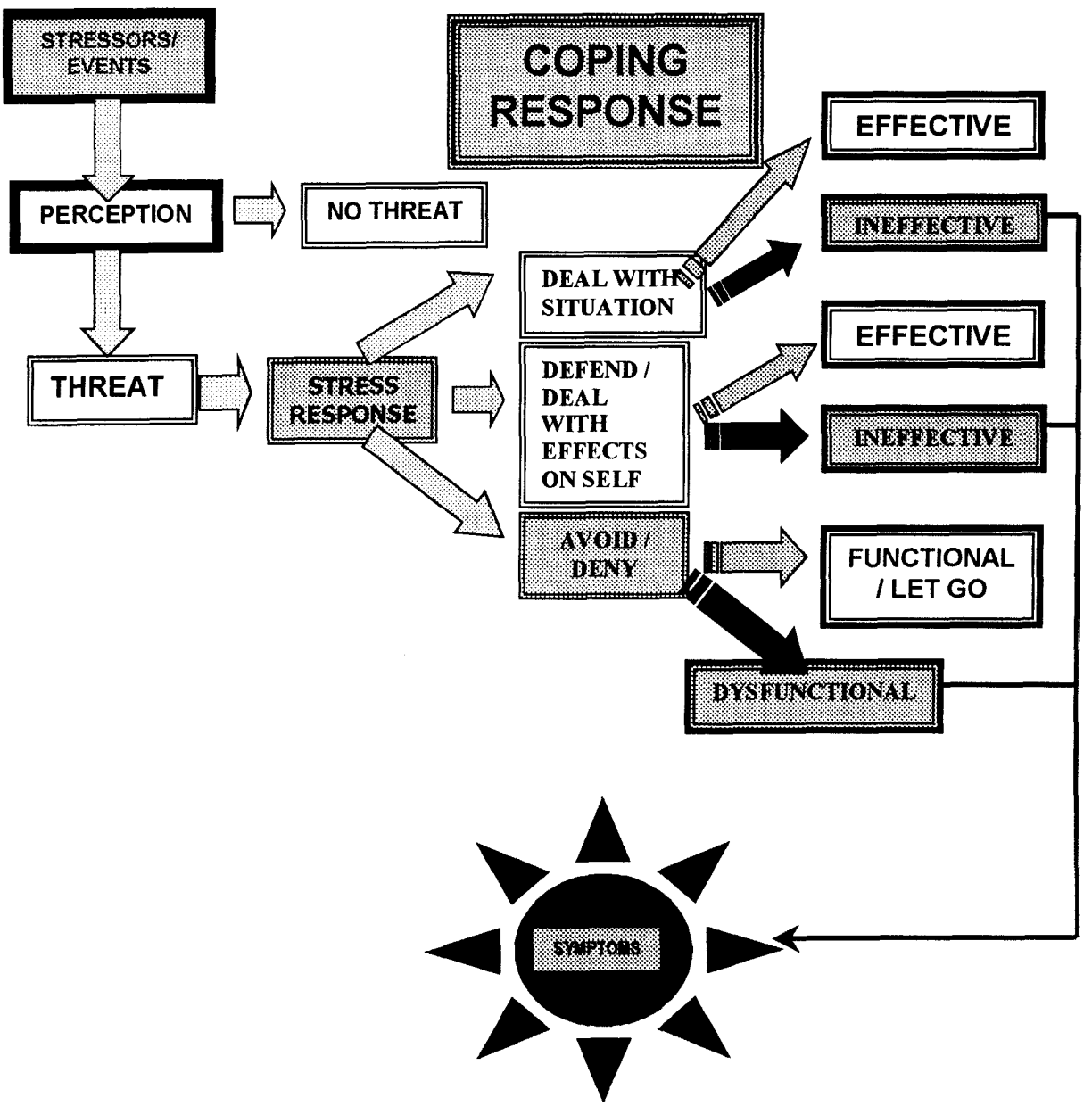
substance abuse, low morale, aggression, absenteeism and in severe cases - suicide and premature death. A variety of interventions have been initiated by organisations aimed at stress management. Their aim is towards assisting personnel to manage stress as well as to rehabilitate those with severe problems. Each of these symptoms cost the individual and the organization. Scott and Jaffe (1991) use the following model to explain the stress cycle.

DIAGRAM 4: MODEL OF STRESS CYCLE



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Stressors/events can either pose a threat or not. This is dependent on an individual perception of the event. This leads to a coping response where the individual deals with the situation, deals with effects on himself/herself or avoids the situation. These coping responses can be either effective or ineffective which are evident in particular symptoms (Scott and Jaffe, 1991).

O'Donnel, (1994) defines dysfunctional stress as stress arising from an adverse emotional and physical reaction to any source of pressure in the environment. These reactions affect both personal health and organisational effectiveness.

Department of Correctional Services employees are increasingly finding it difficult to manage the physical, mental and emotional stress in the workplace. Supervisors and managers are also unaware of or not sensitive to their role in creating stress-related difficulties. Within the Department there are many common occupational stresses, such as unfavourable working conditions, frustrating demands of managers and prisoners, changing expectations in the workplace, unskilled and autocratic supervisors, and an increased demand for productivity and profitability. These have both a direct and indirect impact on health and productivity. Stress related illnesses, poor morale and productivity and a lack of innovation and commitment are becoming more prevalent.

3.2 THE EVOLVING WORKING ENVIRONMENT WITHIN THE DCS.

Mergers, acquisitions, privatisation, and reductions in work forces have contributed to an era of change in the workplace. Prior to 1996 the Department of Correctional Services was a Military organisation with a specific work ethic. With demilitarization, employees were forced to reorganise or change how they worked. The traditional workplace with

clearly defined procedures and practices was transformed almost overnight. Job security and a clearly defined and predictable career path have been replaced by a continually changing structure where survival depends on adaptation. The workplace today demands a continuous updating of skills, policies and procedures.

Beehr and Schuler (1982) indicate that stress in the workplace revolves around four major considerations:

- The health of employees
- Organisational effectiveness
- Financial implications, and
- Legal compliance and worker compensation.

High levels of stress have been shown to reduce both the quantity and quality of work produced. Employees also tend to be more dissatisfied with their jobs, leading to absenteeism and low morale. There is also an increase in conflicts in the workplace and grievances, accidents, strikes, sabotage and burnout becomes prevalent (Schuler, 1980). Distrust, disrespect and animosity often mark worker relations. Parasurman and Alutton (1978) found that high-level management jobs involve stress from time pressures, too many meetings or difficulty in attaining productivity standards, role ambiguity and a lack of clarity or clear directives. Tension is often created and feelings of futility with an inability to cope in the organisational environment are also prevalent.

The "new performance contracts" which has been introduced is a relatively new concept in the DCS. It is an additional source of stress in the Department of Correctional Services. Employees entering the Department a generation ago had expectations of lifetime employment, predictable promotion and career paths and a stable job. All of these have

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been frustrated by a shifting workplace that faces continual threats to its survival as a Public Service Department. The DCS has changed its management several times over the past few years and this has caused instability within the department. Technological advances have also caused a great deal of stress especially for older employees.

3.3 WORKERS PERCEPTION OF STRESS WITHIN THE DCS.

Stress among employees within the Department of Correctional Services is increasing and is close to the top of the list of problems experienced by employees. Beehr and Newman (1978:670) defined work stress as "a situation wherein job-related factors interact with a worker to change (i.e., disrupt or enhance) his or her psychological and/or physiological condition such that the person (i.e., mind-body) is forced to deviate from normal functioning." What underlies this definition is that there are environmental stressors and that when the individual and the environment are incompatible, stress results (Busser, 1990).

Employees within the Department of Correctional Services have indicated that a lack of clarity exists regarding the performance of their duties leading to role ambiguity. New appointees sometimes have inadequate information about the job to be performed. This can lead to feelings of futility and underutilization of human resources, which is particularly stressful. Ivanicevich and Matteson (1980) suggest that the personal consequences of occupational stress include coronary heart disease, arthritis, ulcers, allergies, headaches, depression and anxiety. Workers often manifest these problems in low productivity, absenteeism and turnover.

Some of the factors that contribute to work stress as perceived by employees of the Department of Correctional Services include:

- **Prior to 1998 no support system existed for employees. Psychologists, Social Workers and Chaplains employed by the Department were utilized for prisoners only.**
- **Custodial services place a lot of strain on employees.**
- **Constant conflict between unions and management.**
- **Uncertainty and insecurity caused by new policies.**
- **Lack of training.**
- **Corruption, favouritism and nepotism.**
- **Poor communication.**
- **Overcrowded prisons and staff shortages.**
- **Routine work in isolated environments.**
- **Constant fear for personal safety.**
- **Autocratic management.**
- **Lack of understanding of cultural diversity.**
- **Gangsterism and violence in prisons.**
- **Lack of financial management skills.**
- **Poorly administered incentive system.**
- **Transformation and racial tension.**

(National EAP report: May 1999)

Harris and Dervey (1984) and Cooper and Marshall (1976) indicate some factors that increase work stress and also reinforce some of the concerns raised above.

Control factors related to workers perception of stress.

- Work that does not allow the employee to participate in decisions about the work process.
- Lack of information or communication about events or to anticipate them.

Overload factors related to workers perception of stress.

- Understaffing leading to work overload, time pressures and increasing responsibility.
- Jobs that require more or less skill that an employee has. (Newly appointed managers in the Department of Correctional Services.)

Emotional Demand Factors related to workers perception of stress.

- Jobs that place an individual between two groups - e.g., between management and employees (supervisors) or between management and clients (crime ridden community in South Africa).
- Unfair or negative supervisor - worker relationships (source of conflict in the Department of Correctional Services). No clear pathways for resolution. (History of problems with application of Grievance procedure in the Department of Correctional Services.)

Change and Ambiguity factors related to workers perception of stress.

- Changes in work demands especially when the nature of the changes is ambiguous. (Restructuring in the Department of Correctional Services.)
- Being evaluated, with lack of clarity about expectations and standards. (Ineffective implementation of performance appraisal and incentive scheme in the Department of Correctional Services.)

Security and Work future factors related to workers perception of stress.

- Unclear career development path or opportunity for growth or advancement. (Unclear career paths in the Department of Correctional Services and uncertainty with reference to restructuring.)

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Social Support factors related to workers perception of stress.

- Lack of social support or positive reinforcement.

The factors listed above are common to nearly all organisations and are certainly common to the Department of Correctional Services. In a changing work environment employees are faced with increasing demands but little opportunity for control or support. Employee participation in the workplace has changed from diminished participation in the past to an active role and involvement in the workplace. Some employees are rigid and less flexible and find it difficult to change how they work and as a result they get more brittle, apathetic and worn down. This leads to low morale, illness, lost productivity, and rigidity of response - the precursors to work burnout (O' Donnell, M.P (1994). Organisations that offer greater self-determination and less division of labour leads to better employees with less disfunctional stress, greater satisfaction, more effective work and greater health. Scott and Jaffe (1991) *state that empowerment is not just a programme, it is a process of changing mind - sets about accountability and self-responsibility, changing relationships to enhance communication and feedback, and changing structures (policies, practices and incentives) so that people have more authority to go with the increased responsibility. This will lead to effective stress management.*

In a briefing session and media conference (14 June 2000) the Minister of Correctional Services, Mr. Ben Skosana reiterated the problems experienced by employees in the Department of Correctional Services. He stated in his address: "it is on the basis of overcrowding in prison that the identification of prisoners during the normal working hours makes it extremely difficult for officials of the Department to execute their duties

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properly and this results in late arrivals at magistrates courts and thus delaying the judicial process."

Overcrowding has its fair share of problems for officials of the Department. This has already resulted in victimisation and conflict among officials, which have reached alarming proportions. As a result prisons have become **stressful environments to work in.** Prisoners are by nature not easy people and they can also be very demanding and where they are, there is always the presence of real danger. I think the time has come for us to assess the possibility of developing coherent and rigorous strategies to **establish stress clinics** for officials of my Department. **They need to be mentally healthy in order to ensure that the vision of the Department is accomplished.**

3.4 CONCLUSION

The previous three chapters have attempted to place concepts in their proper perspective as well as to elaborate on conditions within the Department of Correctional Services. It is evident from the research presented so far that work within the DCS is stressful and that pressure and demands for improved performance will be on the increase. The chapters that follow will include the research on stress conducted within the DCS.

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CHAPTER 4

RESEARCH METHOD

4.1 PROCEDURES

The following organisational and administrative arrangements were applied at the time of data collection:

- Permission was obtained and Heads of Prisons were notified about the purpose of the research.
- The Human Sciences Research Council was approached to provide a questionnaire on stress that had been tested in South African conditions.
- These questionnaires were distributed to 215 Heads of Prisons of the Department of Correctional Services throughout South Africa.
- Questionnaires and answer sheets were returned to the Correctional Services Head Office in Pretoria.
- The completed questionnaires were then analysed using the SPSS system at the University of Pretoria.

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TABLE 1: BIOGRAPHIC / DEMOGRAPHIC PARTICULARS OF RESPONDENTS

VARIABLES	%	N
AGE: N= (193)		
< 40	53,9	104
≥ 40	46,1	89
LANGUAGE: N= (202)		
AFRIKAANS	41,1	83
OTHER	58,9	119
OCCUPATIONAL GROUP: N= (186)		
CO CATEGORY	62,4	116
ASD / DD CATEGORY	37.6	70
QUALIFICATION: N= (202)		
STD 8,9,10	55,4	112
STD 10+	44,6	90
DEPENDENTS: N= (197)		
≤ 3	64,5	127
≥ 4	35,5	70
PROVINCES		
GAUTENG	15,1	29
MPUMALANGA	6,3	12
NORTHERN PROVINCE	29,7	57
NORTHERN CAPE	4,2	8
WESTERN CAPE	9,4	18
FREE STATE	6,3	12
NORTH WEST	11,5	22
KWAZULU NATAL	11,5	22
EASTERN CAPE	6,3	12

4.2 MEASURING INSTRUMENT

At this stage it is necessary to elaborate on the questionnaire as well as the instructions for administering the questionnaire. Van Zyl and Van der

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Walt (1991) of the Human Sciences Research Council compiled the Experience of Work and Life Circumstances Questionnaire (WLQ).

4.2.1 The aim of the Questionnaire

The Experience of Work and Life Circumstances Questionnaire (WLQ) was developed to determine the level and causes of stress in respect of an employee whose reading and writing skills are at least on a Std 8 level. Information about a person's level and causes of stress can be applied for diagnostic purposes, firstly to determine whether the respondent experiences normal, high or very high levels of stress, and secondly to establish the factors that cause the level of stress that are experienced (i.e. to identify problem areas).

4.2.2 Rationale

The questionnaire is based on the rationale that a person with high scores on the items in the questionnaire experiences a high level of stress. A high level of stress could mean that the respondent experiences many problems arising from the environment.

4.2.3 Experience of Work

This part of the questionnaire is used to determine a person's **level of work stress.** An indication is thus obtained of whether the person experiences a normal, high or very high level of stress.

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4.2.4 Circumstances and Expectations

This part of the questionnaire analyzes the **causes of the person's level of stress.**

4.2.4.1 Circumstances

The circumstances that possibly cause stress may occur **within and/or outside the work situation.**

- In the work situation

The circumstances **in the work situation** (seven items) which are analyzed involve the following:

The functioning of the organization, the characteristics of the task(s) to be performed, physical working conditions and job equipment, social as well as career matters, and remuneration, fringe benefits and personnel policy.

- Outside the work situation

The following issues (covered by 16 items) are dealt with in this part of the questionnaire:

Family problems, financial circumstances, phase of life, general economic situation in the country, changing technology, facilities at home, social situations, status, health, background, effect of work on home life, transport facilities, religious life, political views, the availability of accommodation and recreational facilities.

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4.2.4.2 Expectations

This part of the questionnaire contains a number of subdivisions and focuses by means of 53 items on the extent to which **expectations in the work situation** are fulfilled.

- Organizational functioning

This subdivision deals with the **respondent's expectations** in regard to the following matters:

A share in decision-making, trust in supervisor(s), effective organizational structure, a positive management climate, recognition of work done well, and open communication channels with the supervisor.

- Characteristics of task(s) to be performed

The following expectations are dealt with in this section of the questionnaire:

Getting the work done in time, having sufficient knowledge and information available to do the job, taking full responsibility for a piece of work, applying new ideas, functioning autonomously within one's post, not receiving contradictory instructions, not having to function under unnecessary pressure of time, having enough work to do to stay busy, and performing a variety of tasks as part of one's work. Other issues dealt with in this subdivision concern the execution of tasks that will not by their nature create conflict or strain the respondent's relations with other people, subject him/her to tough or uncomfortable physical demands, endanger other people's lives as well as his/her own, have a negative

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effect on the respondent's quality of life, and demand continued intense concentration.

- Physical working conditions and job equipment

The expectations measured in this part of the questionnaire include the following:

The availability of job equipment (e.g. stationery, tools, electronic and laboratory equipment) as well as it being in proper working order, and being allowed to function in adequate physical working conditions (e.g. lighting, temperature and office space).

- Career opportunities

This part contains questions on the following matters:

The respondent's expectations regarding further training, the use of his/her talents, progress in his/her work, and the security of his/her present job.

- Social matters

The expectations measured in this part include the following:

Enjoying the high status in one's job, maintaining positive relations with the manager / supervisor as well as with colleagues, and that the social demands are reasonable.

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- Remuneration, fringe benefits and personnel policy

This part contains questions dealing with the following expectations:
To receive adequate remuneration (salary) and fringe benefits, and to function under a just personnel policy

4.3 LEVEL OF MEASUREMENT

The identification of the types of variables and the level of measurement is important in the selection of appropriate statistics. The biographic and demographic attributes (independent variables) of the sample were categorised and each category was coded with a nominal value.

To measure the causes and levels of stress a five point Likert Scale with anchors of (1) virtually never; (2) sometimes; (3) reasonably often; (4) very often; (5) virtually always; was used. The level of measurement of the dependent variables (stress and levels of stress) has the property of an interval scale.

The classification of the causes and levels of stress as normal, high or very high is based on norms calculated for the population on which the test were standardised. Thus, in this case the levels of measurement of the dependent variables are according to an ordinal scale.

4.4 SAMPLE

215 Questionnaires were distributed and 205 were returned (95.34%).

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4.5 STATISTICAL ANALYSIS

4.5.1 The primary function of statistics

Statistics can aid the research process by describing the contour of data and in the case of groups of data - their relationship or lack of it - descriptive statistics. Inferential statistics on the other hand seek to fit data to the ideal from of a statistical model. One of the primary services of statistics is to help the human mind comprehend disparate data as an organised whole. They give us added insight into the nature of data and its characteristics (Leedy, 1993).

This section deals with, and motivates the choice of the statistical methods used in the analysis of data. The statistical analysis was carried out by computer using the "Statistical Program for Social Sciences (SPSS for Windows, Release 9,0). The SPSS Programme allows data verification, updating, development of tables and reports, as well as comprehensive statistical procedures to answer descriptive, associational and comparative questions.

4.5.2 Descriptive Statistics

Descriptive statistics allow raw data to be presented in a more concise and meaningful format. These statistics are useful in describing the sample(s) involved in the research and can also provide directions for further statistical calculations. Descriptive statistics used in this study include, frequencies and cross tabulations to calculate the percentages for each category.

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4.5.3 Inferential Statistics

4.5.3.1 T-test

The t-test is based on the principle of individual differences, that is, the extent to which independent groups of people differ or are similar for a given dependent variable (Thomas and Nelson, 1985). The t-test is a parametric procedure used to examine the significance of differences between two population samples and differences are expressed by means of a t-value which, when larger, indicates significant differences. A probability computed considering differences in both directions is called a two tailed t-test. Both tails of the sampling distribution are considered. Two tailed t-tests are used to compare the means of one group with another.

4.5.3.2 Cramer's V

The Cramer's V is a non-parametric inferential statistic to answer a two nominal variable associational question. It assesses the strength of the relationship between the biographic and demographic characteristics of the sample with the three categories (low, high and very high) in which the stressors and levels of stress were classified.

4.5.4 Levels of Significance

The 0,05 level of significance is generally accepted as being the least acceptable level of significance for research purposes. Any inferences made at the 0,05 level of significance will be correct in at least 95 out of every 100 cases. Conversely, the possibility of such an inference being incorrect will be limited to 5 out of every 100 cases. At the 0,01 and the 0,001 levels of confidence, incorrect inferences will be limited to 1 out of

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every 100 and 1 out of every 1 000 cases respectively (Thomas and Nelson, 1985).

In this study, the 0,05 level of significance will be the least acceptable level.

4.6 SUMMARY

In this section the choice of statistical methods was motivated. Non-parametric and parametric statistics were employed in order to demonstrate comparative and associational trends in the data. Descriptive statistics were included in order to condense and simplify the data, as well as to describe the sample and to calculate the percentages in each of the three stress categories i.e. very high, high and low. Cramer's V was chosen to examine the relations between the bio- and demographic variables (independent variables) and the levels of stress (dependent variables). Because a major aim of the study involves group comparisons, methods of identifying differences were included in the statistical calculations. The independent t-test was computed to compare the stress levels and causes of stress of two independent groups.

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The following abbreviations were used:

TABLE 2: ABBREVIATIONS

ABBREVIATION	MEANING
CO	CORRECTIONAL OFFICIAL
ASD	ASSISTANT DIRECTOR
DD	DEPUTY DIRECTOR
MPUMAL.	MPUMALANGA
N/PROV.	NORTHERN PROVINCE
N/CAPE.	NORTHERN CAPE
W/CAPE.	WESTERN CAPE
F/STATE.	FREE STATE
N/WEST.	NORTH WEST
KZN.	KWAZULU NATAL
E/CAPE.	EASTERN CAPE

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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%

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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)

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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 ***
QUALIFICATION	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**
LANGUAGE	AFRIK.	27.2%	30.9%	42.0%	
	OTHER	21.8%	28.6%	49.6%	
TOTAL		**24.0%**	**29.5%**	**46.5%**	**0.535**
PROVINCES	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**

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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.

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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	P value
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%	
	E/CAPE	8.3%	25.0%	66.7%	
TOTAL		**16.8%**	**24.1%**	**59.2%**	**0.476**

*** P < 0.05**

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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.

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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

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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.

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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 ***
QUALIFI CATION	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 ***
DEPEN DENTS	≤3	12.6%	21.3%	66.1%	
	≥4	12.9%	21.4%	65.7%	
TOTAL		**12.7%**	**21.3%**	**66.0%**	**0.998**
LANG UAGE	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**

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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.

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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%	
	E/CAPE	41.7%	16.7%	41.7%	
TOTAL		**25.4%**	**29.5%**	**45.1%**	**0.036 ***

*** P < 0.05**

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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.

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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**
PROVINCES	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**

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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.

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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**

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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.

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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%	
	E/CAPE	25.0%	50.0%	25.0%	
TOTAL		**22.9%**	**22.9%**	**54.2%**	**0.030 ***

*** P < 0.05**

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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.

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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		
OCCU PATIONAL GROUP	CO category	115	86.6870	18.3525	3.243	0.001 *
	ASD/DD category	70	77.2429	20.5422		
QUALIFI CATIONS	Std 8,9,10	110	83.2818	18.0560	0.278	0.781
	Std 10+	90	82.5000	21.6863		
DEPEN DENTS	≤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

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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		
OCCU PATIONAL GROUP	CO category	116	33.5603	7.8044	3.488	0.001 *
	ASD/DD category	69	29.2464	8.6660		
QUALIFI CATIONS	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.

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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

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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.

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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.

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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

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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 as 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.

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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.

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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.

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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+)

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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	DEPENDENTS	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.

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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

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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.

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CHAPTER 6

SPORT AND RECREATION IN THE DEPARTMENT OF CORRECTIONAL SERVICES

6.1 DEPARTMENT OF CORRECTIONAL SERVICE'S SPORT POLICY

The Department of Correctional Services has a fully-fledged Sport Sub-directorate as part of the Equity Directorate with seven full time sports posts. In the previous chapters an attempt was made to show that participation in sport correlates directly with a reduction in stress. The Department of Correctional Services has an extensive sport programme and participation in the programme will lead to a reduction in stress. Employees suffering with stress can access the sport programme. The following guidelines have been developed to help promote sport participation in the Department of Correctional Services.

In line with the National Department of Sport and Recreation's White Paper, the Department of Correctional Services has adopted the following objectives, which supplement the "participation by all" theme:

- Increasing the levels of participation in sport and recreational activities;
- Raising sport's profile in the face of conflicting priorities;
- Maximizing the probability of success in major events;
- Placing sport in the forefront of efforts to reduce the levels of crime.

It should be noted that the reduction of stress is not one of the specified objectives of the sport sub-directorate of the Department of Correctional Services.

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Table 3 (p. 53) shows that 52.9% of those who participated in the research experienced high and very high levels of stress. Sport in the DCS should therefore consider the reduction of stress as an objective of the recreation programme.

"Participation by all" is the pervasive theme of this Document in the Department of Correctional Services.

In reaching the goal of "Participation by all" cognizance must be taken of the following factors:

- The imbalances between previously advantaged members and disadvantaged members;
- The lack of a strategic vision and development of sport;
- The need for the Department to take its rightful place in the South African sporting community;
- The false expectation that the Department of Sport will cater for the needs of all South Africans with a budget that remains the same as that which catered for a mere 20 % of the members in the previous dispensation.

Presently approximately 35% of DCS employees participate in sport. If employees are aware of the benefits of sport especially in assisting to reduce stress; there may be an increase in the number of participants.

6.2 DEFINING SPORT

"Sport may be defined as any activity that requires a significant level of physical involvement and in which participants engage in either a structured or unstructured environment (recreation), for the purpose of declaring a winner, though not solely so; or purely for relaxation, personal

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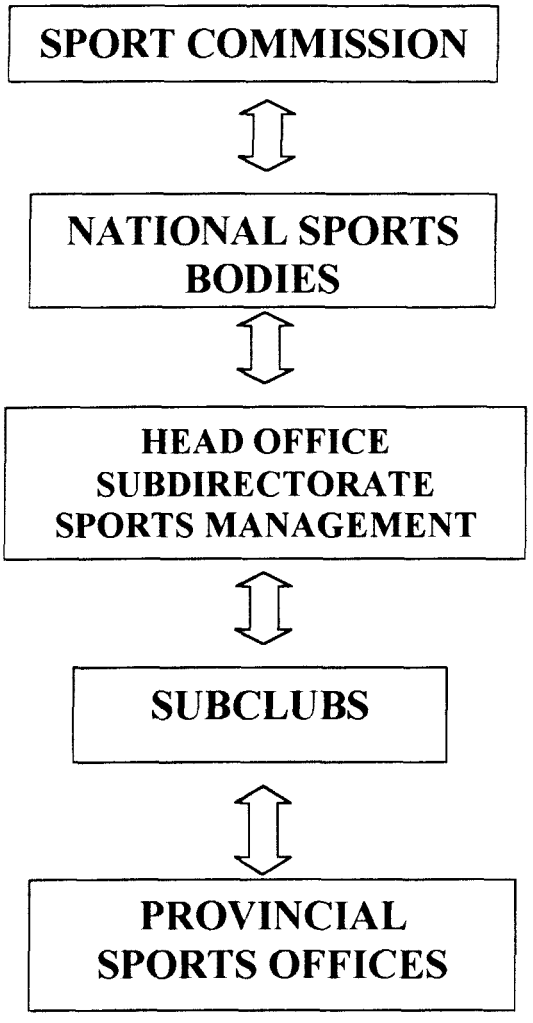
satisfaction, physical health, emotional growth and development."(Gabbard et al, 1987)

Recognizing the pervasive influence of sport on all aspects of society, the Commissioner of the Department of Correctional Services agreed on the eight priorities, which form the basis of this Development document. An attempt has been made to isolate those areas of these priorities that are relevant to the reduction of stress through sport and recreation.

Governance of Sport in the Department of Correctional Services in relation to other stakeholders is illustrated in the organogram below:

Diagram 5



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6.3 PRIORITY ONE

To confirm roles and streamline the responsibilities of the various stakeholders in sport to ensure that coordination and economies of scale are realised.

The Department of Correctional Services will serve to:

- Make sport and **recreation** accessible to all members and dependents;

Table 4 (p. 55) shows that employees from Northern Cape (37.5%), Northern Province (33.3%) and North West (31.8%) experience notably high levels of stress. The DCS should redouble its efforts to promote sport and recreation in the above provinces.

- Provide the infrastructure required for sport and its maintenance;
- Ensure the existence of programmes that develop the **human resource potential in sport (work related efficiency).**

Occupation and provinces are both related to career opportunities as a stressor within the work situation (Table 9; p. 65). In promoting work related efficiency the DCS should take cognizance of the impact of stress.

6.4 PRIORITY THREE

To develop the human resources potential required for the effective management of sport in the Department of Correctional Services

The Department of Correctional Services together with its agencies will develop a co-ordinated National programme that involves an audit of existing resources using quantitative and qualitative methodologies that have the following components:

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- ❖ Determination of training requirements;
- ❖ Development of training programmes. (Specific training programmes need to be developed to overcome stress);

The DCS should ensure that employees are developed. Table 17 (p.80) indicates that employees with lower qualifications experience more task related stress.

- ❖ Formulation of an implementation plan.

6.5 PRIORITY FOUR

To motivate the Correctional Services community to develop *active lifestyles* and to channel those with talent for development into the competitive areas of sport.

- ❁ Recruit and encourage the youth and adults to participate in physical activities;
- ❁ **Motivate the Correctional Services population to develop physically active lifestyles;**
- ❁ Mobilize non-participants in the Department and convert them to participants in physical activities;
- ❁ Market the benefits of participation in sport eg. **the reduction of stress;**
- ❁ Linking sport to total well being;

The Comparative results in tables 12-18 indicate high mean scores which reflect high stress levels.

- ❁ Improvement in the levels of participation in physical activity;
- ❁ Focusing on Recreation.

The information presented in preceding chapters has shown a positive correlation between exercise and a reduction in stress. The following is a

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summary of the Department of Correctional Services' sport and recreation policy. It is hoped that employees will utilise the opportunities provided by this policy to participate in sport and recreation and in doing so reduce the levels of stress experienced.

6.6 SPORT / RECREATION POLICY

- Establishment Of Sports Clubs

Approval

The Commissioner approves the establishment of sports and ***recreation*** *clubs in the Correctional Services for the members of Correctional Services and their families. Consequently when members intend establishing a sports/recreation club, the Area Manager's approval must be obtained in this regard.*

Table 8 (p.63) indicates that physical working conditions as a stressor within the work situation is also significantly related ($p<0.05$) to the provinces. Area Managers should encourage the establishment of sport and recreation clubs in these areas.

- Private Clubs

When no Correctional Services Sports Club exists for a specific type of sport at a Management Areas or when members cannot join an existing Correctional Services club, for practical or economical reasons. Area Managers may, on the basis of the merits of the application, approve that such a member may join a private club. In cases where a Correctional Services Sports Club does exist for a specific type of sport, the Area Manager may approve, in exceptional cases, after investigation that members may become affiliates of civilian clubs in order to give them the

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opportunity to compete at the highest level within the province. Such applications should be revised annually.

- Affiliation of Sports / Recreation Clubs

In order to serve as motivation to members to obtain provincial and national honours, Correctional Service Sports/Recreation clubs must affiliate to federations who award provincial and national colours.

Correctional Services subscribes to the principle of free association where there is an existing DCS sports/recreation club and members do not wish to participate for the Service, members may participate for clubs of their own choice, on condition that they are not entitled to any service benefits, in other words that:

- *Officials cannot lay claim to practice sports during official hours;*
- *Officials cannot lay claim to assistance by clubs / State for travel arrangements;*
- *Officials cannot lay claim to the utilization of Correctional Service club facilities;*
- *Sports injuries will not be regarded as injuries on duty.*

Members who do not wish to belong to Correctional Services Sports/Recreation Clubs may make use of the provided facilities on the Correctional Services terrain, at own risk provided that neither the State nor the Correctional Services club will be prejudiced in any manner and with the reservation that the existing club will enjoy the benefit of usage of all items. Prior approval must be obtained from the Area Manager before any DCS facility may be utilized. The Area Manager must consider the application in terms of local circumstances and needs

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- ACKNOWLEDGED TYPES OF SPORTS AND **RECREATIONAL ACTIVITIES** AND RELEVANT OFFICIAL DUTY

List of Sports/Recreational activities

The following types of sports are acknowledged as approved sports in the South African Correctional Services:

Angling, archery, athletics, badminton, basketball, body building, bowls, boxing, canoeing, cricket, cycling, darts, diving, equestrian sports, golf, gymnastics, handball, hockey, ice hockey, judo, karate, marathon races, netball, parachuting, rugby, shooting sports, snooker, soccer, softball, squash, swimming, table tennis, tennis, tenniquoits, tug-o-war, volleyball, water skiing, wrestling, and yoke-pin.

Participation in Sport and Recreation

The practicing of sports in official time may consequently also be regarded to be the execution of duty and Area Managers may use the undermentioned guidelines according to which approval for the practice of sports/recreation during official time could be considered. These guidelines are however always subject to the South African Correctional Services work and functional interests and sport/recreation in official time is aimed at maximal flexibility in order to maintain work requirements as a priority. It is prerequisite that work activities should not be disrupted by the concession and the sports interest does not represent any demand in this respect.

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If social matters as indicated in table 10 (p. 67) are stressors in the work situation, then Area Managers should look into the possibility of utilizing sport and recreation as a unifying factor and subsequently improving social cohesion of the workforce.

Whether the concession of four (4) hours per week should take place on one afternoon or be spread over two or more days. Management can also on special request by a sporting code grant approval for the combination of the weekly-approved four hours, to enable such a sporting code like Fresh water/Shore angling to make use of a full day per month.

When a Management Area or sports/recreation club organizes a sports occasion and it is not possible to arrange it outside working hours or weekends, local management on merit may also consider exemption from duty.

Officials who represent the South African Correctional Services during sports championships should be regarded as being on official duty for their period of absence from work. Management Area and Provincial trials for the selection of teams are also regarded as Correctional Services Sports Championships for this purpose. Only two-day per sports code may be allowed for Provincial trials. (Excluding travel to and from venues).

International participation outside/inside the borders of the South Africa

Officials of Sports/recreational teams who visit countries abroad or compete against countries internally, may be assisted financially by the Local Club, Provincial Sports funds as well as the National Sport Fund

Who may participate in Correctional Services Championships?

Only officials, their wives/husbands, children and pensioned officials (re-employed and not re-employed) and their wives and husbands that are affiliated to a Departmental Sports club, which is affiliated to the Local Federation and those officials who have approval of the Area Manager and the Departmental club to participate in a Civilian Club and who are members of the Facility Fund, are allowed to participate in Departmental Championships.

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 (table 11; p.69). The DCS should emphasise that participation in sport and recreation is a service benefit and that employees and their dependents can enjoy this.

Only approved expenses of Correctional officials will be catered for by state funds.

- S.A. CORRECTIONAL SERVICES SPORTS FUND

There is a fund known as the Department of Correctional Service's Sports Fund
The purpose of the Fund is:

- *To contribute to the improvement/development of sports / recreation on national level among all officials who contribute to the Sport fund.*
- *To promote sports/recreation in general on merit;*

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❑ RECREATION

DEFINITION

"Recreation is a guided process of voluntary participation in any activity which contributes to the improvement of general health, well-being and the skills of both the individual and society"

❑ CONTROL

It should be noted that participation in recreation is control led and guided by applicable Department of Correctional Services regulation (Regulation 7 a) and standing orders (Chapter 17) in order for officials to participate and enjoy the benefits of recreation, among other prescriptions, should constitute formal recreation clubs.

❑ BIOKINETICS

DEFINITION

"Bios" means "life" and "kinetics" means "movement".
Biokinetics means the maintaining and improvement of life through movement".

Permission has been granted that Biokinetic centres can be established at Management Areas, on condition that the member(s) monitoring such activities must be a qualified biokineticist. Members at existing centers can exercise Biokinetics for example at the SANDF/SAPS or any private centre on condition that an approved programme by a qualified biokineticist must be followed. All expenses are for the responsibility of the official following the programme.

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❑ DEVELOPMENT

DEFINITION

"Sport Development is a process through which mechanisms are offered for individuals to access all forms of sport development, whether as a player, official, coach or administrator, and covers from foundation to elite levels of sport."

6.7 RECOMMENDATIONS

The preceding chapters have provided an indication that stress exists within the DCS. There is also an indication that the sport policy alludes to the control of stress through an active lifestyle. However there is much work that still has to be done especially in the field of research. The Employee Assistance Programme of the DCS together with the Sport Sub-directorate and the boikinetics centres can play a vital role in developing stress intervention and exercise programmes. Listed below are recommendations that can assist in reducing stress in the DCS.

The Department of Correctional Services will need to:

* Develop a supportive managerial climate;
* Reduce the amount of overtime worked;
* Improve physical working conditions;
* Reduce overcrowding;
* Deal with problems of corruption, staffing and resources;
* Improve communication and standardise polices and procedures.

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The following recommendations are specifically linked to the benefits of physical exercise as a means of offsetting occupational stress:

- Develop holistic stress intervention and exercise programmes;
- The reduction of stress through sport and recreation should be included in planning at the National Sport Commission level;
- Ensure that sport and recreation is accessible to all employees and dependents. (presently the focus is on competitive sport);
- Utilise the development section of the sport subdirectorate to market and promote programmes that can assist in reducing stress;
- Develop Correctional Officials at every management area who focus on a co-ordinated national programme to relieve stress;
- Motivate the Correctional Services Community to develop active lifestyles through linking sport and recreation with well being;
- Incorporate recreation as part of every sport club in the Department of Correctional Services;
- Encourage all employees to utilise sports facilities provided by the Department of Correctional Services;
- Organise programmes for employees living on prison premises;
- Include recreational and "stress reducing" activities as part of "approved" sport codes;
- Utilise the sportfund more effectively and encourage all employees to become members;
- Expand the boikinetics section to all management areas;
- Take positive preventative action to tackle personal coping skills including physical exercise programmes and organisational variables within the control of management in Correctional Services;

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6.8 SUMMARY

Work is increasingly stressful (table 3; p.53). The issue is how to reduce the harmful effects of stress – illness, accidents, emotional distress, and behavioural costs of excessive stress- while maintaining high performance in a high-pressure workplace. The pressure, the demands for performance will only increase in organisations. Yet the research presented so far suggests that employees do not have to succumb to it. They can learn to become hardy individuals. The Department of Correctional Services has created a culture of healthy living by encouraging participation in sport and recreation. It is a given fact that Correctional Services Employees work in an extremely stressful environment. Pressures and demands met by inadequate coping responses leads to stress symptoms. To maximise the potential of stress management short and long term goals are necessary. For the short term, stress management courses, seminars, programmes and learning activities will continue to be popular. **However it should be remembered that stress management programmes are not the ultimate goal, nor is learning stress coping skills in the individual. The ultimate goal is to create living, working and community environments that allow employees to live and work together in ways that optimise their health, wellbeing, creativity, and productivity. (Scott and Jaffe, 1991)** The Department of Correctional Services provides opportunities through its sport and recreation programmes for an employee to pursue personal health goals and manage stress.

This study has shown that conditions in the workplace are major contributors to stress. Stress experienced as a result of the job (table 6:p. 59) is particularly likely to become chronic because it is such a large part of daily life. In the Department of Correctional Services stress can reduce an employee's effectiveness by impairing concentration, causing sleeplessness and increasing the risk for illness, back problems,

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accidents, and lost time; something which the Department of Correctional Services can ill afford. Work stress can lead to harassment or even violence while on the job. This coupled with overcrowded prisons can be a recipe for disaster (table 8; p. 63).

Some studies indicate that those most likely to experience stress are those who feel that they have no control over their circumstances. This is exacerbated by other problems eg. financial, social (table 10; p. 67) and behavioural. Organisations that are going through change as well as those that lack effective communication and conflict resolution mechanisms; ones that don't invite participation in decision making; or allow creativity, are likely to contribute to stress. Additional stressors include downsizing, long hours, time spent away from home and family, office politics, corruption, conflicts between management and unions, salaries that are not commensurate with levels of responsibility (table 11; p. 69), change, as well as unrelenting and unreasonable demands for performance.

People who try to deal with stress often resort to unhealthy habits including high fat and high salt diets and increased tobacco and alcohol use.

- Several factors have to be considered in managing stress.
- No single method is uniformly useful.
- A combination of methods should be considered.
- What works for one may not work for another.
- Stress can be positive as well as negative.
- Stress can also make one vulnerable to illness.

Exercise and recreation in combination with stress management techniques is very important. For those with heart disease, exercise can reduce significantly the risk of a heart attack. As the body attains fitness,

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its ability to withstand stress is enhanced. The heart and circulation are able to work harder for longer. The mind is often better able to cope with the pressures of stress. The Department of Correctional Services has excellent sporting facilities at almost every Management Area. All Management Areas have numerous clubs to cater for almost every code of sport. It is therefore strongly recommended that Department of Correctional Services employees make use of the opportunities provided by the national sport and recreation policy to participate in physical activity in order to reduce some of the stress experienced.

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