

***PSYCHOSOCIAL STRESS EXPERIENCED BY  
CORRECTIONAL OFFICIALS***

**ANDRÉ RHYNO LE TAPE**

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**STUDY LEADER: PROF. J.I. CRONJÉ**

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## **DECLARATION**

I, the undersigned hereby declare that the work contained in this thesis is my own original work and that I have not previously, in its entirety or in part submitted it at any university for a degree.

Signature:

Date:

## ABSTRACT

This study attempts to gain insight into the nature of psychosocial stress experienced by correctional officials. In order to achieve this, a literature study was undertaken regarding the nature of psychosocial stress from an ecological perspective as well as strategies that the occupational social worker, management and central government can employ to address stress experienced by correctional officials. Secondly, an empirical study was undertaken and information on the research topic was obtained from correctional officials that worked on the sections inside prisons and who worked directly with inmates.

The study indicated that low motivation amongst colleagues, insufficient salaries and bad collegial co-operation were factors that had a major influence on psychosocial stress experienced by correctional officials. Factors such as family responsibilities as opposed to work responsibilities; drug-or alcohol abuse as well as physical constraints have less of an impact on psychosocial stress.

It was furthermore found that the need for confidentiality, guidance in stress management and emotional support enjoys a high priority with correctional officials regarding social worker intervention. Issues such as the need that the social worker should form part of a multi-disciplinary team or that he/she should mobilise their colleagues and supervisors for support enjoyed a lesser preference with correctional officials.

With regard to the role of management it was found that correctional officials require that management should primarily provide more promotional opportunities and should develop a more satisfactory merit system. Dissatisfaction with the Department of Correctional Services' Employee Assistance Programme and the present shift system were less of a concern to correctional officials.

It was concluded that that stressors experienced by correctional officials are varied and include feelings of anger, depression and a general dissatisfaction with managerial styles and certain departmental actions and procedures. It was also very

evident that many correctional officials felt that they do not have an appropriate avenue to deal with their stress. If this situation prevails, it was concluded that it will exacerbate correctional officials' poor social functioning.

With regard to social worker intervention it was concluded that the vast majority of correctional officials are in dire need of social work intervention to assist them in effectively dealing with stress. It was further concluded that the Department of Correctional Services does not have sufficient structures in place to support correctional officials during stressful periods.

Management has a vital role to play in supporting correctional officials when coping with psychosocial stress. If the present situation remains unattended to by management it may impede correctional officials' ability to deal with stress. Recommendations by respondents also indicated a low level of involvement by management in the practical stressors which correctional officials may face. It was also concluded that present attempts by management to deal with psychosocial stress effectively through the induction of an Employee Assistance Programme and the longstanding grievance procedure, have severe practical limitations.

Recommendations were made to the social worker, management and central government regarding effectively addressing psychosocial stress experienced by correctional officials working on sections and who are primarily responsible for the guarding of inmates.

## OPSOMMING

In hierdie studie is ondersoek ingestel na die aard van psigo-sosiale stres wat deur korrektiewe beamptes ervaar word. Ten einde hierin te slaag, is eerstens 'n literatuurstudie onderneem ten opsigte van die aard van psigo-sosiale stres vanuit 'n ekologiese perspektief. Daar is ook gekyk na strategieë wat die bedryfsmaatskaplike werker, bestuur sowel as die sentrale regering kan aanwend om psigo-sosiale stres wat deur korrektiewe beamptes ervaar word aan te spreek. Daarna is 'n empiriese studie onderneem deur vraelyste aan korrektiewe beamptes te stuur wat direk op seksies binne in gevangenis met gevangenes werksamig is.

Die navorsing het aangedui dat lae motivering onder kollegas, onvoldoende salarisse en swak kollegiale samewerking die grootste bydraende faktor is tot psigososiale stres wat deur korrektiewe beamptes ervaar word. Faktore soos alkohol- of dwelmmisbruik en liggaamlike gebreke oefen 'n mindere invloed uit op psigososiale stres wat deur korrektiewe beamptes ervaar word.

Met betrekking tot die behoefte aan maatskaplike intervensie is daar bevind dat vertroulikheid, leiding in stres hantering en emosionele steun die hoogste prioriteit by korrektiewe beamptes geniet. Faktore soos die behoefte dat die maatskaplike werker deel moet vorm van 'n multi-dissiplinêre span of dat hy/sy die korrektiewe beampte se kollegas en supervisors moet mobiliseer vir ondersteuning, het 'n mindere prioriteit by korrektiewe beamptes geniet.

Met betrekking tot die rol van bestuur, is daar gevind dat korrektiewe beamptes meer bevorderings geleenthede en 'n verbeterde meriete stelsel van bestuur verwag. Ontevredenheid met die Departement van Korrektiewe Dienste se werknemer bystandsprogram (WBP) en die huidige skofstelsel was 'n laer prioriteit vir korrektiewe beamptes.

Die gevolgtrekking is gemaak dat stressors wat ervaar word deur korrektiewe beamptes uiteenlopend van aard is en dit sluit in gevoelens van depressie, woede sowel as 'n algemene ontevredenheid met bestuurstyl en sekere departementele

aksies en prosedures. Dit was ook baie duidelik dat baie korrektiewe beamptes nie 'n geskikte hulpmiddel het om hulle in staat te stel om psigososiale stres effektief te hanteer nie. Indien die huidige situasie bly voortbestaan, kan korrektiewe beamptes se swak maatskaplike funksionering verder belemmer word.

Met betrekking tot maatskaplike werk intervensie, is gevind dat die oorgrote meerderheid van korrektiewe beamptes 'n noodsaaklike behoefte daartoe het dat die maatskaplike werker hulle moet ondersteun om psigososiale-stres effektief te hanteer. Voorts is die gevolgtrekking gemaak dat die Departement van Korrektiewe Dienste nie oor toereikende strukture beskik om die korrektiewe beampte te ondersteun tydens stresvolle tydperke nie.

Bestuur het 'n noodsaaklike rol in die ondersteuning van die korrektiewe beampte in sy/haar hantering van psigososiale stres. Indien die huidige situasie nie voldoende deur bestuur aangespreek word nie, kan dit die korrektiewe beampte se vermoë om psigososiale-stres te hanteer verder strem. Aanbevelings deur respondente het ook 'n lae vlak van betrokkenheid deur bestuur aangedui by die praktiese stressors wat korrektiewe beamptes mag ervaar. Die gevolgtrekking is ook gemaak dat huidige pogings deur bestuur om psigososiale stres aan te spreek deur middel van 'n werknemer bystandsprogram en die reeds gevestigde griewe prosedure, grootskaalse beperkings het.

Aanbevelings is aan maatskaplike werkers, bestuur en die sentrale regering gemaak oor hoe om psigososiale stres wat deur korrektiewe beamptes werksaam op seksies binne in gevangnisse en wat primêr vir die bewaking van gevangenes verantwoordelik is, aan te spreek.

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NB: "If ever I believe my work is done then I start back at one..."

# **PSYCHOSOCIAL STRESS EXPERIENCED BY CORRECTIONAL OFFICIALS**

## **LIST OF CONTENTS**

### **CHAPTER ONE**

INTRODUCTION		①
1.1	MOTIVATION FOR THE STUDY	②
1.2	PURPOSE OF THE STUDY	③
1.3	METHODOLOGY AND RESEARCH DESIGN	③
1.4	DEFINITIONS	④
1.5	LIMITATIONS OF THE STUDY	④
1.6	OUTLINE OF STUDY	⑤

### **CHAPTER TWO**

INDIVIDUAL AND WORK-RELATED PSYCHOSOCIAL STRESS FROM AN ECOLOGICAL PERSPECTIVE		
2.1	INTRODUCTION	6
2.2	THE NATURE OF THE CORRECTIONAL OFFICIALS WORK	7
2.3	THE ECOLOGICAL PERSPECTIVE	⑧
2.3.1	Individual stressors in the person-environment imbalance	9
	(a) Danger	9
	(b) Private life stressors	11
	(c) Socialisation	11
	(d) Self-esteem	12
	(e) Alienation	12
2.3.2	Environmental stressors in the person-environment imbalance	15
2.3.3	Work-related stressors in poor person-environment transactions	17
	(a) The loss of job security	17
	(b) Job change	17

(c)	Inappropriate job structure	18
(d)	Inappropriate job content	18
(e)	Inadequate access to promotion	19
(f)	Limitations of Employee Assistance Programmes as organisational support instruments regarding psychosocial stress	19
(g)	The negative impact of work related social networks	22
2.3.4	Public serviency as macro stressor in the person-environment imbalance	23
(a)	Public official code of conduct as macro stressor	24
(b)	The grievance procedure as macro stressor	25
2.4	THE DILEMMA: BALANCING THE INTERCHANGES BETWEEN EMPLOYEES AND THEIR WORKING ENVIRONMENTS	26
2.5	SUMMARY	29

## **CHAPTER THREE**

### **STRATEGIES AIMED AT ADDRESSING PSYCHOSOCIAL STRESS EXPERIENCED BY CORRECTIONAL OFFICIALS**

3.1	INTRODUCTION	30
3.2	THE ROLE OF THE OCCUPATIONAL SOCIAL WORKER	31
3.2.1	Intervention at micro level	31
3.2.2	Social work intervention at meso- and macro level	39
3.2.3	Community work as social work intervention at meso- and macro level	41
3.3	MANAGEMENT'S ROLE IN DEALING WITH PSYCHOSOCIAL STRESS	45
3.3.1	Theoretical principles of an empowering approach	45
3.3.2	Managerial framework for addressing psychosocial stress	46
3.3.3	What management can do to prevent psychosocial stress and low job motivation	52
3.4	IMPROVING ON PUBLIC SECTOR GUIDELINES AS MACRO STRESSOR	53
3.4.1	Improving on national prescriptions on departmental codes of conduct	53
3.4.2	Stress reducing addressing of grievances	54
3.4.3	Attitudinal surveys	55
3.5	SUMMARY	56

## **CHAPTER FOUR**

### **A SITUATIONAL ANALYSIS OF PSYCHOSOCIAL STRESS FACTORS EXPERIENCED BY CORRECTIONAL OFFICIALS**

4.1	INTRODUCTION	57
4.2	EMPIRICAL STUDY	58
4.3	RESULT OF THE INVESTIGATION	58
4.3.1	Identifying details	59
4.3.2	Nature of current career motivation	63
4.3.3	Psychosocial stress factors	65
4.3.4	Needs of correctional officials regarding social work intervention	69
4.3.5	Role of management in addressing psychosocial stress	72
4.3.6	Future planning in terms of career	75
4.3.7	Needs of correctional officials not addressed in this questionnaire	77
4.4	SUMMARY	78

## **CHAPTER FIVE**

### **CONCLUSIONS AND RECOMMENDATIONS**

5.1	INTRODUCTION	79
5.2	CONCLUSIONS	79
5.2.1	Identifying details	79
5.2.2	Job-motivation	80
5.2.3	Factors influencing psychosocial stress	80
5.2.4	Needs regarding social work intervention	81
5.2.5	The role of management regarding stress relief	82
5.2.6	Future career planning	83
5.3	RECOMMENDATIONS	83
5.3.1	The role of management	83
5.3.2	The role of the social worker/EAP councillor	84
5.3.3	Possible areas for future research	84
	BIBLIOGRAPHY	86
	ANNEXURE A: Questionnaire to correctional official respondents	

## LIST OF TABLES

	Page
4.1 Age of respondents	60
4.2 Rank of respondents	61
4.3 Academic qualifications of respondents	62
4.4 Psychosocial stress factors	66
4.5 Needs for social work intervention	70
4.6 Role of management	72

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## LIST OF FIGURES

	Page
4.1 Gender	59
4.2 Service years	60
4.3 Level of career motivation	63
4.4 Psychosocial stress factors	64
4.5 Future career planning	76

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# CHAPTER ONE

## INTRODUCTION

The subject of this study is an investigation into the nature of psychosocial stress experienced by correctional officers. In this introductory chapter the following will be discussed: The motivation for the study, the purpose of the study; the methodology and research design as well as relevant definitions. An outline on the presentation of the study will also be given for the reading thereof.

### 1.1 MOTIVATION FOR THE STUDY

The loss of employees, resources and skilled personnel is only some of the costs organisations or departments encounter when an employee retires because of psychosocial stress factors. Quick, Murphy and Hurrell (1992:11) as well as Cartwright and Cooper (1997) is of the opinion that high levels of personnel rotation, absenteeism, early retirement and even death of personnel, can be attributed to mismanaged personal and work related stress. Along with personal stress, organisational stress is also experienced at individual level which stems from organisational demands placed on the individual (Quick *et al.* 1992:10). In the correctional setting this situation is often experienced because of dangerous working circumstances, long and irregular working hours and the presence of interpersonal conflict. These are only some of the work-related stress factors which may have a demotivating impact on the job motivation of the correctional official. Mismanaged work-related stress can lead to individual (personal) stress which is detrimental to the department as a whole.

When a group of personnel is given a task to perform it is not an obvious or automatic result that they will perform the task to their fullest capability. According to Cloete (1990:174) management can potentially either have a positive or detrimental influence in this regard. The mission of the Department of Correctional Services is to contribute to community protection and stability through the delivery of services. In accordance with and to give

effect to this mission, some of its core-values are efficiency, accountability and commitment to productivity to the Department of Correctional Services by its members. Psychosocial stress factors can have a straining impact on the execution of this mission and these values. Management therefore have to mobilise themselves by deciding to do something about it. This would require a thorough knowledge and understanding about the phenomenon of psychosocial stress. According to Fontana (1989:27) in a stress management programme there is little help to be gained by personnel through only a general understanding of the psychosocial stress of a job. Rather, the specific stressors in a particular work environment should be understood by persons attempting to support staff suffering from psychosocial stress. The motivation to undertake this study stems therefore from the researcher's practical working experience in the correctional setting. An Employee Assistance Programme (EAP) has only in recent months been introduced for members as social work intervention has previously primarily been geared towards inmates. In informal discussions with correctional officials who varied in terms of experience, age and gender, it has become very apparent that job satisfaction within the Department is relatively low. Undertaking this study can therefore contribute to the understanding of and dealing with psychosocial stress factors by describing it more specifically by within the correctional setting.

## **1.2 PURPOSE OF THE STUDY**

The purpose of this study is to present guidelines on how to formulate and implement relevant preventative and reactive measures to deal with the destructive results of psychosocial stress experienced by correctional officials in the Department of Correctional Services.

In order to reach this goal the following aims are set:

- to conduct an investigation into the nature of the psychosocial stressors experienced by correctional officials;
- to describe the specific psychosocial stress factors within this working environment which are affecting the work performance of correctional officials; and

- to present coping strategies which can be used to address the identified psychosocial stress factors.

### **1.3 METHODOLOGY AND RESEARCH DESIGN**

This study is exploratory in its design. According to Mouton and Marais (1989:63) exploratory research can be utilised in an area of study in which the phenomenon is relatively unknown. Babbie (1992:90) is of the opinion that the advantages of such a study lie in the fact that it contributes to a better understanding of a problem; it tests the feasibility to do a more careful study and it may help to develop methods to be employed in a more careful study.

The sample consisted of 60 members drawn from a population of 1089 warders and supporting personnel which fall in the post class sr2-sr7 or CO 1-3 and that works at Pollsmoor Correctional Facility. The researcher utilised stratified, probability sampling whereby the sample was proportionally divided according to gender, rank and work area within prison sections itself. According to Babbie (1992:215) this method of sampling allows the researcher to draw appropriate subsets of the total population.

Babbie (1992:192) states that probability sampling allows the researcher to make observations and generalise from these observations to a much wider population. Furthermore the sample consisted of correctional officials that work at five different prison institutions with minimum, medium and maximum safety classifications of prisoners. In the selection of the sample only correctional officials who are directly involved with the safe custody of inmates were selected. Respondents were required to anonymously complete a questionnaire. According to Arkava and Lane (1983:167-168) questionnaires are economic to utilise with a large group of people and the administration thereof is relatively easy. Questions were structured as well as unstructured that rendered the study to be qualitative as well as quantitative. The majority of questions revolved around stress factors influencing members' job motivation and possible measures management can take to address it.

## 1.4 DEFINITIONS

For the purpose of this study the following definitions apply:

- **Identity:** According to Robbins (1990:112) identity refers to the degree to which members identify with their responsibilities as a whole rather than with a particular group or field of professional expertise.
- **Leadership:** Leadership refers to the executing of personnel's utilisation functions consisting of functional groups that aim at motivating individual members to work to their fullest physical and mental abilities (Cloete, 1990:174).
- **Employee assistance programme:** "Programme of services offered to employees by employers to relieve or eliminate work- related and Social Problems with a view to promoting job satisfaction, productivity and general Social Functioning." (New Dictionary of Social Work, 1995:20).
- **Psychosocial problem:** "A psychosocial problem refers to multiple and complex transactions pertaining to the social functioning of individuals or to the social and organisational functioning of larger social systems which are affected by, among others, personality disorders or mental illnesses, inadequate role performance and life transactions involving developmental changes, crises as well as communication and relationship difficulties." (New Dictionary of Social Work, 1995:50).
- **Fringe benefits:** According to Googins and Godfrey (1987:58) fringe benefits refer to those benefits that employees receive in addition to financial remuneration of salary or wages.
- **Stressor:** "Event or process which, because of its demands on people, brings about a change in their bio-psychosocial condition and influences their Social Functioning, should internal and external resources not be able to provide for their Needs" (New Dictionary of Social Work, 1995).

## 1.5 LIMITATIONS OF STUDY

The impact of race and geographic location on the psychosocial stress experienced by the correctional official could not be determined, because of the limited scope of the study. This limits the generalisation of the findings of this study to all correctional officials in South Africa. Another limitation to this study was the prevailing "macho" culture that exists

amongst correctional officials which may have inhibited many in acknowledging that they experience stress. This made it difficult for the researcher to persuade possible victims to partake in this study. Finally South African literature on stress experienced by correctional officials are not readily available, but the relevant national and international literature were as far as possible appropriately applied to the present situation.

## **1.6 OUTLINE OF STUDY**

Relevant aspects to this study will be discussed according to the literature study undertaken. Accordingly, information gathered will be continuously integrated with the situation as it exists within South African prisons, and more specific: Pollsmoor Prison. This thesis will consist of five chapters:

- Chapter one serves as an introduction to the study
- In chapter two the nature of individual and work-related psychosocial stress experienced by correctional officials will be described from an ecological perspective.
- In chapter three strategies that can be employed to support, empower and prevent the correctional official suffering from psychosocial stress will be discussed.
- In chapter four findings of an empirical investigation into the nature of psychosocial stress will be discussed.
- In chapter five conclusions and recommendations will be made to serve as a scientific framework for the occupational social worker as well as managerial interventions to address psychosocial stress experienced by correctional officials.
- Bibliography.

## CHAPTER TWO

### INDIVIDUAL AND WORK-RELATED PSYCHOSOCIAL STRESS FROM AN ECOLOGICAL PERSPECTIVE

#### 2.1 INTRODUCTION

In modern society, the experience of psychosocial stress has become an unavoidable part of daily life and permeates all aspects of life. It is so prolific that the general public is not always aware of the devastating impact that stress has on their personal, economic and general social functioning. This can partially be attributed to the fact that psychosocial stress is often such a vaguely defined concept and the fact that most people distance themselves from it as something experienced by "other people" and not them.

According to Gmelch (1982:11) stress can be found in all aspects of life and stems from a person's private life, as well as from organisational, personal, environmental and interpersonal sources which manifests in the working environment. This is confirmed by Fletcher and Payne(1980) in Jones, Fletcher and Ibbetson (1991:444) who stated that stressors may emanate from within the person or from the outside environment, which includes both the occupational and non-work environment. According to Germain and Gitterman (1980:4) ecology seeks to understand the relationships between organisms and environments: how species maintain themselves by using their environment; shaping it to their needs without destroying it; and how such adaptive processes increase the environment's diversity and enhance it's life supporting properties. The ecological perspective provides an adaptive and evolutionary view of human beings in constant interchange with all elements of their environment. Individuals therefore need to maintain a balance in their interactions or a "goodness-of-fit" with their environment to sustain their cognitive, biological, emotional, economical and social functioning.

The individual employee-employer interactions are influenced by macro factors such as political, economic and national policies. The Department of Correctional Services and its officials do not function in isolation from other government departments and must therefore

adhere to policies and guidelines formulated by national government. Some of these guidelines may be experienced as stressful and ineffective by correctional officials, thus acting as an impetus for including public servency policies as a macro stressor in terms of person-environment imbalanced interactions.

In this chapter the researcher will discuss psychosocial stress as experienced by correctional officials by first briefly describing the nature of their work inside prison sections. Secondly, the correctional official's work-related psychosocial stress will be interpreted from an ecological perspective. In this regard, both individual stressors in the person-environment interactions as well as work related environmental and organisational stressors will be discussed as meso- and macro stressors.

## **2.2 THE NATURE OF THE CORRECTIONAL OFFICIAL'S WORK**

The Department of Correctional Services places a unique set of demands on its officials. Following is a brief description of some of the tasks of a correctional official according to The Recruitment Manual of the Department of Correctional Services (1998). These are:

- "It can be expected of the correctional official to study and interpret directives with regard to the guarding, detention and rehabilitation of inmates.
- Admit inmates to prisons and release them from prison and keep records in order that the inmate and his or her belongings can be accounted for.
- Guard inmates and prisons.
- Apply a treatment programme in an attempt to equip inmates to lead an acceptable, useful and industrious life after release
- Write letters, memoranda and make submissions and recommendations, answer enquiries and keep records of matters which arise from the detention of inmates
- Execute other administrative duties and tasks commensurate with staff functions of the Department of Correctional Services".

There are also some important requirements that applicants need to fulfil in order to be appointed in the Department of Correctional Services. Some of these are that applicants may not have a criminal record, they must be medically fit and at least 18 years old, be able

to provide own transport, must be prepared to work shifts and are expected to be on standby for 24 hours a day, and lastly they must be prepared to work anywhere in South Africa.

One can deduce from the aforementioned brief outline of some of the correctional official's tasks and requirements that it is a multi-faceted job and he/she is therefore susceptible to a multiple and diverse set of personal and environmental factors that can coalesce to impede his/her overall job performance and psychosocial functioning.

### **2.3 THE ECOLOGICAL PERSPECTIVE**

The systems theory recognises the individual's interactions and interdependency with his/her environment as well as the reciprocal interaction amongst systems. Furthermore, people and their environments are seen as a totality or unit. The ecological perspective later developed in 1973 as a new perspective whereby people are viewed as interacting with their environments where one does not dominate the other. Human ecology is the study of humans within their environments; the processes between people and their environments, their mutual impact and the manner by which social equilibrium is reached and sustained. According to Germain and Gitterman (1980:1) human needs and problems develop, because of a discrepancy in the balance of fit between people and their environments. Marais (1993:29) sees the ecological perspective as a useful framework for social work service delivery in the workplace. The individual employee can be seen as a micro system constantly interacting with his/her working environment as a macro system. If an imbalance develops in the employee-working environment interactions, it may result in the experience of psychosocial stress.

Gmelch (1982:11) is of the opinion that stress can be found in all aspects of life and "stems from five levels: private life; environmental; organisational; personal and interpersonal sources which can manifest in the working environment. The Life Model as described by Germain and Gitterman (1980:7) states further that stress and tension develop as a psychosocial condition, because of the existence of an imbalance of needs and abilities on the one hand and environmental factors on the other. This is manifested in three

interrelated life areas namely: life transactions, environmental pressure and interpersonal processes.

Throughout this text, the experience of individual, environmental and national stressors by the correctional official will be discussed from an ecological perspective.

### **2.3.1 Individual stressors in the person-environment imbalance**

In view of the fact that people and their environments are seen as integrated systems, continued adaptation by people to their environments becomes essential. According to Germain and Gitterman (1995:817) "...adaptations are continued, change orientated, cognitive and behavioural processes, people use to sustain a balance between their needs and their environment's ability to provide for those needs". If the individual struggles to adapt, stress occurs. According to the New Dictionary of Social Work (1995:63) stress can be described as the "Totality of physical and psychological reactions to detrimental internal and/or external stimuli, characterised by the disturbance of the homeostasis between individuals and environment". Subsequently, the following factors namely, danger, private life stressors, socialisation, self-esteem and work meaningless will be discussed as individual stressors in the correctional official's mal-adaptiveness to his/her environment.

#### **(a) *Danger***

A correctional official is working with, often dangerous, inmates on an almost daily basis. The potential being assaulted by inmates is therefore an always-present and very real threat. According to Jacobs (1983:135) few people realise that guards in maximum security and other prison sections are unarmed, except for those on wall duty; i.e. guarding the perimeter of the prison. At Pollsmoor Correctional facility, this phenomenon is proven bitterly ironic as the prisoners carry or have illegitimate access to knives or other harmful weapons. In addition, the guards are vastly outnumbered by the prisoner population. In South Africa the correctional official prisoner ratio is 1:5, compared to Germany and Australia where the ratio is 1:1,5 (Oppler, 1998:40).

According to Gmelch (1982:12) a person's susceptibility to stress is determined by both

genetic and developmental characteristics. He identifies distinctive type A and type B personalities where the former is more susceptible to high blood pressure and other stress related diseases. Individuals exhibiting type A behaviour are typically aggressive and have low frustration levels. Environmental challenges according to Gmelch (1982:16-17) act as a trigger to bring out type A behaviour. The working environment of a correctional official is (similar to that of a policeman) one of the occupations with the highest physical risk factors involved and therefore very likely to perpetuate type A behaviours. This is confirmed by Rossouw (1997:52) who states that correctional officials are exposed to the possibility of assaults and injuries by inmates on a daily basis. In addition, most of them were victims of assault themselves or know someone that has been assaulted by inmates.

Rossouw (1997:54) is of the opinion that the victim of violence often experiences a crisis stage after being exposed to a violent incident. This crisis can have an immediate and huge impact on the person's life. It can immobilise the victim as it often creates a situation whereby the individual's normal adaptation strategies are insufficient. This creates a condition of dis-equilibrium and the individual remains in a state of active crisis. The victim may view this crisis as a threat to him-/herself or his/her family. His/her reaction to this stressor can vary from anxiety to depression and it is often accompanied by feelings of vulnerability and helplessness.

Shepherd (1990:311) states furthermore that the victim of violence may also show post-traumatic symptoms such as uneasiness, confusion an inability to perform ordinary tasks and also difficulty sleeping. Correctional officials are often intimidated by inmates if they do not adhere to their demands, which can include the delivery of drugs and assisting with escapes. Intimidation often includes the family of correctional officials and this can amplify the psychosocial stress already experienced by the correctional official (Oppler, 1998:40). From an ecological perspective this may be interpreted as an imbalance in the interaction between the individual and his environment ("goodness-of-fit"), since the individual may perceive the environment as not being supportive to his or her need for safety.

**(b) Private life stressors**

The correctional official's stress very rarely relates to the tensions and pressure of the job alone. Pressures from outside the organisation, have a direct impact on work effectiveness (Gmelch, 1982:23). These pressures stem from demands placed on the individual's time and energy by family, friends, community and leisure activities as well as other private life spheres outside the working environment. The nature of the correctional official's work can be taxing on their private lives, for example the long working hours can lead to limited quality time spent with family. Furthermore, if the individual do not spend enough time to resolve his/her personal problems it may exacerbate. It can thus be concluded that when an individual's personal problems remain unresolved he/she may experience tension and this can often lead to a situation where stress at work is triggered by private concerns and not always visa versa. Gmelch (1982:23) confirms this conclusion by stating that often employees seek help with a specific job related problem, but upon further investigation it becomes clear that what really concerns them are external personal and family constraints, inadequate time to deal with problems, personal interests and inadequate health care. It can therefore be concluded that the correctional official experiences extensive job related tensions and when the demands placed on energy and time from private life issues are added, psychosocial stress snowballs and may well become overwhelming. The correctional official therefore needs to be very aware of pressures from outside the working environment, recognise its impact on his/her job performance and learn to effectively cope with both his/her private and professional life.

**(c) Socialisation**

McIntyre, Kolb and Rubin (1979:11) refer to the term socialisation as "...the process by which staff members learn the value system, norms and required behavioural pattern of an organisation". This may include the basic goals of the organisation, the means by which it should be attained; the basic responsibilities of the member in the role assigned to him/her, the behaviour pattern which is required for effective role performance and a set of rules regarding the maintenance of the identity and integrity of the organisation. Stress can develop when the values and norms of the organisation varies significantly from that of the individual (McIntyre *et al.*, 1979:11). Socialisation may thus entail detaching the individual from his/her own values and thinking. The employee may become convinced that his/her

frame of mind is irrelevant and must be redefined in terms of the new roles assigned by the organisation.

The correctional official has a multitude of tasks to perform in order to fulfil the departments vision of excellence. Since people and their interactions should be geared towards a "goodness of fit", the process of socialisation can be stressful because people are very attached to their own values and belief systems and may therefore be reluctant to change it through the process of work socialisation. For example, a correctional official who has strong religious values, may consider working on Sundays or the use of 'necessary' force as an infringement of his/her belief system. Effective socialisation is therefore dependant on the individual being sufficiently motivated to comply with and endure the organisation's value system.

#### **(d) Self-esteem**

The ecological perceptive defines self-esteem as the extent to which an individual feels competent and worthy (Germain and Gittermain, 1995:818). According to Quick *et al.* (1992:4) work plays an essential role in an individual's sense of identity, self-esteem and psychological well being. Pride in his work may act as an intrinsic value and as an instrumental value it helps him to be self sustainable as well as giving structure and meaning to his life. Job dissatisfaction can therefore negatively impact on the correctional official's social functioning and efficiency in conducting his work.

#### **(e) Alienation**

Mullins (1993:485) states that alienation as a stress factor in an organisation, can negatively impact on the individual's behaviour in and towards the organisation. He defines alienation as an employee's detachment from his work in terms of experiencing feelings of powerlessness, meaninglessness, isolation and self-estrangement.

##### **(i) Powerlessness**

When people feel powerless they usually have little say in or over their lives. They feel dominated by others especially when it comes to important decisions that affect them.

Mullins (1993:485) defines powerlessness as an employee's lack of control over management policy and conditions of employment. Self-direction is a key concept of the ecological perspective and it refers to the individual's capacity to take some degree of responsibility for decisions affecting his life while simultaneously respecting other people's rights. This capacity needs to be supported by the environment. Issues of powerlessness is critical in terms of self-direction, since personal choice and a sense of direction can become meaningless in its absence. Within a bureaucratically structured organisation such as the Department of Correctional Services that has a very centralised managerial style, the correctional official can easily feel powerless with regard to decisions affecting his work.

One other factor that may affect the individual's sense of powerlessness is the Department of Correctional Services' affirmative action/equal opportunity policy. This policy is in line with Government's post-apartheid Reconstruction and Development Programme, but the implementation thereof may be stressful for the individual on ground level in terms of promotion, job location or appointment. Mullins (1993:485) refers also to powerlessness as lack of control over immediate processes. In light of powerlessness as referred to by Mullins (1993) can the recent Department of Correctional Services management's decision of the serving of lunch as well as supper later than usual in accordance with prisoners rights as recommended by the Human Rights Commission as an example, also affect the official's sense of powerlessness since many correctional officials felt that they were not consulted. If the individual experiences feelings of powerlessness he/she may become more susceptible disruptive life stressors that may have more dire long term consequences for his/her social functioning.

*(ii) Meaninglessness*

Powerlessness may leads to a sense of meaninglessness which Mullins (1993:485) describes as the inability to find purpose in one's work or to identify with the total production process. For example, if a correctional official cannot identify with the core values of the department or feels that his/her rights and needs are neglected, the threat of meaninglessness arise.

*(iii) Isolation*

According to Mullins (1993:485) employee isolation refers to him/her not being integrated with the work setting and not being guided by group norms or behaviour. According to the ecological perspective the term competence refers to the fact that all organisms are initially motivated to affect their environment in order to survive (Encyclopaedia for Social Work, 1995:818). This motivation is referred to as identification. If the individual experiences feelings of isolation, his/her identification with management goals and the Department of Correctional Services as a whole, as well as his competence may be compromised. In many bureaucratically structured organisations the threat of isolation is very prevalent, because of a top down management style.

*(iv) Self-estrangement*

Self-estrangement according to Mullins (1993:486) can lead to a failure to see work as an important aspect of life. Without any job fulfilment or managerial support, personnel may view work as "just another job". Self-estrangement can be influenced by the employee's orientation or attitude towards his work. Mullins (1993:8) identify three individual orientations to work, namely instrumental, bureaucratic and solidaristic.

- **Instrumental:** Individuals with an instrumental orientation, view work mainly as a source of income. They can therefore make a clear distinction between their work and personal life. For the correctional official this should mean leaving work at work and not taking its problems home.
- **Bureaucratic:** People with a bureaucratic orientation to work view work, as the most important aspect of their lives. There is little distinction between their personal and professional lives.
- **Solidaristic:** According to Mullins (1993:9) people with a solidaristic orientation to their work, define their work situation in terms of group activities which are linked to it. This may for example include playing for the organisation's soccer team or attending their social functions. Different work situations may influence the individual's orientation to work. If a working environment is conducive to the satisfying of social needs such as support in dealing with stress, commitment to a working group may become very

important and individuals may acquire a more solidaristic orientation to their work.

Regardless of the individual's orientation to his/her work, management is the cornerstone of influencing that orientation by addressing psychosocial stress factors present within the working environment. This can be explained by the fact that it is through the process of management that the efforts of all employees can be co-ordinated and directed towards the achievement of organisational goals.

### **2.3.2 Environmental stressors in the person-environment imbalance**

A stressor can be "an event or process which, because of its demands on people, brings about changes in their bio-psychosocial condition and influences their social functioning, if internal or external environmental resources are not able to provide for their needs" (New Dictionary of Social Work, 1995:63). Adjacent to this, environmental retardation refers to the; "Effect of inadequate political, economic or other systems on the growth and development of the individual, family and community." (New Dictionary of Social Work, 1995:22). The working environment does not only include noise and temperature, but also social factors. The social part of the working environment may also include stress born out of the danger involved in the prison setting for example prison riots, gang fights, personal threats and smuggling. Stress may also derive from correctional officials' own perceptions of prisoners' rights and how they view it in relation to their own rights in the Department. This can influence an employee's own attitude towards task completion, maintaining order or contributing to organisational goals.

According to Rossouw (1997:88) the correctional official's stress level increases as his/her tenure lengthens. The new recruit sometimes experiences lower stress levels, because of better future prospects and job fulfilment possibilities compared to older officials who are more likely to suffer from burnout. The unpleasantness of certain tasks may also not effect the new recruit as adversely as the official with much longer experience. It is also possible that the new correctional official will not be immediately exposed to dangerous work situations, for example hostage situations. It is therefore more likely that those with more experience will be allocated the most dangerous tasks. Rossouw (1997:75) is of the opinion

that the average correctional official experiences high levels of stress within the working environment. These high levels of stress is often exacerbated by a prevailing individualistic "macho" culture which inhibits the correctional official from asking for support from colleagues for fear of creating the impression that he/she is unable to cope autonomously.

Furthermore, inmates experience diverse problems and expect officials to help them resolve it. While this is not always possible, the inmate may blame the correctional official which may lead to quarrels that can lead to physical danger and stress. Another stress factor in the Department of Correctional Services, is the recent onset of the prison human right culture in South Africa. In this climate, inmates often lay charges of assault against correctional officials. In light of prison violence, officials can become confused and frustrated when dealing with inmates for fear that disciplinary or legal procedures may be taken against them.

Jacobs (1983:137) considers tower watch and working at prison gates as areas in the correctional official's working environment that places the guard in a position of open confrontation with inmates since the latter may perceive it as a symbol of their incarceration. Especially in the tower position the guard may be ill equipped to deal with emergencies decisively. The correctional official may, for example find directives regarding the use of deadly force difficult to interpret and this can lead to condemnation or disciplinary steps taken against the official.

All of the above, especially violent situations such as a hostage taking, murder, suicide and prison riots, may lead to the official manifesting symptoms of post traumatic stress disorder such as helplessness, phobia and depression. Also when an inmate dies under an official's supervision, the latter may experience intense trauma, blaming him-/herself for not doing enough to prevent it (Rossouw, 1997:69).

It can be concluded that the sum-total of the environmental stressors is not the most important issue to consider, but rather the individual's poor coping ability to deal with it needs further attention.

### **2.3.3 Work-related stressors in poor person-environment transactions**

A stressor according to the ecological perspective represents serious harm or loss and is associated with a sense of being in jeopardy. Life stressors can furthermore be generated by critical life issues, for example when people discover their personal and environmental resources are exhausted so that they eventually struggle to sustain themselves. This may include transitions, traumatic life events and any other life issue that disturbs a person's existing coping or survival mechanisms (Germain & Gittermain, 1995:817). Krinsky *et al.* (1984:19) identify loss of job security, job change, defective job structure, inappropriate job content, time constraints and inadequate access to promotion as job stressors. Many of these are intrinsic to the work setting of the correctional official. There may also be shortcomings in an organisation's mechanisms when attempting to support correctional officials suffering from psychosocial stress. These and other stressors will form the basis of the following discussion.

#### **(a) The loss of job security**

According to Krinsky *et al.* (1984:19) the loss of job security has been proven by repeated studies as being more stressful than actual job loss. Since continued economic productivity and related income is a necessity for the individual and their families to be sustainable economically and socially can uncertainty about employment which is common in state departments, be very stressful for an individual's social functioning and productivity.

#### **(b) Job change**

Krinsky *et al.* (1984:19) states that job change implies that an employee may be transferred to another location. For example a correctional official may be relocated to another station because of a promotion or personnel requirements. In the modern era, greater stress is produced when a worker in a two career family is relocated. The questions which inevitably arise revolve around whether or not it should be rejected and who should go where? This type of decision may lead to divorce and/or children's schooling being affected. Shift work can also be included as a job change especially when it continuously rotates which is common amongst correctional officials because insufficient staff is available due to stress-

related absenteeism.

**(c) *Inappropriate job structure***

Sometimes personnel can be either over- or under-loaded. According to Krinsky *et al.* (1984:20) overload may be quantitative in the sense of too much work to do or it may be qualitative in the sense of it being too difficult. It may also involve time constraints for example prolonged working hours. Although correctional officers are legally required to only work an eight hour working day, members may be urged to work late, because of staff shortages during shift take overs. In their contract of employment it is stated that correctional officials are on duty 24 hours and should the need arise, be willing to report for duty. Although they may be additionally compensated, it is doubtful whether it can compensate for the psychosocial damage caused by an already stressful job situation.

**(d) *Inappropriate job content***

Krinsky *et al.* (1984:20) identify lack of clarity of one's function as a job related stressor. For correctional officials the interpretation of their tasks may become confusing and stressful in terms of how to do it and the consequences of too many mistakes. This can be true in a country like South Africa where in the process of transformation new legislation and procedures are constantly been announced. In terms of members' socialisation, new information or lack thereof can be stressful if they are unable to make an appropriate mind shift. In the correctional setting, for example longer serving officials, may find changing from a militaristic attitude towards inmates to a more humanitarian approach as very difficult. Lack of information can also be influenced by poor co-operation amongst members, because of underlying competition, cultural diversity and poor communication. This is reiterated by Oppler (1998:41) who states that the, conservatism, cynicism and racial prejudice are all indicators of the limitations within the South African Correctional Services' transformation process. This may in part explain the lack of co-operation amongst employees.

**(e) *Inadequate access to promotion***

Inadequate access to promotion, lack of recognition and nepotism can be stressful for the individual (Krinsky *et al.*, 1984:21). The Department of Correctional Services' merit system involves a process whereby a superior official writes and submits incidents of critical and exceptional service delivery of his/her subordinates. In so doing the subordinate can receive financial reward or promotion. The problem with this system lies in members' improper formulation and recording of incidents as well as the potential bias or subjectivity in evaluating its significance.

**(f) *Limitations of Employee Assistance Programmes as organisational support instruments regarding psychosocial stress***

The Department of Correctional Services committed itself to creating a caring and supportive working environment through the establishment of an employee assistance programme (EAP) in 1999. According to the Department's draft policy on EAP (1999:1), its purpose is... "the promotion of the total well being of employees as well as to enhance the quality of life of employees". Underlying principles amongst others (Draft Policy on the Employee Assistance Programme, 1999:2-3) of EAP, include:

- To aid management decision making with regard to people management, without intervening in those decisions;
- Consultations with the EAP practitioner will be treated in the strictest of confidence;
- The EAP programme will focus on prevention, assessment and referral; and
- The EAP will deliver services to the organisation, supervisors, shop stewards, employees and their families.

According to Madisane (2000:12) the draft policy guidelines on the EAP programme include amongst others:

- Consultations with the EAP practitioner will be treated in the strictest of confidence.
- The EAP head office will be responsible for the development, implementation and review of policies on EAP.
- Because of financial constraints there will be only one EAP practitioner for every thousand employees in contrast to the international EAP association prescribed ratio of

1:200. Larger management areas with more than 1000 members will be served by a resident EAP practitioner while smaller management areas will share the services of one.

- The provincial commissioner and the area manager under whose management an EAP practitioner resorts will ensure that they are not utilised for any other purposes than that outlined in the policy and related documents.

For the purposes of proper control, consultation with an EAP practitioner will be treated similarly to that of a medical consultation in the department, which means that every consultation must be brought to the attention of the relevant supervisor and the EAP practitioner will in turn issue consultation notes.

The Department of Correctional Service's draft policy on EAP evokes serious ethical and practical issues with regard to dealing with individual psychosocial stress as an organisation. The potential of conflict arises between the expectations of the organisation to want to control its employees and the function of counselling which allows for individual expression and freedom. This may have severe implications for EAP practitioners who will be trying to balance the concerns of the organisation on the one hand and the needs of the client on the other in an uncertain tension.

Carrol and Walton (1997:170-171) propose a three corner contract which includes the individual client, the councillor and the organisation when describing the EAP-councillor and employee helping relationship. Administrative, professional and psychological aspects form important elements of the contract. These will now be discussed.

**Administrative aspects.** The councillor may need to determine physical arrangements to provide a safe and confidential setting for counselling to take place. The councillor may also have to promote their services in terms of how individuals can access it. This is especially relevant in the Department of Correctional Services, otherwise individual estrangement from the working environment may continue unabated.

**The professional contract.** The EAP practitioner may have to deal with the dilemma of the individual's need for confidentiality on the one hand and the need to be accountable to the organisation in terms of sharing information on the other. This is a possibility in the Department of Correctional Services where according to its draft policy on EAP (1999:4) practitioners may have to issue consultation notes which may contain sensitive information about the individual. This could alienate individuals from the programme and heighten their scepticism about management's willingness to support or assist them when they experience psychosocial stressors.

**The psychological contract.** The EAP practitioner is faced with the dilemma of trying to address what is happening in the wider organisation and how it is affecting the counselling process. Organisational culture, the way management behaves and the impact this may have on employees are interrelated factors which can affect the EAP practitioner's ability to deal with the individual client's stressors. So for instance the EAP practitioner may assess that the correctional official is suffering from post-traumatic stress and that a certain amount of time for intervention is needed for example 6-8 weeks. She/he may also recommend some time off or avoidance of certain stressful tasks. Management may agree to support this conclusion, but due to practical constraints for instance lack of manpower, be unable to agree to the EAP practitioner's suggestion. According to the Departments Draft Policy on EAP (1999:4) practitioners will aid management in decision making, but cannot intervene in those decisions. From a practitioners viewpoint, three types of clients can develop in assisting the employee suffering from stress namely: the suffering individual; organisational frustration and limitations and resistance to the needed assistance; and thirdly organisational delegate's/supervisor's own stress level when dealing with environmental and practical constraints.

From an ecological perspective Germain and Gitterman (1986:629) state that while the environment may be able to supply resources the organisational networks, structures and functions may prove unresponsive to the individual's needs.

EAP programmes as it is currently functioning within the Department of Correctional Services, is therefore a clear example of organisational/environmental limitations to support individual employees in coping with stress. This is reiterated by Mlotshwa (2001:21) who states that the biggest challenge the Employee Assistance Programme within the Department of Correctional Services face is ratio, where one practitioner is responsible for one thousand officials. There are also at the present moment only twenty six practitioners nationwide within the Department of Correctional Services .

According to Germain and Gitterman (1986:623) the environment consist out of layers containing the social and physical environments. The social environment is considered the human environment consisting of social networks in social institutions. Bureaucratic organisations are established in response to a social need like for example, the Department of Correctional Service's role in safeguarding the community and rehabilitating offenders. In fulfilling this function, organisations may develop structures that may eventually create obstacles for both the employee and the client which is the public. Such structures may include procedures for maintaining accountability, as well as task and role descriptions. The Department of Correctional Services is a bureaucratically structured organisation where each member is accountable to a superior within the chain of command. Although this role differentiation is needed, it may create strain, because of preoccupation with one's own role and functions in relation to the organisation as a whole. Furthermore. while this may lead to improved productivity, it can also lead to personal interest taking precedence over organisational and client's interest. This is particularly the case where an employee who experiences feelings of detachment and isolation from an organisation. He/she may perceive it as unresponsive to his/her needs and problems of psychosocial stress.

***(g) The negative impact of work related social networks***

According to Germain and Gitterman (1986:624) the ecological perspective also perceives social networks as systems of relationships in which the linkages between and amongst members are influential in terms of behaviour. For example, some members may relate to stress by abusing alcohol. These networks may develop naturally in the life space of the individual because of mutual interests, for example, being colleagues within the Department

of Correctional Services. These social networks can serve instrumental, mutual aid functions for the acquiring of coping skills, for example stress. They can provide emotional support and can contribute to self-esteem and feelings of self-worth.

In contrast, an environment characterised by power and influence “games” can be potentially destructive to an individual’s self esteem as a result of the withholding of necessary information, pressure to conform to certain viewpoints and deliberately interfering with an individual’s professional growth and development. A typical example of a social network in the work place, may be the role unions fulfil. While the mobilisation of labour is a constitutional right, individual employees have a right to freedom of association. This may become stressful, for example, when a new recruit, whilst still on probation or still deciding on which union to join, is required to participate in a strike. This disorientated employee may be afraid of losing his/her job because of an uninformed fear of reprisal by his/her supervisor. From an ecological perspective the threat of isolation from the environment can be an unpleasant experience, especially for novice correctional officials that need social networks to find their feet in the Department.

Social networks can also be detrimental in light of political and organisational change which is constant. It can lead to polarisation of groupings in an organisation with regard to issues of affirmative action, quota systems and organisational change.

#### **2.3.4 Public serviency as macro stressor in the person-environment imbalance**

The individual employee and the working environment are both influenced by the same macro factors such as political, economic and national policies. According to Germain and Gitterman (1986:629) the environment can support or interfere in life transitions and it can therefore be an important source of stress for the individual. Since the Department of Correctional Services are influenced by macro factors such as national policies and practices it may implement certain structures as prescribed by national government that are unresponsive to correctional officials’ needs and rights. Following is a brief discussion on how nationally prescribed policies such as a public official code of conduct and shortcomings in grievances procedures of public officials, may be experienced as stressful by correctional officials.

**(a) Public official code of conduct as macro stressor**

Within the South African society it is accepted that all public officials should act and perform their duties in an ethically responsible and accountable manner. It is for this purpose that a code of conduct has been drawn up for all public officials in South Africa. According to the Government's code of conduct for public officials (1999:40), heads of departments should ensure that their staff are acquainted with the measures stipulated therein and that they should accept and abide by it.

The environment can support or interfere with life transactions and be an important source of stress for the individual. Some may feel that these organisational structures are unresponsive to their needs, styles or perceived rights. According to Cloete (1990:164) the democratic doctrine provides guidelines according to which a Government should act and behave. One of these guidelines state that government officials should not impair the rights of members of the public without legal permission. In the correctional setting members may experience this as stressful as they may perceive their human rights as being compromised in performing their duties. For example, the application of corporal discipline on unruly inmates or the adapting of their working hours to fulfil in the rights of prisoners to have a reasonable break between meals in line with the Human Rights Commission's findings. The public services code of conduct makes it very clear that should an employee be found guilty of misconduct he or she may be dealt with in accordance with the relevant agreement if they contravene any provision of the code of conduct or fail to comply with any provisions thereof (South African Public Servants Code of Conduct, 1999:40). Although acknowledging that discipline measures are needed in terms of accountability and effective service delivery, it should be remembered according to Cloete (1990:167-168) that public servants are fallible human beings. This realisation should not be limited to the implementation of disciplinary procedures only, but also by the introduction of alternative more positive measures to prevent misconduct of employees from happening.

According to Cloete (1990:168), many codes of conduct concentrate on the negative, which may foster feelings and attitudes of disrespect, fear and anxiety with the individual. This

may strain members' feeling of being related to the organisation and their work. An area of concern could also be, what specifically is required by a member's code of conduct towards his or her colleagues, the public and more specifically, inmates in the correctional setting? Certain descriptions may be vague, and can therefore be wrongly implemented, which may lead to interpersonal conflict, disciplinary procedures and personal stress. A general shortcoming according to Cloete (1990:167) of an organisation's code of conduct, is that members are not always sufficiently orientated regarding its functioning. These codes of conduct therefore run the risk of being perceived as a threat by management rather than a means to an end. Cloete (1990:168) confirms this by stressing that in many government departments there is a lack of specific personnel to orientate others with regard to the code of conduct, until a crisis erupts that required of personnel to be familiar with it beforehand.

***(b) The grievance procedure as macro stressor***

Shortcomings of an employee grievance procedure can be an important source of stress for the aggrieved public servant. Organisational structures may be unresponsive to the individual's needs. In addition, an organisation's primary concern of service delivery may not be achieved due to the employee's demotivation. When an employee has a grievance she/he experiences feelings of unhappiness and unsafety in her/his working environment. Grievances have various causes and individuals are susceptible to it for various reasons, for instance cultural differences, negative experiences at work, gender discrimination, lack of overtime compensation, nepotism and problems with the physical environment.

Every employer should be aware of the fact that their personnel experience grievances from time to time and should therefore implement measures to effectively deal with it. It is however common that many supervisors do not have the knowledge, interpersonal skills and authority to deal with employees' grievances constructively. The officials responsible for representing the aggrieved employee may also have their own personal issues or grievances that may interfere with their ability to negotiate with officials responsible for arbitrating grievances. In the end the aggrieved employee's grievance may become sidelined and unmet. It can therefore be argued that there are often insufficient formal structures in place to ensure that top officials responsible for arbitrating grievances, are regularly and

sufficiently informed about frustrations, shortcomings in the working environments and personal stress experienced by subordinates. Because of these shortcomings within formal structures, subordinates may feel neglected or ignored and supervisors may feel disrespected and disillusioned.

There is also a very real threat that supervisors may willingly or unwillingly deal with personnel's grievances in an unilateral manner. In the Department of Correctional Services, employees are usually represented by union shop-stewards or another member of the Department who are fully acquainted with its grievance procedure. According to the Department's grievance procedure, members can follow the chain of command till their grievances are satisfactorily dealt with. Cloete (1990:172) warns however that although such a structure has a role, it can become a useless arrangement, since very few employees get the opportunity to have their grievance attended to at the highest level. It has to be considered that time constraints and the availability, as well as willingness of the different officials in the chain of command may have a demotivating impact on the individual's quest to have their grievances attended to. In the end, the stress caused by not having a grievance attended to may amplify other unrelated psychosocial stress factors. Another limitation in the Department's grievance procedure is the fact that certain grievances require specialist expertise, for example lawyers. It is however Departmental policy that all grievances should be dealt with through a union representative or another member of the Department. This therefore places severe limitations on the individual's options regarding addressing his/her grievances.

#### **2.4 THE DILEMMA: BALANCING THE INTERCHANGES BETWEEN EMPLOYEES AND THEIR WORKING ENVIRONMENTS**

Many organisations introduce various measures for supporting their personnel to cope with job related stress for instance sport and recreation facilities, grievances procedures and more recently the introduction of EAP's in the Department of Correctional Services. The reasons for the creation of these structures vary amongst organisations. As was discussed previously, in the Department of Correctional Services, it was an attempt to address the complaint amongst many officials that the organisation was more concerned about the needs of prisoners and as a result, neglected their psychosocial needs.

According to Bhoodram (1999:9) EAP's should serve as an avenue to deal with the employee's stressors in a confidential manner. The proposed impact should be that prisoners would eventually indirectly benefit from it, ultimately contributing to the Department's vision of being an excellent correctional service. According to Carrol and Walton (1997:12), the EAP practitioner may become aware of organisational strains that hinder the individual's productivity and ability to deal with stress. These strains can stem from historical cultural issues or recent management decisions, for example the introduction of new shift times in accordance with new meal times for inmates. In the Department of Correctional Services, the dilemma for employees in a supporting capacity of personnel for example recreational or EAP officials, is how to address organisational stressors. The EAP practitioner may assess that some organisational procedures are detrimental to a staff member's psychosocial wellbeing for instance organisational issues such as affirmative action, nepotism and poor leadership styles. These issues may create problems concerning loyalty to the organisation. Organisational change is necessary to deal with individual problems. According to Carrol and Walton (1997:12) EAP practitioners may identify the underlying organisational stressors and be motivated to deal with it, but may be unable to do so. In addition, role differentiation may not be clear for some shop-stewards and in light of social networks unions may view EAP's as a threat to their own role. EAP's may fail, because of unions negatively influencing their members or refusing to fully co-operate with EAP's. That is why marketing especially at the introduction of such a programme is crucial, to orientate employees, supervisors and unions about its role.

They are therefore facing a dilemma regarding where they should place their emphasis. If they were to focus on influencing policy, clients may perceive them as conspiring with management. Questions that may arise is where does EAP's real interest lie: with counselling employees or are they part of management? According to the ecological perspective, social networks that represent systems of relationships with linkages amongst and between members, can lead to members influencing each other's behaviour. With this line of thought it can be argued that social/organisational networks such as unions can negatively impact on correctional official's attitude towards EAP as an effective resource to

deal with stress. Aspects of trust and co-operation suffer, because of the perception that EAP's are management instruments rather than an avenue to deal with psychosocial stress. Problems surrounding attitude of employees towards management's attempt to help, are also rooted in the nature of the counselling contract between the organisation and an EAP councillor. Should the EAP councillor become aware of organisational stressors and the contract does not provide room for this kind of insight, councillors may be left with options of remaining with the original contract, renegotiating the contract or to ignore organisational stressors. This, amongst other concerns, was raised in the Department of Correctional Services' report at an Employee Assistance Programmes National Workshop (1999:23). Course attendants suggested that EAP practitioners should not be employees of the Department, because they may later become part of management and this raise problems regarding confidentiality. According to Bhoodram (1999:24) course attendants at the Department of Correctional Services' EAP national workshop in Gauteng argued that the EAP practitioners should not be subordinate to management since the latter can abuse their power by putting certain demands on EAP practitioners and that intimidation may take place.

According to the Department of Correctional Services' draft policy on EAP (1999:2), EAP practitioners may aid management around people management, but they may not interfere in decision making. It can therefore be argued that while they are not independent from the department, and autonomous in their functioning, they also do not have influencing leverage in management's final decision making. According to Bhoodram (1999:30) EAP practitioners should have the authority to refer people for professional help without management being able to have final straining decision making leverage about it.

It can therefore be concluded that push and pull demands co-exist in the working environment of those professionals that are appointed to assist members of an organisation dealing with psychosocial stress. On the one hand councillors and supporting personnel and facilities need to be effective when supporting individual correctional officials suffering from psychosocial stress while simultaneously be an asset rather than burden in view of the organisation.

## **2.5 SUMMARY**

The ecological perspective was utilised in this chapter as a metaphor for understanding the complex relationships between people and their working environments as a source of psychosocial stress. The reasons why individuals fail to achieve a goodness-of-fit were explored in detail within the Department of Correctional Services. The individual's personality to a large degree determines his or her responses to environmental, organisational and interpersonal stressors. It is the interaction between individual personalities and other stress levels that determines stressful behaviour and it therefore requires of the correctional official to balance their personal and professional lives. Moreover, the interaction between stressors can make the actual work situation more stressful. It was found that many problems in the person-organisational-fit arise because management is less than effective in its attempts to deal with psychosocial stress.

In conclusion, it should be stated that the morale of personnel can be influenced by organisational structure as well as the manner in which management implement mechanisms like EAP's, organisational code of conduct, and the grievance procedure. The effective implementation of these and other mechanisms may very well have a positive impact on motivation, self-esteem-and direction as well as a sense of relatedness with organisational goals.

## **CHAPTER THREE**

### **STRATEGIES TO ADDRESS PSYCHOSOCIAL STRESS EXPERIENCED BY CORRECTIONAL OFFICIALS**

#### **3.1 INTRODUCTION**

As discussed in Chapter Two, the workplace can be a major source of stress for the individual. Cartwright and Cooper (1997:67) as well as Mullins (1993) and Gmelch (1982) agree that the work setting can be quite stressful for the individual which may adversely affect the correctional officials' productivity, health and overall social functioning. Marais (1993:29) is of the opinion that following the ecological perspective, intervention with the troubled employee should occur at micro-, meso- and macro level. The micro level at individual level represents the employee, the meso level his family, colleagues, friends and the community, while the macro level represents the work environment or organisation. Both the employee and the organisation are influenced by macro level factors such as economic conditions and national policies.

When supporting the correctional official suffering from psychosocial stress a very comprehensive and extensive strategy is therefore needed. In this chapter, strategies that can be employed to support and prevent the correctional official suffering from psychosocial stress will be explored. Firstly, one should look at which strategies the occupational social worker can utilise at micro-, meso- and macro level to assist the correctional official that is suffering from stress. Secondly, intervention strategies that management can use to empower the correctional official to deal with psychosocial stress will be discussed. Thirdly, as the correctional official and the Department of Correctional Services are affected by national policies, recommendations will be made to the Department of Correctional Services on how to positively influence nationally prescribed policy guidelines regarding public servants' code of conduct and employee grievance procedures in order to reduce its stressful impact on correctional officials.

## **3.2 THE ROLE OF THE OCCUPATIONAL SOCIAL WORKER**

According to Lombard (1995:439) occupational social work intervention may occur at micro-meso- and macro level. At the micro level assistance is given to the employee, his/her family, the employer and unions. At meso- and macro level occupational social work is an integrated approach which includes community work and organisational intervention.

### **3.2.1 Intervention at micro level**

Rossouw (1997:79) argues that employees are expected to deliver both quantitative and quality work. It is for this reason that employees suffering from psychosocial stress, should be identified early and involved in EAP's. Rossouw (1997:80) recommends certain prerequisites for employee involvement in an EAP, such as employee identification. The social worker must also ascertain if the employee's supervisors have already spoken to him/her about, for example, work performance, behavioural or health problems.

Specific data can be very helpful when an employee has been referred. The occupational social worker should then approach the correctional official in a non threatening manner by confronting him with the necessary facts. Afterwards the employee should be evaluated for intervention or referral. The employee's daily progress and reintegration should be carefully monitored. Personnel should also be made aware of the fact that the programme is always accessible and that confidentiality is guaranteed, to prevent employees seeking outside help or not seeking it at all. The latter occurs quite frequently in the Department of Correctional Services. Furthermore, the EAP should be continuously evaluated to ensure its effectiveness and relevance.

Since correctional officials are exposed to dangerous situations on a daily basis, trauma debriefing is essential for the victim of prison violence. The rationale behind this is the fact that if left untreated symptoms of post-traumatic stress disorder may manifest, often months after an incident. The prevailing "macho" culture in prisons could also prevent the correctional official from speaking about (prison-) violence induced stress and trauma. The occupational social worker is in a position to support the correctional official suffering from

post-traumatic stress by creating a supportive, accepting and relaxed therapeutic environment. This may enable the victim to disclose and deal with his/her negative feelings. The occupational social worker will also have to ensure that the necessary facilitative elements for the trauma debriefing programme are present. These would include negotiating with prison management for a consultation room, efficiently utilising the media to create public awareness of the correctional official's stressors and to assist in the development of an action plan to support him/her (Rossouw, 1997:84-85). Rossouw (1997:88) further recommends institutional training programmes and behavioural skills training as methods the occupational social worker can use to assist the correctional official suffering from stress due to exposure to violence.

**(a) Institutional training programmes**

According to Stalgaitis and Meyers (1982:35-36) and Van Delft (1980:120) in Grobbelaar, Weyers and Schoeman (1980) a person that suffers from stress can be taught relaxation techniques such as progressive relaxation and systematic desensitisation skills. So for instance the correctional official should also be encouraged to follow exercise programmes in order to reduce stress in addition for example to listening to music, gardening and reading. In addition Tubesing and Tubesing (1982) in Ross (1993:105) recommends amongst others the following physical strategies for managing stress, namely meditation, yoga, a balanced diet, autogenic training, hot baths and regular exercise. It can finally be recommended that the official should be encouraged not to talk about work after hours and to take leave regularly.

**(b) Behavioural skills training**

Rossouw (1997:89) argues that the victim of violence needs to acquire adaptation skills to enable him/her to function at the same level as before the traumatising incident. The social worker needs to assess the correctional official's present coping abilities and skills and to convince him/her to seek professional help. Issues regarding stigmatisation surrounding therapy need to be identified and properly addressed. The occupational social worker should also assure the correctional official of his/her continuous availability. The correctional official involved in a behavioural skills training programme needs to be constantly guided

by the social worker. Clear discussions need to be conducted with the correctional official about which skills need to be learnt and exercised. The correctional official also needs to receive regular feedback about his/her progress to maintain the necessary motivation to continue with the programme.

The social worker needs to continuously be empathic and sensitive to the individual correctional official suffering from psychosocial stress. The employee may show reactions such as loss of control over most aspects of his/her life, reject loved ones and those wanting to support him/her. During intervention, the social worker needs to calm down the client and should adopt a supportive stance towards him/her by complementing his/her present level of ability to cope and by demonstrating understanding of his/her need to become well. The social worker should also have an understanding of the correctional official's denial mechanisms and needs to motivate him/her to verbalise or express frustrations.

The occupational social worker can also support and advise the individual in terms of other stressors inherent in the working environment. These are, for instance, the organisation as a whole managing work overload, coping with retirement and dealing with problematic personal relationships regarding superiors and competitive colleagues.(Cartwright & Cooper,1997:120).

*(i) Managing work overload*

Cartwright and Cooper (1997:120) identify two types of work overload: quantitative and qualitative. Quantitative overload refers to having too much work to do while qualitative overload refers to work that is too difficult for the individual. Long working hours, which are often the case with correctional officials, are a significant factor in determining an employee's health. The correctional official often has a 56 hour working week because of weekend work. He or she runs a higher risk of coronary heart disease and death, compared to an individual with a normal 40 hour working week. Long working hours can also create conflict at home due to loss of quality time with family and friends. Working, married women are particularly vulnerable to work overload. According to Cartwright and Cooper (1997:120)

the bulk of domestic responsibilities such as child care, cooking and cleaning remains, in most cases, the sole responsibility of the female spouse. This effectively means that women have two jobs and work as many hours at home as at their places of formal employment.

If the problem of work overload is either quantitative or qualitative in nature, the social worker may recommend to the official that she /he takes regular 'sanity' breaks during the day such as taking walks and changing the layout of the work space in order to stimulate creativity and regeneration. It can also be recommended to the correctional official to arrange work around holidays and not holidays around work, since the latter may prevent sufficient time or space for quality time with family. The female correctional official can potentially minimise her own stress level by investing in labour and time saving devices to lessen her dual work load. This entails delegating tasks at home to other family members and sharing the workload (Cartwright & Cooper, 1997:126).

*(ii) Coping with approaching retirement*

The group most vulnerable to early retirement are employees in their late forties and fifties. They are also more likely to abuse alcohol, while struggling to cope with alienation by their children and financial constraints. Many correctional officials made huge contributions to the Department of Correctional Services during their careers, even though it may be relatively unnoticed. According to Cartwright and Cooper (1997:165) helping people to effectively manage the remainder of their careers may dramatically improve their job motivation. They recommend five options. They are consolidation, transfer, diversification, job change and actual retirement when advising a retiring employee. These options are also applicable to the correctional official.

- **Consolidation.** According to Cartwright and Cooper (1997:65) consolidation entails improving your level of performance by concentrating on its quality instead of looking for new challenges.
- **Transfer.** Transfer refers to an employee making a lateral move in the organisation and to apply his knowledge and experience in positions that are different from he/she is used to, for instance working in different prisons/sections and implementing familiar

skills in a different way. This may lead to new challenges and work opportunities in a different social setting.

- **Diversification.** Diversification, according to Cartwright and Cooper (1997:66) entails adding variety to work rather than load or quantity. This can serve as an alternative option to the frustrations and boredom that often occur when doing the same work for years. The official's status and position will simultaneously stay in tact.
- **Job change.** If the correctional official's work is no longer fulfilling, a change of work can be recommended. This should however be considered carefully because his/her current status and security may be compromised.
- **Step down.** This move may be the hardest since it may entail moving down the chain of command. The social worker needs to assist the official to make a mind shift if it could be beneficial in relation to job related stress. Step down can also be associated with transfer and diversification as attempts to job enrichment for the ageing correctional official.

### *(iii) Coping with problematic working relationships*

The correctional official's daily interactions with superiors and colleagues can become stressful at times. The occupational social worker can advise the official in handling those relationships in a stress reducing manner. The following is a brief discussion on how the occupational social worker can guide the correctional official when dealing with problematic relationships with superiors and colleagues.

- **Dealing with superiors**

Cartwright and Cooper (1997:69-75) state that the bureaucratic, autocratic, "wheeler-dealer", reluctant and open styles are some of the management styles, that supervisors, bosses or superiors may use. The bureaucrat makes decisions usually excessively slow when faced with a problem. The autocrat is very subjective about what and how things should be done and does not listen well to subordinates' input. The "wheeler-dealer" spends much time negotiating with other departments, often neglecting his own department and staff. Staff members are not given much support. Initiatives by staff are however well

supported, while non-performers are ignored. The reluctant manager generally let departments and personnel run themselves and does not encourage staff in any way. The open manager firmly believes in the participation by everyone. Whilst subordinates may appreciate the fact that they are being recognised, this process can waste time especially when full agreement is not always needed. Cartwright and Cooper (1997:71-75) suggest several means of coping with different types of senior personnel that the social worker can suggest to the correctional official.

**Dealing with bureaucratic superiors:** The best approach would be to know the rules and regulations of the Department to ensure your concern is legitimate. This can prevent the correctional official from being intimidated by supervisors. If this is not possible the correctional official should be encouraged to generate his/her own tentative ideas when requesting help.

**Dealing with autocratic superiors:** Cartwright and Cooper (1997:71) state that confrontation should be avoided unless on the basis of concrete facts. If the correctional official has expert knowledge, which he/she can get from union representatives, his/her superior will respect him/her and may even cultivate the relationship. This strategy is however very risky since the information may only have temporary value. It is therefore advisable to the subordinate to form political alliances, that could increase his knowledge base. This may include joining a union.

**Dealing with 'wheeler-dealer' superiors:** It is important for the social worker to advise the official to become pro-active, since the "wheeler-dealer" type of supervisor expects staff to use their own initiative and only respect those who do. The official needs to be able to make his/her own decisions regarding what needs to be done, and should keep his employer informed rather than ask permission. The problem in the Department of Correctional Services is that many mundane tasks are allocated to junior officials. This type of tasks do not get much recognition no matter how well it is done. Junior correctional officials should therefore be encouraged to negotiate with other colleagues so that mundane tasks are shared by all.

**Dealing with reluctant managers:** Since the reluctant type of superior does not like personal interaction with staff, it is advisable for the troubled officials to present him with a number of alternatives from which the superior can choose, with the correctional officials' personal choice strongly supported by evidence.

**Dealing with open managers:** According to Cartwright and Cooper (1997:75) the main problem for the employee in dealing with this type of supervisor is to decide how open or eager he/she should be to do more work than is required of them. Since this type of superior requires commitment by staff, the correctional official runs the risk of doing too much work or being abused by superiors. The junior official may find refusal difficult and should be taught assertiveness skills if necessary to enable him/her to deal with superiors in a constructive manner.

- **Dealing with competitive colleagues**

Relationships with colleagues are critical to everyone's health and job satisfaction. Poor relationships amongst colleagues can be defined as those that include low levels of trust, supportiveness and total lack of interest in each others well being (Cartwright & Cooper, 1997:75). In organisations competition amongst members is inevitable in order to get promotions, to avoid losing one's job or to impress superiors. For example the merit award system in the Department of Correctional services creates healthy competition amongst employees, but also causes distress if it brings about conflict amongst different personalities. Cartwright and Cooper (1997:76) identified avoidance as a common strategy used by employees to deal with conflict, but it can be personally damaging and may also create high anxiety levels. A more mature approach would be to first recognise that colleagues feel threatened and then identify its causes. Signals are, for example exclusion from social functions, undermining behaviour amongst colleagues or not informing one another about important announcements that relate to work.

After identifying the source of the competition, the individual can decide on an appropriate coping strategy that would yield the most benefits. A positive attitude is needed on the

individuals side when dealing with competitive colleagues, which Cartwright and Cooper (1997:77) refer to as positive/constructive self-talk. This can result in positive task outcomes and psychological stability. Individuals may start thinking positively about stressful situations and therefore gain a sense of control over their emotions. They further identify "head-banging", pragmatic, reforming and alchemist reactions as four additional reactions of employees when dealing with competitive colleagues:

**Head-banging** includes anger by an employer over feelings of being threatened by colleagues and taking it out on others. **Pragmatic reactions** by an employee includes accepting competition as normal and ignoring it. **Reforming reactions** could mean that an employee starts campaigning for better decision making in the workplace, involving consultations at ground level and discussing concerns with respected peers. **Alchemist:** The social worker can motivate the correctional official to equip him/herself when things in the work situation becomes unpleasant. This comes down to making an informed decision to stay positive or resign from work. These reactions can occur through stages, but is very clear that staying in the headbanger stage can be disastrous, even fatal.

Germain and Gitterman (1986:630-631) describe the following three roles the occupational social worker could assume while assisting individuals and families who are struggling to cope with psychosocial stress at micro level.

- **Enabler**

The role of enabler includes the support and motivation by the social worker to the individual to cope with stress during person-environment transactions. Marais (1993:3) is of the opinion that individuals should be enabled to change and influence their environments. This can for example include that the correctional official should be supported by the social worker in dealing with feelings of helplessness and to regain some self-respect. This may enable and motivate the correctional official to influence his/her negative environment to his/her benefit.

- **Educator**

In this role the individual should be taught problem solving skills to survive. This is supported by Rossouw (1997:88) stating that the correctional official should be given new information and be taught alternative behavioural responses to regain his/her previous level of psychosocial functioning.

According to Compton and Gallaway (1984:34) providing new information may also include the discovery or development of new resources. The correctional official can in this manner, be empowered to make a satisfactory decision regarding his/her personal problems independently.

- **Facilitator**

According to Marais (1993:4-3) the occupational social worker can utilise this role to motivate individuals and small groups to make decisions and take actions that would be beneficial to them. This role could work well in small group discussions in a structured and constructive manner. This role can also be utilised in training courses and organisational development workshops.

### **3.2.2 Social work intervention at meso- and macro level**

Lombard (1995:438) is of the opinion that a key goal of social work at meso- and macro level is to assist management and employees in developing a common understanding, to promote inclusive decision making and to share a common goal. Social work at this level should be done very carefully and in a multi-disciplinary team capacity. Care should also be taken against overstepping professional boundaries, or that line management may feel that they are being prescribed to by the social worker on how their work should be done.

Social work in the work setting extends much further than EAP's and the manner in which it functions. Lombard (1995:440) states that there are however some similarities in the models used by EAP's and occupational social work. An occupational social work model can be seen as a structured framework for dealing with social work related issues in the

workplace. Management can decide on and amongst the different models available in order to formulate the occupational social worker's role in an organisation. Lombard (1995:441) identifies different models, namely: the in-house versus the external model; models sponsored by management; management in consultation with employees and services provided by welfare organisations and unions. The diversity of the models is aimed at accommodating the vast differences existing in terms of organisations' size and structure. It is also due to their unique characteristics, needs and developmental concerns. Lombard (1995:444-446) identifies the target population, level of service, administrative considerations and financial resources as crucial structural components in the design of any occupational social work model that need to be considered.

The Department of Correctional Services chose the in-house model when an EAP-programme was recently introduced. When an internal/in-house model is used, the responsibility for its maintenance lies either with the organisation's management or with unions (Lombard, 1995:450). The type of in-house model chosen by the Department of Correctional Services, is the full/comprehensive model. The target group may include correctional officials' and their families. The spectrum of services could, for instance, include crisis intervention, short and medium term counselling or the full range of social work services such as problem solving- and preventative programmes, training of supervisors and unions, life enrichment programmes, assessment and referral of employees, and consultations with management. The Department bears all the financial costs involved.

As an occupational social work model the full/comprehensive model could potentially have certain advantages. These are:

- The personnel involved with the service are familiar with the organisation's functioning; rules, policies and procedures.
- Communication regarding service delivery is easy.
- Internalisation of services enhances credibility with certain supervisors.
- Problems can immediately be assessed and dealt with.
- More efficient co-ordination as well as monitoring of follow- up services and aftercare is possible.

- Greater control over human efficiency becomes possible.
- Higher productivity and employee loyalty can be achieved.

There are invariably some impairments to the model. They are:

- Lack of confidentiality is a central issue or concern.
- It is expensive and more full time personnel need to be employed.
- The more junior status level of the occupational social worker may bring about reluctance from senior personnel to utilise the service.
- The Department of Correctional Services has a limited amount of personnel appointed as occupational social workers, which heightens the possibility of burnout amongst them. And
- there are limitations regarding the amount of knowledge and skills the service has at its disposal.

### **3.2.3 Community work as meso- and macro level social work intervention**

As mentioned earlier, social work within an organisation, entails more than EAP's and counselling. According to Lombard, Weyers and Schoeman (1991:138) community work can be effectively utilised to deal with social dysfunction within communities, such as members suffering from psychosocial stress. Lombard *et al.* (1991:138) identify the community planning model and the social action model as community work models that occupational social workers can utilise to intervene at meso- and macro level.

#### ***(a) The community planning model***

Lombard *et al.* (1991:138) is of the opinion that a community's social functioning, for example the ability to deal with stress, will depend on the quality and quantity of services rendered to it. It also depends on the extent to which the community's concrete needs are met. The social worker would therefore attempt to establish services where they are lacking and improve on existing services. He/she will also need to acquire the necessary facilities and resources to accomplish this. The social worker will execute these tasks by matching identified needs with the resources available. The nature and extent of the community's needs should be identified by different means of investigation, while the necessary

resources are controlled by the authorised structure. To acquire resources the social worker will have to utilise existing information available, for example a community profile in order to lodge a claim for support. After acquiring resources, the social worker should by means of organising and facilitative techniques, create the necessary resources and services. Furthermore the social work planning model focuses mainly on substance problem areas for instance alcohol abuse and marital problems as well as focussing on concrete needs for example crisis intervention (Lombard *et al.*, 1991:140). Services rendered can fluctuate from therapeutic services to financial assistance. The social worker's behaviour is mainly focussed at intra- and inter-organisational level. This implies that the social worker, while creating new services, also improves on existing services by means of co-ordination and co-operation. This can insure that the communities' needs and social problems will be addressed in the quickest and most effective manner.

**(b) *The social action model***

The social work action model implies that systems of power within an organisation are reluctant to share control or may use their powers to their own advantage only (Lombard *et al.*, 1991:140). They therefore state that the social worker that utilises the social work action model, tasks stretches from influencing single formal systems. These tasks may for example vary from influencing of the Department of Correctional Services' policies and practices to the total restructuring of the community. The social worker's ' actions can include writing a letter to the commissioner of Correctional Services or the organising of mass marches. In the Department of Correctional Services the latter action should be hesitantly considered, because of possible role conflict with union representatives. It is however clear that by such actions, political processes are utilised as a medium to reach social work aims and objectives such as effectively dealing with psychosocial stress. In other words, where the client system for example do not have access to authority because of policy issues, the social worker should assist the community in addressing such malpractices. Ferguson Brown & Partab (1999:138) reaffirm that social work action and targeting through political efforts are not new to social work in South Africa, but are predominantly used by non-government mental organisations. According to Lombard *et al.* (1991:143) the overall goal of the social work action model is not for the for the social

worker to become a politician, but to utilise political processes as a means to an end and not as a means in itself.

The occupational social worker according to Marais (1993:4-2) needs to fulfil the roles amongst others of co-ordinator, "broker", manager, consultant, advocate, mediator, organiser and innovator to influence the environment and the organisation to make it more responsive to the needs of the individual who for example is suffering from psychosocial stress.

*(i) Co-ordinator*

The social worker needs to bring the correctional official in contact with relevant resources in the working environment or the community. The social worker therefore needs to be fully aware of available resources within and outside the organisation and the services they provide.

*(ii) Advocate*

According to Marais (1993:4-4) the advocate role requires of the social worker to represent the troubled employee and to defend his/her case to eventually reach social work goals. It may also require of him/her to address critical policy issues such as the occupational social work model being used that is of concern, for instance the lack of confidentiality.

*(iii) Mediator*

The social worker may get involved with a dispute between an official and management and in his role aim at finding a common ground between them to resolve the conflict. Social work tasks in this role may include breaking the problem down into specific and concrete aspects, for example time, place and prioritising in order to focus.

*(iv) Organiser*

Organising includes the process whereby people and resources are brought in contact with each other to reach a common goal. Cronjé (1986:70-71) in Marais (1993) suggests amongst others some steps that the occupational social worker needs to follow in the

organising process:

- (a) The social worker needs to acquaint him/herself with the organisation's structure, vision and mission, internal rules as well as the communication channels.
- (b) Tasks need to be determined and performed in a specific project.
- (c) Tasks need to be delegated according to people's ability if other staff are to be involved in a project.
- (d) Resources within -and-outside the organisation needs to be determined actively.
- (e) Early permission needs to be get from the organisation for necessary resources and funds.

*(v) Innovator*

As innovator the social worker needs to be pro-active rather than reactive to overcome the gap between services/programmes and available resources.

*(vi) Broker*

As broker the social worker will have to assist the correctional official in assessing his/her needs correctly and afterwards bring him/her in contact with relevant resources, in and outside the organisation, for example identifying and communicating with external social workers or psychologists.

*(vii) Manager*

Marais (1993:4-5) identifies the managerial process as a process whereby the social worker gets involved in planning, organising, guiding and evaluation. Additions to this role may include programme development and implementation, policy developer, public relations official and negotiator.

*(viii) Consultant*

The occupational social worker may need to consult on all levels of the organisation. The focus of this role would be to help correctional officials to help themselves. The advice given in this process should not be one sided, since it can hamper the growth and development of the receiver and it may create dependency on the social worker.

The occupational social worker fulfil a dual function to enable the official suffering from psychosocial stress, so that personal growth and development as well as job satisfaction can occur at individual and organisational level. This entails fulfilling an individual therapeutic role and intervening at meso- and macro level to support the official in his/her coping ability and recovery from psychosocial stress in order to achieve better social functioning.

### **3.3 MANAGEMENT'S ROLE IN DEALING WITH PSYCHOSOCIAL STRESS**

In chapter two psychosocial stressors intrinsic to the Department of Correctional Services was highlighted. The challenge facing management of the Department of Correctional Services lies in the transition from conservative, bureaucratic management styles to the rethinking of their approaches so that personnel can be empowered. This corresponds with Cronjé's (1996:37) opinion that empowerment and capacity building are two very important components of any intervention strategy utilised by social workers or agencies, for example the Department of Correctional Services. Management, therefore cannot ignore the societal context in which they operate. The purpose of this segment of this chapter is to describe the contribution management can make in the empowerment of correctional officials in dealing with psychosocial stress. This will be done by describing a theoretical perspective of the principles of an empowerment practice by management. Secondly a managerial framework will be discussed for management to utilise in order to effectively support the correctional official in dealing with psychosocial stress.

#### **3.3.1 Theoretical principle of an empowering approach**

Abels and Murphy (1981) developed the normative approach for social work management, but the researcher deems it as an appropriate point of departure when making recommendations to the Department of Correctional Services with regard to supporting of staff suffering from stress. According to Weekes (1999:314) normative theory seeks to evaluate events and to formulate a coherent set of principles that will structure action. Management should be motivated to promote the following principles in their efforts to empower correctional officials suffering from psychosocial stress.

- Managerial actions should lead to just consequences.  
This implies that the Department of Correctional Services should be very clear on what they expect from correctional officials. It also implies that officials should be trained to seek sound and effective solutions to problems of stress as it relates personally or professionally.
- The organisational structure should ensure a democratic environment, whereby the relationships within the organisation should be structured within a framework of inclusivity by management and staff.
- Agency social interactions should be synergistic.  
Synergistic relationships within the Department of Correctional Services should allow for mutual problem solving strategies between management and staff. According to Cronjé (1998:3) problems, for example psychosocial stress, should be seen as mutual concerns by management and staff.
- Management should foster the independence of staff through continued support. This implies that management is responsible for encouraging and promoting the development of its staff.

If management of the Department of Correctional Services should adopt the underlying principles of the normative approach it will be able to empower and develop individual correctional officials' skills to effectively deal with their own level of stress. In the end this could create a more productive and healthy social functioning personnel corps.

### **3.3.2 Managerial framework for addressing psychosocial stress**

According to Cartwright and Cooper (1997:22) many organisations have introduced global changes to deal with some of these stressors, for example providing counselling for personal and health promoting activities such as exercise programmes and team building gatherings. Although the health message is important, little attention is given to more specific issues that trouble managers and personnel as well as to pragmatic ways of dealing with it. Correctional officials' present level of psychosocial stress demands that management adopts the underlying principles of a normative approach as a prerequisite for the empowerment and support of staff in dealing with psychosocial stress. Gmelch

(1982:157) furthermore states that most managerial stressors can be controlled by not only reacting to symptoms only, but to address work related stress at its cause. He proposes a seven step plan which management can implement when analysing and constructing an action plan when dealing with psychosocial stress. These steps include:

- Selecting the most bothersome stressors and choosing one to resolve
- Searching for the causes of the stressor
- Generate possible solutions to remedy the causes
- Formulation of an action plan to alleviate the one cause
- Developing a time frame to implement the action plan
- Selecting a completion date and follow-up method and evaluating the effectiveness of the action plan
- Investigating the potential or additional problems the action plan may have created.

Following, a seven step plan that management can utilise to address stress as proposed by Gmelch (1982), will be discussed.

### **1 Stressor selection**

According to Gmelch (1982:161) the purpose of this step is to identify a stressor unique to the organisation and selecting one to resolve. In considering which stressor to address, it is important to consider whether the issue is internally controlled by what management does or externally induced and beyond their control. For example, management may view their influence over policy and regulations at national or provincial level as minimal, but may view their ability to regulate staff activities such as sports days or daily tasks of employees more positively. The question of internal-and-external control is important, because the success of the first stress programme is needed to gain confidence and commitment to resolve more difficult stressors (Gmelch, 1982:161). The stressor that is attempted to resolve should be the one with the most likelihood of success. It can therefore be helpful when choosing a stressor to resolve, that management should reach consensus by the process of brainstorming. This implies that members of management should all put their ideas forward in order to make an informed choice. Afterwards it is important to choose the stressor, which if reduced, reduce the stress of others in the organisation.

## **2 Identifying the cause of stressors**

To resolve stressors, it is important to discover what caused it. This implies identifying causal factors in and outside the organisation. Gmelch (1982:164-5) is of the opinion that clues should be looked for in sources such as the physical environment. Examples are danger, within the organisation, for example role conflict; interpersonal issues such as racism; personal problems for example depression and external for instance family problems and interests outside the workplace. It is therefore evident that each stressor could have a multitude of causes as discussed in chapter two and that there is no simple or one off solution to it.

## **3 Generating solutions**

The generation of solutions by management is geared towards generating solutions to alleviate the causes of stress. It includes a careful and logical search for specific actions that will alleviate the cause of the stressor (Gmelch, 1982:166). The causes identified in step two can be used as a set of problem statements from which to develop a solution. The next step would then be to identify solutions for each of the causes. In this management can gain from relying on personnel's past experiences and knowledge for example some correctional officials have more than twenty years of experience of how to resolve staff conflicts. Management however, has to be open and flexible enough to creatively look for new ideas. Gmelch (1982:169) identifies four resources for creative solutions, namely:

- (a) Consulting other personnel
- (b) Approaching consultants who have the advantage of objectivity when looking for solutions
- (c) Using literature and the most current research findings on the issue
- (d) Drawing from managers own reasoning ability for innovative ideas or even approaching some friends to help brainstorm about possible solutions.

## **4 Developing an action plan**

- After selecting a stressor and generating a list of potential solutions, it is now time to review the list of solutions and selecting the best plan of action. Gmelch (1982:169)

states that it would be wise to select a small and manageable solution, because an extravagant, perfectionist plan may lead to discouragement and abandonment in the long run. The first action plan should be selected on the basis of creating the least disruption of routine and organisational flow. For example the sudden introduction of new times for the serving of meals to inmates in the Department of Correctional Services, created huge dissatisfaction amongst correctional officials, since many of them stay far from work and as a result, arrive late at home. In the end many stations blatantly refused to implement this decision by management. It therefore has to be remembered that with change comes a level of stress which may cause resistance to the action plan. Cronjé (1998:5) confirms this by stating that there is a general consensus that change within an organisation should be managed or planned.

Only when there is a methodological plan, will people perceive change as an opportunity and not a threat. In order to foster support for an action plan, staff should play a major role in its formulation. It also requires management to relinquish some authority to staff to facilitate their active involvement in the development of an action plan to deal with stress. This can also add to creating a team spirit between management and staff in their effort to curb stress.

Therefore, an action plan which is least obstructive, but still productive, should be selected. The action plan chosen should be the one most likely to assure success, because success first time around will reinforce confidence and increase the implementation of more difficult changes in future.

Finally and very importantly, that only one action plan should be dealt with at a time to prevent confusion and discouragement, which in the end may cause more stress. Gmelch (1982:169) suggests four guidelines/actions when attacking stress:

- Interim actions which are usually the first kind of action taken, while searching for a more long term solution.
- Adaptive action which is taken when the cause of psychosocial stress is externally induced for example the continued rise of the petrol price places financial strain on the correctional official's travelling costs to work. The Department of Correctional Services

should therefore explore various ways to support their staff in this regard.

- Corrective action eliminates the cause that produces the stress in the first place.
- Contingency action entails standby actions to minimise the effects of a serious stress attack.

The first three actions play a major role in the seven step action plan, and it defines what management can do to alleviate the causes of stress before it arises. According to Gmelch (1982:170) it is important to note that each action has strengths and limitations, otherwise management may falsely believe that they have addressed the causes of a stressor while they only adapted to its tension level. This could mean that they only temporarily solved a problem, but not on the long term. In the end this can lead to an escalation of a stressor's impact.

## **5 Implementation of action plans**

The next task is to integrate the action plan into everyday managerial style. The action needs to be detailed for management to know exactly what to do, where they will be doing it, how often and when they will be doing it. Without the before mentioned, there will be no substance, structure or direction to the action plan. These steps therefore entail the end of analysing and to start producing.

## **6 Evaluation**

According to Gmelch (1982:171) any action plan to reduce stress should consist of procedures to review its effectiveness in terms of desired results. If not management needs to be flexible and readjust its plan. Cronjé (1998:11) recommends financial market-driven operations and organisational measurements to evaluate empowerment programmes such as a stress reducing action plan.

- Financial measurements refer to where the costs of an action plan is measured against an appropriate budget and its performance measured against goals.
- Market driven measurements include the measurements of goal attainment by community members which can include the members of the Department of Correctional Services for whom the action plan was formulated.

- Operations measurements are aimed at measuring the effectiveness of the process of empowerment of employees in for example reducing their stress levels.
- Organisational measurements can be applied where teams for example divisions on a prison section, are to evaluate the effectiveness of an action plan as they should by now be empowered individuals, responsible for the effective implementation of a stress reducing action plan.

It is therefore imperative that the formulation of an action plan should be done inter alia correctional officials. Management should therefore ensure that the chosen action plan is empowering, achievable, time limited and measurable. According to Gmelch (1982:173) evaluation thus entails reviewing the action plan to see if the skill has been internalised and if so, to what extent did it help to reduce stress. In evaluating the action plan, attention should be given to if it was a corrective, interim or adaptive cause of action.

### **7 Dealing with unintended/additional stress caused**

Changes may be stressful for example The Department of Correctional Services' transformation process, may have some impact on organisational effectiveness. In The Department of Correctional Services affirmative action may have been implemented to rectify the demographic imbalances of the past, which might have led to minorities within its personnel corps to become apathetic and demotivated towards their work. Gmelch (1982:174) therefore states that while the intended plan of action may have been accomplished, additional stress may have been created alongside the intended benefits. In this step management needs to consider how to address such negative consequences and if needed, to modify its action plan to reduce unwanted side effects.

If management adapts the seven steps plan as proposed by Gmelch (1982), it will gain several overall advantages. Firstly, since the plan is segmented, everyone will be continuously focussed. This will imply that everyone involved in the action plan will have smaller, more manageable segments to deal with. Secondly it can provide a framework to serve as guide in processing information to resolve managerial crises. Thirdly the seven step plan is easily explainable and understandable to personnel when supporting them in

their stress reducing efforts.

### **3.3.3 What management can do to prevent psychosocial stress and low job motivation**

Empowered employees, who have a sense of control over and about their job tasks are more resistant to burnout. There are four ways according to Potter (1998), management can implement to increase employees feeling of controllability, namely: Goal-setting, feedback, reinforcement and participation.

#### **(a) Goal setting**

Goals are important, because they provide a target. Without a goal the employee has no professional direction. Goal-setting is highly beneficial when its combined with quality supervision and feedback. It challenges people to stay focussed and interested in their work. When personnel participate in goal-setting, they are more likely to set higher goals and are more likely to achieve them as when it is assigned to them.

#### **(b) Participation**

Potter (1998:269) is of the opinion that the more influence employees have over decisions regarding their work the more motivated they will be to do it since they take some ownership of it. According to Potter (1998:269) in modern society the modern worker is treated like a child. This means that employees are often withheld the opportunity to make independent judgements and therefore denied the opportunity to be treated like responsible adults. According to Knowles (1971:139) as a person matures he/she accumulates a growing reservoir of experience that becomes a resource of learning. His/her readiness to learn is related to his developmental needs and tasks and therefore knows what he/she wants and needs for him-/herself. This according to Botha (1985:241) implies that an adult needs to feel that his/her needs are accepted and that he is respected. Participation of personnel in decisions, therefore opens up the communication channels between management and staff. It also entails that personnel should be consulted about their learning needs and that mutually agreed strategies be formulated as to prevent psychosocial stress from developing.

**(c) Feedback**

For goals to have an effective impact on correctional official's motivation, feedback about work performance is necessary. Feedback is vital to learning otherwise the goal becomes useless. Feedback can contribute to the correctional official taking ownership of goal achievement and this can lead to personal satisfaction and job motivation. So for example if personnel of prison sections are given regular feedback over the drop in escapes, they may experience personal satisfaction to keep it up.

**(d) Acknowledgements**

When and how employees are acknowledged is important as a very powerful staff motivation tool. Effective management entails further to be alert for and acknowledge small improvements or contributions. This is often neglected in a huge government department like the Department of Correctional Services and within individual prison stations. A typical example of this in the Department of Correctional Services, where employees are evaluated for performance bonuses. It often takes months before officials receive these bonuses, if they ever do. Acknowledgement therefore needs to be timeous to have any motivational clout on future performance.

**3.4 IMPROVING ON PUBLIC SECTOR GUIDELINES AS MACRO STRESSOR**

Since the Department of Correctional Services is a government department, many of its policies within individual prison stations are subject to policies and regulations formulated for all public sector officials by national government.

**3.4.1 Improving on nationally prescriptions on departmental codes of conduct**

Since public serviency can be stressful as described in chapter two, Cloete (1990:168) identifies amongst others the following possible steps in maintaining and improving public servants' behaviour without having a stressful connotation to it. These steps may also be applicable to the Department of Correctional Services.:

- Codes of conduct should be worded in such a way that individual personnel get satisfaction out of honouring it by effective service delivery.

- Personnel should be orientated in an explanatory manner about what is expected of his/her behaviour, for example instead of stating that an official will be punished for drinking on the job, it should be declared that such behaviour creates a security risk for fellow personnel and the community. This can make such an official feel guilty and motivate him/her to change such behaviour to the benefit of the organisation.
- All personnel should during their basic training and swearing in, be properly familiarised with for example the Department of Correctional Service's code of conduct. It should be emphasised to them that their individual behaviour can contribute to the attainment of personal, group and community goals of a safe and just society.
- Personnel should also be assisted by specific officials if they are uncertain about what behaviour to follow under certain conditions.
- Government departments such as the Department of Correctional Service, should make provision for rewarding of personnel that has over time followed and contributed to improvements of the code of conduct.

The onus should in the final analyses lie with the Department of Correctional Services to propagate to the broader public sector under which realm they fall, that they will with regard to their personnel replace negative connotations with more positive and motivating stipulations. This encompasses a more people-centred approach to personnel and not just perceiving them as faceless machines in the structure of the Department of Correctional Services.

#### **3.4.2 Stress reducing addressing of grievances**

A department's grievance procedure is aimed at addressing feelings of unhappiness, lack of safety or discrimination in the workplace. While the aim of a grievance procedure can be positive, it is often unresponsive to personnel's needs and in the end it may create stress and demotivation. To make a grievance procedure more responsive to personnel's needs, Cloete (1990:171) recommends that management of a government department such as the Department of Correctional Services should consider the following guidelines:

- There should be a policy declaration by the legislative authority, whereby the efficient treatment of grievances is considered as a recognised personnel administration

function.

- The central institutional procedure for the addressing of grievances should provide a framework for internal organisational arrangements and provide the necessary personnel for it.
- For the treatment of grievances beyond the capability of the relevant supervisor an official should be appointed in each institution to deal with it. These officials may be functional supervisors or officials that are chosen because of their specific training or expertise. It can also be the personnel official if that person has the necessary skill and training.
- Opportunity should be given to personnel to take their grievance to the highest level, for example committees or council until it is satisfactorily addressed. In practice this should mean that grievances should move from the official responsible for dealing with grievances, through the chain of command to the top official in a timeous manner. The ideal route would then be to create formal procedures for the treatment of grievances, within reach of the correctional official on the lowest level of the chain of command.
- It can be to the Department of Correctional Services' benefit if already at the recruitment process, personnel are psychometrically screened for emotional instability that could lead to future maladaptation and eventually to grievances. This may prevent unnecessary grievances or even legal actions against the Department.

### **3.4.3 Attitudinal surveys**

According to Cloete (1990:172) attitudinal surveys can be utilised to learn what personnel's attitudes towards their work, service conditions and other work related issues are. The Department of Correctional Services' personnel department can do this through questionnaires, structured interviews or by approaching expert agencies such as The Human Resource Council. Attitudinal surveys must be seen as a means to discover the causes of grievances and to attempt to remove it. Cloete (1990:172) is of the opinion that even the best policies and practices can be improved. The recruitment and maintenance of a motivated and stress free personnel corps, requires continuing initiatives and innovation to keep track of increasing changes. Through such an approach, the morale of

personnel can be heightened so that the work activities of the Department of Correctional Services is effective and productive.

### **3.5 SUMMARY**

In this chapter the focus fell on the role the occupational social worker could play in the Department of Correctional Services with regard to dealing with psychosocial stress. It can be concluded that the occupational social worker has to intervene at micro-, meso- and macro level to effectively deal with individual and collective correctional officials' psychosocial stress. This implies that the occupational social worker has to have specialised knowledge, a specific attitude and has to adopt various roles and techniques in order to perform various activities, effectively deliver a service and to influence the environment to enable the correctional official to cope with psychosocial stress.

This chapter also focused on what management can do to enhance the working environment of the correctional official to enable him/her to effectively deal with stress and to be productive. Also, the problem of psychosocial stress should not only be addressed in terms of its symptoms, but its root causes should also be investigated and eliminated. The prevention of job burnout as a symptom of work related stress was also discussed and it was concluded that employees need to have a level of control over their work tasks and conditions as a means to prevent burnout. Finally, recommendations were made about how to improve on certain public servant policy and procedural guidelines, as macro stressors. Particular attention was given to the wording of the public service code of conduct and on how to improve on grievance procedures. Suggestions such as attitudinal surveys were also made to the Department of Correctional Services on measures it can implement to assess correctional officials' attitude and work satisfaction.

## **CHAPTER FOUR**

### **A SITUATIONAL ANALYSIS OF PSYCHOSOCIAL STRESS FACTORS EXPERIENCED BY CORRECTIONAL OFFICIALS**

#### **4.1 INTRODUCTION**

People working within the correctional setting are susceptible to a variety of stressors that stem from personal, work related or organisational sources. The loss of manpower, high levels of personnel absenteeism, early retirement and even the death of personnel can be attributed to mismanaged stress (Quick, Murphy and Hurrell, 1992:11). It is therefore important that management as well as professional persons that support employees suffering from stress, have a thorough understanding of the nature of the stress levels they experience as well the means of support they require.

The objectives of this study were to conduct an investigation into the nature of psychosocial stress experienced by correctional officials; to describe specific stressors within the work setting of correctional officials and to suggest coping strategies which can be applied to address the identified psychosocial stress factors.

These objectives were formulated to achieve the aims of the study which were to present guidelines on how to formulate and implement relevant preventative and reactive measures to deal with the destructive results of psychosocial stress experienced by correctional officials.

In the previous chapters, some relevant definitions, factors influencing correctional officials' level of stress as well as the role and strategies that the social worker and management can implement to address psychosocial stress experienced by correctional officials, were discussed. Next, the content and results of an empirical investigation into the nature of psychosocial stress will be discussed to serve as a scientific framework for social work interventions as well as managerial strategies to prevent the occurrence of psychosocial stress and support correctional officials suffering from it.

## **4.2 EMPIRICAL STUDY**

In the empirical study, a questionnaire (Annexure 1) based on the purpose of this study and the literature study was used. According to Arkava and Lane (167-168) questionnaires are economical to utilise with a large group of people as the administration thereof is relatively easy. The questionnaires were posted to sixty correctional officials at Pollsmoor Correctional Facility working at different institutions/sections. Each institution accommodates inmates with different safety classifications ranging from maximum to minimum. The questionnaires were aimed at determining correctional officials' experiences and perceptions of psychosocial stress. They were also aimed at establishing from correctional officials' what their recommendations and views are regarding appropriate social work interventions as well as managerial and national strategies to address the stress that they experience. The officials who completed the questionnaires, range in tenure from seven months to twenty five years experience in a correctional facility. Probability sampling were utilised to allow the researcher to make observations and to generalise from it to a much wider population (Babbie, 1992:192). Respondents' names were randomly chosen from their institution's duty lists. They were also chosen based on the fact they work as correctional officials in prison sections and are therefore directly involved with inmates on a daily basis. The sample excluded staff who are mainly engaged in administrative duties. The study was conducted during October to November 2000. A response rate of 70%(42) was achieved which Babbie (1992:267) considers to be a "very good" representation of the universum.

## **4.3 RESULT OF THE INVESTIGATION**

The information that was gathered, will be presented and discussed in terms of the six sections of the questionnaire. They are:

- Identifying details;
- The nature of current career motivation;
- Factors influencing psychosocial stress;
- The needs of correctional officials regarding social work interventions;

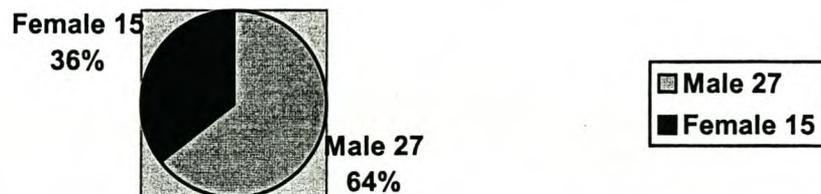
- Recommendations regarding the role of management in addressing stress experienced by correctional officials; and finally
- Correctional officials' future career planning within the Department of Correctional Services.

#### 4.3.1 Identifying details

The following identifying details will now be discussed:

##### *(i) Gender*

The gender of respondents is important, because although stressors may in most cases be the same for male and female correctional officials, this may not always be the case. Respondents were asked to reveal their gender to explore a possible relationship between it and certain stressors. The male and female respondent ratio is illustrated in figure 4.1.



**Figure 4.1: Gender**

Gmelch (1982:13) states that work overload can be considered as an indicator of organisational stressors. Cartwright and Cooper (1997:120) is further of the opinion that working women are particularly vulnerable to work overload in the formal employment sector, because female employees still carry the bulk of domestic responsibilities. It can therefore be concluded that in the case of female correctional officials with a family of

their own , work overload stems from the demands of their work as well as the fact they may be responsible for most of the household chores. This may also imply that female correctional officials experience higher stress levels than their male counterparts, even though they are exposed to the same work related stressors.

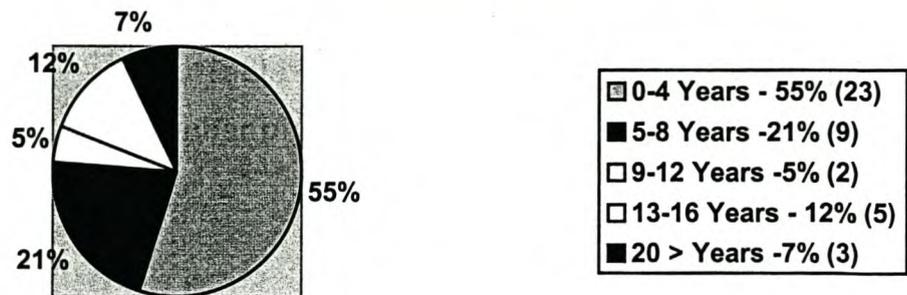
*(ii) Age and service years*

The age and service years experience ratio (see table 4.1 and figure 4.2) is also important, because an employee’s experience of stress may fluctuate in terms of age and years of service in the Department of Correctional Services.

**Table 4.1: Age**

Age	Number of respondents	%
20-24 years	4	9.5
25-29 years	18	42.8
30-34 years	13	30.9
35-39 years	3	7.1
40-44 years	4	9.5
<b>Total</b>	<b>42</b>	<b>100.0</b>

n=42



n=42

**Figure 4.2: Service years**

Immelman (1989:90) is of the opinion that the highest employee turnover rate can be found in the under 25 age group and that it declines in higher age groups. The conclusion can be made that the older the correctional official gets the more likely it is that he/she will remain in the Department. According to Rossouw (1997) young correctional officials are a particularly vulnerable group because they have not been in the Department for a long time. They therefore may not yet have developed the necessary coping skills to deal with the inherent challenges of the job and specific work environment. It can therefore be deduced that an older correctional official with longer tenure, may be more inclined to stay in the Department and may therefore be less susceptible to stress. However, the researcher is of the opinion that the older correctional officials with longer tenure tend to stagnate in their posts and are often not given promotion opportunities. Therefore, they often reach a career plateau which may have some negative consequences. A related factor is the rank of officials. The rank of respondents is important because of a possible negative correlation with their age and number of years in the department . As was mentioned earlier, many respondents have long tenure in the department , but are still in relatively low ranking positions. It was earlier pointed out that this state of affairs could lead to frustration and job dissatisfaction. Table 4.2 illustrates the rank ratio of respondents.

**Table 4.2 Rank of respondents**

<b>Rank</b>	<b>Number of respondents</b>	<b>%</b>
Correctional Official 1	5	11
Correctional Official 2	12	29
Correctional Official 3	25	60
<b>Total</b>	<b>42</b>	<b>100.0</b>

*(iii) Academic qualifications*

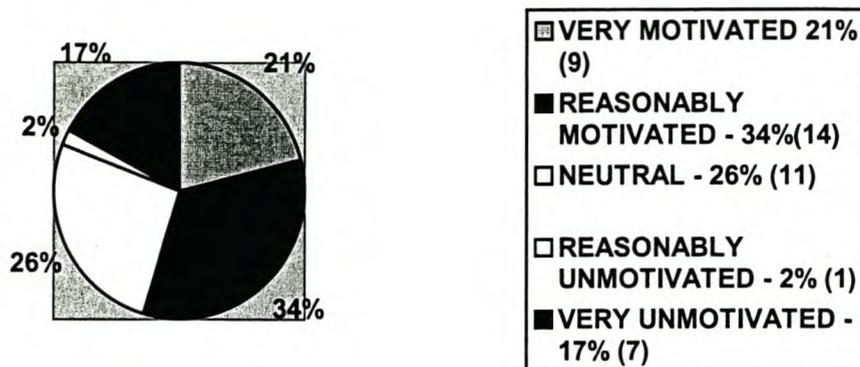
The academic qualifications of respondents are also important, because it has an impact on their access to promotion opportunities and as a result, their job satisfaction. The academic qualification ratios of respondents are illustrated in table 4.3.

**Table 4.3: Academic qualifications of respondents**

<b>Academic Qualifications</b>	<b>Number of respondents</b>	<b>%</b>
Std. 6-10	34	81
Diploma/ degree	8	19
<b>Total</b>	<b>42</b>	<b>100.0</b>

Immelman (1989:91) is of the opinion that the highest employee turnover rate can be found in the 25 year old and under 25 age group as well as the 35-45 year old age group with higher education. The fact that most respondents have academic qualifications of between standard six and matric and are under 35 years of age may imply that that they joined the Department immediately after they left school because they needed a job and could not afford higher education. It can be speculated that they may not necessarily be motivated to work in the Department, but simply need a job. This highlights a very important fact; remaining in an organisation is sometimes the result of economic necessity instead of motivation. This is especially true considering the restrictive economic and labour market conditions in South Africa. Finally, the Department of Correctional Services should seriously consider "looking after" those few higher educated personnel in terms of the threat psychosocial stress hold ,because they may loose not only their expertise, but also the experience they may have because higher age correlated strongly to education as indicated by respondents.

### 4.3.2 Nature of current career motivation



n=42

**Figure 4.3.: Level of career motivation**

Figure 4.3 illustrates correctional officials that were involved in this study's view on their levels of motivation in terms of their work and working conditions.

Of the 42 respondents 9(21%) indicated that they were very motivated; 14(33%) indicated that they were reasonably motivated. In contrast, 1(2%) respondent indicated reasonably on motivation and 8(18%) respondents that they are very unmotivated. Some of the reasons they indicated were: promotional stagnation; lack of recognition by management and abuse by supervisors or senior personnel. Others indicated boredom, poor salaries, nepotism, racism, malpractice by management and the lack of efficient and stimulating programs as reasons for their poor job motivation. It can therefore be deduced from these findings that the Department of Correctional Services has a very diverse personnel corps in terms of their career motivation.

Conradie (1998:78) is of the opinion that a high level of motivation amongst personnel shows enthusiasm and satisfaction for their work. Figure 4.4 indicates however that 41(98%) of respondents consider the motivation amongst their colleagues as low, while 40(95%) of respondents feel that their basic salaries is not enough to fulfil in their basic needs.

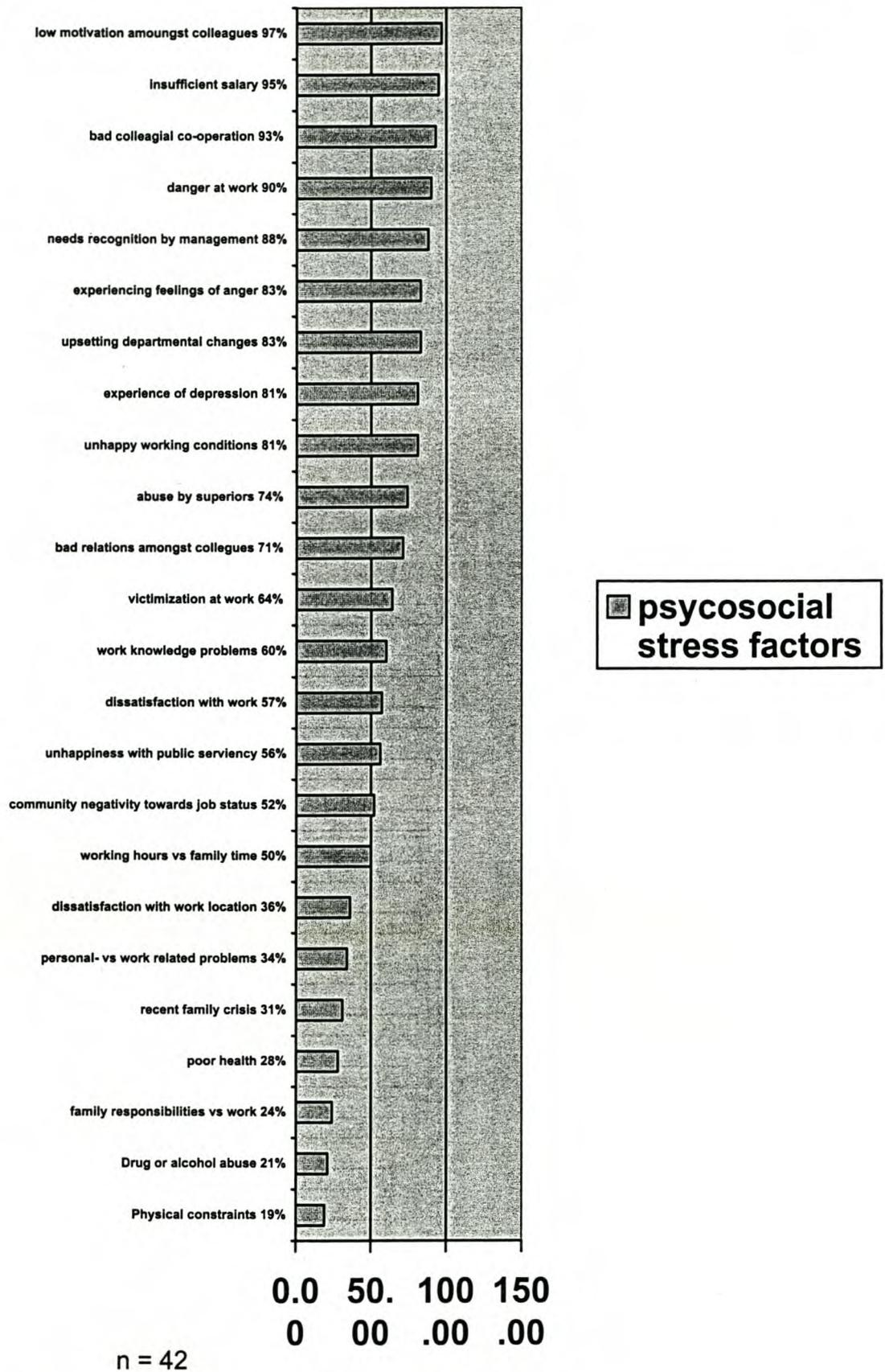


Figure 4.4: Psychosocial stress factors

Considering the fact that systemic reasoning is used by the researcher, the fact that the motivation levels of others are seen to be low, may serve as an impetus for lower motivation even amongst those that are currently expressing high levels of motivation. The low motivation expressed by colleagues may “rub off” on them. It may actually “infect” others!

#### **4.3.4 Psychosocial stress factors**

Stress can be found in all aspects of life. Gmelch (1982) is of the opinion that stress stems from the interaction between environmental constraints, individual character traits and organisational demands. The correctional official is subject to these interchanges on a constant basis. In order to therefore construct an effective framework to address their stress levels it became necessary to establish to what extent they are exposed to stress factors. Respondents' exposure to factors influencing their stress levels are presented in table 4.4 and the rank order of stress factors which most respondents are exposed to in figure 4.4. Respondents were asked to give an indication of the extent to which they experience certain stress factors, ranging from : never; sometimes; often; usually and always. The last four categories are added together and presented in figure 4.4. It will be discussed as a single total in the text. These four categories represents the total number of respondents who actually experienced the stress factors presented in table 4.4.

**Table 4.4: Psychosocial stress factors**

Psychosocial stress factors	Never	Some-times	Often	Usually	Al-ways
I feel a lack of knowledge create problems for me in doing it	40% (17)	45% (19)	5% (2)	7% (3)	3% (1)
I have problems separating my personal problems from my work related problems	66% (28)	19% (8)	3% (1)	7% (3)	5% (2)
I experience feelings of depression	19% (8)	55% (23)	14% (6)	10% (4)	3% (1)
I experience feelings of anger	17% (7)	43% (18)	19% (8)	12% (5)	10% (4)
I experience jealousy or bad relationships amongst colleagues	29% (12)	43% (18)	2% (1)	10% (4)	17% (7)
I use alcohol or drugs more often when I have problems with my work or personal life	79% (33)	12% (5)	0% (0)	7% (3)	2% (1)
I feel dominated or victimised at work	36% (15)	50% (21)	3% (1)	7% (3)	5% (2)
I am unhappy/dissatisfied with the work that I have chosen	43% (18)	33% (14)	10% (4)	10% (4)	5% (2)
I consider the motivation amongst my colleagues as low	2% (1)	40% (17)	24% (10)	12% (5)	21% (9)
Illness or problems with my health makes it difficult for me to do my work	72% (30)	26% (11)	0% (0)	2% (1)	0% (0)
My height, gender or sight interfere with my ability to do my work	81% (34)	12% (5)	5% (2)	2% (1)	0% (0)
My family responsibilities interfere with my work	76% (32)	19% (8)	2% (1)	0% (0)	2% (1)
I have recently experienced a divorce, severe illness or death in my family	69% (29)	21% (9)	0% (0)	2% (1)	7% (3)
My job requires me to be separated from my family for long periods of time	50% (21)	24% (10)	2% (1)	5% (2)	19% (8)
I have experienced negative consequences because of a lack of correctional official-operation amongst colleagues, for example exposure to danger or irregular long working hours	7% (3)	36% (15)	29% (12)	14% (6)	14% (6)
I feel that management does not recognise my needs	12% (5)	33% (14)	19% (8)	24% (10)	12% (5)
I feel abused by my superiors	26% (11)	38% (16)	5% (2)	21% (9)	10% (4)
I am unhappy with the location of the place where I am stationed	64% (27)	17% (7)	7% (3)	2% (1)	10% (4)
I experience problems within the community because of my status as correctional official	48% (20)	38% (16)	12% (5)	0% (0)	2% (1)
I feel that my salary is not enough to fulfil in my basic needs, for example housing, transport, food or medical costs	5% (2)	36% (15)	19% (8)	12% (5)	29% (12)
I am unhappy with the conditions under which I am working	19% (8)	40% (17)	14% (6)	12% (5)	14% (6)
I feel that I am in danger at work	10% (4)	45% (19)	21% (9)	7% (3)	17% (7)
I am unhappy with being a public servant in the Department of Correctional Services	44 (18)%	24% (10)	7% (3)	20% (9)	5% (2)
The department of Correctional Services implement actions or changes that upsets me	17% (7)	36% (15)	12% (5)	14% (6)	21% (9)

n = 42

Most (40) respondents that is ninety five percent, felt that their salaries are insufficient to meet their basic requirements. This number correlates strongly with Mlotshwa's (2001:21) findings that currently over 6000 correctional officials have loans and over 1000 Department of Correctional Services members have negative salaries. The financial problems of members can be worsened by the taking away of overtime compensation which helped many members to supplement their salaries. One respondent indicated his opinion about correctional official salaries in the following statement:

"If members were sufficiently paid to fulfil in their everyday needs they will be less inclined to smuggle with inmates".

According to Jenken (1988:447) management should not mistakenly believe that loyal personnel will remain in their service despite low salaries. The conclusion that can be made is that when an individual's basic needs remain unmet he/she may become more susceptible to other stressors such as family or personal problems. The above also implies that many correctional officials are dissatisfied with their work and this may eventually lead to dysfunctional behaviour or them leaving the Department.

Rossouw (1997:52) states that the correctional official is exposed to the possibility of assault by inmates on a daily basis. Figure 4.4 and table 4.4. Indicate that 39(95%) respondents experience negative consequences because of a lack of co-operation amongst colleagues working on sections which may partially relate to staff's low job motivation. This may also be related to the fact that 38(90%) respondents feel that they are in constant danger at work. It might therefore be deduced that since correctional officials work under such dangerous conditions, co-operation amongst members becomes crucial and that the lack thereof can seriously contribute to stress experienced by correctional officials. This may further explain staff's low motivation.

Most respondents 34(81%) experience feelings of depression and 35(83%) experience feelings of anger on a continuous basis. These figures are considerably higher than the findings of Miner (1985:312) that only 60% of employees experience emotional

problems. Rossouw (1997) states that correctional officials often experience feelings of depression, because of exposure to violence and danger as well as personal problems. It can be argued that the emotional problems of correctional officials are much higher in comparison with other forms of employment because of the unique conditions within the Department. The levels of depression expressed by more than half of the respondents should therefore be seriously considered by management because it may have serious, if not fatal consequences (Quick & Murphy, 1993).

Potter (1998:268) is of the opinion that when employees feel that they are not being recognised, they are more prone to suffer from job related stress. According to table 4.4. and figure 4.4. 37(88%) respondents feel that management does not recognise their needs. One can deduce from this in a hierarchically structured organisation such as the Department of Correctional Services there is very little interpersonal dialogue between management and staff so that the latter's individual needs becomes unattended to. This can be an important predictor to strain and stress on the job (Gmelch, 1982:12).

Fifty percent (21) of respondents indicated that their work requires them to be separated from their families for long periods. This confirms statements by Krinsky, Kieffer and Yollies (1984) that long working hours leaves employees with little time to take care of family and personal affairs. This may exacerbate the correctional official's level of stress since they miss out on the opportunity to fully utilise the family system as a crucial source of support when struggling with work related stress.

Figure 4.4 further illustrates that 35(83%) respondents feel that the Department of Correctional Services implement changes or actions that upsets them. In the Department of Correctional Services new regulations and procedures are often announced without (or with very little) consulting those that may be affected by the changes. Taylor and Vigars (1993:15) are of the opinion that personnel work at their best when they form part of management's decision making process. It can therefore be concluded that if the management of the Department of Correctional Services do not

involve their staff in decisions that directly involve them, it can lead to demotivation and stress at lower levels.

According to Miner (1985:312) findings only 25% of personnel usually experience lack of knowledge about their work. From table 4.4. and figure 4.4 it is evident that up to 60% (25) of respondents experience a lack of knowledge regarding their work. Ngai-Sek-Yum (1993:105) is of the opinion that stress arising from the workplace can arise from ambiguity and one can therefore deduce from this as well as the findings of Miner (1985) that an unacceptable number of correctional officials experience stress with regard to this indicator. The reasons there to could be a lack of clarity of what is regarded as appropriate behaviour regarding their work or a fear of continues reprisal by supervisors. This is supported by Cronje's (1998:8) opinion that changes in organisations must be methodically planned for people to see it as an opportunity and not a threat.

From the analysis of figure 4.4 and table 4.4 it can be concluded that 41(98%) of respondents are experiencing stress from time to time for diverse reasons. A multi-pronged approach is therefore required to address issues of psychosocial stress experienced by correctional officials.

#### **4.3.4 Needs of correctional officials regarding social work intervention**

Rossouw (1997:115) is of the opinion that the social worker rendering services to the correctional official, should have a vast knowledge base in order to construct an appropriate intervention plan. Respondents were requested to give an indication of the type of social work intervention they needed when struggling with personal problems or stress. In table 4.5 various needs for social work intervention, required by most respondents, are presented in rank order.

**TABLE 4.5**  
**Needs for social work intervention**

<b>NEEDS FOR SOCIAL WORK INTERVENTION</b>	<b>YES</b>	<b>NO</b>
Confidentiality	40(95%)	2(5%)
Guidance in stress management	39(93%)	3(7%)
Information about stress	38(90%)	4(10%)
Emotional support	38(90%)	4(10%)
Knowledge and expertise	38(90%)	4(10%)
Questioning skills	37(88%)	5(12%)
Individual treatment	37(88%)	5(12)
Availability of referral resource	37(88%)	5(12)
Self-determination of service termination	29(69%)	13(31%))
An independent social worker	28(67%)	14(33)
Social worker part of multi-disciplinary team	19(45%)	23(55%)
Mobilise colleagues and supervisors for support	19(45%)	23(55%)

n-42

The conclusion can be drawn from the above mentioned table 4.5 that 40(95%) respondents want their problems addressed in a confidential manner. This need is further emphasised by the fact that 28(67%) respondents indicated that the social worker supporting them should not be a member of the Department of Correctional Services. A female respondent emphasised her need for confidentiality in the following statement:

"He/she must not be a member of the Department of Correctional Services, but must have a knowledge about the rules, regulations, acts and the work of the member of the DCS."

This agrees with the literature study where Carrol and Walton (1997) state that staff may be sceptical about where an employee assistance councillor's true interest lies. Are his/her loyalties with employees or are they being used as an instrument under management's control? The issue regarding confidentiality is crucial and is further

highlighted by the fact that only 19 (45%) of respondents indicated that they wanted the social worker to form part of a multi-disciplinary team. Issues of trust come into play as respondents may not feel comfortable with different members on the panel. These findings are in contrast with Rossouw's (1997) findings that 54% of correctional officials want the social worker to form part of a multi-disciplinary team. The great concern regarding confidentiality is also confirmed by the fact that only 19(45%) respondents indicated that they wanted the social worker to mobilise their colleagues and supervisors to support them in overcoming the stress that they might be experiencing.

Marais (1993:43) emphasises that individuals may need support and motivation regarding stress management during person-environment interchanges. The findings of this study supports this conclusion since 39(93%) respondents indicated that they require guidance by the social worker regarding effective stress management. This relates strongly with the fact that 38 (90%) need more information about the causes and consequences of stress. This is supported by Rossouw (1997:188) who states that the social worker should give the correctional official new information and teach them alternative behavioural responses in order to help them to regain their previous levels of social functioning. It therefore confirms that the social worker should fulfil the role of educator, since many correctional officials may have a vague idea of what stress is, but very few have the knowledge to deal with it effectively.

Table 4.5 also indicates that the social worker should support them emotionally and must have a thorough knowledge of how to assist them with personal problems. The vital role that the social worker has to fulfil in providing emotional support and guidance to the correctional official that struggle with psychosocial stress, is supported by the fact that 29(69%) respondents indicated that they want the social worker to determine when services should be terminated. Care should however be taken to prevent the correctional official from becoming overly dependent on the social worker. Rather, attempts should be made to create a counselling relationship of mutual responsibility when addressing the correctional official's personal problems or stress.

#### 4.3.5 Role of management in addressing psychosocial stress

Cartwright and Cooper (1997) are of the opinion that although many organisations have introduced various measures to enable their staff to deal with stress, they are often impractical. Gmelch (1982) further states that management should start by addressing the root causes of stress. Table 4.6. illustrates in rank order respondents' dissatisfaction with the lack of managerial steps to reduce the experience of stress and job dissatisfaction.

**TABLE 4.6**  
**Role of management**

<b>ROLE OF MANAGEMENT</b>	<b>NO</b>	<b>YES</b>
Enough promotional opportunities	40(95%)	2(5%)
Satisfaction with the merit system	30(71%)	12(29%)
Accommodated at work	26(62%)	16(38%)
Work interesting and meaningful	21(50%)	21(50%)
Coping with workload	17(40%)	25(60%)
Sufficient Knowledge of Work	15(36%)	37(64%)
Effective Grievance Procedure	14(33%)	28(67%)
Satisfaction with EAP Programme	14(33%)	28(67%)
Satisfaction with Shifts	12(29%)	30(71%)

n-42

According to Table 4.6 respondents identified the following as major areas of concern that management should attend to. Firstly, 40(95%) respondents feel that management do not provide enough opportunities for promotion and personal growth. Furthermore, 21(50%) of the respondents do not find their work interesting, 26(62%) feel that they are not being recognised or accommodated at work and 30(71%) are dissatisfied with the present merit system of the Department.

A respondent indicated his frustration with the Departments' merit system in the following statement:

"Not only the present merit evaluation, but also the future promotional criteria I find problems with. All promotions have been put on hold until further notice. Therefore irrespective if you are a loyal hardworking member, your future has been put on hold and no one knows if it would be negative or positive feedback."

Krinsky *et al.* (1984:21) are of the opinion that inadequate access to promotion opportunities, lack of recognition and nepotism in the workplace can be stressful for the individual. Concerning opportunities for promotion and growth, respondents were asked to give an indication from five alternatives, of what management could do about it. The total number of suggested indications from the 40(95%) dissatisfied respondents were 131. The most important of these were: 25(63%) respondents feel promotions should be based on merit; 23(58%) respondents feel that management should create more promotional posts while 32(80%) respondents feel that they should be rotated through various departments to gain more knowledge. These three most important suggestions totals 80 (61%) of all responses that were made. Mobley (1982:93) argues that there is a strong correlation between an employee's level of compensation and their job motivation. It can thus be concluded that professional mobility or lack thereof in a stressful work setting such as Correctional Services, can have an important impact on the correctional official's ability or motivation to deal with psychosocial stress. This is reiterated by Jenkins' (1988:447) statement that management should not mistakenly believe that staff will remain loyal despite low salaries.

Related to the latter discussion and as previously indicated, 30(71%) respondents are dissatisfied with the present merit system in the Department of Correctional Services. Respondents were asked to give an indication from four alternatives on what management could do about the present merit system. The total number of suggested indications of respondents were 77. Of the 30(71%) dissatisfied respondents, 23(77%) felt that achievements should be fairly evaluated, which may indicate that it is not presently the case. Furthermore, 20(67%) respondents feel that members should be rewarded for the work that they actually do. Eighteen (37%) respondents feel that members should be rewarded based on merit and 16(53%) indicated that management

should take a personal interest in their work. This supports Stoner and Freeman's (1989:445) assertion that rewards should be related to and contingent upon achievement. From the responses by the respondents one can deduce that management should be able to utilise individual knowledge about their personnel to individualise rewards. Moreover, an employee should be able to view his/her financial and professional rewards as fair according to his/her input.

Cartwright and Cooper (1997:166) are of the opinion that workload diversification may prevent demotivation and stress. Table 4.6 indicates that 21(50%) respondents do not regard their tasks as interesting and meaningful. Suggestions to management in alleviating this included that more personnel should be given the opportunity to attend courses to acquire new skills (15 respondents or 90%); 10(48%) indicated that management should assess which tasks staff are interested in while 9(43%) respondents felt they that should be given different tasks to perform. These findings correspond well with the literature and may suggest that many correctional officials may view their work as monotonous and unfulfilling. It also reiterates as previously stated, in accordance with Stoner and Freeman (1989), that management should have an individualised knowledge of their employees. This may also assist management in staying in touch with their employees' needs. Sears (1988) reiterates this further by stressing that management should possess the interpersonal skills to identify needs and develop staff.

Fourteen respondents (33%) are also dissatisfied with the way the Employee Assistance Programme (EAP) functions within the Department of Correctional Services. Considering the comments made by respondents, it is significant to note that many respondents are not aware of the EAP programme and do not see it as an avenue they can explore in order to help them deal with their stress levels. Others feel that the programme is not very visible and that the marketing of the programme should be extended. A confused male respondent stated: "What and who is EAP/employee assistance programme? Does it give members money with financial problems?"

Some respondents feel that the EAP practitioner should personally visit members' homes, while others feel that more EAP practitioners should be employed.

Table 4.6 further indicates that 14(33%) respondents are dissatisfied with the Department of Correctional Services' grievance procedure as an avenue to deal with their job related complaints. Some feel that the amount of time and channels required to address a grievance should be reduced. This relates to Cloete's (1990) view that an extremely cumbersome grievance procedure may discourage staff from using it. Respondents also advocated for clear and coherent policies to be implemented because the long chain of command that the grievance procedure follows renders it impractical for staff member at ground level.

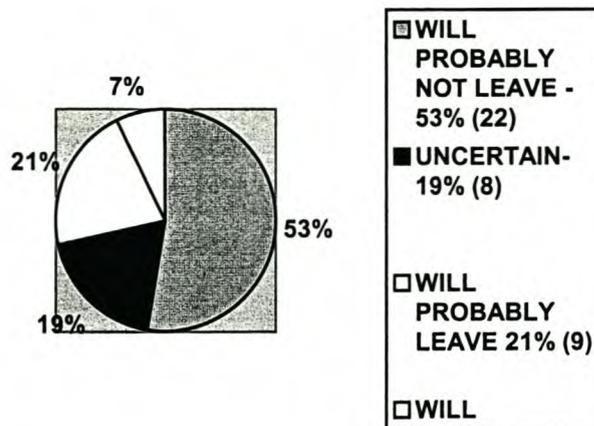
A final area of discontent is the present shift system within the Department of Correctional Services. Ross (1993:91) describes burnout as "the last stage of stress" and also as a syndrome of emotional exhaustion, depersonalisation and reduced personal accomplishment that can occur amongst individuals who work with people for example correctional officials dealing with inmates. Table 4.6 indicates that 12(29%) respondents had serious problems with the present shift system .A female respondent expressed her frustration with the present shift system in the following statement:

"We are working long hours for a period of 12 days. Then we only get 2 days off before the next 12 day week starts. Officials should get more time off during the week since most of the time we do not get enough time to look after our own personal needs."

One can thus conclude from statements such as these as well as the research findings that burn-out as it pertains to the present shift system is very prevalent and that management should seriously look at ways to overcome it.

#### **4.3.6 Future planning in terms of career**

Respondents were asked to give an indication from five options regarding their future career plans in the Department of Correctional Services and the findings are presented in figure 4.5.



n = 42

**Figure 4.5: Future career planning**

Figure 4.5 illustrates that 22(52%) respondents indicated that they would probably not leave the Department of Correctional Services. It should however be noted that the majority of respondents are between 20 and 35 years old with a relatively short career within Correctional Services. According to Gerber, Nel and Van Dyk (1994:220) as well as Immelman (1989) it should be remembered that turnover often occurs early within an employee's career. Eight (19%) respondents indicated uncertainty; 9(21%) respondents indicated that they would probably leave the Department, while 3(7%) respondents indicated that they will definitely leave the Department of Correctional Services. According to Gladstone and Reynolds (1997:33) employees who previously took job security and benefits for granted, now have to face a reality in which organisations can no longer provide long-term employment or foster employees' sense of self worth. Factors that may contribute to the respondents' negativity towards their future in the Department of Correctional Services may include the ongoing rationalisation that is taking place in many government departments which have implications for staff benefits, job security and promotional opportunities. Considering the previously mentioned job market realities in South Africa, many may remain because of economic necessity as well as the fact that there are still a number of fringe benefits in place within the Department of Correctional Services. Therefore, it would be prudent for top

management to reconsider further rationalisations in terms of employee benefits and job security.

#### **4.3.7 Needs of correctional officials not addressed in this questionnaire**

Respondents were asked to give an indication of other factors contributing to them experiencing stress. They were also asked to express their needs regarding social work intervention and give recommendations in terms of management's role in addressing their levels of psychosocial stress. Percentages are not available since respondents were asked to respond to open questions and were requested to give this information in writing only.

Several correctional officials felt that top management and top government officials are the only people that are properly remunerated. Others felt that inmates' rights receive precedence over their rights while they are constantly subjected to abuse by inmates. Some even suggested that inmates' rights should be curtailed. Many officials feel that the downsizing of employee benefits make them insecure about their future within the department of correctional services.

Concerning social work intervention some respondents felt that the social worker should intervene with family and work related problems in isolation from each other. Others felt that the correctional official should be open to intervention by the social worker and seek help as soon as possible.

Respondents also made recommendations on how management and central government could support them in alleviating their stress levels. Some stated that less time should be spent discussing problems and that more practical actions should be taken. Others felt that management should take serious steps regarding the safety conditions under which they are working.

#### **4.4 SUMMARY**

In this chapter the empirical investigation was explained, analysed and interpreted. It is evident that correctional officials have a very high and varied level of stress which stems from the specific working environment, personal and family life, organisational demands and constraints on local, provincial and national levels. It was indicated in this study that social intervention should be specialised, uniquely tailored for every individual, supportive and confidential in nature.

This investigation also clearly indicated management's role in supporting correctional officials suffering from psychosocial stress. It also identified the limitations management has in its present procedures and structures in preventing and addressing correctional officials' stress levels.

In the following chapter, conclusions will be made based on the empirical and literature study. This will be followed by recommendations regarding social work and managerial intervention strategies to prevent psychosocial stress and support the correctional official suffering from it.

Lastly, the fact that such a high number of respondents are experiencing problems with managerial practices in the Department of Correctional Services, may indicate that the latter functions in isolation from officials at grassroots level.

## **CHAPTER FIVE**

### **CONCLUSIONS AND RECOMMENDATIONS**

#### **5.1 INTRODUCTION**

The purpose of this research is to provide direction for the formulation of a scientific framework to prevent psychosocial stress and support correctional officials suffering from it. This purpose was achieved since the correctional official's job motivation, factors influencing his stress levels; his/her needs regarding social work intervention; management's role in addressing stress experienced by correctional officials and the latter's future career planning was investigated by means of a literature study and an empirical study. Conclusions will now be made to serve as a framework for social work as well as managerial interventions to address psychosocial stress experienced by correctional officials.

#### **5.2 CONCLUSIONS**

In terms of the findings of this research, the following conclusions can be made:

##### **5.2.1 Identifying details**

The respondents consisted of male and female correctional officials working at Pollsmoor Correctional Facility. The sample was a good representation of sectional correctional officials. It was drawn from different prison institutions ranging from minimum to maximum classifications of inmates. It was concluded that the gender of respondents could be considered important, because often the stressors are the same for male and female respondents, but not in all cases since the dual roles and responsibilities that female correctional officials with families of their own has.

Respondents' ages ranged between 20 and 45 years while their service years ranged between 7 months and 25 years. It was concluded that the longer a correctional official stays in the Department, the more likely it will become that he/she will stay, but that

older officials may be frustrated because of professional stagnation. The rank of most officials showed a negative correlation with service years as it supports the previous conclusion of promotional stagnation that many older respondents with a long tenure may experience further.

It was found that most respondents do not have a higher education and it was concluded that they may not have been able to afford it and that they may have joined and remained in the Department of Correctional services because of economic necessity. Limited education could also impact access to possible promotion.

### **5.2.2 Job-motivation**

The job motivation amongst correctional officials can be considered as reasonably acceptable, but not very high. This may be attributed to the fact that most sectional correctional officials are relatively young and in the early stages of their careers. It is evident that those correctional officials with longer service years are least motivated. The researcher is of the opinion that this is the result of the previously discussed career plateau that occurs amongst older members.

### **5.2.3 Factors influencing psychosocial stress**

It is very evident that stressors experienced by correctional officials are varied including feelings of anger and depression; bad collegial relationships, personal problems and general dissatisfaction with managerial styles and some Departmental actions and procedures.

The findings indicated low motivation amongst colleagues as the most significant indicator of stress by respondents and it was concluded that this has a definite relation to the third highest indicator of stress namely a lack of co-operation amongst staff. In the final analyses it can be concluded that this negatively relates to most respondents perceptions that they are in constant danger at work.

The findings of this study also proved that correctional officials are much more prone to suffer from emotional problems such as depression and anger in comparison to most other forms of employment and that management therefore has to take in a decisive stance towards it since it may have very serious repercussions.

Respondents furthermore indicated a lack of personal involvement by management to their needs and it was concluded that they are more prone to suffer from stress. This also partially relates to most respondents' perception that the Department of Correctional Services makes decisions and implement changes that upset them. This could lead to demotivation by staff on ground level.

The research findings also indicated that many respondents experience separation from their families because of work. It can thus be concluded that they relinquish the family as support system when dealing with stress.

It is very evident that many correctional officials do not feel that they have an appropriate avenue to deal with their stress. If this situation prevails, it will certainly exacerbate correctional officials' low levels of job motivation estrangement from departmental goals and poor social functioning.

#### **5.2.4 Needs regarding social work intervention**

It can be concluded that the vast majority of correctional officials are in dire need of social work intervention to assist them in effectively dealing with stress. A general theme that prevails is the need for confidentiality regarding social work intervention and a degree of scepticism towards an in-house social work model. The issue surrounding confidentiality was further emphasised by the fact that the majority of respondents do not want the social worker to mobilise their colleagues or supervisors to support them when suffering from psychosocial stress.

It can furthermore be concluded that there is a great need for emotional support by the social worker which emphasises the fact that the Department of Correctional Services does not have sufficient structures in place to support officials during stressful periods.

It can be concluded that stress is a very vague concept for most correctional officials and this strains their ability to deal with it effectively. This was proven by the empirical investigation where the overwhelming majority of respondents indicated a need for social work guidance in that regard and the majority a need for more knowledge about the causes and consequences of stress.

#### **5.2.5 The role of management regarding stress relief**

The researcher can further conclude that management has a vital role to play in supporting the correctional official when coping with stress by providing more opportunities for promotion and personal growth; compensating personnel on merit and by being individually sensitised. Moreover, based on the literature study and the findings of this study it is important to note that there is a strong correlation between levels of compensation and job motivation. Therefore if the present situation remains unattended to by management of the Department of Correctional Services it may impede correctional officials' ability and motivation to deal with psychosocial stress.

The before mentioned recommendations by respondents are indicative of a low level of involvement by management in the practical stressors which correctional officials may face. It can also be an indication of a huge gap between policy formulation and implementation. This is supported by the fact that the majority of respondents claim that management often implement changes which they find disturbing on ground level. Some respondents also indicated that the Department of Correctional Services has some good policies in place, but that middle-level management sometimes fail to comply with it.

The findings also indicated the limitations of present attempts by management to deal with psychosocial stress through the induction of an Employee Assistance Programme and the long standing grievance procedure for employees within the Department of

Correctional Services. Respondents also indicated a vagueness about the EAP programme while others consider the grievance procedure as a time consuming, demotivating and general unresponsive avenue to address their work-related stress.

### **5.2.6 Future career planning**

More than half of the respondents indicated that they would probably not leave the Department of Correctional Services. This percentage should however not be considered proof that satisfaction exists or that there is an absence of stress. As discussed in the literature study, the systemic paradigm states that mutual influencing exists. Therefore personnel who intend leaving, may negatively impact on others' intention to remain in the Department.

## **5.3 RECOMMENDATIONS**

The following section contains recommendations based on the findings and conclusions made in the research.

### **5.3.1 The role of management**

- (i) Management should seriously adopt a multi-pronged approach to address issues of psychosocial stress experienced by correctional officials by starting to address stress at its roots.
- (ii) That members should be involved through their representative structures in the decision making process ,especially with regard to decisions that have a direct impact on them.
- (iii) That all levels of staff engage in capacity building in order to develop interpersonal skills. This can be achieved by providing more opportunities to attend developmentally orientated courses.
- (iv) That the dangerous conditions under which members work should be seriously addressed as it may have serious consequences.
- (v) That staff should be given recognition for performance by developing a performance- driven merit system for the Department.

- (vi) That shifts be streamlined to provide more time to spend with family to prevent burn-out from occurring.
- (vii) That the amount of time and channels to address members' grievances should be reduced.
- (viii) That further rationalisations be reconsidered in terms of employee benefits and job security.
- (ix) That regular attitudinal surveys be conducted to learn what members' attitudes towards their work, service conditions and other work related issues are.

### **5.3.2 The role of the social worker/EAP councillor**

- (i) The number of EAP-councillors should be vastly increased to comply with a more acceptable international norm of a 1:200 ratio as opposed to the 1:1200 ratio at Pollsmoor Correctional Facility and other managerial areas.
- (ii) The social worker should have a vast knowledge base in order to construct an appropriate intervention plan. This include providing information regarding stress management and teaching correctional officials alternative behavioural responses in order to help them regain their previous level of social functioning
- (iii) The social worker should treat correctional officials' problems in a confidential manner. This can be enhanced if the social worker is a neutral member of the Department of Correctional Services and if he/she functions independently.
- (iv) The social worker should provide emotional support to the member.
- (v) Employee Assistance Programmes and social work services should be actively marketed in order to increase awareness of the benefits that they may have.

### **5.3.3 Possible areas for future research**

Firstly, more research is needed to determine the exact relationships between stressors and other variables such as age, tenure and gender. Although highly relevant, it fell outside the ambit of this particular empirical study.

Secondly, considering the well-documented levels of danger within the correctional setting, perhaps it would be necessary to investigate its impact on suicides within the Department of Correctional Services.

Lastly in order to promote a preventative perspective more fully, it would be interesting to study the reasons why some members do *not* develop symptoms of stress even though they are exposed to similar stressors. Such findings will no doubt become crucial in empowering members to prevent stress *before* its harmful consequences manifest.

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## ANNEXURE A

### CONFIDENTIAL

#### UNIVERSITY OF STELLENBOSCH DEPARTMENT OF SOCIAL WORK

I am André le Tape and I am a social worker doing research at Pollsmoor prison. This questionnaire will aid the social worker to determine the level of stress experienced by correctional officials. Please assist me by completing the following questionnaire as honestly as possible. This information will be treated confidentially and you don't need to write your name. Your assistance will be much appreciated.

#### The nature of psychosocial stress experienced by Correctional Officials

#### Questionnaire for Sectional Correctional Officials

#### **INSTRUCTIONS:**

- Completed questionnaires can be handed in at your duty office or to me at B4-Section on or before 30 October 2000.
- For further information call me at ext. 225/177
- Please complete the questionnaire as comprehensively as possible. Please indicate your choice with an X where applicable.

#### **1. IDENTIFYING PARTICULARS**

<b>GENDER: MALE</b>	
: FEMALE	
<b>AGE</b>	
<b>SERVICE YEARS WITHIN THE DCS</b>	
<b>ACADEMIC QUALIFICATIONS:</b> -Less than std 6 -Std 6 to std 10 -Diploma/Degree	 _____ _____
<b>RANK e.g. KB II, III</b>	

**2. NATURE OF CURRENT CAREER MOTIVATION**

**2.1 How would you describe your current level of motivation in terms of your work and working conditions? (Indicate with a cross (X) in the space which represents your attitude):**

- Very motivated
- Reasonably motivated
- Neutral
- Reasonably unmotivated
- Very unmotivated

**2.2. If your response to the above question was reasonably unmotivated or very unmotivated, please explain why:**

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**3. FACTORS INFLUENCING PSYCHOSOCIAL STRESS**

**3.1 Do you feel that a lack of knowledge about your work create problems for you in doing it?**

Never(0%)	Sometimes(25%)	Often(50%)	Usually(75%)	Always(100%)
-----------	----------------	------------	--------------	--------------

**3.2 Do you have problems separating your personal problems from your work related problems?**

Never(0%)	Sometimes(25%)	Often(50%)	Usually(75%)	Always(100%)
-----------	----------------	------------	--------------	--------------

**3.3 Do you experience feelings of depression?**

Never(0%)	Sometimes(25%)	Often(50%)	Usually(75%)	Always(100%)
-----------	----------------	------------	--------------	--------------

**3.4 Do you experience feelings of anger?**

Never(0%)	Sometimes(25%)	Often(50%)	Usually(75%)	Always(100%)
-----------	----------------	------------	--------------	--------------

**3.5 Do you experience jealousy or bad relationships amongst colleagues?**

Never(0%)	Sometimes(25%)	Often(50%)	Usually(75%)	Always(100%)
-----------	----------------	------------	--------------	--------------

**3.6 When you have problems with your work or in your personal life, do you use alcohol or drugs e.g. dagga more often?**

Never(0%)	Sometimes(25%)	Often(50%)	Usually(75%)	Always(100%)
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**3.7 Do you ever feel dominated or victimised at work?**

Never(0%)	Sometimes(25%)	Often(50%)	Usually(75%)	Always(100%)
-----------	----------------	------------	--------------	--------------

**3.8 Are you ever unhappy/dissatisfied with the work that you have chosen?**

Never(0%)	Sometimes(25%)	Often(50%)	Usually(75%)	Always(100%)
-----------	----------------	------------	--------------	--------------

**3.9 Would you consider the motivation amongst your colleagues as low?**

Never(0%)	Sometimes(25%)	Often(50%)	Usually(75%)	Always(100%)
-----------	----------------	------------	--------------	--------------

**3.10 Does any illness or problems with your health make it difficult for you to do your work?**

Never(0%)	Sometimes(25%)	Often(50%)	Usually(75%)	Always(100%)
-----------	----------------	------------	--------------	--------------

**3.11 Does your height, gender or sight interfere with your ability to do your work?**

Never(0%)	Sometimes(25%)	Often(50%)	Usually(75%)	Always(100%)
-----------	----------------	------------	--------------	--------------

**3.12 Do your family responsibilities interfere with your work?**

Never(0%)	Sometimes(25%)	Often(50%)	Usually(75%)	Always(100%)
-----------	----------------	------------	--------------	--------------

**3.13 Have you recently experience a divorce, severe illness or death in your family?**

Never(0%)	Sometimes(25%)	Often(50%)	Usually(75%)	Always(100%)
-----------	----------------	------------	--------------	--------------

**3.14 Does your job require you to be separated from your family for long periods of time?**

Never(0%)	Sometimes(25%)	Often(50%)	Usually(75%)	Always(100%)
-----------	----------------	------------	--------------	--------------

**3.15 Have you ever experience any negative consequences because of a lack of co-operation amongst colleagues, for example exposure to danger or irregular long working hours?**

Never(0%)	Sometimes(25%)	Often(50%)	Usually(75%)	Always(100%)
-----------	----------------	------------	--------------	--------------

**3.16 Do you feel that management does not recognise your needs?**

Never(0%)	Sometimes(25%)	Often(50%)	Usually(75%)	Always(100%)
-----------	----------------	------------	--------------	--------------

**3.17 Do you feel abused by your superiors?**

Never(0%)	Sometimes(25%)	Often(50%)	Usually(75%)	Always(100%)
-----------	----------------	------------	--------------	--------------

**3.18 Are you unhappy with the location of the place where you are stationed?**

Never(0%)	Sometimes(25%)	Often(50%)	Usually(75%)	Always(100%)
-----------	----------------	------------	--------------	--------------

**3.19 Do you experience problems within the community because of your status as correctional official?**

Never(0%)	Sometimes(25%)	Often(50%)	Usually(75%)	Always(100%)
-----------	----------------	------------	--------------	--------------

**3.20 Do you ever feel that your salary is not enough to fulfil in your basic needs, for example housing, transport, food or medical costs?**

Never(0%)	Sometimes(25%)	Often(50%)	Usually(75%)	Always(100%)
-----------	----------------	------------	--------------	--------------

**3.21 Are you unhappy with the conditions under which you are working?**

Never(0%)	Sometimes(25%)	Often(50%)	Usually(75%)	Always(100%)
-----------	----------------	------------	--------------	--------------

**3.22 Do you feel that you are in any danger at work?**

Never(0%)	Sometimes(25%)	Often(50%)	Usually(75%)	Always(100%)
-----------	----------------	------------	--------------	--------------

**3.23 Are you unhappy with being a public servant in the Department of Correctional Services**

Never(0%)	Sometimes(25%)	Often(50%)	Usually(75%)	Always(100%)
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**3.24 Does the department of Correctional Services implement actions or changes that upsets you?**

Never(0%)	Sometimes(25%)	Often(50%)	Usually(75%)	Always(100%)
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**3.25 Can you think of any other factors that may contribute to you experiencing personal problems/stress?**

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**4. NEEDS OF CORRECTIONAL OFFICIALS SUFFERING FROM PSYCHO-SOCIAL STRESS WITH REGARD TO SOCIAL WORK INTERVENTION**

**4.1.1. Do you agree with the following statements on how the social worker can assist you in coping with personal problems/stress.**

The social worker must give me emotional support when I am referred me to him/her by my supervisors

Yes  No

The social work must involve me as an individual in treatment.

Yes  No

The social worker must give me guidance regarding effective stress management.

Yes  No

The social worker must question me about the circumstances before, during and after the stressful situation.

Yes  No

The social worker must give me information about the causes and consequences of stress.

Yes  No

The social worker must deal with my problems and needs in a confidential manner.

Yes  No

The social worker must assist me in regaining my previous level of satisfaction/happiness in my work, family-and personal life.

Yes  No

The social worker must have knowledge about how to assist me with my personal problems.

Yes  No

The social worker must form part of a team of for example a medical doctor/ a psychologist/ a manager.

Yes  No

The social worker must rather be a member of a private welfare organisation and not the Department of Correctional Services.

Yes  No

The social worker must have a list available of professional persons that can assist me with my personal problems.

Yes  No

The social worker must mobilise my colleagues and supervisors to support me in overcoming my personal problems.

Yes  No

The social worker must allow me to determine when services should be ended.

Yes  No

**4.1.2. Do you have any other ideas on how the social worker can support the correctional official that suffers from stress?**

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**5. THE ROLE OF MANAGEMENT TO ADDRESS PSYCHOSOCIAL STRESS AND IMPROVE JOB MOTIVATION.**

**5.1 Does management provide enough opportunity for promotion and personal growth?**

Yes  No

If no, which of the following suggestions do you agree with. Make a tick (✓) next to the one you agree with.

Top management should take a personal interest in correctional officials that work under them	<input type="checkbox"/>
Management should create more promotion posts	<input type="checkbox"/>
People should be promoted based on merit	<input type="checkbox"/>
Staff should be rotated through various departments	<input type="checkbox"/>
Staff should be given different tasks to perform	<input type="checkbox"/>
People should be given more work	<input type="checkbox"/>

Other \_\_\_\_\_

**5.2 Do you find your work tasks interesting and meaningful?**

Yes  No

If no, which of the following suggestions do you agree with. Make a tick (✓) next to the one you agree with.

Staff should be given different tasks to perform	<input type="checkbox"/>
Management should find out which tasks staff are interested in	<input type="checkbox"/>
More people should be given to go on courses to learn new skills	<input type="checkbox"/>

Other \_\_\_\_\_

**5.3 Do you feel that you are being recognised and accommodated in your work?**

Yes  No

If no, which of the following suggestions do you agree with. Make a tick (✓) next to the one you agree with

Performance should be evaluated/judged fairly	<input type="checkbox"/>
People should be rewarded, because of the work that they have done	<input type="checkbox"/>
Management should take a personal interest in correctional officials that work under them.	<input type="checkbox"/>
People should be promoted based on merit	<input type="checkbox"/>

Other \_\_\_\_\_

**5.4 Are you satisfied with the present merit system and the way it functions?**

Yes  No

If no, which of the following suggestions do you agree with. Make a tick (✓) next to the one you agree with

Management should take a personal interest in correctional officials that work under them	<input type="checkbox"/>
Achievements must be fairly judged/evaluated	<input type="checkbox"/>
Members must be rewarded for the work that they do	<input type="checkbox"/>
Members must be rewarded on merit	<input type="checkbox"/>

Other \_\_\_\_\_

**5.5 Do you feel that your workload is too big?**

Yes  No

**5.6 Are you satisfied with the number of time your shifts changes?**

Yes  No

**5.7 Are you satisfied with the training you have in terms of the knowledge and skills you need to prepare you for being a Correctional Official.**

Yes  No

If no, give reasons for your answer

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

**5.8 Do you feel that the grievance procedure is effectively supporting you to deal with your work related grievances or problems?**

Yes  No

If no, how according to you can the Department of Correctional Services improve on this?

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**5.9 Are you satisfied with the manner in which the Employee Assistance Program (EAP) within the Department of Correctional Services and the way it supports you in dealing with your personal problems?**

Yes  No

If no, please make recommendations on how Employees Assistance Program should be implemented when supporting you with your personal problems.

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**5.10 Which other recommendations, do you believe can management implement to help you or other correctional officials to deal with stress/personal problems effectively.**

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**6. FUTURE PLANNING IN TERMS OF CAREER**

**6.1 Which of the following statements reflect your perception about your future in the Department of Correctional Services.**

- I will probably not leave the Department
- I am uncertain
- Will probably leave the Department
- Will definitely leave the Department



**VERTROULIK****UNIVERSITEIT VAN STELLENBOSCH DEPARTEMENT MAATSKAPLIKE  
WERK**

Ek is Andre Le Tape en ek is 'n maatskaplike werker besig met navorsing by Pollsmoor gevangenis. Hierdie vraelys sal die maatskaplike werker help om die stres vlakke van korrektiewe beamptes te bepaal. Sal u my asseblief ondersteun deur die volgende vraelys so eerlik moontlik te beantwoord. Hierdie inligting sal met die grootste vertroulikheid hanteer word, en u hoef nie u naam neer te skryf nie. U samewerking sal hoogs op prys gestel word.

**Die aard van psigososiale stres wat ervaar word deur korrektiewe beamptes.****Vraelys vir korrektiewe beamptes werksamig op seksies****INSTRUKSIES:**

- Voltooide vraelyste kan by u dienste kantore of by my persoonlik op of voor 30 Oktober 2000 ingegee word.
- Indien u verdere navrae het kontak my gerus by B4-Seksie,uitbreiding # 225/177.
- Voltooi asseblief die volgende vraelys so volledig as moontlik. Dui, waar toepaslik, u keuse met 'n kruisie (X) aan.

**1. IDENTIFISERENDE BESONDERHEDE**

<b>GESLAG: MANLIK</b>	
<b>: VROULIK</b>	
<b>OUERDOM</b>	
<b>AANTAL DIENSJARE IN DIE DKD</b>	
<b>AKADEMIESE KWALIFIKASIES</b> -Laer as st. 6 -St. 6 tot St.10 -Diploma/ Graad	 _____ _____ _____
<b>RANG</b> bv. KB II,III	

## 2. AARD VAN HUIDIGE LOOPBAAN MOTIVERING

### 2.1 Hoe sal u u huidige vlak van motivering beskryf in terme van u werk en werksomstandighede?

Hoogs gemotiveerd	
Redelik gemotiveerd	
Neutraal	
Redelik ongemotiveerd	
Hoogs ongemotiveerd	

### 2.2 Indien u redelik ongemotiveerd of hoogs ongemotiveerd was, verskaf asseblief redes:

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## 3. FAKTORE WAT PSIGOSOSIALE STRES BEÏNVLOED

### 3.1 Voel u dat 'n gebrek aan kennis omtrent u werk vir u probleme in die uitvoering daarvan veroorsaak?

Nooit (0%)	Soms(25%)	Gereeld(50%)	Gewoonlik(75%)	Altyd(100%)
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### 3.2 Ervaar u probleme om u persoonlike probleme van u werkverwante probleme te skei?

Nooit (0%)	Soms(25%)	Gereeld(50%)	Gewoonlik(75%)	Altyd(100%)
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### 3.3 Ervaar u gevoelens van depressie?

Nooit (0%)	Soms(25%)	Gereeld(50%)	Gewoonlik(75%)	Altyd(100%)
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### 3.4 Ervaar u gevoelens van woede?

Nooit (0%)	Soms(25%)	Gereeld(50%)	Gewoonlik(75%)	Altyd(100%)
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### 3.5 Beleef u jaloesie of swak verhoudinge tussen kollegas?

Nooit (0%)	Soms(25%)	Gereeld(50%)	Gewoonlik(75%)	Altyd(100%)
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### 3.6 Wanneer u probleme by die werk of in u persoonlike lewe ervaar, gebruik u alkohol of dwelmmiddels, byvoorbeeld dagga, meer gereeld?

Nooit (0%)	Soms(25%)	Gereeld(50%)	Gewoonlik(75%)	Altyd(100%)
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**3.7 Voel u ooit dat u gedomineer of geviktimiseer (onderdruk) word by die werk?**

Nooit (0%)	Soms(25%)	Gereeld(50%)	Gewoonlik(75%)	Altyd(100%)	
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**3.8 Voel u ooit ongelukkig/ ontevrede met die werk wat u gekies het**

Nooit (0%)	Soms(25%)	Gereeld(50%)	Gewoonlik(75%)	Altyd(100%)	
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**3.9 Beskou u die motivering onder u kollegas as laag?**

Nooit (0%)	Soms(25%)	Gereeld(50%)	Gewoonlik(75%)	Altyd(100%)	
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**3.10 Bemoeilik enige siekte of gesondheidsprobleme u werk?**

Nooit (0%)	Soms(25%)	Gereeld(50%)	Gewoonlik(75%)	Altyd(100%)	
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**3.11 Belemmer u hoogte, geslag of sig u vermoë om u werk te doen?**

Nooit (0%)	Soms(25%)	Gereeld(50%)	Gewoonlik(75%)	Altyd(100%)	
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**3.12 Meng u gesins verantwoordelikhede in met u werk?**

Nooit (0%)	Soms(25%)	Gereeld(50%)	Gewoonlik(75%)	Altyd(100%)	
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**3.13 Het u onlangs 'n egskeiding, ernstige siekte of dood in u familie beleef?**

Nooit (0%)	Soms(25%)	Gereeld(50%)	Gewoonlik(75%)	Altyd(100%)	
------------	-----------	--------------	----------------	-------------	--

**3.14 Veroorsaak u werk dat u vir lang tydsperiodes van u gesin geskei word?**

Nooit (0%)	Soms(25%)	Gereeld(50%)	Gewoonlik(75%)	Altyd(100%)	
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**3.15 Het u al ooit probleme ondervind as gevolg van u kollegas se gebrek aan samewerking, byvoorbeeld blootstelling aan gevaar of ongereelde lang werksure?**

Nooit (0%)	Soms(25%)	Gereeld(50%)	Gewoonlik(75%)	Altyd(100%)	
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**3.16 Voel u dat bestuur nie u behoeftes in ag neem nie?**

Nooit (0%)	Soms(25%)	Gereeld(50%)	Gewoonlik(75%)	Altyd(100%)	
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**3.17 Voel u dat u deur u toesighouers mishandel word?**

Nooit (0%)	Soms(25%)	Gereeld(50%)	Gewoonlik(75%)	Altyd(100%)
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**3.18 Is u ongelukkig met die plek waar u gestasioneer is?**

Nooit (0%)	Soms(25%)	Gereeld(50%)	Gewoonlik(75%)	Altyd(100%)
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**3.19 Ondervind u probleme in u gemeenskap as gevolg van u posisie as 'n korrektiewe beampte?**

Nooit (0%)	Soms(25%)	Gereeld(50%)	Gewoonlik(75%)	Altyd(100%)
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**3.20 Voel u ooit dat u salaris nie genoeg is om in u basiese behoeftes, byvoorbeeld behuising, vervoer, kos en mediese onkoste, te voorsien nie?**

Nooit (0%)	Soms(25%)	Gereeld(50%)	Gewoonlik(75%)	Altyd(100%)
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**3.21 Is u ongelukkig met die omstandighede waaronder u werk?**

Nooit (0%)	Soms(25%)	Gereeld(50%)	Gewoonlik(75%)	Altyd(100%)
------------	-----------	--------------	----------------	-------------

**3.22 Voel u dat u in gevaar is by die werk?**

Nooit (0%)	Soms(25%)	Gereeld(50%)	Gewoonlik(75%)	Altyd(100%)
------------	-----------	--------------	----------------	-------------

**3.23 Is u ongelukkig met die feit dat u 'n openbare amptenaar in die Departement van Korrektiewe dienste is?**

Nooit (0%)	Soms(25%)	Gereeld(50%)	Gewoonlik(75%)	Altyd(100%)
------------	-----------	--------------	----------------	-------------

**3.24 Implementeer die Departement van Korrektiewe Dienste aksies of veranderinge wat u ontstellend vind?**

Nooit (0%)	Soms(25%)	Gereeld(50%)	Gewoonlik(75%)	Altyd(100%)
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**3.25 Kan u aan enige ander faktore dink wat moontlik mag lei tot die ervaring van persoonlike probleme/stres?**


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#### 4. BEHOEFTE VAN KORREKTIEWE BEAMPTES WAT AAN PSIGOSOSIALE STRES LY IN TERME VAN MAATSKAPLIKE WERK INTERVENSIE

##### 4.1.1 Stem u saam met die volgende stellings oor hoe die maatskaplike werker u kan help met persoonlike probleme/ stres?

- Die maatskaplike werker moet emosionele steun aan my gee wanneer ek na hom/haar verwys word deur my toesighouer.  
Ja  Nee
- Die maatskaplike werker moet my op individuele vlak behandel.  
Ja  Nee
- Die maatskaplike werker moet my leiding gee in terme van effektiewe stresshantering.  
Ja  Nee
- Die maatskaplike werker moet vrae aan my stel aangaande my omstandighede voor, tydens en na die stesvolle situasie.  
Ja  Nee
- Die maatskaplike werker moet inligting aan my verskaf aangaande die oorsake en gevolge van stres.  
Ja  Nee
- Die maatskaplike werker moet my behoeftes en probleme op 'n vertroulike manier hanteer.  
Ja  Nee
- Die maatskaplike werker moet my help om my vorige gevoel van bevrediging/ geluk in my werk, familie en persoonlike lewe te herstel.  
Ja  Nee
- Die maatskaplike werker moet kennis hê oor hoe om my te help met my persoonlike probleme.  
Ja  Nee
- Die maatskaplike werker moet deel vorm van 'n span wat byvoorbeeld bestaan uit 'n dokter/ sielkundige/ bestuurder.  
Ja  Nee
- Die maatskaplike werker moet 'n lid van 'n privaat welsynsorganisasie wees eerder as 'n lid van Korrektiewe Dienste.  
Ja  Nee

- Die maatskaplike werker moet 'n lys van professionele persone hê wat my kan help met my probleme.

Ja  Nee

- Die maatskaplike werker moet my kollegas en toesighouers aanmoedig om my te help om my persoonlike probleme te oorkom.

Ja  Nee

- Die maatskaplike werker moet my toelaat om te besluit wanneer sy/haar dienste beëindig moet word.

Ja  Nee

**4.1.2 Het u enige verdere idees oor hoe die maatskaplike werker die Korrektiewe Beampte wat aan stres lei kan ondersteun?**

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**5. DIE ROL VAN BESTUUR IN DIE OPLOSSING VAN PSIGOSOSIALE STRES EN DIE VERKRYGING VAN WERKSMOTIVERING**

**5.1 Verskaf bestuur genoeg geleentheid vir bevordering en persoonlike groei?**

Ja  Nee

Indien Nee, met watter van die volgende voorstelle stem u saam. Maak 'n merkie (✓) langsaan die waarmee u saamstem.

Bestuur moet persoonlike belangstelling toon in die Korrektiewe Beamptes onder hulle beheer	
Topbestuur behoort meer bevorderingsgeleentheid te skep	
Lede moet op grond van meriete bevorder word	
Lede moet in verskillende departemente/ seksies roteer word om meer ervaring op te doen	
Lede moet verskeie take gegee word om te verrig	
Lede moet meer werk gegee word	

Ander \_\_\_\_\_

**5.2 Beskou u u take as interessant en betekenisvol?**

Ja  Nee

Indien Nee, met watter van die volgende voorstelle stem u saam. Maak 'n merkie (✓) langsaan die waarmee u saamstem

Lede moet verskeie take gegee word om te verrig	
Toesighouers moet uitvind in watter take hul ondergeskiktes belangstel	
Meer lede moet die kans gegee word om kursusse by te woon, sodat hulle nuwe vaardighede kan aanleer	

Ander \_\_\_\_\_

**5.3 Voel u dat u erkenning kry en geakkomodeer word by die werk?**

Ja  Nee

Indien Nee, met watter van die volgende voorstelle stem u saam. Maak 'n merkie (✓) langsaan die waarmee u saamstem

Prestasie moet regverdig beoordeel word	
Lede moet beloon word vir die werk wat hulle doen	
Bestuur moet persoonlike belangstelling toon in die Korrektiewe Beampes onder hulle beheer	
Lede moet op meriete bevorder word	

Ander \_\_\_\_\_

**5.4 Is jy ongelukkig met die huidige meriete stelsel en hoe dit funksioneer?**

Ja  Nee

Indien Nee, met watter van die volgende voorstelle stem u saam. Maak 'n merkie (✓) langsaan die waarmee u saamstem

Bestuur moet persoonlike belangstelling toon in die Korrektiewe Beampes onder hulle beheer	
Prestasie moet regverdig beoordeel word	
Lede moet beloon word vir die werk wat hulle doen	
Lede moet op meriete bevorder word	

Ander \_\_\_\_\_

**5.5 Voel u dat u werkslading te groot is?**  
Ja  Nee

**5.6 Is u tevrede met die aantal kere wat u skof verander?**  
Ja  Nee

Indien Nee, verskaf redes vir u antwoord.

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**5.7 Is u tevrede met u opleiding in terme van die kennis en vaardighede wat benodig word om u as korrektiewe beampte voor te berei?**

Ja  Nee

Indien Nee, verskaf redes vir u antwoord.

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**5.8 Voel u dat die griewe prosedure u effektief ondersteun wanneer u met werksverwante griewe of probleme te make het?**

Ja  Nee

Indien Nee, hoe kan die Departement van Korrektiewe Dienste dit verbeter?

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**5.9 Is u tevrede met die 'Employee Assistance Program' (EAP) in die Departement van Korrektiewe Dienste en die manier waarop dit u ondersteun wanneer u persoonlike probleme het?**

Ja  Nee

Indien Nee, maak voorstelle oor hoe die EAP geïmplementeer behoort te word in terme van die hantering van persoonlike probleme.

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**5.10** Verskaf ander voorstelle wat bestuur kan implementeer ten einde u of ander korrektiewe beamptes te help om persoonlike probleme/ stres effektief te hanteer.

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**6. TOEKOMSTIGE LOOPBAAN BEPLANNING**

**6.1** Watter van die volgende stellings stem ooreen met hoe u u toekoms in die Departement van Korrektiewe Dienste sien?

- Ek sal heel moontlik in die Departement van Korrektiewe Dienste bly.
- Ek is onseker.
- Ek sal beslis die Departement van Korrektiewe Dienste verlaat.

**7. ALGEMEEN**

**7.1** Kan u enige voorstelle maak wat die Departement van Korrektiewe Dienste of die regering kan implementeer ten einde die persoonlike probleme/ psigososiale stres wat korrektiewe beamptes ervaar, aan te spreek.

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**Ek bedank u vir u tyd en moeite wat u afgestaan het om die vraelys te voltooi.**