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The Perceived Impact of Stress on Job Performance: A Case Study of Single Mothers Working In the Correctional Centre

UNIVERSITY OF THE WITWATERSRAND



UNIVERSITY OF THE
WITWATERSRAND,
JOHANNESBURG

A Report on a Study Project Presented to the

Faculty of Humanities

School of Human and Community Development

Department of Social Work

In Partial Fulfilment of the Requirements for the Degree Masters of Art in Occupational Social Work by Coursework and Research Report

By

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Supervisor: Dr. Francine Masson

30 April 2021

DECLARATION

I am hereby confirming that all the work submitted for this research report is my own unaided work except where I have explicitly indicated otherwise. I have followed the required conventions in referencing the thoughts and ideas of others. This research report has not been previously submitted for any qualification or examination.

Signed this __30th Day of April __2021



Marcia Malepe

ACKNOWLEDGEMENTS

To my creator. The love and strength you bestowed on carried me throughout the challenges I faced on the journey of my career to the end. I would have never done this without the trust you put in me. Thank you my God.

My sincere gratitude and appreciation goes to the following:

- To my supervisor, Dr Francine Masson, thank you for your outstanding supervision from the beginning to this end. It was not an easy journey, however, your patience, support and encouragement has carried me through until the end of this research project.
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- To my children, Kgothatso, Lethabo and Amogelang, you were still too young to understand when I started this journey but you always showed me support, I am humbled by your sense of humour.
- To my family, my mom Mogwashadi, brother, Phaswane, my two sisters, Maria and Rachel and my two nieces, Motsatsi and Maletsatsi. Thank you very much for your support, I appreciate each one of you and the contributions you made to shape me to the kind of woman I am today.
- To my Friend, David, you were there when I started this journey until this end. Thank you for your endless support
- To my colleagues, Thapelo and Fulufhelo thank you for your moral support.
- To Department of Correctional Services for giving me approval to conduct the study in their facility.
- To my participants, I whole heartedly bow down to say thank you very much for the role you played towards completion of this study, it would not have been completed without you taking effortless part in it.

DEDICATION

I would like to dedicate this research report to my children Lethabo, Amogelang and Kgothatso (*LEAKGO*). The support, patience and understanding during my studies were prodigious. I drew strength from you until this end. Thanks for the love you have showed me, I am humbled to be mothering you!

LIST OF ACRONYMS

ACA	**American Correctional Association**
ATD	**Awaiting Trial Detainee**
CC	**Correctional Centre**
CMC	**Case Management Committee**
CRT	**Case Review Team**
CSPB	**Correctional Supervision and Parole Board**
CO	**Correctional Officer**
DCS	**Department of Correctional Services**
EAP	**Employee Assistant Practitioner**
EHWSF	**Employee Health and Wellness Strategic Framework**
EST	**Emergency Service Team**
GBVF	**Gender Based Violence and Feminism**
HRM	**Human Resource Management**
HIV/AIDS	**Human Immunodeficiency Virus/ Acquired Immunodeficiency Symptoms**
ICCV	**Independent Correctional Centre Visitors**
JICS	**Judicial Inspectorate of Correctional Services**
OSW	**Occupational Social Work**
OSWPM	**Occupational Social Work Practice Model**
SAPS	**South African Police Services**

ABSTRACT

Working in the correctional centre comes with challenges. The majority of the correctional centre population in South African corrections are male offenders. Large numbers of female correctional officers are working in these correctional centres detaining male offenders, including single mothers. Drawing from theoretical frameworks of Boundary and Spillover theories the study was aimed at exploring the perceived impact of stress on job performance for single mothers working in the correctional centre. A qualitative exploratory research was conducted adopting a case study research design. Semi-structured face to face interviews were used to collect data from single mothers working in the correctional centre who were selected using snowball sampling. Data were analysed using the thematic data analysis. The research findings revealed that lack of employment opportunities, socio-economic factor and the interest in joining team of rehabilitators motivated single mothers to apply for employment in the Department of Correctional Services (DCS). More findings showed that single mothers were experiencing work related challenges emanating from shortage of staff, shift work and safety concerns. Inability to reach work related goals, absenteeism and work family conflicts were attributed to stress arising from the demands of the job. Participants felt that these aspects negatively affected their job performance. The study revealed that daily structured programmes of the correctional centre and social support are source of coping mechanisms to endure the strains caused by job demand. Moreover, the findings discovered that the services of employee assistant practitioner, team buildings and sports activities were programmes available in the correctional centre in response to work-life balance. However, it is also critical to highlight that participation in work life balance programmes were revealed to be inadequate. This study is intended to contribute to the body of knowledge and provide insight into the impact of stress experienced by single mothers in the field of corrections and influence the design of policies and programmes to mitigate the stressors and strengthen work life balance for single mothers.

Key words

Single mothers, Correctional Officers, Correctional Centre, Stress, Work life-balance

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CHAPTER ONE

INTRODUCTION

1.1 INTRODUCTION TO THE STUDY

Correctional Centre (CC) is a security work environment, with a mandate to ensure that offenders are held in safe and secured custody, to ensure that all who live in South Africa are, and feel safe (White paper on Corrections, 2005). According to Paoline, Lambert and Hogan (2006), working in the Correctional Centre may have a negative effect on correctional officers (CO), which may add to high level of job stress and burnout. These stressors can cause negative outcomes, such as poor job performance, health problems, social and mental challenges. Furthermore, Okwendi and Ushir (2014) emphasise that stress-related problems might result in an increased absenteeism, lack of job satisfaction and high turnover among correctional officers. Griffin (2006) explains that challenges such as these have been observed in high risk occupations and raised concern of the wellbeing of employees.

An alarm has been raised around the state of the Department of Correctional Services facilities in South Africa, causing concern for the safety of both the offenders and correctional officers (Cameron, 2020). Ojedokun and Idemudia (2014) indicate that correctional work is stressful. The work of correctional officers in particular, is regarded as one of the most stressful work among other occupations. Additionally, according to Crime Rate Statistics by Country (2021), South Africa is classified the top country in Africa with highest offender population and 3rdth in the world with the highest crime rate. Overcrowding is a concerning factor. Instead of Correctional Centres being rehabilitation institutions, they have become ungovernable and punitive. Since 1995, the number of incarcerated offenders has increased by two-fifths (Cameron, 2020). Furthermore, Cameron (2020) stresses that the Correctional Services system in South Africa is not effective. Offenders are becoming more dangerous than ever before.

According to Naidu (2021), the report by the Judicial Inspectorate of Correctional Services (JICS) led by Inspecting Judge Edwin Cameron, following their visit to Mangaung Correctional Centre expresses concern about the level of violence in the South African Correctional Centres. The Independent Correctional Centre Visitors (ICCV) has found 187

incidents of the use of force in Mangaung Correctional Centre between July 2019 until February 2021, and 132 cases of assaults with offender-on-offender, as well as stabbing incident of offender on correctional officer. The JICS concerned about violent incidents involving both offenders and correctional officers. McCarthy (2012) explains that correctional officers are subjected to a high level of work stress because of the nature of their work, identified as possible cause for physical exhaustion and high psychological demands, in a controlled and congested environmental setting. They work with offenders on daily and have less control in their work environment, yet are mandated to keep professional interactions with offenders while creating vigilant to the likelihood of assaults and other forms of violence against themselves, by the same offenders they are expected to guard (McCarthy 2012).

The concern around employees' wellbeing in the workplace has mostly focused on employees with problems, such as alcoholism, absenteeism and so forth (Chipango, 2016). The focus of wellbeing of employees has since shifted from just employees with problems, to include every employee in the workplace at risk, which includes single mothers working in different occupational settings, including Correctional Centres (CC). This study aims to deepen an understanding by exploring the perceived impact of stress on job performance for single mothers working in the Correctional Centres, within the Department of Correctional Services (DCS) (Chipango, 2016). There is little research conducted on the perceived impact of stress on single mothers working in a correctional services work environment. This study seeks to create awareness and understanding in to the complex impact of stress on this demographic.

According to Weldegabreal (2014) single mothers are likely to experience a high level of psychological distress due to stressful situations which include the continuing trend of low income as compared to households led by married couples. Mclanahan (as cited by Weldegabreal, 2014) further stresses that single parents, particularly mothers, usually lack financial and social support from the fathers of their children which can also contribute to absenteeism, financial problems, abuse of leave and other social and work-related issues.

1.2 PROBLEM STATEMENT AND RATIONALE OF THE STUDY

The job demand of correctional officers is associated with workload, time pressure and role problems (Karasek, 1979). It is generally understood that overcrowding of offenders in the Correctional Centres, without necessary increase of correctional officials, amplifies workload for the CO's as the increased offender population is associated with increased daily complaints and requests that requires the officers' time and attention (Steiner & Wooldredge, 2015). In addition, a study of 157 South African correctional officers conducted by Botha and Pienaar in 2006 discovered frustrations and job demands as the causal factors of officers' stress. Factors such as performing duties which were not part of job descriptions, performing double duties to cover for absent employees and shortage of staff increased the annoyance and stress of correctional officers (Sinead, 2006). A national survey conducted in Ireland discovered that, four out of ten correctional officers regularly physically threatened by the offenders (Sinead, 2006). Other factors such as work-family conflict, participative management and organisational support are perceived as additional predictors of job stress within the correctional work environment (Lambert, 2004).

According to Walters (1992) from 1970 onwards, female' correctional officers have been recruited increasingly in the correctional facilities. In supporting this, Wells (2006) further attests that women in many countries, including South Africa, are gradually entering the traditionally male dominated law enforcement agencies. Sinead (2006) highlights that men and women experience the role of the correctional officers and the stresses associated with it differently. The correctional work environment is perceived to be more masculinised workplace in which the character of the dominant group, such as physical strength in response to emergencies and willingness to use force, are emphasised and valued which is alleged to be fundamental male attribute (Griffin, Armstrong & Hepburn, 2005). McCarthy (2012) indicates that women who work in correctional facilities experience more work-related challenges compared to men.

Fourie (2015) stresses that corrections is a dynamic work setting where events regularly happen, such as conflicts between offenders and staff, management changes, discrepancies with regard to operations, fights which result in violence and stabbings between offender on offender and offender on correctional officers. Additionally McCarthy (2012) reflects that one discrete variance detected on both male and female correctional officers was the whole

extent of work-related stress experienced. Male correctional officers were found to report less stress and strain as compared to female officers. Work-family conflict was found to be prominent basis of work-related stress for female correctional officers than males in another study (McCarthy, 2012).

Finn (1998) highlights that correctional centres suffer shortage of staff. There are not enough correctional officers available per shift to cover all the posts. Shortage of staff can cause different kinds of stress, including inability to complete daily duties such as searching, counting offenders, updating administration and concerns that there are few correctional officers available on duty to back up or respond should violence erupt. The available staff may experience difficulties in getting time off to attend to family matters. Staff shortage may cause the available staff to be overworked, which then results in officers opting to avoid extra work.

The Correctional Centre operates on a 24 hours basis to ensure continuous safety and security of offenders detained, and therefore operates on shifts. Kim, Kim, Lee, Choi, and Park (2018) highlight that shift work can cause interruption to family life for employees with more family responsibilities and other duties. Shift work may obstruct the demands of family roles and responsibilities. In addition, Finn (1998) stresses that shift work is destructive for correctional officers family lives and lessens their capability to perform their duties attentively because of exhaustion and tensions. Women working irregular hours have indicated high levels of stress and work-family conflict (Kim, et al., 2018).

Hashim, Azmawati and Endut (2015) indicate that life as a single mother is usually connected with excessive strains and many challenges which contribute to stress. The base cause of stress is the roles and responsibilities come with single parenting. The duties of single parents are not necessarily stressful. However, overwhelming roles and responsibilities across many of the diverse range of responsibilities can be cause of stress.

Occupational social work (OSW) defined as ‘a field of social work practice which intends to address the individual and societal necessities of work community through developing and introducing suitable programmes to improve employees’ wellbeing and promote healthy individuals and work environment’ (Googins & Godfrey, 1987, p.5). This study intends to contribute towards the improvement of the response to the challenges experienced by

working single mothers in the Correctional Centres (CC) which can lead to stress and an inability to create balance between work-life practices and organisational performance.

1.3 PRIMARY AIM AND OBJECTIVES OF THE STUDY

1.3.1 PRIMARY AIM

The primary aim of this study is to explore the perceived impact of stress on job performance for single mothers working in the Correctional Centre. The researcher has formulated the following secondary objectives to help achieve the primary aim of the study.

1.3.2 SECONDARY OBJECTIVES

- To explore what motivated single mothers to join the Department of Correctional Services
- To identify and explore the work-related stressors faced by single mothers in the performance of their duties
- To discover the impact of stress on job performance for single mothers working in the Correctional Centre
- To understand how single mothers working in a Correctional Centre cope with their daily work responsibilities
- To identify the availability of programmes in the Correctional Centre in response to work/family balance

1.3.3 RESEARCH QUESTIONS

- What motivated single mothers to join the Department of Correctional Services?
- What are the work-related stressors faced by single mothers when performing their duties?
- What are the impacts of work-related stress on job performance for single mothers working in the Correctional Centre?
- How do single mothers working in the Correctional Centre cope with their daily work responsibilities?

- What are the available programmes in the Correctional Centre established in response to work/family balance?

1.4 ANTICIPATED VALUE OF THE STUDY

According to Nalini (2011), occupational social work intervention is a programme intended to be reactive to the vigorous changes of the workplace in an effort to have the workplace function in an effective way. Chipango (2016) further highlights that occupational social work aims to create an understanding of the occupational experiences of various workplaces. The researcher therefore anticipates that:

- The knowledge gathered from this study will further create an understanding for employee assistance practitioners and the management of the Department of Correctional Services regarding work-related stressors experienced by single mothers which affect their job performance and help them to come up with mitigation strategies.
- This study is aimed at laying a foundation in the area of occupational social work in DCS in order to create an effective intervention framework model to address workplace challenges.

1.5 OVERVIEW OF RESEARCH DESIGN AND METHODOLOGY

The researcher used qualitative exploratory research adopting a case study research design. McMillan and Schumacher (2006) describe qualitative research as the type of study in which the researcher collects data face–to-face by interrelating with a selected sample in the population. Harling (2002) describes the case study as a holistic investigation that studies an existing phenomenon within its natural setting. The aim of adopting this approach was to understand and explore the perceived impact of stress on job performance for a group of single mothers working in the Correctional Centre, rather than explaining it. The sample of the study consisted of fifteen single mothers performing security duties at Modderbee Correctional Centre, located at the corner of Modder East and Kingsway road, Benoni, in the City of Ekurhuleni, Gauteng. The method used to collect data from participants was semi-structured face-to-face interviews with a voice tape recorder also administered during the interviews. Greef (2011) attests that that semi-structured interviews provide more flexibility

for the researcher and the participants by enabling the researcher to probe on particular interesting information emerging during the interview process. The researcher pilot tested the research tool with two participants who did not form part of the study participants. According to Creswell (2009), pilot testing of the research instrument tool helps in identifying and avoiding mistakes that would have been noticed during the actual interviews and could obstruct the proceedings of the interviews. The researcher transcribed all the data collected from participants by referring to the notes taken during interviews and listening to the tape recordings. The methods used to analyse data in this study was thematic data analysis. According to Braun and Clarke (2012), thematic data analysis is a method which scientifically identifies, organise and present knowledge into forms of meaning across a dataset in order to make sense of combined and common meanings and experiences.

1.6 THEORETICAL FRAMEWORK UNDERPINNING THE STUDY

The theoretical framework supporting this study is boundary theory. Tammy, Cho and Meier (2014) describe boundary theory as the ways in which an individual makes use boundaries between the two domains to cope with work and family roles and responsibilities. In addition, spillover theory will be applied in the study. According to Rincy and Panchanatham (2014, p6), spillover can be described as "positive relationships between work and family, whereby positive work experiences would be related to positive family experiences and negative work experiences would be related to negative family experiences". For instance a negative spill-over-would be where an employee experienced stress at work and then carried those negative emotions home, which then affects their interaction with family members and vice versa. These theoretical frameworks will be explored in details in chapter two.

1.7 LIMITATIONS OF THE STUDY

The researcher acknowledges that there are limitations in this study. One of the limitations derives from the fact that the study used only a small sample of the population. The findings therefore cannot be generalised for the entire population.

The availability of the participants was not always consistent due to the different shifts they are working, including night shifts, and the 50% reduction of staff to mitigate the spread of Covid-19 in the workplace as well as quarantine and isolation of other referred potential

participants who could not be reached. The indicated factors resulted in the extension of the period of data collection due to postponement and rescheduling of appointments. Limitation of the study will be further discussed in details in chapter three of the study.

1.8 DEFINITIONS OF TERMS

Single mother

According to Weldegabreal (2014, p.13) a single mother is "a woman, who due to divorce or separation with her partner or widowed and or never being married is carrying out the responsibility of raising her children on her own without the support of the father of the children".

Correctional Centre

Matetoa (2012, p. 11) defines correctional centre as "an institution which was established under the correctional services Act 111 of 1998 to detain, rehabilitate, restrict and reception of people who committed crimes to place them under protective custody in order to maintain justice, peace and safety of the society".

Correctional officer

According to the White Paper on Corrections (2005, p. 54), a correctional officer is "an employee of the Department of Correctional Services who exemplifies the principles that DCS hopes to implant in the lives of offenders through the facilitation of rehabilitation programmes. A correctional officer has an attitude of serving with pride, a principled way of interacting with others, has crucial elements instilled in them, and a just and caring attitude towards executing their duties".

Workplace

Basic Conditions of Employment Act (75 of 1997) defines workplace as an institutions or organisation where an employee works.

Employee

The chapter 1 (a) of the Basic Conditions of Employment Act (75 of 1997), defines an employee as "a person who works for a company, state, or works for another person,

excluding independed contractors and receives or is eligible to receive, a salary for the work he/she is carrying out".

Stress

"Stress is an adaptive response to an external and environmental situation that results in physical, psychological and behavioural discomfort" (Hornby, 2005, p. 1463). Zimbardo, McDermott, Janz and Metal (1995) further describe stress as "the patterns of specific and non-specific reactions to situations or events that disturb the mental functioning of an individual and impact their ability to cope".

1.9 OVERVIEW OF THE RESEARCH REPORT

CHAPTER ONE: INTRODUCTION

This chapter introduces the study and outlines the rationale, primary aim and secondary objectives. It shows the anticipated value of the study, research design and methodology, limitations of the study and furthermore outlines the research questions.

CHAPTER TWO: LITERATURE REVIEW

The review of literature aims to identify the gap and explore the knowledge that this study aims to add to. It provides the background into the subject matter, theoretical framework and also provides insight on how stress can have an impact on job performance particularly for single mothers working in correctional services setting.

CHAPTER THREE: RESEARCH DESIGN AND METHODOLOGY

This chapter lay out the methodology which the study used to explore the perceived impact of stress on job performance for single mothers working in the Correctional Centre. Moreover, the chapter outlines the data collection method used to gather information from the participants, as well as the method used to analyse the data. The researcher also highlights in this chapter how ethical research principles were used to protect the privacy of the participants.

CHAPTER FOUR: PRESENTATION AND DISCUSSION OF RESEARCH FINDINGS

In this chapter, data that was sourced in the research instrument is presented and the researcher summarises the main findings. The researcher used thematic data analysis to analyse data. Themes were formulated from collected data which guided the researcher to answer the main research question and led to the recommendations for the future research.

CHAPTER FIVE: MAIN FINDINGS, CONCLUSIONS AND RECOMMENDATIONS

In this chapter the findings of the study are presented and the conclusion drawn from the data collected from the participants. The researcher came up with recommendations with regard to the findings of the study and suggests areas for future research.

CHAPTER TWO

LITERATURE REVIEW

2.1 INTRODUCTION

Parenthood and employment are important spheres of life for most women across the globe, however, these aspects come as a basis of substantial strains for single mothers (Napora, Andruszkiewics & Basinska, 2018). According to Napora et al. (2018) unlike women who have partners, single mothers showed to be less economically on the go. The role of women in the workplace has been profoundly transformed as women around the world are gaining access to improve educational and employment opportunities (Bosch, 2011). Bosch (2011) further strengthens that as women are increasingly entering and staying in the workplace it provide basis for research to pay attention on getting a deeper understanding and a better knowledge of how to strengthen and empower women on their different roles in the workplace. An employee's work and family roles may bring about stress and conflict, however, because of their added strain from societal expectations, and social beliefs, women may experience more strain of conflict between work and family roles possibly as a result of work schedule, employment patterns, work orientation and child care (Brink & De la Rey, 2001). Whitehead and Kotze (as cited in Segal, 2013) say that it is therefore known that women experience incomparable challenge of finding a balance in fulfilling their responsibilities of an employee and homemaker.

The understanding of correctional work environment and the way it has impact on its employees is very critical. There is little attention received on outcome factors of stress on performance of duties for employees working in the field of corrections, particularly single mothers. The focus of many studies so far has paid attention on occupational stress and work contentment among employees in the field of corrections (Lambert, 2004). Little attention or no attention at all has been given to how job stress affects single mothers working in correctional facilities. On this note, the researcher was interested in filling the gap by exploring further in the area of corrections to discover how the impact of stress, work performance, job participation, job dissatisfaction, organizational culture, life commitments home and work interrelations have effects on single mothers working in this environment (Lambert, 2004).

In view of the afore mentioned factors the attempt will be made to review literature on the point of view of impact of stress on job performance in relation to work and family roles for single mothers working in the correctional centre. This chapter explores literature on the impact of stress on job performance with references to understanding how single mothers cope with their work and home domains and how they balance both their roles. The theoretical frameworks that guide this study are the Boundary and Spillover theories in an attempt to explain the impact of stress on job performance for single mothers in the correctional work environment.

2.2 THEORETICAL FRAMEWORKS UNDERPINNING THE STUDY

The theoretical framework gives detailed explanation and understanding on certain behaviours and tendencies, which also help in answering some of the questions that would arise in studies. It is important to understand work and family responsibilities as a cause of stress for single mother, particularly those that are working in the Correctional Services work environment. Boundary and Spillover theories were applied to elaborate on the work-life balance for single mothers.

2.2.1 Boundary Theory

According to Segal (2014) theoretical framework gives an overview and detailed explanation and understanding on how certain circumstances influences the behaviour of individuals' normal functioning. In the past, boundary theory was applied to understand the work-life balance. Boundary theory according to Ashforth, Kreiner and Fugate (2000) focuses on the change and the psychological movement between daily roles. They further explain that boundary theory focuses on how individuals create, maintain or change boundaries with the aim of simplifying and classifying the world around them. The theory describes the role change of individuals as "boundary-crossing activities whereby individuals enters and exit their roles by transcending boundaries (Asforth et al., 2000). Boundary theory entails that there are three major domains of everyday role transition (Asforth et al., 2000). The first transition is work-home transition which is associated with home-based work or commuting. The second domain is work-work transition, this refers to transition of individuals' roles from peers, subordinates, super ordinates, and the organisational representatives as well as having multiple duties. The third and last domain is the work-third place, this is the transition

between work and social gatherings such as extra mural activities, church, clubs as well as other community activities (Asforth et al., 2000).

Allen, Cho and Meier (2014) further indicate that boundary theory varies from "thick" which is associated with making distinct between work and family and to "thin" which is combination of the two domains together. The individual's roles tend to be enclosed in space and time and in that regard, they are relevant within particular location within specific times of the day and week. This entails that the role of an individual as an employees is more likely to be appropriate when the employee is physically and mentally in the organisational worksite during the day while family roles is more likely to be carried out while physically and mentally at home during the evenings and over the weekend (Allen et al., 2014). Boundary theory focuses on the transition that occurs across the roles (Allen et al. 2014). Lee and Steele (2009, cited in Segal, 2014) emphasise that boundary theory has been used as an organisational framework in response to employee's non-work lives in order to bring about the valuable outcomes as far as the key objectives of the organisation is concerned. Segal (2014) further stresses that understanding and responding to the effects of a healthy or unhealthy work-life balance. Michieli (2008) indicates that the conflict between home and household roles appears in three dimensions. Barton, Hogan, and Lambert (2004) further show that basically, work and domestic interface arise when both incompatibles within an individual's attention and create interferences which direct to spill over into the double roles which lead to strains to the roles player. This theory is relevant to this study because of the different roles single mothers are playing on a daily basis whereby one role can have positive or negative impact on the other role. This theory will help single mothers to develop work-life balance to avoid conflicts in their work and home roles.

Lovrich and Stohr, (1993) indicate that the cause of stress for female officers emanates from gender roles at home and work. Lambert, Hogan, Camp, and Ventura, (2006) also refers to this as "Work-Family Conflict". Other studies discovered other two main types of "Work-Family Conflict", which are "family on work conflict", which entails that the issues that happens in the domestic environment may have effect on job ethics and then the "work on family conflict", which entails that employment issues affects the smooth operation of the family (Lambert et al., 2006). The same researchers have also discovered a huge substantial, positive association among "strain-based" domestic and work interrelations, and work stress in most correctional officers (Lambert et al. 2006). Lambert et al. (2006) further elaborate

that job satisfaction in the field of corrections was found to be more on male than female officers. Males were found to be coping better with work family conflicts than female correctional officers, this may be influenced by dual roles on female officers, particularly single mothers. Female correctional officers experiences the pressure brought about by irregular duty times, more especially when female officers are the only main caregiver in their families (McCarty, Zhao & Garland, 2007).

2.2.2 Spillover Theory

According to Barnett (2005) and Kossek, Baltes and Matthews (2011) 60 years ago, work and family domains have undertaken critical transformation. Balancing the domains, work and family life has come to be gradually more challenging for female employees particularly those occupying management positions. Using work−family crossing point, numerous interrelated changes have taken place. The growing number of women in labour force participation since 1950 and 1960 is one of the most significant changes surfaced (Bianchi & Raley, 2005); (Kossek, 2005); and (Kossek, Baltes & Matthews, 2011). The extreme shift in the sharing of time resource and energy to distribute equally to both domestic and work domains has increased among many individuals including single mothers (Sok, Blomme, & Tromp, 2014).

A study conducted by Sok et al. (2014) shows both the rewards and shortcomings of both sides of "Spillover" from domestic and work roles. Bellavia and Frone (2005) indicate that the shortcomings emanating from work and domestic interference is experienced the minute strains coming with from workplace and domestic stressors are equally conflicting. On the other hand Hanson, Hammer and Colton (as cited in Sok et al., 2014), shows the rewarding side of work and domestic interference to be that of the transmission of positive energies, behaviours, values and skills from creating domain to the accepting domain. Sok et al. (2014) elaborates that various studies have look at work and domestic intrusion, relative to domestic and work or family approachable principles. For instance, in organisations were work−family policies were of existence and functional job satisfaction and the level of work commitment were found to be high while physical grievances were found to be lower (Mauno, Kinnunen & Ruokolainen, 2006). Additionally Beauregard (2011) emphasises that relative to work and domestic or family and welcoming principles also reduces levels of mental strains and shortcomings of work and domestic interference for females. Henceforth, the conclusion may

be reached out to say the rewards for understanding work and domestic setting has been broadly recognized (Beauregard, 2011).

The results on study conducted by Sok et al. (2014) further propose that whether the organisational culture is a demanding or supportive type, is at some level proficient to create a rewarding work and domestic intrusion. The result implies that developing environment of rewarding organisational practices will in all-purpose benefits workers to create stability among their double domains of work as well as domestic roles (Sok et al., 2014). The outcomes also put forward that flexible work−home provisions precisely appear to be associated with positive as well as negative work−home intrusion (Sok et al., 2014). On the other hand some scholars similarly draw attention to outward model of domestic roles, presented by superiors and management or rooted the principles governing the workplace is associated to rewarding work and domestic intrusion (Kelly, Kossek, Hammer, Durham, Bray & Chemark, 2008). However, of significant importance is that workplaces should avoid focusing only on strategies to minimise negative intrusion but also to come up with approaches to increase positive work−home intrusion (McNall, Nicklin & Masuda, 2010). Moreover they maintain that when employees are on the perception that their employer is assisting them to incorporate work and family roles and responsibilities, they will feel that their organization is caring and sympathetic and subsequently they will feel indebted to the organisation and respond with positive approach and attitude towards organizational mandates (McNall et al., 2010).

2.3 WORKING WOMEN IN THE LABOUR FORCE

The issue of single parenting is generally regarded as a female issue. Its existence is nearly 10 times higher compared to single fatherhood (Napora, Kozerska & Schneider, 2014). The roles that were previously shared or supposed to be shared by both parents are subsequently carried out by the available parent in the constant absence of the other parent which consists of breadwinner and emotional roles (Matysiak-Blaszczyk & Wlodarczyk, 2004). For single mothers who do not get support system from their children's fathers they are obliged to combine work and family responsibilities which brings about more pressure, they are therefore exposed to high level of stress in their daily lives (McManus, Korabik, Rosin & Kelloway, 2002).

Napora et al. (2018) indicate that employment has turn out to be of significant worth to a lot of women considering the significant modern transition in the role of women in the family and society at large. Amongst young women, employment opportunities are starting to contest with the significance of the family particularly in their stage of life when they want to achieve their life goals (Napora et al., 2018). For working women with children, consequently follow the pattern of dual role, a higher risk of challenges emanating from combined roles from work and family domains (Duxburry & Higgins, 2001). The conflict between 2 roles are resulting from inability to cope with the duties of each role to its maximum expectations, when the strain caused by achieving the expectations of one role results in weariness and inability to carry on with the responsibilities of the other role and have negative effects on it, and lastly when an individual's approach in one role is inconsistent with the approach essential to achieve the other role (Napora et al., 2018).

According to Zarra-Nezhad, Moazami-Goodarzi, Hasannejad and Roushani (2010) in most countries in the world, incorporation of both male and female labour forces are essential for economic growth of the country. Both male and females have responsibilities to contribute towards economic development processes of the country, more importantly, the female labour play a vital role in reducing poverty in the households as well as economic growth (Zarra-Nezhad, et al., 2010). Traditionally, economic development and breadwinning in the families were perceived to be the roles of males while main responsibilities of females were perceived to be around domestic chores such as looking after the children while men are competing in the workplaces (Zarra-Nezhad, et al., 2010). However, with the increased number of women entering the workplaces and pursuing careers, the traditional believes defining gender roles were forced to transform (Sevim, 2006). Bicaksiz (2009) indicates that women are therefore not only responsible for only one domain, but they also have responsibilities to endure strains from both the roles from the workplace and family and strike balance between the two domains.

This model looks at the family as an organization that satisfies universal basics for the existence of human societies (Zarra-Nezhad, et al., 2010). The smooth operation of human kind is determined by the appropriate vocalization of the mutually dependent parts. Crompton (2006) indicates that the transformation of human cultures continues sideways by way of transition of households to encounter different necessities. In organisation that provide more family friendly work environment, employees have reported less work-family conflict

(Ahmad & Omar, 2010). Occupational stress is described as destruction of reactions from physical and emotional being developing when the necessities required by work are not associating with the needs, means' and capabilities, resources possessed by an employee (AL-Hussami, 2008). The description of occupational stress put forward that is a chronic condition triggered by circumstances occurred in the place of work that may have negative effect on an employee's job performance and their general wellbeing (Yahaya et al., 2009).

Balancing work and family domains has come to be a significant personal and family issue for working women. Studies discovered that the changing of family structure is the main cause of role strain and stress for work and home domains (Zarra-Nezhad, et al., 2010). Women consider their work very important role in their lives, however, they do not want to feel that they are neglecting their family role, particularly children's well-being for the benefit of the organisation. Working women usually feel that home is their main domain and they have to endure in all situations. This brings about guilty feeling when women feel they are not meeting family or maternal duties fully. This double role attests the dual load on them and requires them to fight simultaneously on two fronts (Zarra-Nezhad, et al., 2010).

2.4 INTERNATIONAL CONTEXT ON CORRECCTIONAL SERVICES SYSTEM

According to Tapscott (2006) there are significant similarities and equal encounters which correctional authorities in many parts of the globe experience, this was revealed by literature on several studies. These include quick increase of offender populations, overcrowding, imbalanced warder-offender ratio and inadequate access to resources. In countries, like South Africa which suffered major political and social changes, these challenges are deeply sensed (Tapscott, 2006). However, irrespective of the similarities, the variability of administrative systems and socio-cultural background internationally is such that there is no common model of good governance. Regardless of whether Correctional Services systems are well recognised or in conversion, there is a wide agreement in the literature that the comprehensive management of Correctional Centres and practices and the current outline of reforms are reliant. In the light of all this, there is acknowledgment that there is a need to encourage and persuade staff to carry out their work with pledge and competence and leaders have duty to ensure that this happens (Tapscott, 2006).

The little information that occurs on disturbing custodial correctional system in Africa is subjected to underprivileged infrastructure, overcrowded conditions, harsh treatment and suffering (Plaatjies, 2008). It is known that in the continent, many custodial correctional systems definitely suffer from one or similar challenges of this nature. Plaatjies (2008) highlights that the prisons in Rwanda, like in the rest of Africa, is characterised by overcrowding which is resulting from delayed trial from the department of justice for the awaiting trial detainees.

According to Omboto (2010 as cited in Omboto, 2013) like other developing countries, Kenya is categorised by the harsh correctional facility conditions like overcrowding, congestion, poor diet, humiliating attire of offenders, and poor sleeping arrangement, absence of clean water, poor sanitation and communicable illnesses. Nyaura and Ngugi (2014) further stress that in Kenya, after prison systems were adopted from colonial systems in 1963 subsequently when the country gained independence, the prison services system was classified to be broken down. International Centre for Prison Studies (2014) indicates that Kenyan Correctional Services face severe staff shortage because of lack of new staff recruitment since 2010. It was estimated then that about 6000 prison warders are due to retire which will continue to create a huge gap on shortage of staff.

Nyaura and Ngugi (2014) further entail that correctional officials are faced with lack of inadequate skills and expertise. Moreover, the Correctional Services system lacks various skills with regard to penology and corrections. There have been established poor working conditions or environment in Correctional Centres. The poor working conditions of correctional officers lower their morale and thus are unable to fully dedicate themselves to work in such unbearable conditions. Omboto (2013) shows that Kenyan government in somewhat upgraded the salary of correctional officials but there is still huge problem with housing because of security reasons. Correctional officers cannot rent houses outside the correctional facilities. Working under these unfavourable conditions can lead to staff turnover.

Moreover, Omboto (2013) indicates that the frustrations imposed on the correctional officials by such working conditions present challenges which makes it difficult for them to reform or rehabilitate the offenders, even if they were skilled for the work, they are not emotionally stable themselves as they go about their duties. Instead some have been recruited in crime by

the very same offenders they were supposed to reform. It is generally understood that correctional officers over the world work under stressful work environment (Okwendi & Ushir, 2014). Nigeria is also one of the countries where correctional officials experience the same problems. Okwendi and Ushir (2014) highlight that stress has the ability to keep correctional officials up at night or shows their resentment towards their families. That might symbolise working as correctional official being frightening. The stress is due to the increase offender population and understaff of correctional officials. It causes job stress and burnout which is harmful to correctional officials themselves, families, friends, co-workers, inmates, as well as the organisation.

Obiora and Omorotionwman (as cited by Okwendi & Ushir, 2014) indicate that working in Correctional Services in Nigeria is very difficult. The working environment is stressful and can cause burnout which also results in compromised health of officials, early retirement and compromised family life. The Working environment is violent and frustrating for correctional officers and leads to change of their routines, callings, family life, marriage, and other personal and social life outside of the borders of the organisation (Okwendi & Ushir, 2014).

2.5 SOUTH AFRICAN CONTEXT

As indicated in the White Paper on Corrections (2005) in the early 1900 Correctional Centres were considered to be environment which enforces oppressive sentence, racial segregation, discrimination, solitary confinement and violent interrogation. Prison labour was utilised at low costs by British mining companies. The black workers in prisons experienced challenges of racial barriers to be promoted into officer ranks in the department. The Prison and Reformatories Act, Act 13 of 1911 was introduced to manage reformatories. The racial discrimination in DCS existed as enforced through apartheid policies and was strongly imposed. The Prison Reformatory Act of 1911 was discovered to be the drive force for enforcement of punitive and biasness in the prison system by the Lansdowne Commission on Panel and Prisons Reform In 1945. However, there was nothing much that came out of the Commission. The prison Act no. 8 of 1958 was introduced but also reflected little on the transformation of the prison system (White paper on corrections, 2005).

Prior to 1960, custody of political offenders and those who already received their punishment was important part of the reality in the Correctional Centres. Prison Services and Department

of Justice were collaborated into one department. In the late 1990's the Prison Services and Department of Justice parted ways whereby each department started to function independently. Prison facilities became independent service and it was retitled to as Department of Correctional Services (DCS). The Prison Act was revised to illegalise correctional officials' participation in unions without acknowledgement by the commissioners. The Public Service Labour Relations Act was introduced in 1993; it brought radical changes in the Department of Correctional Services whereby the racial discrimination pressure was put on state to give permission to government workers to join unions and protect them against unfair labour practice. White Paper on Corrections (2005) indicate that the provisional Constitution was put in place in 1993, expressed the important rights of every South African together with the rights of the offenders which brought about in the overview of human rights culture, safe and secure custody of offenders under humane conditions.

When South Africa gained democracy, in the first five years, DCS saw an enormous transition whereby the correctional system became demilitarised with the aim of improving its objectives of integration, restoration and change in offending behaviour in April 1996 (Matetoa, 2012). Demilitarisation resembled with the execution of affirmative action in the DCS which was recognized without merging it with improving and advancing of affirmed appointees' skills. This transformation needed to be aligned with basic, promotional and organization training of appointees to improve their skills after demilitarisation. The method which demilitarisation was carried out caused disruption among employees of the department which exposed the shortcomings of the administration in the organisation. Demilitarisation was disorderly carried out and resulted in changing direction from punishment, safety and security to continue impacting the operations of the department in a negative way. The impact of transformation in the Department of Correctional Services resulted in shortage of staff, disruption in shift patterns, and increased safety concern on both offenders and correctional officers which caused low staff morale (Matetoa, 2012).

Cameron (2021) stresses out that South Africa has embraced restorative approach on offenders' anti-social behaviour instead of placing retribution first. This approach commanded that correctional centres operations embrace human dignity. The South African Constitution has assured a system of corrections empowered with human rights instead of punitive incarceration only. The offenders as a result no longer regarded as unwanted or rejected in the communities or hopeless burdens. They Instead deserve to be treated with

respect as people, they would be treated as worthy individuals and be given chance to correct their offending behaviour through rehabilitation (Cameron, 2021). This approach was endorsed by the Correctional Services Act 111 of 1998 enacted in 1998.

However, the reality of crime in South Africa in more than two decades after transformation later is unpleasant. The country is rated the 3rd in the world with high rate of crime (Crime Statistics by Country, 2021). The situation is worsened by the high rate of recidivism. The reality is that the policies of criminal justice systems are more punitive which indicate that punitive approach is not effective in keeping the country safe, instead crime rate continues getting higher (Cameron, 2021). South African correctional centres are overcrowded in a devastating way. Correctional officers are obliged to work under these harsh and unfavourable conditions. They are forced sometimes to carry three times more offenders into cells than expected. This may mean more security risks for both correctional officers and offenders (Cameron, 2021).

Upon enacting humane incarceration and sensible laws in the South African criminal justice system, the change from prison to correctional centre and prisoners to offenders the criminal laws also went on transition. The law became tougher and punitive. This let into high rate of crime, more incarceration time and more offender populations which let to overcrowding in the correctional centres (Cameron, 2021). Ever since 1995 the number of offender population went up by two-fifths (39%) of which nearly one-third of this individuals are not yet sentenced, they are still Awaiting Trail Detainees (ATD) (Cameron, 2021).

2.6 CAUSES OF HIGH RATE OF CRIME IN SOUTH AFRICA

According to Lamb and Warton (2016) violence and threat was used to control and oppress black people. Certain segments of white population, especially Afrikaners were subdued insurrection during colonisation. Police brutality, the internal deployment of military, torture, racial and gender discrimination, dehumanisation were used as sanctions particularly for black people during colonial and apartheid regime and this are historical factors contributing to the high levels of violence in South Africa today (Lamb & Warton, 2016). Lamb and Warton (2016) continue indicating that during apartheid era, most legislations and the criminal justice system were designed to oppress and enforce discrimination on black people. The opposition contrary to apartheid government rule remained unlawful, forbidden and

suppressed. The unjust and oppressive nature of the apartheid rule has contributed to lack of trust and confidence in the whole criminal justice system which impacted negatively on the respect for the rule of law amongst many South Africans. Consequently, despite the end of apartheid regime in 1994, the attitude of many South Africans towards the law and the criminal justice system remain unchanged which is a significant contributor of high rate of violent crime in South Africa today (Lamb & Warton, 2016).

Ikejiaku (2009) generally agrees that the high rate of crime in South Africa crime as compared to other African countries cannot be explained by a single explanatory answer. The studies of crime by most scholars' advocates and support the notion that there are various aspects contributed to the South African crime rate to be high. In reflecting on the explanations Ikejiaku (2009) highlights that the influences taking place on intensity of severe criminality in the nation's on-going radical and socioeconomic change, interrelation among the past violence of the nation and current state affairs of criminal justice system, the effects of manufacturing of pistols, the upsurge of prearranged offense and the impact of the poor performance for criminal justice system may explain the high rate of crime in South Africa (Ikejiaku, 2009).

2.6.1 Socio-economic factors

The high rate of poverty, unemployment, social and political exclusion and marginalisation is linked to inequality in South Africa (CSVR, 2009). These factors have been inherited from the legacy of apartheid regime, the global economic context as well as the national cost-effective rules after apartheid regime. They fit keen on criminality and violence on different ways because of high rate of poverty in the country. Substance abuse also strongly linked to violence (CSVR, 2009).

Kingdom and Knight (2004) further stipulate that democratic government elected in 1994, encouraged a discussion on economic legislations to broaden economic progress and also put efforts to lessen the strains of poverty and inequality inconsistencies in social and economic inclusion resulted from post-apartheid regime. However, more than two decades of democratic South Africa, the country still experience inequality in economic inclusion, poverty, unemployment, administrative exploitation, corruption and many other challenges.

Although there is significant progress made, South Africa still have a long way to go to eradicate the imbalances in socio-economic issues (Kingdom & Knight, 2004).

Lamb and Warton (2016) mention that the high levels of violent crimes in South Africa are influenced by poverty, unemployment, low levels of education and income inequality making South Africa the fourth most unequal country in the world. Consequently, it has been argued that the socio-economic disadvantage and inequality has caused the frustration and desperation among many South Africans and has increased the levels of violence. It was also discovered that the high rate of violence against women has been perpetuated by men who are unemployed and who falls into the lower socio-economic income bracket. Poor educational background has also discovered to be highly associated with the perpetration of all types of violent crimes (Lamb & Warton, 2016).

2.6.2 Gender issues

Brankovic (2019) indicates that in a society where patriarchy is valued but inequality limit resources and frustrated muscularity, multiple kinds of violence are prevalent. In South Africa, men are mostly perpetrators of violence. The gender-based violence is mostly influenced by the assertion of power and control in most cases involving intimate partners' violence (Brankovic, 2019). Research by CSVR (2009) shows that youth violence is motivated by gender discipline which is also discovered to be a driver of collective gender-based violence to assert dominance over women. Lamb and Warton (2016) further entail that the other key individual level risk factors for violence and perpetration are gender, age and previous victimization. Gender is highly related to violent crime in South Africa, with males constituting the primary perpetrators of all forms of violent crimes. Furthermore, gender appears to be associated with risk for various kinds of violence and victimization. For instance, men are likely to be at higher risk for being victims of physical violence and homicide, while women on the other hand endure the impact of sexual and emotional violence. In his address on South Africa's response to the coronavirus pandemic on the 17th June 2020, President Ramaphosa (2020) indicated that another pandemic faced in South Africa is Gender Based Violence and Feminism (GBVF). President Ramaphosa (2020) has appealed to men in South Africa to stop the killings of women and children.

2.6.3 Substance Use/ Abuse

Lamb and Warton (2016) have discovered that the abuse of substances, mainly alcohol and drugs such as 'tik' (crystal meth/ methamphetamine) worsen the high levels of poverty and violent crime in South Africa. Alcohol was found to be the most common abused substance in South Africa (Lamb & Warton, 2016). It is associated with the domestic violence, homicide and other forms of violent related crimes and remains the most contributing factor to violent related injuries. News 24 (02, January, 2021) reported that trauma units in most hospitals including Chris Hani Baragwanath Academic hospitals were empty (there was no admission of patients) on the new years' eve of December 2020 due to ban on sales of alcohol by President Cyril Ramaphosa in his address on South Africa's progress in national efforts to contain the spread of coronavirus pandemic on the 28 of December 2020. This report has confirmed that the use/abuse of alcohol in South Africa is the main contributing factor to violent injuries that burdens hospital's trauma admission units particularly during festive seasons. The abuse of alcohol can lead to increased levels of aggressive behaviour particularly on individuals with underlying aggressive behavioural traits. Alcohol and drugs are often used by criminals to supress their emotional feelings during committal of aggressive and violence crimes such as robberies, murder, rape and violence in interpersonal relationships (Lamb & Warton, 2016).

2.7 BACKGROUND OF CORRECTIONAL WORK ENVIRONMENT

According to Seiter (2001) historically, the occupation of prison warder did not attract most professionals or educated individuals. Sinead (2009) highlights that, the role of prison warders has changed significantly in the modern prisons. White paper on Corrections (2005) entails that Employees of DCS were addressed to as prison warders, the American Correctional Association (ACA) in 1993 enacted determination which renamed the employees of the department as correctional officer (CO) instead of prison warder because of the transformation of the prison services from punitive institutions to humane incarceration of offenders into secure, controlled and humane custody for the purpose of facilitating rehabilitation programmes for successful reintegration of the offenders back into the society. The responsibilities of the employees of correctional services require specific skills, special training and education. Morgan, Van Haveren and Pearson (2002) highlight that offenders are provided with number of rehabilitation programmes aimed to assist them in order to minimise

the environmental stress whereas there are limited resources in the correctional centres to help correctional officers cope with stressor from the work setting.

According to Nwidag, Afolabi and Okwendi (2015) overcrowding of offender population in the United States may increase fear among the correctional officials with regard to their personal workplace safety. Correctional officials' work requires them to deal with violent individuals who are often regarded as deviant and cruel by the society as well as unfavourable work conditions daily (Nwidag et al., 2015). Okwendi and Ushir (2014) further entail that offenders serving longer sentences in the correctional facilities are often not scared of the punishment, let alone the authority and respect for correctional officials. Nwidag et al. (2015) indicate that the nature of fear that correctional officials are facing in the correctional centres is complex and varies. Offenders may pose threats to correctional officers by threatening them with self-made weapons, engaging in gang related fights as well as displaying arrogant behaviour towards the correctional officials (Okwendi & Usir, 2014). National Criminal Justice Correctional Programs group conducted study which shows that stress and burnout contributes to the physical and psychological functioning of the human body and mind which again increases "high blood pressure, depression, anxiety, diabetes, heart attack, stroke, Post-Traumatic Stress Disorder (PTSD) as well as suicide" (Okwendi & Ushir, 2014).

Nwidag et al. (2015, p.385) defines stress as "relations between individual and environmental factors and an individual attributes, reaction or stimuli". Lambert, Hogan and Tucker (2009) however, indicate that stress as far as correctional work environment employee is concerned is associated with "frustration, tension, worry, anxiety, emotional exhaustion and stimulus" that interferes with the normal functioning of the psychological stability of an individual. The study conducted by Mukerjee and Sestero on the 100 best companies for working mothers shows that organisations that make provisions for work-life balance practices amongst its employees have seen the increased benefits in work productivity and profits (Beauregard & Henry, 2009). The focus of this study is on the perceived impact of stress on job performance for single mothers working in the Correctional Centre. The study is focusing on this work environment because of its uniqueness regarding the services the correctional officials are rendering which requires focus, patience and dedication in order to cope with daily activities.

The military operations of the Department of Correctional Services or the prison management style was put in place because of the nature of the prison institutions which were considered to be violent environment whereby the correctional officers were not assigned to make decisions on their own (McCarthy, 2012). The prison institutions used strict "chain-of-command", very rigid procedures strengthened communication channels and only the chief in command maintained the control of the institutions (McCarthy, 2012). The prison environment was characterised by the complex organisational structure and the correctional officers are tasked with the responsibilities to manage offenders with multitude of different personalities (McCarthy, 2012).

McCarthy (2012) further alludes that other correctional officer found it difficult to adjust to the management style of the prison administrators as well as working directly with offenders daily. Failure to adjust and deal with the pressure of the job may endure stress-related problems in the work and personal life. Other factors that could negatively affect the correctional officials are rotating shifts, behavioural problems encountered with offenders, difficulties in doling out disciplinary sanctions as well as working on weekends and public holidays (McCarthy, 2012).

The outline of human incarceration of offenders in South African came about when the prison system was renamed the Department of Correctional Services which also changed the strategic direction of the departmental objectives. The safe and secure incarceration of offenders under human conditions was endorsed rather than imprisonment of offenders to (White paper on corrections, 2005). Lambert, Paoline, Hogan and Baker (2007) indicate that for the last decades, the number of women who joined the traditionally masculine dominant field of corrections has increased drastically. The role of prison is seen by the society as to comprehend individuals who are being regarded as "dangerous, violent, deviant and bad" and keep them away from the community. Such individuals are being labelled as criminals by the society (Pollard & Sorbelo, 2000).

2.8 CURRENT CONTEXT OF CORRECTIONAL SERVICES SYSTEM

The White Paper on Corrections (2005) highlights that there has been significant transformation with regard to the work of correctional officers' post the apartheid era. Their responsibility is not merely to keep offenders away from the society or to enforce punishment like before, but rather to render rehabilitation programmes aiming on improving the offenders' lives to change their offending behaviour and prepare them for successful

reintegration back into the society and to improve recidivism. Paoline, Lambert and Hogan (2006) indicate that working in prison comes with high level of job stress, burnout and negative outcome including health problem, death, and illness as well as social and mental problems which originates from the nature of job the correctional official are providing. Their job includes managing and controlling gang activities, comprehending offenders' behaviour as well as managing overcrowding of offenders with shortage of staff which affect their performance of duties. Lambert et al. (2007) further show that female correctional officers faced difficulties regarding harassment and discrimination. Other individual aspects such as gender, race, age, educational level occupational status and position are other factors which were examined by previous literature on the correctional officer's job related stress as well as the workplace characteristics such as quality of supervision and the support by colleagues (Atkin-Plunk & Armstrong, 2013). Lambert et al. (2007) indicate that although interactive effects influenced by the view of the prison environment have been found to be causal factor to job stress in prisons, gender has been more regularly reported to be an indicator of job stress in the prison environment. Triplett and Colleague (as cited in Atkin-Plunk & Armstrong, 2013) found that the higher levels of contact with the offenders increased the view that corrections work is dangerous and has impact on the strains experienced by female correctional officers on family and work roles.

2.9 LEGISLATIVE AND POLICY FRAMEWORKS

It very vital for workplace organisations to have legislations and policies that addressed the health and wellness of employees to promote their health and social wellbeing. These policies will promote healthy work environment and enhance productivity on employees and lower their stress level.

The Constitution of South Africa is a highest regulation of other laws of the country and it oversee all the laws of the country, which implies that all other laws in the country cannot overrule the constitution. It ensures that all persons living in South Africa are treated with respect and dignity, it enforces social justice and harmony in the country and in the workplaces (Kruger, 2013). Chapter two of the Constitution of the Republic of South Africa (1996) which is the Bill of Rights outlines the details of all the rights that look after the interest of the workplaces, its employers and employees and as well as the responsibilities thereof. It is further indicated in the constitution that, anyone to be found contravening the

Constitution, should be held liable and face the full might of the law (Constitution, 108 of 1996). The constitution also addresses issues of labour practices where it stipulates that everyone involved in the labour relations must be given the freedom to form part of an organised labour or movement that will advocate for their rights in the workplace (Constitution, 108 of 1996). This entails that this law serves as a guideline of how the labour relations should be carried out in order to ensure that there is fairness and peace in the workplace. According to Kruger (2013) the labour laws that were passed after apartheid era were to address the inequalities of the past and to ensure that all employees are treated equally by their employers, regardless of their skin colour, gender, marital status etc. and enjoy the same rights in the workplace. The following legislations will be outlined and integrated within the correctional systems in relation to protecting the rights of females employees in the Department of Correctional Services.

- **EMPLOYMENT EQUITY ACT NO 55 OF 1998 (EEA)**

Employment Equity Act 55 of 1998, was enacted to amends imbalances caused by the past laws. Sections two of the act (Employment Equity Act, 1998: p. 12) entails that every employee should be treated just and fair without bias and to ensure that there is "unbiased representation in all occupational categories and levels in the workforce". However, this does not imply that everyone should be equal in the workplace but it simply means that the designated groups that were previously disadvantaged should be incorporated in all levels in the workplace and they must be in the position of all required qualities and skills for the particular post in terms of section 20(1), (2) (c) and (3) of the EEA (Employment Equity Act, 1998). In integrating this act with the study, single mothers may be in the position of the required skills and have capabilities to perform their duties and their personal or marital circumstances should therefore not found to be the hindering factor to their empowerment and growth in the organisation.

- **THE OCCUPATIONAL HEALTH AND SAFETY ACT NO 85 OF 1993 (OHS)**

According to the Occupational Health and Safety Act (1993) working environment should be safe for employees to carry out their duties and it should not expose them to any health hazards in terms of section 9 and section 12 of the act. The employers are liable to be accountable to any health hazards in the workplace that might bring about harm to the life of

employees and it is the responsibilities of the employer to put measures in place to prevent threats to the lives of their employees (Occupational health and safety Act, 1993). It was indicated by many authors that correctional facilities are characterised by number of factors including violence enacted from fights amongst offenders resulting from gang related activities. The health and safety of single mothers in the correctional facility as well as other categories of employees is protected by this act and the employer therefore needs to ensure compliance in this regard.

- **THE COMPENSATION FOR OCCUPATIONAL INJURIES AND DISEASES ACT 130 OF 1993**

In terms of section 22(1) of The Compensation for Occupational Injuries and Diseases Act (1993) the provision for employers is made to compensate employees should an employee get injured or even lose their lives whilst in line of performing their duties. However, the act stipulates in section 38 (1) that, the employee should report to the employer about the injury or disablement as soon as possible in order for the claim to be accepted and processed. The employees of Correctional Services, including single mothers may also be the victims in terms of getting injured and even losing their lives due to the practice of prison subcultures (gangsterism) by the offenders and this act is also giving the provision for them to be compensated should such unfortunate circumstances happen to them.

- **THE SKILLS DEVELOPMENT ACT 97 OF 1998**

The employers are instructed to make provision for the training of their employees in order to ensure that they acquire skills that will assist them to advance their career path and improve productivity in the workplace in terms of section 22(1) of the Skills Development Act (Skills Development Act, 1998). This act implies that all employees in the organisation need to undergo career path training to improve their skills and the selection of employees to be undergoing training should be fair.

- **THE EMPLOYEE HEALTH AND WELLNESS PROGRAMMES (EH&WP)**

The Department of Public Service and Administration (DPSA, 2008) has developed and endorsed Employee Health and Wellness Strategic Framework (EHWSF) for public service employees. The purpose of the framework was to make transition to improve universal livelihood for employees of public service with the aim of containing occupational health, safety, work performance, as well as employees' health and wellness including their families. The countrywide priority directed by the strains of diseases among employee population including public servants has guided the development of the EHWSF. Stress as well falls under wellness issues that emanates from both work and personal matters of the employees. This strategic framework gives as employer directives to implement programmes that address issues of health and wellness to promote healthy lifestyle and improve staff morale.

The Department of Correctional Services is also facing range of transmission of HIV/AIDS amid its employees which influenced the department to enact its Integrated Human Resource Strategy (DCS, 2006) to address employee health and wellness. Overcrowding and the practice of subcultures "gangsterism" in the correctional centres continues to impede the attempt to ensure safety of correctional officers, who also provide services to offenders who are infected by HIV, which pose them at risk during fights amongst offenders that sometimes includes stabbing which correctional officials, are expected to intervene. Overcrowding facing the department also poses a threat of health hazards. Employees therefore become vulnerable to contract illnesses from offender because of overcrowding as well as the violence incidents that are taking place in the Correctional Centres. It is therefore of very much important for the organisation to have Employee Wellness policies that addresses wellness issues for the employees.

2.10 EDUCATION AND TRAINING OF CORRECTIONAL OFFICERS

According to Lombardo (1981) working in the field of corrections includes interaction with offenders with different personalities and attitude in the atmosphere of an isolated nature. Correctional officers are main mediators of social control because of their responsibilities which include managing offenders' behaviour by rendering rehabilitation programmes and ensure of minimum force which are in line with the rules and regulations of the organisation (Lombardo, 1981). By the nature of their work environment and scope of practice, correctional officers have (wear) military kind of uniform, they carry security equipment and

firearms when they execute certain types of their work including escort of offenders to courts and hospitals.

Luyd (2001) indicates that higher educational standards were not necessary for consideration in employment in the Department of Correctional Services. Luyd (2008) further stresses that the primary motivation for working in the Department of Correctional Services was influenced by the stability for working for the government in the work environment which some individual consider more attractive than other construction kind of work. Unemployment and poor educations background has influenced other individuals to work in the field of corrections (Luyd, 2001).

Jacobs-du Preez (2001) alludes that after demilitarization of the Department of Correctional Services, there was a need to eliminate military functioning of correctional officers and to put in place appropriate public service delivery system within the department. Correctional officers needed to be retrained in order to familiarise themselves to changes in policies of the department. Jacobs-du Preez (2001) further indicates that retraining course for correctional officers should be accredited at an academic institution. This process would enable the implementation of or accredited career in the field of corrections in the higher institution of learning.

Kriel (2002) highlights that modules and field of study were developed in the field of corrections including among others correctional custody, development and care of offenders, social reintegration. Jacobs-du Preez (2001) mentioned that the need for training of new curriculum skill for retraining of old staff members to retain them was endorsed by the administrations in the department. Luyt (2001) indicates that new recruits underwent the training designed for a post-military by mid-2001 and merely 400 old staff was retrained. Luyt (2008) conforms that, two decades later the retraining of old staff to new correctional administration has not been finalised. The White Pater on Corrections (2005, p.115) highlight that “perceptions of disagreement among members of the DCS management and union activists as well as perceptions of hidden obstruction by union activists in the management of the department need to be looked at”.

2.11 CHARACTERISTICS OF CORRECTIONAL WORK PROFESSION

According to Lambert (2004) organisational settings cannot only be described by their building or structures, however they are also made out of psychological as well as social characteristics. The magnitude of organisational structures and work features can be used to describe the correctional work environment and its complexity. Organisational structure is described by the style of management and administration of the organization. The job satisfaction of correctional officers was found to have substantial link to various work features. Work satisfaction and stress was studied by different scholars on the employees in the field of corrections (Lambert, 2004).

Stress emanating from work maybe separated according to two major scopes which are the causes of stress and responses to stress. Lambert, Hogan, Paoline and Clarke (2009) identify the causes of stress as circumstances which influence extreme pressure in individual which can cause physical and social disorientation. Job stress is derived from the response to causes of work stress. The prolonged experiences of the stressors can lead to physical and emotional response to stress (Lambert et al., 2009). Stressors may have short and long term effect on the individual. The long term effect of stress may cause heart attacks, burnout, substance abuse, depression etc., while the short-term effect of stress may cause tension, fatigue and anxiety. The effects of stress, whether short term or long term are considered to be risky and have harmful consequences on workers (Lambert et al., 2009).

Hogan, Lambert, Jenkins and Wambold (2006) indicate that the work characteristics of corrections and its dangerousness are considered added strains on employees. Correctional Services work environment is considered unsafe due to its clientele service recipients who are violent. Work dissatisfaction for employees of correctional services is associated with the dangerousness of the work (Moon & Maxwell, 2004).

Hogan et al. (2006) show the relationship between work and family stress on correctional officers has not been researched enough. However, employment in the field of corrections has shown to be predominant in the manifestation of the conflict between family and work. Netemeyer, Boles and McMurrian (1996) indicate that there are two main dimensions of Work-family conflicts, namely, work roles intruding with family role. This can be referred to as (work over family role conflict) as well as family role intruding on work roles, which can also be referred to as (family over work role conflict). Work over family roles interference influenced by various elements like, time, strains, behaviour and harm based role conflicts

(Hogan et al., 2006). Home over work role conflict appear in the instance whereby the domestic issues affect the employee's roles in the organisation.

Mostert (2011) has found out that balancing work, family and social life and still managing to maintain an ample of psychological functioning is gradually increasing the demand among employees in South African. Finestone and Snyman (2005) further indicate that South African employment organisations have become culturally more diverse since the first democratic election in 1994. The country has progressed into more integrated global economy that goes along through liability to generate workable, international and economic benefit on social wealth (Mostert, 2011). Highly skilled labour remains scares in organisations resulting in burden of work becoming the responsibilities of semi-skilled employees (Mostert, 2011). Koekemoer and Mostert (2006); Mostert, Cronje and Pienaar, (2006) emphasise that although the these changes have effect on the work life balance of employees in South Africa, stressful work environment continues to bare negative impact on the initiative of wellness improvement among employees in South African companies.

Lingard and Francis (2005) emphasise that stress associated with work such as difficult work environment, unstable work time, rotating shifts and high work load may cause employee burnout and exhaustion. Mostert (2011) further highlights that it is in the best interest of organisations to enhance capabilities for work life balance for employee and be aware of job characteristics that are stressful to employees. Paying attention to the stressor can decrease chances of employees stress and burnout and improve their engagement into their work.

2.12 WORK RELATED STRESSORS IN THE CORRECTIONAL CENTRES.

Matjeke (2017) reports that large number of single parents' experiences challenges in South Africa, particularly single mothers. Poor support systems from fathers, lack of employment as well as lack of family support are highlighted to be the challenges single mothers are experiencing (Matjeke, 2017). However, it is important to note that other single mothers do have strong support system from their families as well as their children's fathers and they may therefore not experiencing problems associated with support system.

According to dynamic systems theory a family should be looked at through the current existing relationship which includes all different living arrangements (Scanzoni, Poloko, Teachman & Thompson. 1989). This theory put more emphasis on the accessibility of major source of support system like, friends, relatives, colleagues available to intervene and provide

support when needed (Matjeke, 2017). Matjeke (2017) suggest that the dynamic systems theory is useful when one is intending to get a deeper understanding of the single parent families. Single parent families form close relationship with people around them who may be available to them but not related to them (Matjeke, 2017). The nature of the Correctional Services work environment is likely to cause single mothers working in correctional work environment establish relationship among their surrounding individuals who will step in and offer help and support in time of need, when working rotating shifts, escorting offenders to other regions which are far from their workstation. Barnett (2004) debates that, the challenges faced by women in the workplace are as a result of the historical background of different treatment between men and women. The maternal barrier, the ideal worker and the ideal homemaker theories are used as trends to label women fit for the household chores and men suitable for the workplace. Barnett (2004, p. 668) indicates that, "historically, men have been regarded as tougher, more capable and in better position to face the challenges of the workplace than women".

However Gilbert, Rader and Steil (as cited in Barnett, 2004) indicate that, due to improvement in women's educational achievement and changes in their marital status, the traditional conception of proper female roles and the myths of extreme gender differences is fragmented. Women are increasingly taking part in the labour force. In contrary, Patel (2013) reports that women encounter challenges with regard to gender unfairness in terms of promotions on both the level of performance and the possible influence. Lyness and Heilman (as cited in Patel, 2013) show that research conducted among the professional groups indicated that, women are required to work harder to be considered as equally skilled as men to acquire higher positions. Workplace cultures and believes on gender practices, structures and environment also plays a role in promoting women's career development in the workplace (Patel, 2013). A study conducted by Kumari (2014) indicate that, working women reported that they face challenges because of mental stress that has to do with jealousy, competition, gossip assassination of character etc. While in other working places, working single mothers may experience stress due to absence of childcare support, inflexible working hours and inadequate income as per qualification.

2.12.1 Job Demand

Micieli (2008) highlights that prison life is characterised with confrontations, mendaciousness and forces. Correctional officials are challenged mentally and physically on

regular basis by the offenders. The prison sub-culture in high security prisons is characterised by violent, fatal manipulative and exploitation. From shift to shift, correctional officers' carryout responsibilities of managing and controlling these subcultures which is stressful and can affect their career and life (Micieli, 2008). White Paper on Corrections (2005) highlight that overcrowding of offenders in most Correctional Centres in South Africa is a serious concern. The increase of offender population in the Correctional Centres without appropriate increase of correctional officers increased workload for the correctional officers because of the high volume of the offenders' needs and requests which need the officers' attention (Steiner & Wooldredge, 2015).

Rehabilitation entails that the correctional officers award the degree of trust and freedom of movement to the offenders, yet allowing such privileges may increase the odd of conflict among the offenders from the custodial perspective (Steiner & Wooldredge, 2015). Liebling, Price and Shefer (2011) highlight that the flexibility and the use of discretion are required for the correctional officers to maintain institutional safety and security through effective management of the offenders. However, the job demand and control model of the institution, correctional officers who experience unclear instructions and regular conflicting demands may experience stress (Steiner & Wooldredge, 2015). The ability of the correctional officers to provide care and maintain order and control over offenders has emerged into a huge job demand. Over the past three decades, researchers looked into the impact that Correctional Centres' security level could have on the correctional officer's work stress (McCarthy, 2012). Some of these studies found out that officers working in maximum security level Correctional Centres are at high risk of experiencing work-related stress than minimum security officers (McCarthy, 2012).

2.12.2 Safety Concern

Correctional officers are exposed to violence at higher rate than other law enforcement agencies Brown, Fielding and Grover ; Finn; Mallon ; Kop, Euwena, and Schaufeli; Revocky and Gershon; Spinaris et al. (cited in Steiner & Wooldredge, 2015). However, it is not likely that officers would be assaulted by the offenders, but the observation of violent incidence involving offenders among themselves as well as other officers' constant risks or victimization is contributing to work related stress (Steiner & Wooldredge, 2015). Officers who perceives correctional work environment as unsafe, who are assaulted and threatened may experience high level of stress (Steiner & Wooldredge, 2015). Moreover, McCarthy

(2012) highlights that throughout America, correctional officers are exposed to danger and are hurt while in line of duty.

The study on building healthy and equitable workplaces for women and men shows that in all employment sectors, both women and men are exposed to different kinds of safety hazards that may cause physical, psychological and sexual violence like bullying, harassment, threats, etc. (World Health Organisation, 2011). This safety hazards may or may not be driven by gender stereotypes or discrimination. However, women appear to be at high risk of workplace violence because of their over-representation in employments such as health care work, teaching and therapy where they are dealing mostly with pupils, clients and patients (World Health Organisation, 2011). Although both women and men experience different types of violence at work across different work sectors, women are at high risk of being victims of psychological and sexual violence and men of physical assault (World Health Organisation, 2011).

2.12.3 Shift Work

According to Bureau of Labour Statistics (2002) the overall natural activities of a human being is based on 24 hours circles which include, work, social activities and rest. However, McCarthy (2012) entails that the correctional officers have responsibilities to ensure that offenders are provided with nutrition, health, safe and security for 24 hours per day". Therefore about 50% of the correctional officers have unusual/unstable schedule. The coverage demands fixed or rotating shifts have the ability to impair individual's ability to function adequately (McCarthy, 2012). Kim, Kim, Lee, Choi and Park (2016) further strengthens that shift work has the potential to interrupt family and social life and can lead to, sleeplessness, severe fatigue and somatic symptoms because it often goes against the regular timing system of daytime of an individual. Because of their high level of family responsibilities, the effect of shift work can mostly be noticeable amongst women. Women who are working shifts may experience higher levels of work family role conflict (Kim, et al., 2016).

2.12.3.1 The impact of shift work on cognitive impairment

Swenson, Waseleski and Hartl (2008) indicate that the main outcome resulting from execution of shift work is fatigue, the effects of fatigue was identified highly on prominent occurrences. Sleeping deficit that is resulting from fatigue affects cognition, emotion and

health of shift worker in an unfavourable way. The effects starts are slowly at first and it get persistence as sleep debt accumulates. Carvalko (2001) further elaborates that the loss of sleep can results in drastic consequences on officers' psychological or mental functioning resulting from impact of working shifts on exhaustion and mental awareness. Carvalko (2001) further says that exhaustion may decrease the level of alertness, concentration, attention in a remarkable way. Vila, Morrison and Kenney (2002) strengthen that deprivation to sleep lowers self-consciousness. In correctional work settings, sleeplessness affects the ability to risk assessment, use of own decision as well as decision making and could results in the officers disclosing personal information or providing inaccurate factual information.

2.12.3.2 Emotional Impairment

Swenson, et al. (2008) indicate that disturbance of the routine to sleep, results in the body exhaustion whereby individual become half sleep, half-awake while on duty resulting in body irritability, consistent sensitive and emotional imbalance. To avoid sleeping on duty, usually sleep can be further disrupted by the use or intake of more caffeine to increase hyper alertness after critical incidents. This however disrupt the normal function of the body to acquire enough sleep after the shift which also results in the use or intake of sleeping aids to get enough sleep (Swenson et al., 2008). Finn (2000) indicates that correctional officers witness more incidents of violence in their work like other law enforcement agencies such as police officers. Fatigue-related irritability may lead correctional officers not attending in time to the needs of the offenders, get easily annoyed which can also results in compromising personal boundaries and the use of excessive force unreasonable. Swenson, et al. (2008) mention that work exhaustion which increases bad temper and despair for the officers at work has the ability to cause emotional tensions at home. Swenson et al. (2008) continues arguing that this tension behaviour caused by fatigue are not easily shut off when the officer gets off duty and interacting with family members. Working night shift and over the weekend causes disruption in the routine of interaction between the officers and their children when the parent is working night, they misses out on the school and social activities of the children as well as family events and holidays.

2.12.3.3 Health Concerns

Marquie and Foret (1999); Smith and Mason (2001) indicate that during early 20s and 30s correctional officers adjust very well and quickly to working shifts. However, when they enters into 40s and more, biological clock starts catching up with them and family

responsibilities increases, it get more difficult for them to cope with shift work. Swenson, et al (2008) continues highlighting that the pressure of adapting to working night shift may damage wellbeing of employee which can relatively cause underlying health issues. Health and psychological issues such as diabetes, seizures, anxiety, cardiovascular disease, headaches etc. are more likely to start trouble the officers' health (Swenson, et al., 2008).

2.12.4 Gender Issues

Increasing number of women has joined the traditionally male dominating law enforcement agencies such as correctional services. Wells (as cited in Sinead, 2006) entails that there is a need to explore how both males and female correctional officers cope with their roles. The qualitative research to discover approaches used by females working in the correctional centres eliminate walls that hinders progression in working environment of corrections assumed to be male dominating and gender stereotypes identified five strategies which includes "1. Projecting professional image, 2. Demonstrating unique skills, 3. Emphasising team approach, 4. Humour and 5. Using sponsorship to enhance positive visibility" (Sinead, 2006). Study conducted by Micieli (2008) shows that female correctional officers indicated high level of work related stress, particularly single mothers. Work, domestic, childcare as well as shift work responsibilities were found to be some of the contributing factors.

World Health Organisation (2011) shows that study conducted on erection of fitness and impartial organisations for both males and females reflect that men and women play different roles in the lives of the children, families as well as communities at large. Although women are increasingly making representations in the paid workforce, their responsibilities of domestic, unpaid work such as cleaning, cooking, taking care of the children and the rest of the family continue to be a challenge in most societies. Women are also highly responsible for unpaid domestic work such as taking care of their elderly, disabled and ill family members. However, in many parts of the world, women are increasingly assuming men's traditionally role in the paid different workforces and they are expected to perform their duties optimally like their male counterparts (World Health Organisation, 2011).

2.12.5 Job Satisfaction

According to Siniscalchi, Kimmel, Couturier and Murray (2001) strains experienced from stressful work environment may affect an individual's commitment and overall functioning in the organisation. Matjeke (2017) on the other hand confirms the negative impact of stress on

job fulfilment is influenced by lack of support systems and wok gratification and has been documented as casual of stress in the military based work environment. Continuously it is indicated that there is lack of adequate social support for single mothers which may affect their adequate functioning in both life and work domains (Siniscalchi, et al., 2001). Bensimon (2010) further indicates that maintaining conducive work environment increases job satisfaction, improves work commitment and reduces stress amongst employees which as a result create and maintain professionalism, productive as well as humane work environment. Matjeke (2017) highlights that the attempts to understand of stress enactment for single mothers need to be directed to various areas. Stress can be developed from their work as well as personal lives. The motive and interaction of the nature of stress for single mothers can results into undesirable outcome of work fulfilment. Work gratification and stress are seen as depended variables which have effect towards each other. The more stress an individual experience the more the likelihood of decreased job satisfaction (Matjeke, 2017).

2.12.6 Social Support

Social support from co-worker, family and supervisors in terms of assistance and affirmation can provide helpful support to single mothers working in the correctional environment which expose them to work-related stress (Steiner & Wooldredge, 2015). Social support is a valuable resource for single mothers. Without any kind of support single mothers continuously concerned of their ability to manage all the domestic and work responsibilities as well their children and their own wellbeing. For the single parents to function optimally in both personal and work life, they need social support from family, friends, co-workers, supervisors, neighbourhood as well as community support. Lack of such support may result in them suffering from emotions and physical wellness (Matjeke, 2017). Steiner and Wooldredge (2015) further shows that interaction and peer support between co-workers while in line of duty might decrease the stress that comes with the difficulties of job demands and could contribute to positive feeling regarding one's work and personal responsibilities.

2.13 INTERACTIONS BETWEEN WORK AND HOME STRESS

Greenhauss and Beutel (1985) describe work-family conflict as a conflict that is caused by different roles played by the same person in both organisations. The conflict can appear in three forms which include pressure among roles, conflict emanating from interactions with others and time clashes. Amour, Laverdure, Devault and Mseau (2007) explain that stress

emanating from the performance of one role impede the execution of the demands of other roles to the satisfactory. The strains experienced from family role can overlap to the performance of work roles. When one role consume more time it take time for completion of the other role. Time consumed executing responsibilities for one role creates difficulties to create time for performance of the other role. An individual maybe bodily present for another role but mentally absent to execute the duties of another role (Amour et al., 2007).

The study on the relationship between work-home conflicts and burnout among American surgeons shows that the conflicts of roles between work-home seem to be a main contributor to burnout and are more common amongst women employees. Although the cause of burnout was extremely similar among both women and men, women appeared to be more likely to experience work-home conflicts or burnout than male counterparts (Lisolotee, Dyrbye, Tait, Shanafelt, Charles & Balt, 2011).

2.14 CHALLENGES OF WORKING SINGLE MOTHERS

Lleras (2008) mentions that the type of employment single mothers are carrying out have an effect on their home setting. Single mothers employed in low-wage and part-time employment has expressively showed inability to cope with household roles. Furthermore single mothers who work rotating shifts and unusual hours have mostly reported challenges to manage home roles. In light of these discoveries it is critical to examine the impact of employment status and work environmental circumstances on the quality of executing family roles and responsibilities among families headed by single-mother (Lleras, 2008). Hertz, Mattes and Shook (2020) further strengthened that as the world took strain on the covid-19 Pandemic, whereby critical facilities like public schools and crèches went out of business, many households were hard-pressed to the verge of breakdown. The level of stress was even higher in the households headed by single mothers (Herts et al, 2020).

In addition, Hertz et al. (2020) indicate that wariness concerning the transmission of corona virus has enforced families to close their doors for anyone not residing in the household including relatives with an attempt to contain the spread of the virus. This rules were even enforced by the authorities to curb the spread, however, this situation has likely to have resulted in severe strain for household headed by single parents. Taking into account that even under normal circumstances single parents, especially single mothers' experiences role strains resulting from juggling many roles of child care, employment, improving their skills

and educational background as well as taking care of their social well beings (Christopher, 2012). Single mothers have double critical roles they are playing in their lives, they are primary custodian for their children as well as the main source of income for their households. Single mothers may therefore experience high level of stress emanating from their double roles and responsibilities (Lleras, 2008).

Menaghan and Parcel (1991) strengthens that the relationship between maternal roles of work and family settings may be determined by the ability of single mother to find high paying employment and work environment which add to balance the outcome of stress associated with both roles. Lleras (2008) entails that employment models put forward that work characteristics such as conditions of employment, working hours, salaries and job satisfaction may have an impact on single mother's emotional well-being and psychological functioning resulting in the inability to afford adequate family roles.

2.15 OCCUPATIONAL STRESS MODEL

Hart and Cooper (2001) point out that occupational stress model looks at behaviour of an individual as an exposure to problem. The models stresses out that separating strainers work circumstances is important for an individual's response to stress (Beehr, 1998). Occupational stress may arise when there is an inconsistency among the demands of the organisation and the employee's capability to execute and complete these demands (NIOSH, 1999; Henry & Evans, 2008). Strains may occur in the form of physical, emotions and mental reactions and lastly stressor may cause the body to have a physical response than mental reaction (Mustafa, Illzam, Muniandy, Hashmi, Sharifa & Nang, 2015).

According Volmink (2014) occupational stress is an increasing element of the mental health problem. Psychological Association (2009) study indicated that nearly 70% of employees reported their work as a substantial contributor to stress. The occupational stress is defined as "the harmful physical and emotional reactions that take place when the demands of the job surpass the needs, resources and capabilities, of the employee" (Mohajan, 2012, p.1). Furthermore occupational stress is defined by Leka, Griffiths and Cox (2004, p2) as "individual reactions taking place when employees are expected to undertake work demands and pressures that are beyond their capabilities and knowledge and which challenge their capacity to cope". To attain organizational excellence, sometimes it means employees need to

work under extreme stressful conditions which are likely to affect their coping capabilities (Jestin & Gampel 2002). Mohajan (2012) further indicate that occupational stress is caused by interface among an employees and their work setting. However, other issues outside workplace such as, family role difficulties can also cause stress.

Batister-Taran and Reio (2011) emphasize that social support has increased an understanding of occupational stress. For the past 40 years, scholars directed attention to explore the relationship between social support and occupational stress (Batister-Taran & Reio, 2011). Social support was described by Karasek and Theorell (1990); Viswesvaran, Sanchez, and Fisher (1999) as the extent and value of social interrelations at work. Four types of social support are identified in the literature which is: Information, esteem, emotional, Instrumental, and social support (Rooney & Gottlieb, 2007). Information support refers to the state of providing information to the employees, esteem support means to provide feedback which is important for employees 'self-evaluation, emotional support emphasises on showing empathy for employees and instrumental support means the provision of resources to enable good job performance (Rooney & Gottlieb, 2007). Social support also takes account of the interactions between the supervisors and supervisee to reduce the high level of stress. Studies shows that employees who encountered high demand of strains have reported low level of social support (Batister-Taran & Reio, 2011).

Batister-Taran and Reio, (2011) social support was found to be a critical aspect to increase an understanding of job-demand control model. It has increased significance to the context of this model and to the manner in which we study and interpret occupational stress. It is vital to realize that job characteristics (stressors) are not the only aspects that can lead to stress, however, the coping mechanisms also the coping mechanisms applied by employees and their gender variances can cause strains. These additional thoughts can assistant in the development of interventions to relieve occupational stress (Batister-Taran & Reio, 2011).

2.15.1 Stages of Occupational Stress

Mustafa, et al. (2015, p.100) outlined the following stages of occupational stress.

- **Stage 1: Alarm or Reaction Stage**

  This stage is a usually short reaction to stressors where the individual's body is physiologically equipped to fight the stressors (Mustafa et al., 2015). The defensive systems of the body and natural energy get activated and communicate with the central

nervous system to stimulate the adrenal functions, the heart rate and blood flow become increased and stimulate the functioning of the brain and allows the natural body energies to fight the stressors. However when the body experienced prolonged stress its resources become defeated by stressors (Colligan, Colligan & Higgins, 2006).

- **Stage 2-Resistence**

During this stage the individual may take treatment to alleviate the pain from stressors, body adjust to persistent existence of the stressors and the natural body resources are relaxes and relies on the treatment to fight stressors (Zimbardo, Weber & Johnson, 2003).

- **Stage 3-exhaustion**

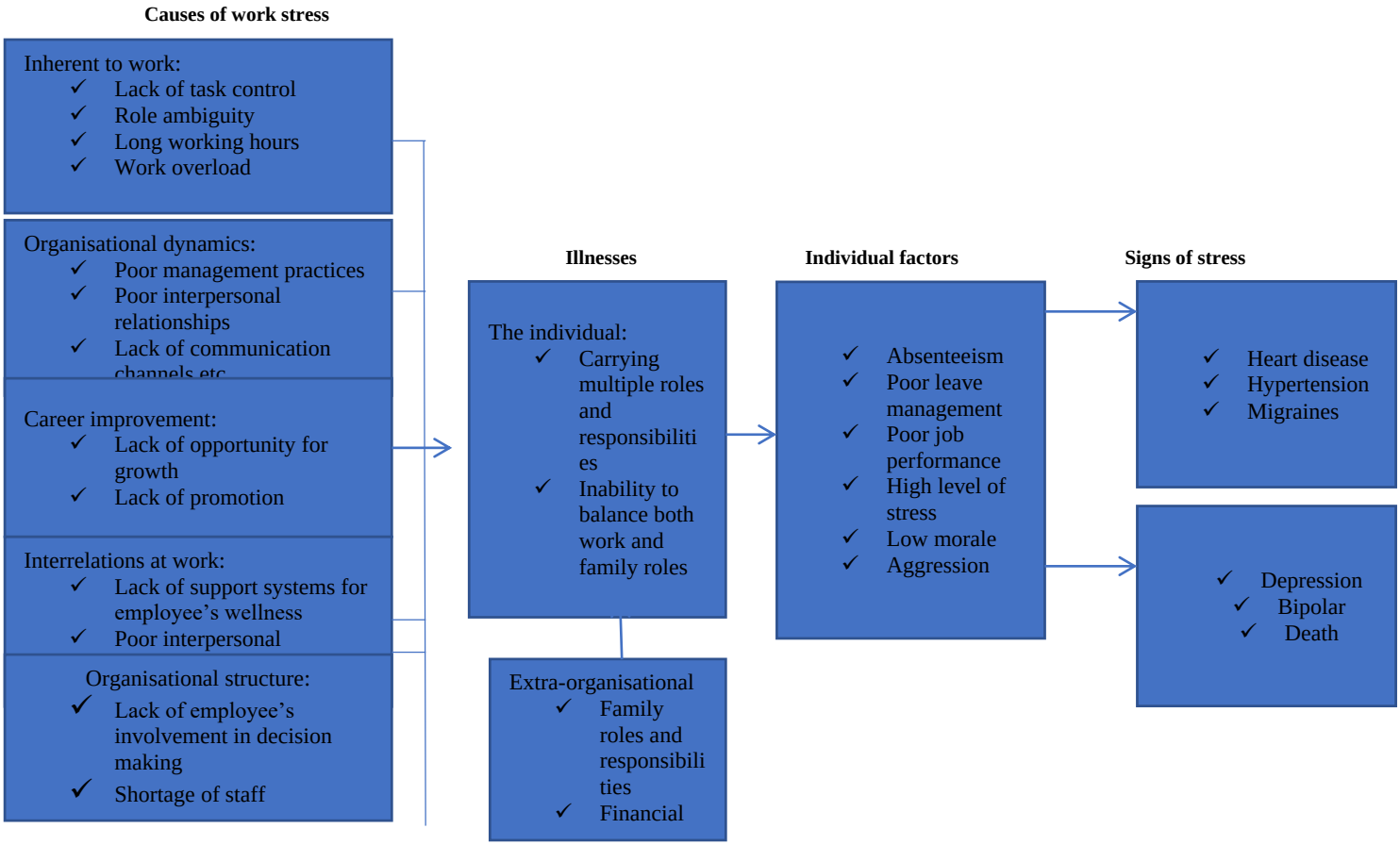
This stage entails that the re-emergence of the first stage (alarm stage) will last for a very short time to allow the responsive reaction of the body efforts to activate the immune reaction (Mustafa, et al, 2015). However, the body's immune system is been exhausted, which results in the individual's body at risk of been attacked by illnesses which can results to death at this stage the body does not have the capability to adjust to stress. This can lead high blood pressure, heart attack, chronic fatigue, psychosis tiredness and depression symptomatic (Zimbardo et al., 2003).

2.15.2 Causes of Stress

NIOSH (2008, p1-3) (Mustafa et al., 2015, p 100-101) highlights the following workplace stressors which can result in occupational stress:

- Job demands such as lack of task control, work overload, role ambiguity and long working hours
- Organizational dynamics such as poor management practices and poor interpersonal relationships
- Financial factors such as low salary
- Conflicting roles between work and family domains
- Lack of career developmental such as lack of opportunity for growth or promotion,
- Poor work environment and
- Shortage of staff, shift work, lack of organisational support for employee's wellbeing

Figure 2.1 Occupational stress model as demonstrated by Michie (2002).



2.16 THE IMPACT OF STRESS ON JOB PERFORMANCE

2.16.1 Individual level

According to Finn (1998) stress among correctional officers is a huge concern. The stress experienced by correctional officer may lessen the alertness and safety of offenders and other employees in the correctional centre. It can cause turnover that may lead into abuse of leave as well as absenteeism. According to Lambert (2001) work stress, family responsibilities, poor work environment, age and gender are influential factors of absenteeism among correctional officer. Other correctional officers may end up working overtime to cover for the absent and sick officers which may also cause strains on them. Stress can also lead to substance abuse among vulnerable employees. Excessive reporting of sick leave results in other officers to work overtime which often worsens their stress and weakens their job performance (Lambert, 2001). Stress may results in reduced job performance for instance,

improper searching of offenders and visitors which results in the smuggling of contrabands within the correctional centre which can cause danger and harm to both offenders and officers (Michieli, 2008). Stress can also lead to careless counting of the offenders which can lead to escape.

2.16.2 Organisational level

Amour et al. (2007) highlight that conflicting roles from the performance of work and family responsibilities has an impact on the performance of duties on individuals' line of profession. Job satisfaction is well attained when an employee is able to maintain balance on their dual home and work roles. The employer faces higher costs which are caused by job discontentment of employees which is associated with poor health conditions, high absenteeism and turnover among workers. When employees are content with their work the organisation benefits because of reduced absenteeism, good healthy staff and improved wellness reduction of the use of sick leave which in turn promotes production in the organisation Robbins (cited in Duxbury & Higgins, 1999).

Figure 2.2 The impact of stress on individual and organisational level as illustrated by (Michie, 2002).

The impact of stress	
On individual level	**On organisational level**
✓ Poor health ✓ Wellness issues ✓ Inability to achievement goals ✓ Challenges of self-esteem ✓ Decreased personal development ✓ Burnout	High absenteeism and turnover Poor job performance Low staff morale Poor communication and increased Conflict Lack of job satisfaction

2.17 PREVENTION OF OCCUPATIONAL STRESS

NIOSH (1999) find out that poor health and job dissatisfaction, employee turnover and low staff morale are observe to be the initial indication of occupational stress.

2.17.1 Individual Level

Employees can create support group with colleagues who are single mothers to share experiences, challenges and coping strategies to limit the parenting stressors that might affect their job performance. The use of services available in the workplace will also help individual to prevent stress. Engagement with the workplace structures such as labour unions to voice out their occupational stressor and collectively taking their concerns to management will encourage improve communications which might encourage management to create platform for voicing out concerns.

2.17.2 Organizational Level

NIOSH (1999) proposes various general guiding principles on organizational change to remedy occupational stress:

- Regulate the amount of work to employees capabilities
- Outline the role and responsibilities of the employees
- Support employee interactions
- Improve support systems for employees
- Encourage employees participation in workplace programmes designed to help employees to manage stress
- Create platforms platform for employees to raise issues of concerns,
- Collect information on employee views of job characteristics that causes health risks, stress, and job dissatisfaction,
- Evaluate information collected from employees to identify problem areas that increases level of stress among employees,
- Analyse data on the causes of stress to come up with intervention strategies to remedy the problem,
- Identify the effectiveness of the implemented programs, quarterly evaluation maybe performed to identify the gaps and the need for redirection,
- Plan for long-term evaluations (annual) of the programmes to regulate whether they yield long-term effects.

2.17.3 Stress Coping Skills

Mustafa (2015) proposes the following skills to cope with stress: Problem solving and decision making skills, practice assertiveness, conflict handling skills, time management skills and goal setting and priority making.

2.18 OCCUPATIONAL SOCIAL WORK MODEL TO MITIGATE STRESS AMONG SINGLE MOTHERS

The study will apply the occupational social work practice model (OSWPM) to address challenges face by single mothers in the Correctional Services workplace. Kruger and Van Breda (2001, p. 948) identifies "four practice positions from which the social worker can intervene in any situation depending on the nature of the client's problem or need. The practice model positions allow the intervention to take different position when intervening depending on the position that is suitable for a particular situation or problem. It is important to note that with this practice model, intervention can take different positions in a single challenge or problem that employees experiencing at a particular time, this does not mean therefore that intervention is limited to one position only (Van Breda & Du Plessis, 2009). It is indicated that these positions are equally important, and one can utilise each depending on the nature of problem (Van Breda & Du Plessis, 2009).

- **Binocular vision**

Van Breda and Kruger (2009) introduced the binocular vision to help deal with the frictions that might develop between the loyalty to employers and to employees. This binocular vision allows the use of the person-in-environment principle, where the it looks at the personal problems that an employee experience at home and in social groups that might be affecting his/her performance (Van Breda & Du Plessis, 2009). On the other lens one will look at the bigger issues that "marginalise and exclude workers, policies that are not family oriented user friendly, the needs of management at unit level, and the organisation's need…" (Van Breda & Du Plessis, 2009, p.323). This notion, binocular vision, allows the worker to remain objective between workers and management. It can be argued that binocular vision is similar to ecosystems approach as they both "emphasise on the importance of adaptive balance between organism and environment" as it looks at "the relationship of the person in an environment", be it home, workplace and community (Pardeck, 2015). In relation to this study, binocular vision can be used to look at single mothers' personal challenges and also

check the common problems that affect all single mothers which affect their performance in the work environment.

2.18.1 Intervention at individual level

- **Position one: Restorative Interventions**

This position stems from the strengths perspective that believes that clients have the capabilities to solve their own problems and that they can be able to cope with whatever situation life throws at them (Van Breda & Du Plessis, 2009). Similarly, Healy (2005) asserts that the strength perspective recognizes the resilience that clients have after experiencing difficult events in their lives and through it they can be empowered to tap into their inner capabilities to cope with any situation. The social worker helps the clients to realise their potential and restore their abilities to cope and solve the problems that might be affecting them personally, in small groups and/or at work. Van Breda and Du Plessis (2009) state that this position is a generic social work intervention because it focuses on employee-as-person and assist that individual to deal with issues that is affecting his family and community in which he/she lives or works in.

Hammond (2010) said that clients are the best experts on finding solutions to their own problems and if given a chance can realise they have capabilities of solving their own problem. Contrary to that, Healy (2005) argues that the strength perspective does not consider the fact that there are situations where people have experienced very difficult situations where they have no means of changing their own situation without the assistance of others. Consequently, it is important not to place too much responsibility on clients for finding solutions to their problems, however, the Occupational social worker (OSW) can assist the clients by using advanced skills to realise inherent skills that they possess and also direct them to relevant resources that will aid them in achieving those solutions.

On the other hand Kohlrieser (2007) pointed out that utilization of conflict management, OSWPM and strength-based approach can assist the OSW to assist single mothers working in the correctional centres to manage both their duties of being parents and employees. In this case the resilience approach can be used to determine the strengths of the single mothers to assist them to deal with work-related stressors and family stressors (Saleebey, 2007). For

example, the OSW can use the client-focused assessment to get a better understanding of the single mothers' situation and determine the available resources within the organisation that can help to improve their situation (Egan, 2014).

2.18.2 Intervention at Group level

- **Position two: Promotive Interventions**

According to Kruger and Van Breda (2009, p. 324) position two is "focused on promoting or enhancing the social functioning and well-being of clients. The main emphasis is on prevention, education and development". They further explained that this position does not only focus on the current problem that employees face but also develop the employees to enable them to be able to deal with future challenges (Van Breda & Du Plessis, 2009). According to Van Breda (2009: 294) "majority promotive intervention is implemented at the meso/group level. A wide range of community needs, mostly related to the needs of employees-as-people, are addressed through these interventions". By the same token, Cherin (2000) states that social service in the workplace should consider the systems that play a crucial part of employees as well as their surroundings as they have a great impact on how the employees as people react to situations. It can be then stated that promotive interventions is about encouraging healthy lifestyle and improve the relationships of employees and the systems around them.

Van Breda and Du Plessis (2009) further indicated that the occupational social worker can run a programme in the workplace that is aimed at improving or developing the lives of employees by imparting them with skills and knowledge that will bring about positive change in their lives; such programmes can be run in the workplace if facilities are available or assess whether there are resources available in the community that can be used to develop not only the employees but the community at large. Frank and Streeter (as cited in Du Plessis, 1990) indicated that problems defined at an individual level (lack of child care facilities for single parents for example) may lead to changes in company policies and procedures (subsidization of new child care facilities at work), as well as foster the development of services within the community.

- **Position three: Work Person Interventions**

Work person intervention focuses on how work duties and roles of the worker impact their families and work performance (Van Breda, 2009). In other words, the intervention is more on assisting the workers to deal with work-related stressors that affect the performance of the workers and how work stressors affect their family lives (Berridge & Cooper, 1994). This intervention also looks at educational programmes that will enhance the workers with resilience to deal with workload and also empower them with conflict management skills so that they can be able to resolve any frictions they may encounter in the workplace in order to maintain a good relationship with colleagues and management, which in turn enhances productivity (Van Breda, 2009).

2.18.3 Intervention at organisational level

- **Position four: Workplace Interventions**

According to Van Breda (2009) this intervention is about the workplace itself and the things to be done to change the systems that hinders progress of productivity, boost the morale of the employees, improve the working environment, this includes policy development and programme development. In this case the occupational social worker plays the role of an advocate because she/he will identify challenges that concerns the organisation and then develop policies that ensures that such challenges are addressed and management support and adhere to such policies and procedures so that there can be positive change in the workplace (Van Breda, 2009). The occupational social worker will ensure that the workers' challenges are dealt with whereas at the same time ensure that both parties, the employees and management, adhere to the developed policies and procedures in order to maintain peace and conducive working environment. This intervention is similar to Bargal's intervention model when he talks of secondary intervention for organisation and community where Bargal mentioned that social workers should play the role of a mediator between the workers and managers where workers' challenges are being addressed and incorporated into the governance structure.

The occupational social worker's role is also to ensure that there is harmony in the workplace by safeguarding the workers needs and at the same time ensure that the workers perform in order to make sure that running of the organisation does not suffer (Du Plessis & Van Breda,

2009). Du Plessis (1990) stated that occupational social workers make recommendations to the management on issues that will bring about positive change in the organization.

- **The Role of Social Worker**

The role which the social worker will practice in is that of the occupational social worker and an Employee Assistant Practitioner (EAP) to address problems experienced by single mothers in the Correctional Services work environment (Masi, 2005). The main function would be to "enhance employee and workplace effectiveness through identification, prevention, and resolution of personal and productivity issues" (Botes, van der Westhuizen & Alpaslan, 2014). Masi (2005) emphasises the importance of the EAP to conduct an assessment of the whole organisation in order to find out everyone's needs and root cause of the stressors. Assessment will help the EAP to determine the best intervention that will not be bias to certain systems within the organisation while neglecting the other. In conclusion, an occupational social worker can play different roles in the organisation in order to ensure that both the employer and employees are satisfied with the working conditions. This will enhance productivity and promote high morale as well as job satisfaction. There are several other models that the occupational social worker can use to ensure that morale of employees, productivity and job satisfaction is enhanced in the organisation (Van Breda, 2009).

2.19 CONCLUSION

The rapid transformation and development of the correctional work environment has been directed through the introduction of rehabilitation programmes to address the offender's anti-social behaviour rather than imposing punitive measures on them. This transition has changed the viewpoint of occupation in the field of corrections in a significant way (Chipango, 2016). However, this transformation has come about with various challenges that has challenged and continue to challenge day to day operations in the department, particularly those working in the correctional centres. As indicated by Cameron (2020), the Inspecting Judge, for Judicial Inspectorate for Correctional Services on the visit in Johannesburg Management Area that DCS need to act urgently to address issues of poor infrastructure and overcrowding of offenders in its correctional centres to be in line with one of its key objective of ensuring human incarceration of offenders. Shortage of staff, shift work and other operational issues has been highlighted in the literature as factors leading to stress among correctional officers.

The literature has also indicated that this factors impact negatively on the work performance of correctional officers.

CHAPTER THREE
RESEARCH DESIGN AND METHODOLOGY

3.1 INTRODUCTION

The researcher aimed in this chapter to present and outlines the research methodologies that were applied to attain the primary aim and objectives of the study under investigation. The research methodology employed in the study is outlined and explored. This includes research design, sampling procedure, research instrument, pilot-testing of the research instrument, method of collecting and analysing data, trustworthiness and ethical consideration.

3.2 RESEARCH APPROACH

The research approach adopted in this study is qualitative in nature. A qualitative research approach allows a broad insight into the issue under investigation. A qualitative research method permits the researcher to explore and understand complex issues (Zainal, 2007). It also allows the researcher to conduct an in-depth investigation into the issue. Babbie and Mouton (2001) indicate that qualitative research always aims to study human actions from a social action point of view. Its primary goal is more of describing and understanding the behaviour of human on social issues, rather than explaining. The qualitative research approach helps to find explanations of social and behavioural problems and enables the investigation beyond the numerical results and strives to attain an understanding of behavioural circumstances on the respondents' perspective (Zainal, 2007). This method will therefore help the researcher to gather an in-depth understanding on the perceived impact of stress on job performance on single mothers working in the Correctional Services work setting.

Weldegabrael (2014) explains that qualitative research uses non-numerical methods of inquiry and exploration of social occurrences. Babbie and Mouton (2001) further explain that qualitative research involves the direct encounter with the study sample, whereby the researcher selects a small portion of the population to be investigated. The researcher gains insight through face-to-face interviews, whereby the relationship with the participants is formed to create a more comfortable environment which encourages the participants to be open.

In qualitative research, more efforts are put on the holistic environment in which the research is rooted. The qualitative research approach relies on the notion that data collected can only make sense if the researcher can understand the data in its broader historic, educational and social context (Scott & Morrison, 2007). The researcher becomes familiarised with the environment in which data will be collected, acts normally around the participants to make them feel at ease and also observes their social interaction around the work environment in order to gain more understanding into the kind of work they are doing and the impact thereof. The qualitative research approach was applied in this study because of the limited literature available to address the impact of stress on job performance for single mothers working in Correctional Centres. Bless, Higson-Smith and Kagee (2006) emphasise that qualitative research is mainly conducted on phenomenon that are undeveloped or have not been sufficiently researched before.

3.3 RESEARCH DESIGN

The method of research design employed in this study was exploratory case study design which is beneficial in getting an in-depth understanding of the study under investigation. Fouche (2005) describes case study as the type of research design which is used to explore or gather an in-depth analysis of a single or multiple cases over a period of time. Babbie and Mouton (2001), on the other hand, explain that case study entails investigation of various variables. Its efforts are to gain an understanding on the effects of multilevel social systems from the perspective of the subject and their behaviour. Startman (2013) elaborates that case study is an overall term used to explore and understand an individual, group or phenomenon under investigation. Case study is therefore a broad narrative of a single event and its analysis thereof, for example, the classification of the cases and events, and explanation of the finding processes of these features that is the process of research itself.

In this case, the researcher has realised job demands that are characterised by shortage of staff and overcrowding of offenders in the Correctional Centre, and the different shifts that correctional officials are working, which includes night shift. The researcher therefore wondered how single mothers working in the Correctional Centre cope with both work and parental duties. It is through this background that the researcher became interested in exploring the perceived impact of stress brought about by carrying out duties as single mother and employed as a correctional officer, using case study research design. Baxter and Jack

(2008) indicate that case study design is employed when the study is focusing on responding to the how and why questions. This means that how the participants of the study behaves can therefore not be influenced in this regard because the investigator is interested in covering the circumstantial situations as they are believed to be significant to the phenomenon under investigation. The limitations are not clear between the phenomenon and context.

3.4 SAMPLING PROCEDURE

Scott and Morrison (2007) highlight that sampling refers to the activities that the researcher utilises to select people or elements from the larger population to participate in the study. Reid and Smith; and Sarantakos (cited in de Vos et al. 2005) further say that the major reason for sampling is possibility for inclusion since the researcher cannot cover the entire population. Modderbee Management Area comprises of three Correctional Centres which is Devon, Modderbee and Nigel Correctional Centres. The researcher was not able to reach all the participants from all three centres due to time and financial constraints. Modderbee Correctional Centre was then selected as the location where the researcher would draw the sample from. The choice of the population was influenced by its feasibility and capacity of the correctional centre which is the largest in the management area with many female correctional officials. The researcher therefore hoped that some of the female correctional officers in the selected population would meet the criteria for inclusion in the study.

Non-probability sampling was employed to make selection of the relevant participants in the entire population of the study. The choice of sampling method was directed by the fact that participants did not enjoy equal opportunity to be involved in the study. Single mothers employed in Modderbee Correctional Centre were considered to participate in the study. According to Bless et al. (2006), non- probability sampling is a sampling procedure whereby the chances of inclusion for each element of the population in the study cannot be determined. Elements of the population did not have equal chances of being included in the study, this makes it difficult for the researcher to determine how well the sample represents the population, which makes generalisation unrealistic.

Gravetter and Forzano (2003) further elaborate that in non-probability sampling, the likelihood of the participants to be selected in the study is not known since the researcher is not familiar with the size of the population and the total number of individuals in the

population to be studied. Showkat and Parveen (2017) continue describing non-probability sampling technique as the kind of sampling method that is non-randomized. Usually participants are selected because they are easily accessed rather than randomisation. The major shortcomings associated with non-probability sampling is that although findings obtained through this method apply mostly to the group studies, the findings established through this method cannot be generalised. Non-probability sampling is used to generate valuable insight.

The snowball sampling was used to select the participants from the total population. According to Strydom (2005), through snowball sampling the researcher approaches one individual who is involved in the phenomenon under investigation to get information on other similar individuals. Furthermore, Rubin and Babbie (2005) highlight that snowball sampling is executed by gathering data from few participants of the targeted population whom the researcher is able to find and then request them to give information that can be used to find other potential participants. In this technique, the researcher drew a sample with one appropriate participant that was identified and other participants were found through referrals.

In addition, Showkart and Parveen (2017) indicate that snowball sampling is a socio-metric in nature and it is also referred to as chain referral sampling. It is a method whereby the sample is gathered in different phases. It is a method of non-probability sampling which is appropriate when the required sample in the population is difficult to locate. The process usually starts by collecting data from one known person and at the end of the interview the researcher requests that the participants refer other potential participants. The process goes on until the researcher has achieved the total number of the participants needed for the study.

3.4.1 Sampling inclusion criteria

The criterion for inclusion in the study was that participants should have worked as a Correctional Officer for at least a period of a year and more. In addition, participants must be single mothers of two or more children. Moreover they must have had exposure in working directly with offenders in the units, performing security duties, which includes, but not limited to, guarding and escorting offenders to courts, etc. and working rotating shifts. The specifications on the criteria of inclusion was highlighted because the researcher was interested in single mothers (correctional officers) who have already gained experience

working in the Correctional Centre and have more than one child for the purpose of understanding how they cope with all their work and family responsibilities.

The researcher approached a known individual in the identified study population who met the criteria of inclusion to participate in the study. The motives for undertaking the study under investigation were outlined with the aim of inviting the individual to partake in the study. Upon showing interest and agreement to participate in the study, the researcher set up the meeting. Time and venue of the meeting were confirmed with the participant. The researcher read the participation information sheet (Appendix A) which outlines the subject under investigation and the purpose thereof. The consent form (Appendix B) and audio recording tape (Appendix C) were presented to the participant to read and sign upon agreement with the contents. The interviews proceeded after the participant had signed the consent form and given the researcher the go ahead to proceed. Each interview took between 30-45 minutes, the interview schedule was written in English. The participants found it easier to understand the language used in the interview schedule. At the end of the interview, the researcher showed gratitude to the participant for the interview and information provided. Furthermore, the participant was requested to refer other known potential participants. The researcher then requested that the participant contact the referred potential participant and determine their willingness to participate in the study. The researcher then contacted the referred participants. The sample of the study therefore comprised of a total number of fifteen participants. They were recruited from Modderbee Correctional Centre, which is one of the correctional facilities in Gauteng region situated at corner Modder East and Kingsway road, Benoni, in the City of Ekurhuleni, Gauteng, South Africa. The population were the researcher draw sample from comprised of total number of three hundred and fifty female correctional officers. However, the researcher was not aware that out the total population how many female correctional officers were single mother with two and more children.

The researcher observed that participants were working different shifts. There is a shift starting from 06h00 in the morning until 15h00 in the afternoon, this shift is referred to as day shift. The second shift starts from 12h00 midday until 21h00 and is referred to as night shift "*1st watch"*. The last shift starts from 21h00 to 06h00 in the morning, it is also referred to as night shift *"2nd watch"*. The researcher encountered challenges to reach other participants who were referred when they were booked to work night shift, particularly "*2nd watch".* To reach these participants the researcher contacted them telephonically after getting an indication from the first participant about their willingness to partake in the study. The

purpose of contacting them was to request appointments with them to present the study under investigation and request them to take part. The second appointment with date, time and venue suitable to participants for the purpose of interviews was set when the potential participants agreed to participate in the study. Participants were interviewed on different dates and time as per individual agreement and suitability to avoid inconveniencing them. The locations of the interviews were chosen by the participants themselves. This selection was done to ensure that participants feel secure and comfortable when the interviews take place.

3.5 RESEARCH INSTRUMENT

A semi-structured interview schedule was employed in the study as outlined in Appendix D. According to Weldegabreal (2004), semi-structured interviews allow the participants to talk freely. The researcher is able to probe deeper into the primary responses in order to gather detailed information from the participants. Semi-structured interviews also permit the researcher to gather in-depth information of the participants' perceptions and beliefs around the study issue (Greeff, 2011). Both the researcher and the participants become more flexible in asking and answering questions. The method allows the researcher to make follow-ups and probe on interesting and unclear questions and the participants are able to give more detailed information for clarity and better understanding.

A semi-structured interview method implies that the researcher will have a set of prearranged questions on an interview schedule, however, the interview schedule is meant to guide the interview process rather than dictating it. The participants share information closely to the direction the interview takes and the participant can end up introducing issues the researcher has never thought of (Greeff, 2005).

3.6 STRENGTHS AND LIMITATIONS OF SEMI- STRUCTURED INTERVIEW SCHEDULE

3.6.1 Sample size

The researcher interviewed fifteen participants for the research study, the researcher relied on the referrals from the known participants until there were no other referrals. However, in other instances, other referred participants could not be reached due to work constraints while others reported to be in quarantine or isolation due to covid-19. The research found this to be

limiting to reach more participants. However, the researcher ensured that constant follow ups are made to reach out as much referred participants as possible.

3.6.2 Research design and data collection methods

The nature of research design applied in the study required the researcher to conduct interviews face to face to acquire in-depth information from participants. This method of data collection required the researcher to have direct contact with participants. However, the rapid spread of Coronavirus in the country (South Africa) has made it difficult for the researcher to have a stress-free access to reach participants. Some participants could not be reached because they were in quarantine, isolation while others may have felt uncomfortable to take part in the study due to fear of contracting the virus. Social distancing of 1.5 meters between the researcher and the participants also made it difficult to maintain hearing aid during the interviews which prolonged the interviews times. However, the researcher maintained responsibility to adhere to the regulations of alert level 1 to ensure safety precautions at all times.

3.6.3 Semi-structured interview

A semi-structured interview was used because it is most appropriate for understanding individuals' views and experiences. The researcher was able to make follow ups on the emerging interesting and unexpected avenues (Blandford, 2013). Ryan, Coughman and Cronin (2009) further elaborate that semi-structured interviews give more flexibility to the interview process. They allow unexpected responses and matters to develop through the application of open-ended questions. The flexibility of semi-structured interviews permits the interviewer to follow a sequence of less structured inquiring and also allow exploration of unplanned issues emerging during the interview to be explored. However semi-structured interviews also have limitations. Greeff (2005) explains that interviews encompass personal interaction with participants and mutual aid is therefore crucial. Furthermore, participants may be reluctant to share and the researcher may ask questions that do not lead where the participants are anticipating and therefore the responses may be misleading or also at times dishonest. The researcher should avoid turning the interview into therapy session.

3.7 PILOT TESTING THE RESEARCH INSTRUMENT

Pilot testing of the research instruments enables the researcher to get a chance to review the questions set on the instrument and rearrange or adjust them before the actual interviews commences. The researcher gets an opportunity to rearrange the format of the questions to allow the flow of questions to help in getting more information from the participants. Bless and Higson-Smith (2000) explain pilot testing as a trial run of the study on a small sample conducted before the main study to discover whether the methodology, sampling, instruments and analysis are suitable and appropriate to the study. Strydom (2005) further elaborates that pilot testing can be regarded as rehearsals for the main study. It is not different from the researcher's intended investigation, though it is administered on a smaller sample to test if the methodology of the study is appropriate.

The researcher conducted a pilot study on two participants who did not form part of the total number of participants that the researcher planned to interview for the study. The purpose of pilot studying the research instrument was to check if the research methodologies applied were practical and whether questions were clear and understandable. After the pilot study, the researcher identified gaps and modified the questions and formulated them to be more clear and understandable to allow the free flowing of the interviews.

3.8 DATA COLLECTION PROCEDURES

Interviews are the main method for data collection in qualitative research (Greeff, 2011). Face-to-face interviews were used to collect data from the participants. Babbie and Mouton (2001, 643) define interviews as "a method of data collection whereby the interviewer ask questions of the participant". Moreover, Bless et al. (2006) emphasise that interviews refers to the direct interaction with the study participants who are requested to answer the questions asked in relation to the research problem. Interviews allow direct encounters with the participants of the study.

The researcher compiled a semi-structured interview (Appendix D) for fifteen participants. A set of open-ended questions that allow probing and clarifications are contained in the semi-structured interview schedule. Babbie and Mouton (2001) show that in an open-ended interview, the respondent is given an opportunity to give their own response to the question,

rather than choosing an answer amongst the list provided. An open-ended interview allows participants to go deeper and answer the question from their own personal encounter or experience. Greeff (2005) emphasises that during an interview, the researcher must listen and talk less, and participants must do most of the talking and be given an opportunity to tell the story. The whole point of the interview is for the participants to tell the story, not dialogue. Scott and Morrison (2007) further elaborate that semi-structured interviews encourages the participant to answer questions in an open-ended manner in their own unpredicted ways. The method allows the researcher more flexibility to probe and seek clarity to some of the responses and introduce new thoughts from the responses.

The researcher collected data between the 5th November and 17th December 2020 when South Africa was under alert level 1 lockdown in terms of Disaster Management Act Regulations: Alert level 1 during Coronavirus COVID-19 lockdown. The alert level 1 lockdown allowed most normal activities to resume, with precautions and health guidelines followed at all times in order to adhere to safety precautions to contain the spread of corona virus. The researcher ensured that all the regulations of the alert level 1 lockdown are adhered to. Upon entering the premises of Modderbee Correctional Centre, the researcher was screened and sanitised. The researcher had face musk on, covering both the mouth and nose. Before the interviews commenced, the researcher ensured that the participants also have musk's on covering their mouth and nose and both the researcher and participants sanitised before the commencement of the interviews. Both the researcher and the participants kept 1.5 meters social distancing from the beginning until the end of the interviews. The venues of the interviews were well ventilated.

The researcher arranged a suitable time and comfortable venue for participants ahead of the interviews, to allow the participants to be prepared. Participant information sheets, (Appendix A), consent forms for interviews (Appendix B) and audio recordings (Appendix C) were given to participants to confirm their willingness to take part in the study. Interviews were conducted in different venues and at different times that were convenient for each individual participant, taking into consideration their privacy and comfort during the interviews as well as alert level 1 lockdown regulations to contain the spread of coronavirus. In some instances, the agreed date and time of the interviews was rescheduled due to the participants' commitments and new dates were set. The researcher continued making follow-ups closer to

the interview date to ensure the availability and readiness of the participants. Similarly, Greeff (2005) indicates that the researcher must prepare the participants, make arrangements around place and time ahead of the interview and make follow-ups to confirm the meeting. It is further emphasised that the environment for the interview needs to be professional and both parties must agree on the location (Greeff, 2011).

3.9 DATA ANALYSIS

Data analysis is the process of maintaining order, structure and meaning to the collected data (De Vos, 2005). The researcher will analyse data using thematic method of analysis (Tesch, 1990). Nowell, Norris, White and Moules (2017) argue that thematic data analysis is a method of analysing data in qualitative research method, which is usually applied from a variety of research questions and epistemologies. Braun and Clarke (2006) further indicate that thematic data analysis is a procedure used to identify, describe, organise, analyse and report themes found in the collected data.

Moreover, Vaismoradi and Snelgrove (2019) indicate that thematic data analysis method implies that during the process of developing themes, the researcher depends on the analytic examination of narrations related to the phenomena under investigation, by breaking data transcriptions into small elements and executing data analysis. All types of data materials are conveyed to textual layout as transcription, the researcher then reads the transcribed data numerous times to attain the logic of the whole. The main meanings of the data are explored and traced back to the related thoughts for the purpose of understanding hidden concerns in the data. The main ideas are highlighted as codes related to the phenomena through the researchers bringing themselves close to the data, which may lead to the theme through a constant comparison process.

The researcher repeatedly read the notes taken during the process of data collection and listening to the data recordings, in order to get familiar with the data before searching for meaning and coding the data. All data collected were transcribed word for word, this was done to help the researcher gain more understanding with regard to underlying factors that are emerging in the collected data, as contributing factors to the phenomena under investigation. During this process, the researcher was taking notes to identify the initial ideas which were then developed into codes. Data with the same codes was gathered together. The researcher

then focussed on developing a wide-range of themes by categorizing the different codes into possible themes. The researcher developed a table and sorted out the codes. Some codes were developed into themes, while others became sub-themes and were placed in the table (Chipango, 2006). According to De Vos (2005), the hard, rational work of analysis is creating categories and themes. Coding schemes are applied to the categories and themes and attentively and systematically passages were highlighted in the data using the codes. Codes may be in the form of numbers, coloured dots or abbreviating key words, it is up to the researcher's choice. During data coding, new understanding may arise, imposing alterations in the original plan.

3.10 TRUSTWORTHINESS

According to Liezt, Langer and Furnman (2006) trustworthiness is established when the meaning and interpretation of the participants in the study is reflected in the findings. Babbie and Mouton (2001) further highlight that qualitative studies cannot be transferable without it being credible, and neither could it be considered credible unless it is dependable. Trustworthiness in this study will be achieved through credibility, dependability and conformity.

To ensure trustworthiness, the researcher ensured familiarisation with the data collected by ensuring that all the field data collected notes are kept safe and well organised. The notes were read more and more to be familiar with them. The researcher searched themes within the collected data and grouped them, orderly, as they appear in the raw data. Themes were reviewed to ensure that they were adequately linked to the data. The researcher then named and defined the themes and introduced sub-themes from the main themes. All the themes identified were documented and put into a table with the sub-themes and the report was produced which described the meaning of the data collected (Nowell, et al., 2017).

3.10.1 Credibility

De Vos (2005, p.346) notes that credibility refers to an "alternative to internal validity". The main aim of credibility is to reflect the manner in which the investigation was carried out to ensure that the topic is truthfully identified and described. In order to attain credibility, the researcher pilot tested the research instrument by administering it to two participants who did

not form part of the actual study. This process allowed the researcher to identify any problems, gas and the appropriateness of the methodology applied (Bless et al., 2009).

3.10.2 Dependability

Dependability is the "alternative to reliability" (De Vos, 2005, p 346). It allows the researcher to make efforts to justify for making alterations on the conditions in the phenomenon chosen for the study and designs, which is developed through the gradually developed understanding of the situation. In order to ensure dependability, the researcher examined the interview notes and the data findings, interpretations and recommendations and confirmed that it is supported by the data and is internally rational. This final process establishes the conformability of the inquiry (Babbie & Mouton, 2001, p.278).

3.10.3 Confirmability

Morrow (2005) indicates that confirmability refers to the notion that integrity of the discoveries from the investigation is based on the data collected and the ability of the researcher to adequately bring together data and systematise the processes and findings in a way that the reader can confirm the findings. "Confirmability is used to determine if the conclusion, interpretations and recommendations of the study can be traced back their sources and if they can be supported by the enquiry" (Babbie & Mouton, 200, p.278). In order to determine confirmability, the researcher reviewed the raw data which includes recorded tapes and written field notes. The notes of the interviews contain audit trail notes, methodological notes and trustworthiness notes (Babbie & Mouton, 2001). To ensure protection of study participants and guarantee that the data cannot be traced back to the participants, the researcher ensured that participants' identities were not revealed in the study. The codes that are only known to the researcher were used to identify the participants and the readers will not be able to relate the participants to the codes used.

3.10.4 Reflexivity

According to Begoray and Banister (2012) researchers are part of the world they study which makes them closely involved in the process and product of the study. There are various advantages of reflexivity, such as providing a positive impact to the accuracy of case study research and it assists the researcher and the reader in ascertaining the authenticity and validity of the study. Reflexivity is a process of being self-aware whereby the researcher makes persistent efforts to consider how her own views and actions have determined the

research process. Reflexivity is the researcher's constant critique and critical reflection of her biases and assumptions and how this influences the research study, as well as the repetitive evaluation of feelings, experiences, thoughts, and location of discoveries and meanings (Begoray & Banister, 2012). Reflexivity, therefore, assisted in ensuring that the researcher is conscious and present throughout the process.

The profession of social work has grounded the researcher with skills, knowledge and experience of occupational social work practice to conduct research studies. However, it is also by the same token very significant to note the likelihood that the researcher may over-identify with the research participants, which seemed to come naturally at times during the research study. Although the researcher's social work experience has contributed to the ability to gather valuable data from the participant's narratives. The researcher made use of reflexivity to ensure self-awareness, as well as the ethical considerations, to remain focused on the role as a researcher and not a therapist. The researcher also understood the importance of remaining non-judgemental and unbiased and needing to use empathy in order to make the participant aware that they are understood and heard. This played a critical role in developing rapport with the participants and contributed in participants effortlessly and willingly relating their stories, perceptions and experiences.

3.11 ETHICAL CONSIDERATIONS

According to Graziano and Raulin (1993), research ethics involves a set of rules designed to protect human and non-human subjects against the risks that may occur as a result of them participating in the study. Strydom (1998) emphasises that ethics are the set of moral standards which offers rules and principles about how individuals should carry themselves in a particular environment, which include but not limited to, workplace, governing bodies, participants of the research, at school etc.

Babbie and Mouton (2001) indicate that ethics is associated with morals as they are dealing with right and wrong, good or bad and proper or improper, as far as research is concerned. Upon conducting the study, the researcher needs to ensure that the rights, dignity and self-respect of the participants are adhered to. Bless at al. (2006) indicates that the researcher has the right to inquire for the truth or knowledge, but this should not be done by violating the rights of other members of the society. Babbie and Mouton (2001) further emphasise that an

ethical agreement is prevalent in social research because participation in the social experiments disrupts the subject's regular activities, it requires participants to reveal sensitive personal information. Research can seldom make the claim of information that serves the interest of the participants and that no one is forced to participate in the study (participation is voluntary).

The following ethical guiding principles for research and experiments were followed in the study as outlined by (Bless et al., 2006).

3.11.1 Voluntary participation

Rubin and Babbie (2010) indicate that all participants should be informed of the consequences of the study and provide consent to participate in the research study. Participants were not to be forced to form part of the study. The researcher explained to them that their participation in the study is entirely voluntary. A written consent form was made available whereby the participants acknowledged their willingness to participate in the study (Bless et al. 2006).

3.11.2 Informed consent

Richie and Lewis (2003) emphasise that it is vital to obtain informed consent from participants who will be taking part in the research study, as well as informing them about the purpose of the study, how the data will be used and what would be required of them during the study. The researcher ensured that the aim and objectives of the study was clarified to the participants before they participated in the study. The researcher also clarified to the participants that their participation in the study is voluntary. The participants were provided with informed consent forms to sign and acknowledge that their participation in the study is purely voluntary (Bless et al. 2006).

3.11.3 Non-maleficence

Non- maleficence entails that the researcher has informed participants of the study that their participation is voluntarily, the researcher assured them that they will not be harmed by participating in the study (Bless et al. 2006). The researcher arranged with the EAP in Modderbee Correctional Centre for the study participants to be referred for additional counselling, should the need arise. Participants were informed that should they experience any emotional discomfort as a result of the interviews, they were free to contact the

researcher on the number provided on the information participation sheet and the researcher would refer them to the EAP, where they will get counselling free of charge. However, during and after the interview process, none of the participants contacted the researcher to make use of EAP services.

3.11.4 Anonymity

Anonymity ensures that the participants in the study remain anonymous, meaning that the researcher is not associated with the participants in any way. Bless et al. (2006) added that information provided by the participants should be seen as very personal and confidential. The researcher will ensure the participants' anonymity by ensuring that their identity does not appear anywhere in the research report. Confidentiality is connected to anonymity which refers to names and other unique identifiers in a research study (Boeije, 2014). To ensure that anonymity were adhered to, the researcher did not use the participants' names when writing the final report but instead referred to them by numbers e.g. Participants 1– Participant 15 when making notes on each participant. Author Boejie (2014) mentions that only the relevant researcher or research team would be able to identify the researched participants by using a code book with unique identifiers.

3.11.5 Confidentiality

Confidentiality is described as an ethical requirement in most research studies (Bless et al., 2006) describes. It entails that data collected from the participants, particularly sensitive and personal information, should be carried out with respect and dignity and not made available to anyone other than the researcher. Confidentially requires that information collected from participants should be kept in a secure environment at all times. Strydom (2005) elaborated that confidentiality indicates the handling of information in a confidential manner. Sieber (cited in Strydom, et al. 2001) further stated that confidentiality refers to agreement between individuals which limit others access to the private information. The participants will be assured that information they provide to the study will be kept confidential and will not be made available for anyone except the researcher for the purpose of the study.

3.11.6 Institutional Approval

The researcher requested authorization in writing to undertake the study from the National Department of Correctional Services' Head Office, through the office of Policy Coordinator and Research prior to conducting the study. The DCS application form to undertake the study

was completed which specified the purpose of the study and was submitted together with the research proposal. The proposal was reviewed by the Departmental Research Committee to determine if the study is in line with the organisational objectives and the benefits thereof. The researcher received a written approval letter to give permission to continue conducting the study within the departmental facility (*see Appendix G, page 128)*. The researcher also submitted the proposal to the university's Human Science Ethics Committee Non-Medical. Suggestions were made by the committee for the researcher to make alterations to the proposal. Suggested changes were made to the satisfaction of the committee. The ethics clearance certificate was awarded to the researcher to continue conducting the study *(see Appendix E, page 126)*. The guidelines provided by the University's Human research ethics committee for non-medical were adhered to by the researcher.

3.12 CONCLUSION

This chapter outlined in to details the processes followed by the researcher in undertaking the study. The qualitative research approach was adopted in the study and non-probability sampling was used to select sample size from the total population. The method used to collect data from the participants was semi-structured interviews. Thematic data analysis was employed to analyse the collected data. Moreover, the researcher took into consideration the ethical dilemmas and the discussion on how the study will ensure ethical consideration was highlighted in this chapter.

CHAPTER FOUR

RESULTS AND DISCUSSIONS OF FINDINGS

4.1 INTRODUCTION

This study was undertaken to understand the impact of stress on job performance on single mothers working in the Department of Correctional Services, Modderbee Correctional Centre. This chapter presents and discusses the key findings of the study emanating from the main research question, as well as the aim and objectives of the study. The data collected will be discussed in relation to the literature presented in chapter two. The results and key findings will be presented through the use of graphs, and verbatim quotations with the idea to shed light on the participants perceptions and experiences that the study sought to explore.

4.2 DEMOGRAPHIC DETAILS

The study consisted of fifteen participants. All fifteen participants were females and black. They have all obtained grade 12 which is the minimum requirement to acquire an entry in Basic Training Learnership in Correctional Services and an employment as a correctional officer. One participant held a Bachelor's degree in Social Work, the other one has National diploma in Financial Accounting. Furthermore, another one participant hold Bachelor's degree in Education, once more, one participant holds degree in Public Administration while another one also acquired degree in Bachelor of Arts. The rest of the participants (10) only holds minimum requirement of grade 12 and basic training learnership in Correctional Services. These qualifications certify that all participants have met the competency requirements to be employed as correctional officers. The age categories of the participant were between twenty five (25) years and fifty (50) years old.

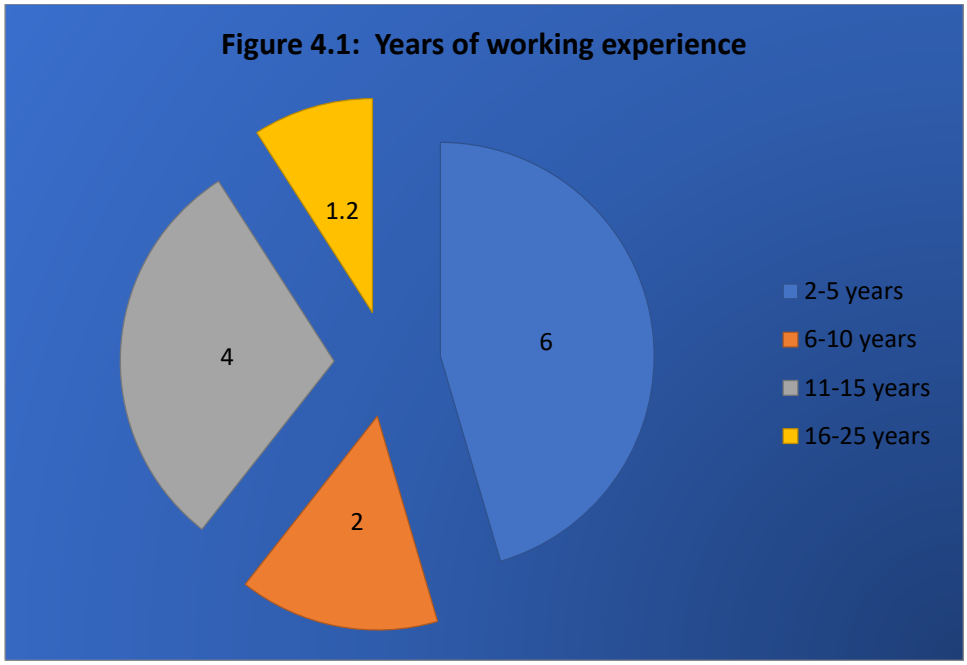


Figure 4.1: Years of working experience

Figure 4.1 indicates the category of number of years of experience for participants as correctional officers. All participants met the sample criteria of being a single mother with one or more children, having a minimum of two years working experience as a correctional officer and experience in the performance of security duties, with their working experience ranged between two and twenty-five years of service. To protect the identity of the participants, the researcher did not reveal their names when analysing data. Participants were coded by numbering them according to the sequence in which the interviews were conducted, i.e., the first participants is coded as (P1) etc.

4.3 THEMES DERIVED FROM THE OBJECTIVES OF THE STUDY

Five themes were derived from the objectives of the study, which emerged during data analysis. The findings will be presented based on the objectives of the study and the themes, as well as the sub-themes developed from that data. Data were analysed using thematic data analysis method.

4.4 DISCUSSION OF FINDINGS

The findings will be presented and discussed in line with the five objectives of the study. Five themes were derived from the objectives of the study namely: employment motivation, work-related stressors, and the impact of stress on job performance, coping mechanisms and work-life balance programmes. Furthermore, fourteen sub-themes were developed from the main themes, which are also used to present the findings of the study.

4.4.1 Objective 1: To explore what motivated single mothers to join the Department of Correctional Services

Theme 1: Employment motivation

The first objective was to explore what motivated participants to join the Department of Correctional Services as their employer. All fifteen participants have shared their varying reasons on what motivated them to join DCS. Three sub-themes were developed from this theme and they are: rehabilitation of offenders, socio-economic factors and lack of alternative employment opportunities.

- **Sub-theme 1: *Rehabilitation of offenders***

Three participants' shared similar views under rehabilitation of offender and their views are presented below:

Participant 3 indicated that:

"I joined the Department of Correctional Services because I wanted to join the team of rehabilitators and I wanted to assist the department with its strategic objective of rehabilitation… At first, when I started working in the Correctional Centre I thought it is a place whereby people are being punished for the crimes that they have committed, but after I conducted the research about the department I increasingly wanted to be part and parcel of the department… Inside the Correctional Centre we have facilities like schools, hospitals, social workers and other professionals as part of rehabilitation team working towards achieving the strategic objectives of the department and I also wanted to form part of that team". (P3)

In addition, Participant 6 said that:
"I have always had the love for the job and passion for working with people and rehabilitation of offenders was my main passion". (P6)

Likewise, Participant 12 also concurred that:
"… I was motivated by the mission and vision of the Department of Correctional Services which is rehabilitation and I therefore wanted to rehabilitate those who have wronged the community". (P12).

Of the fifteen participants, three participants highlighted their desire to work on rehabilitation of offenders as one aspect which motivated them to join DCS. Participants mentioned that the mission and vision, as well as the main strategic objectives of rehabilitation at the Department of Correctional Services influenced them to decide to seek employment in the field of corrections. The other findings also reveal that participants were of the view that the objectives of the department was to institute punitive measures to offenders, however, through seeking information about the department, participants developed even more interest to become an employee in the department. This finding is consistent with the view that the responsibility of the correctional officials is not merely to keep offenders away from the society or to enforce punishment, but rather to correct the offending behaviour in a secure, safe and humane environment for the purpose of rehabilitation and improve recidivism (White paper on Corrections, 2005). It was clear that joining DCS came with passion from the participants. They wanted to make their contribution to ensure that the department achievement its main objective of rehabilitation. Although the work in the field of corrections comes about with lots of challenges, it was clear that participants are passionate about their work, and they have desires to make contribution towards rehabilitation of offenders.

- **Sub-theme 2: *Lack of employment opportunities***

Two participants indicated that they joined the department because of lack of other employment opportunities in the area of their tertiary qualifications. The views of participants on lack of employment opportunities are presented below:

Participant 2 pointed out that:

"… At no point in my life have I seen myself working in the Department of Correctional Services… I had no interest in working as correctional officer because of the anxiety of thinking about working with convicted offenders every single day and you think about your safety level and the scary thoughts of what if something happens to me…." I wanted the job, the opportunity in the department of correctional services presented itself, I applied for the job then I got the job (P2).

Moreover, Participant 15 have shared a different reason for joining DCS:

"I struggled to get employment in the area of my career path after graduating from the university. When I saw the opportunity arise in the Department of Correctional Services I just needed employment, so it didn't matter the kind of employment…" (P15).

The findings of the study shows that although participants were anxious about working in the correctional centre because of the safety concern brought about by the clients employees of the department are serving, who have committed different crimes including aggressive crimes, participants still applied for employment in the department because they were looking for employment and the opportunity in DCS was presented. The safety concern as raised by the participant is a reality which is similar to the report by Savides (2019) about the hostage of two female correctional officers at Goedemoed Correctional Centre in the Free State in 2019, which resulted in the killing of one female correctional officer and the rape of the other officer during the hostage-taking by an offender, who was supposedly an office cleaner. This report shows the reality of the risk and security issues, experienced and witnessed by correctional officers while on duty.

The minimum employment requirement to secure work as a correctional officer is Grade 12. The findings reveal that Correctional Services does not only provide employment opportunities for individuals who only possess grade 12, however, due to lack of employment opportunities and high rate of unemployment in South Africa, graduates from the universities with various qualifications, at times not even related to the field of corrections, also find themselves competing for opportunities of becoming correctional officers. These findings coincide with the notion that unemployment in South Africa has been increasing over the years, which has had a negative impact on the economic growth of the country (Greyling, 2015). By the same token, Statistics South Africa (2019) demonstrate that on the third quarter

of 2019, the total number of unemployed people in South Africa was standing at 6, 7 million. Of the 6, 7 million, 56, 1% did not have matric, and the percentage of unemployed individuals with matric was standing at 34, 1%; 7.2% possessed other tertiary educational as their highest level of study; while 2, 0% of unemployed people were graduates (Statistics South Africa, 2019). To elaborate further, the following figure presents percentages of unemployment in South Africa as per educational attainment:

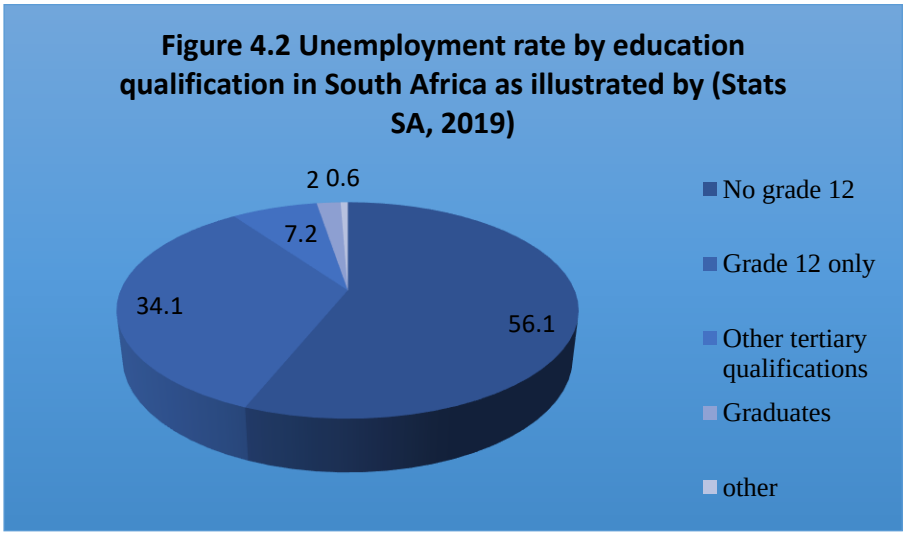


Figure 4.2 Unemployment rate by education qualification in South Africa as illustrated by (Statistics South Africa, 2019)

- **Sub-theme 3: *Socio-economic factors***

Two participants have pointed out their insights on socio-economic issues as another factor which motivated their decision to join DCS and their insights are highlighted as follows:

Participant 8 has shared that:

"The reason why I joined the Department of Correctional Services was because when I grew up, there was no money to fund my tertiary studies to follow career of my choice". (P8).

Participant 9 said that:

".... I never had the opportunity to further my studies, which is why I decided to apply in the Department of Correctional Services..." (P9).

The findings presented by participants indicate that financial background plays a role in the attainment of career of choice. Individuals who grew up in low socio-economic background are deprived of the opportunities to follow the career of choice in higher learning institutions. Lack of opportunities to further studies was found to be the influencing factor on the decision to follow an employment career in the field of corrections. The findings also discovered that employment opportunities which require no tertiary qualifications like the one of correctional officers, to secure employment plays a significant role in offering opportunities to some of the individuals coming from financially disadvantaged families who did not get opportunities to follow career of their choice due to poor financial background. The findings were found to be comparable to the emphasis by Lam, Ardington, and Leibbrandt (2011) that the racial discrimination resulting in inequality in educational outcomes still exists in South Africa 20 years later, after the end of the apartheid period and its unequal policies on education.

4.4.2 Objective 2: To identify and explore the work-related stressors faced by single mothers in the performance of their duties

Theme 2: Work-Related Stressors

In identifying and exploring the work-related stressors experienced by single mothers, one theme emerged as participants were sharing their views namely, **work-related stressors.** All fifteen participants have identified different work-related stressors they encounter when they are performing their duties. Additionally, the findings on work-related stressors will be presented through three sub-themes derived from the main theme, namely: **shortage of staff, shift work and safety concerns.**

- **Sub-theme 4: *Shortage of staff***

Firstly the findings presented shortage of staff as one of the work-related stressors experienced by single mothers in performance of their duties. The insights on shortage of staff are presented by four participants in the following quotes:

Participant 1 presented that:

"*... We also experience shortage of officials in our centre whereby on some days a section which is supposed to have seven officials, three have reported sick or leave and you are left as just a few officials, which becomes a challenge…" (P1).*

On the same thoughts, Participant 2 said:

"I do find my work stressful. We have the problem of shortage of staff. When you look at the figures of the offenders compared to number of officials you will realise that there's dire shortage of officials in the Correctional Centre… Mostly you find that you are responsible for guarding an average of 88 offenders on your own. As much as I can be working with other officials but anything can happen at any time, offenders can overpower us at any time because they are more compared to us. Because of the existing gangsterism it is unfortunate that anything can happen at any time, so that makes the work to be stressful". (P2).

Concurrently, Participant 4 highlighted that:

"My work is very stressful, especially when you are booked in at the gates. Due to shortage of staff, sometimes they book you alone at the gate and you need to perform all the responsibilities of manning the gates alone… In the unit is also stressful when you are left alone due to shortages because you cannot open cells for the offenders when you are alone. This becomes a great challenge when is time for offenders exercise because you become scared of offenders as a female official. We are told not to open for the offenders when alone in the unit because offenders are dangerous…, other offenders are convicted for rape and they can get tempted to rape you and even hold you hostage."(P4).

Participant 15 also stated that:

"Shortage of staff threatens the safety of employees upon performance of their duties…" (P15).

The findings suggest that the reporting of vocational or sick leave by other officials contributes to the already existing challenge of shortage of staff. Moreover, the findings put forward that there is a huge gap in the ratio of offender and correctional official. In addition, data revealed that it is possible for one correctional officer to be responsible for a total number of eighty-eight offenders alone, because of shortage of staff. This brings about concerns and anxiety for possible attacks by offenders because of the existing practice of "*prison subcultures" (gangsterism)* and the fact that they are more in numbers, compared to the correctional officials. This finding is supported by Muntingh, (2009, p21) who shows that "the correctional officer and offender ratio in South Africa is one correctional officer to twenty-five offenders, 1:25". Furthermore, the findings discovered that shortage of staff causes strains on participants. The possibility of manning the gates and units alone due to

shortage of staff was brought forward, which increased fear among participants because of the view that offenders are dangerous and they may be tempted to hold officers hostage and even rape upon realising that an officer (female) is working alone in the unit. In general, the results discovered that shortage of staff threatens the safety of participants in line with performing their duties and brings about the feelings of anxiety and stress. The following literature supports the findings on shortage of staff.

Additional to the findings, literature was explored in comparison to the views of participants. According to Naidu (2021), the level of violence in the South African Correctional Centres was found to be of a high concern by the Judicial Inspectorate of Correctional Services (JICS) led by Inspecting Judge Edwin Cameron during their visit in Mangaung Correctional Centre. The findings during the visit discovered 132 cases of assaults of offender-on-offender and one stabbing incident of offender on correctional official (Cameron, 2020). The findings of the visit confirmed the safety of correctional officers is a serious issue, brought about by the state of facilities of the Department of Correctional Services (Cameron, 2020). Overcrowding in South African Correctional centres is devastating and a concern factor (Cameron, 2020). Correctional officers are obliged to work under these harsh and unfavourable conditions. They are forced sometimes to accompany three times more offenders into cells than expected. This may mean more security risks for both correctional officers and offenders (Cameron, 2021). Shortage of staff poses a serious threat to available staff on duty, particularly when available correctional officers do not possess the required skills to effectively manage interpersonal problems and conflict situation amongst offenders (Nel, 2017).

- **Sub-theme 5: *shift work***

Secondly, shift working was presented by five participants as another factor which is a cause of work-related stress. The views about shift working are presented below by five participants:

Participant 3 shared:

"Yes, the work is sometimes stressful. One of the aspects considered to be stressful is the shift because sometimes I work night shifts and I have children, which means I need to organise someone who will be looking after my children when I am booked night shift". (P3).

By the same token, Participant 5 said:

"… Working night shifts also is stressful as a single parent because having to work first watch, whereby I report on duty at 12h00 until 21h00, or second watch from 21h00 to 06h00 in the morning, is difficult because I do not know who is going to take care of my children, will they be safe, have they eaten? And that that stresses me a lot. It is very difficult to work for the Department of Correctional Services, especially when you are a single mother…" (P5).

On the same notion, Participant 6 indicated that:

"…Not getting enough time with your family is also a challenge because we are shift workers and therefore taking care of your family and your work at the same time can be so stressful sometimes…"(P6).

Additionally, Participant 9 elaborated that:

"When I am supposed to work night shift it become a problem because I cannot leave my children alone at night. Then I will take leave whenever I am supposed to work night shift and that also becomes a problem. That is where I experience the challenges with working different shifts. I end up experiencing problems with my supervisor or managers because when I am expected to be on duties, particularly night shifts it seems like I always make excuses of children."(P9).

Moreover, Participant 11 said that:

"*…The stressful part is the working hours and the shifts. As a single mother I have the responsibilities to take care of my children. At times I knock off late around 21hrs, when I get home I find the children are alone and that is stressful."(P11).*

Data revealed that participants find their work to be stressful, the stress is brought on by working shifts, which include night shift. That entails that participants have to find someone to look after their children when they going to work night shift. In addition, more findings revealed that participants get worried about the safety of their children when they are working night shift because of uncertainty on who will be taking care of their children. Data has also presented that working in the Department of Correctional Services comes with lots of challenges for single mothers. Furthermore the results shows that because of their dual role of being a single mother and correctional officer working shifts, participants do not get enough

time to spend with their families and they consider their double roles stressful sometimes. Likewise, data shows that participants report leave whenever they are booked to work night shift because of the safety concerns for their children, however, the results also shows that regular reporting of leave creates problems between participants and supervisors. Participants feel that their supervisors are not taking their challenges seriously, they feel like they are perceived to be making excuses every time then they have to work nights. Generally, the working hours and shifts were found to be contributing to stress for participants, which is influenced by their double roles between their work and families and brings about safety concerns for their children.

The views held by participants are supported by Kim, Kim, Lee, Choi, and Park (2016) who allude that women who are working shifts may experience higher levels of work family role conflict. Swenson, Waseleski, and Hart (2008) further elaborate that working night shift and over the weekend cause disruption in the routine of children who may not see their parent during the week and the parent also miss out on the school and social activities of the children, as well as family events and holidays. Routines develop children's learning capabilities through the repetition of one thing time and again which helps them to learn rapidly about life. It is essential for the children to learn through patterns and stability in order to sense the atmosphere of safety (Durham (2013). Routines are beneficial to children to make sense of the world and obtain excessive wellbeing from the comforting recurrence of family activities (Durham (2013). Michie (2002) indicates that stress caused in either area of one's life, whether work or home, is carried over and makes it difficult for an individual to cope when carrying out either one of the responsibilities.

From **Boundary theory perspective**, Allen et al. (2014) stress that the role of an individual as an employee is more likely to be appropriate when the employee is physically and mentally on the organisational worksite during the day, while family roles are more likely to be carried out while physically and mentally at home during the evenings and over the weekend. Michie (2002) indicates that stress caused in either area of one's life, whether work or home, is carried over and makes it difficult for an individual to cope with duties of another role.

The safety concerns of participants was verified in the address by President Cyril Ramaphosa as he declared Gender Based Violence and Femicide the second pandemic in South Africa because of high observable violence perpetrated against women and children (Cruywagan,

2020). Moreover, According to Maluleke (2018), sexual assaults directed towards women and girls is a worrying issue in South Africa. A total number of 2,695 women and 943 children were murdered in South Africa between 2019/20, this entails that in every three hours, a woman is murdered in the country (South Africa's crime statistics, 2019/20).

- **Sub-theme 6*: Safety concerns***

Lastly, safety concern was presented as the work-related stressor experienced by the participants. The views on safety concerns were presented by five participants as follows:

Participant 1 shared:
"I find my work stressful, especially when you are working in a bigger section that houses more than hundred and twenty offenders and there are only five officials, maybe two males and three females, and you have to escort the offenders to receive services in other sections e.g. hospital section…Working in the section we mostly share responsibilities equally irrespective of gender, this means that at some point you find yourself having to guard the offenders or escort them as female official by yourself and anything can happen. You can be raped and assaulted by offenders. This makes you vulnerable because male officials have other responsibilities, they are not there to guard you, but to guard offenders and you end up fearing for your life". (P1).

On the same note, Participant 2 said:
"Knowing fully well that you are working with convicted rapists, murderers, offenders convicted for grievous bodily harm… As much as I can be working with other officials, anything can happen at any time, offenders can overpower us at any time because they are more compared to us. Because of the existing gangsterism it is unfortunate that anything can happen at any time, so that makes the work to be stressful". (P2).

Additionally, Participant 6 presented that
"Yes, my work does get stressful because we also consider our safety as correctional officials…" (P6).

Furthermore Participant 7 mentioned that:
"Yes, I do find my work stressful, it is difficult, especially when you are a female official and working in a male correctional facility."

From the responses provided by participants above, it is evident that the nature of work provided by correctional officers comes about with high safety risks which tend to cause stress and impact on job performance. Based on the description of their work, it was clear that correctional officers working in the correctional centre share their roles equally, irrespective of gender, however, it was also obvious based on the findings that for female correctional officers, working in a male correctional centre are not an easy task for them. The uneasiness of the work was also found to be caused by the same offenders they are expected to rehabilitate.

These views are supported by Triplett and Colleague (as cited in Atkin-Plunk & Armstrong, 2013) who found female correctional officers experience higher levels of stress because of the regular contact with the offenders, which increased the perception of job dangerousness and safety concerns. From the views gathered from participants, female correctional officers experience more risk factors, emanating from fears of being attacked and raped by the same offenders they are expected to rehabilitate. Literature concurs with the views on the safety concerns and alludes that the safety of correctional officers while in line of duty is a serious concern (Nel, 2017). Most correctional centres are overcrowded by offenders while they experience shortage of staff. For correctional officers to be vigilant at all times and identify gang activities they require enough staff to share responsibilities. Offenders capitalise on the shortage of staff to continue with illegal activities, which often compromise the safety of correctional officers and other fellow offenders (Nel, 2017).

Moreover, Cameron (2021) stresses that South Africa has embraced a restorative approach on offenders' anti-social behaviour, instead of placing retribution first. This approach commanded that correctional centres operations embrace human dignity, which enforces that offenders deserve to be treated with respect and dignity as people, they must be treated as worthy individuals and be given chance to correct their offending behaviour through rehabilitation programmes (Cameron, 2021). However, the reality of crime rate, as well as overcrowding in the correctional centres in South Africa in more than two decades after transformation, has indicated that this approach is not effective (Cameron, 2021).

4.4.3 Objective 3: To discover the impact of stress on job performance for single mothers working in the correctional centre

Theme 3: The impact of stress on job performance

Participants were asked to share their perceptions on the impact of stress on job performance for single mothers working in the correctional centre. One theme emerged from objective three, which is **the impact of stress on job performance**. In exploring this theme, three sub-themes were developed and they are: **inability to reach goals and meet deadlines, absenteeism and work family conflict**. Data gathered from objective three will be presented through the mentioned sub-themes.

- **Sub-theme 7:** ***Inability to reach work goals and meet deadlines***

In exploring the inability to reach work goals and meet deadline, one participant shared the following views:

Participant 8:

"*It does affect my work performance. In most cases I get frustrated when I do not reach my goals, when I do not meet the due dates. In most cases, you do not meet the due dates or the set goals unintentionally because there are obstacles which will disturb you towards reaching your goals or the due dates. What affects me the most when I did not comply with the due dates is the calls, emails and follow-ups that makes it more stressful. You need to understand that I need to submit before due dates so that the next person can also get enough time to consolidate and submit in time to the next level. This means that when I do not meet my due dates to submit on time I am not the only one affected, the next person is also frustrated because they are waiting for me to provide the information so that they can consolidate pass the information further to the next level. It is very frustrating when you do not get support from the superior and your peer colleagues. That is how the work-related stress affects my job performance, but if the supervisor and peer colleagues are supportive you can at least offload some of the things, then you will manage to reach your goals (P8).*"

In the light of the above quotation, it was evident that participants are dedicated in performance of their duties. They perform their duties to the best of their ability. However, the findings also put to light that lack of social and work support from fellow colleagues and

supervisors impedes the ability of participants to complete their work tasks, which also impacts on their job performance.

Literature supports the notion that social support from co-worker, family and supervisors in terms of assistance and affirmation can be helpful to single mothers working in the correctional environment, which expose them to work-related stress (Steiner & Wooldredge, 2015). Social support is a valuable resource for single parents. Lack of social support may result in single parents constantly worrying about their ability to manage all the domestic and work responsibilities, as well their children and their own wellbeing. For the single parents to function optimally in both personal and work life, they need social support from family, friends, co-workers, supervisors, neighbourhood, as well as community support (Matjeke, 2017). Batister-Taran and Reio (2011) emphasise that social support has increased an understanding of occupational stress. For the past 40 years, scholars directed attention to explore the relationship between social support and occupational stress (Batister-Taran & Reio, 2011). Social support was described by Karasek and Theorell (1990); Viswesvaran, Sanchez, and Fisher (1999) as the extent and value of social interrelations at work.

Drawing from the **Spillover theoretical framework** as discussed in chapter two of this study, McNall et al. (2010) proposes the notion that when employees are of the perception that their employer is assisting them to incorporate work and family roles and responsibilities, they will feel that their organisation is caring and sympathetic and subsequently they will feel indebted to the organisation and respond with positive approach and attitude towards organisational mandates.

- **Sub-theme 8: *Absenteeism***

In exploring absenteeism as the impact of stress on job performance, four participants have shared the following:

Participant 2 said that:

"…it does affect my work a lot because as a single parent there is no one to help you with your domestic responsibilities. When your child gets sick you have to miss work because there is no one else to leave the child with..." (P2)

In addition, Participant 4 highlighted that:
"…*sometimes I get absent at work without reporting because I just feel drained…"* (P4).

Furthermore, Participant 5 alluded that:
"My work-related stress does affect both my work performance and family responsibilities because you need to understand that I am a single parent and the only one putting food on the table. When I have emergency whereby my child is sick and I do not have any leave credits available it means I will have to take leave without pay which affects my finances very badly." (P5).

Participant 15 also emphasised that:
"*Abusing of leave by officials, those who are booked leave without pay because they exhausted all their leave, leads to more absenteeism."*(P15).

The findings revealed that participants are really experiencing challenges in coping with both their parenting and employees' roles. Moreover, data discovered that participants resort to absenteeism because of lack of support system to help with domestic work in instances when they have a sick child. Absenteeism was also discovered to be caused by working conditions as illustrated by participant 4 that she gets absent from work because she feels drained. Furthermore, data presented that participants are drained, they find themselves staying away from work without reporting their whereabouts, which is considered as absenteeism by the employer. In addition, the results made it clear that participants are taking leave on regular basis and that they exhaust all their leave days earlier in the year, which causes them to take leave without pay later in the year when the experiences challenges at home and have no leave days available. Leave without pay was found to have financial implications for the participants. The findings in this regard suggest that although participant are dedicated to their work, the working conditions however, are not always conducive to encourage them to dedicate themselves to their duties. This implies therefore that some job performances issues presented by participants are influenced primarily by working conditions rather than stress.

The views presented by participants are backed by Kucakular, Kelly Mitchell and Ruggieri (2016) who suggest that businesses regulate the legitimacy of reported illnesses and suggest rewards and also come up with potential way out to lessen absenteeism caused by different reasons, including family issues and illnesses. Stress, personal matters, illness and family

duties take a toll on the employees', which in turn lowers the morale, increase desires to stay away from work and lessen productivity of job performance in the organisation. The main reasons for unexpected absence of employees have been linked with family issues, poor working conditions and illnesses (Kucakular, et al., 2016). Similarly, Simon (2015) stresses that employees are absent from work for numerous reasons, which includes unavoidable situations like family issues, employees or children are sick, which makes them not to attend work. Moreover, Nel, Gerber, Van Dyk, Haasbroek, Schaultz, Sono and Werner (2001) further indicate that is also a fact that employees do abuse their leave credits for several reasons, which results in them having to take leave without pay when they really need leave in future.

- **Sub-theme 9: *Work-family conflicts***

Six participants have explained how work-family conflict affects their job performance and the narrations are presented below:

Participants 1 shared:

"*It does affect my work, because here in our correctional centre we are working shifts… Sometimes even doing a morning shift becomes a challenge because you find yourself being booked to escort the offenders who are going to court and you come back late around 16h00 or 17h00 in the afternoon and by the time you get home you find the children unsupervised."*

Participant 3 also indicated that:

"It does affect my work because the safety of my children whenever I am booked night shift. I think if I had a partner it was going to be easier for me as he was going to be with the children…. E*motionally you get affected because sometimes you find yourself neglecting your children if maybe you are needed at school and you cannot manage to go."(P3).*

Similarly, Participant 7 said that:

"*Yes, it does affect my work in a sense that after work I have to help my children with their homework and I am also studying. I will then sleep late and then I will have to wake up early in the morning. The following day I will be tired and at times I arrive late at work because I will be exhausted."(P7).*

Participant 8 also highlighted that:

"It does affect my job partially because being a single mother is not an easy task. You become a role player as a single mother, all-rounder. You need to take care of both your children and your work…if you were not a single mother, the father will be taking over because you're still committed at work. He will take the responsibility to look after the child but, because I am a single mother, I have to look after the children and also keep the work going." (P8).

Moreover, Participant 6 said

"*It does affect my work because of the fact that I am the only parent taking care of the children, although I do have support, but I still have to help them with homework and spend time with them and it does get stressful sometimes due to work commitments." (P6).*

Participant 11 said:

"It does affect my work because sometimes I am unable to perform my work fully because I will be thinking about my children at home not having anyone to look after them. Whereas, if I was still with their father I know that he will be taking care of the children rather than them being alone until late at night when I am still at work" (P11).

The findings presented by participants revealed that they are finding it difficult to manage both their roles of single parenting and correctional officers. Additional data also presented that the difficulty to manage both roles is brought about by the job demand, working night shifts, as well as performing escorts, which sometimes entails that they will knock off late and find children at home unattended. It was also discovered through data presented that participants feel that the strains they are enduring from their double roles would have been better when they had partners who assist them with family responsibilities. On the other hand, more findings revealed that although other participants are having support system, they still feel drained because they still have to assist children with homework's. Lastly it was clear that the strains from participants' double roles have a negative impact on their job performance because of their constant wariness about the safety of their children when they are at work.

The findings from participants are supported by literature from Greenhauss and Beutel (1985) who describe work-family conflict as a conflict that is caused by different roles played by the

same person in both organisations. Moreover, social support also takes account of the interactions between the supervisors and supervisee to reduce the high level of stress. Studies shows that employees who encountered high level of stress have reported a low level of social support (Batister-Taran & Reio, 2011). Drawing from **Boundary theory**, (Amour et al., 2007) emphasis that the dedication of a person on one role can affect a person's ability to perform tasks related to another role. The person might be physically present for another role, but mentally absent to execute the duties of another role. Batister-Taran and Reio (2011) emphasise that social support has increased an understanding of occupational stress and if was found to be an effecting way of mitigating occupational stress amongst employees.

4.4.4 Objective 4: To understand how single mothers working in a correctional centre cope with their daily work responsibilities.

Theme 4: Coping Mechanism

Participants were asked to share their views on how they cope with their daily work responsibilities. In exploring how they cope, one the emerged which is **Coping Mechanism**. Furthermore, two sub-themes were formulated, and they are: **daily structured programmes** and **social support**. The findings emanating from these sub-themes will be presented below:

- **Sub-theme 10*: Daily structured programmes***

Daily structured programmes are programmes designed to ensure the smooth operations of the units in the correctional centre. They are designed to ensure that at the end of each day, the offenders have received all their three meals, attended rehabilitation programmes, received health care, social services and all other services they need to attend and their complaints and requests are addressed to avoid unrest in the correctional centre. The views on daily structured programmes are presented by three participants below:

Participant 3 shared that:

"I am coping very well because we have daily structured programmes, we are planning our duties, sharing responsibilities, we also have days where we attend the complaints and requests of offenders, refer them to social workers or Case Management Committee (CMC) offices. We structure our duties accordingly, as case officers we know that for us to be competent we have to count offenders, escort them to hospital, inspecting cells, taking

general complaints like breakages and taking them to relevant offices. On a three month basis we conduct our Case Review Teams (CRT) with offenders and also liaise with the office of CMC, which also have their own sittings on six months basis. So the rehabilitation process is a chain, all offices assist each other to facilitate rehabilitation". (P3).

Again Participant 7 said:
"In the correctional centres or in the units we have daily structured programmes. It gives us guidelines on the daily routine and it makes the work easier. Immediately when we arrive on duty we dish up food to offenders, after that my duty will be to do assessment if there are newly admitted offenders in the morning, then in the afternoon I will focus on the structured daily programme of the unit. That is how I manage to do my work". (P7).

Participant 8 also indicated that:
"What assist me the most, I have a daily structured programme that I have programmed to help me reach goals in every responsibilities I have. In the morning when I arrive at work, I know where to start and I follow the structure. And of course there are days when you do not reach your goals because there are things that come in which are not part of your planning. There are meetings that are not scheduled or planned that you have to attend and in a way, you will be distracted but nevertheless, the daily structured programme that I have assists me a lot". (P8).

Daily structured programmes of the correctional centre were shown to be useful and playing a very important role to help participants cope with their daily work responsibilities. Data revealed that upon reporting on duty correctional officials follow these programmes to guide them to ensure that they perform their duties adequately. Furthermore, results present that after unlocking the correctional centre, offenders are counted to ensure that the total number of offenders during unlock tallies with the lockup number of the previous day. Once the totals tally, breakfast is served to offenders. Complaints and requests of offenders are taken, cells are inspected and searched to ensure that there are no unauthorised items or contrabands like cell phones, weapons, money, drugs, etc. Newly admitted offenders are assessed to classify them according to the crime they have committed and allocate them to relevant housing units. Offenders are escorted to different offices to receive services as per their needs. The administration of offenders case files are updated by case officers to prepare for CRT sittings whereby offenders files are checked if the offender has attended all the prescribed

rehabilitation programmes. The offender will then be referred to the office of the CMC where the offender's file is checked again with the purpose of preparing his profile for submission to the Correctional Supervision and Parole Board (CSPB) for the consideration to be placed on parole. Data revealed that these structured programmes are useful and effective in the correctional centre and they help participants to cope with their daily work responsibilities.

- **Sub-theme 11*: Social support***

Additionally, social support was reported to be another coping mechanism for participants. In exploring the above sub-theme, five participants have shared their views below:

Participant 3 indicated that:
"The father of my children only supports me financially, he does not give the children moral support but at the end of the day we all need money to survive." (P3)

Participant 11 also presented that:
"*…I get full support from my family because I do ask them to take care of my children when I am at work. From the father of my children I do not get support at all."(P11).*

In addition, Participant 13 said that:
"My mother is still alive, I lost my father when I was still young, so my mother plays a big role in my life. She sometimes comes to the house to help with the kids and also helps with the laundry whenever I cannot do it. With the father of my children he sometimes helps financially, but not always. He also does call the children sometimes." (P13)

Participant 14 shared that:
"… I am staying with the uncles of my children, when I feel exhausted the children becomes their responsibilities. They help with cooking, to prepare them for school, helps with their homework. They motivate them to behave well with other children… They coach them with soccer to keep them busy and to distress because children do also experience stress. From their father's side he is phoning them regularly."

Contrary, Participant 9 narrated that:

"… I actually do not have any family member around, my parents have passed away, and my sister is staying in Midrand. With regard to the father of the children, he does not help at all. He is only there financially, but with regard to taking care of the children besides financially he is not involved at all. I am mostly all by myself because my family members are not around." (P9).

The findings reflect that the support system participants receive from their families, including their sisters, brothers and mothers, plays a significant role to help them manage their roles. Data also presented that although some of the fathers of the participants' children are supporting them financially, they also need moral support, nevertheless, data shows that participants do appreciate the financial support they are receiving. The findings are supported by Matjeke (2017), who highlights that for the single parents to function optimally in both personal and work life, they need social support from family, friends, co-workers, supervisors, neighbourhood, as well as community support. Lack of such support may result in them suffering from emotions and physical wellness, emanating from exhaustion of both parental and work responsibilities. Similarly, Steiner and Wooldredge (2015) indicate that social support from co-workers, family and supervisors in terms of assistance and affirmation can provide helpful support to single mothers working in the correctional environment, which exposes them to work-related stress.

The **Spillover theoretical framework perspective,** as indicated by Sok et al. (2014) proposes that whether the organisational culture is a demanding or supportive type, is at some level proficient to create a rewarding work and domestic intrusion. The result implies that developing an environment of rewarding organisational practises will benefit workers to create stability among their double domains of work, as well as domestic roles (Sok et al., 2014).

4.4.5 Objective 5: To identify the availability of programmes in the correctional centre in response to work-family balance

Theme 5: Work-life balance

Balancing work and family domains has come to be a significant personal and family issue for working women (Zarra-Nezhad, et al., 2010). Participants were requested to share the

available programmes in the organisation aimed at helping correctional officers balance work and family roles. One theme called **work-life balance** occurred from objective five. Moreover, three sub-themes, namely: **Employee Assistant Practitioner, Team building** and **Sports were developed from the main theme.**

- **Sub-theme 12:** ***Employee Assistant Practitioner (EAP)***

Participants have shared the following quotes to explore the services of EAP as one of the available work-life balance programmes in their work space.

Participant 3 shared:
"The programmes available in the workplace are programmes we receive from the office of EAP….I really find the programmes from EAP office useful because if I can tell you about my past experience compared to now, you can really see the difference and the impact those programmes have done to my life. I remember way back when I was still very young in the department I used to misuse money or do things without consideration, then my supervisor referred me to the EAP, it really assisted especially in budgeting and in coping" (P3).

Contrary, Participant 2 indicated that:
"We have an EAP, I did go and see her once and I am not going to lie, I did not feel the session was helpful at all, however, in her defence she referred me to the psychologist, I felt that her session was not fruitful, which is why she recommended that I see the psychologist." (P2).

Participant 1 said:
"We have EAP in Modderbee which offers programmes, such as counselling. I have not used the EAP programmes myself but I have observed change from other officials who have used the programmes, which indicate that the programmes are indeed helpful." (P1).

Similarly, Participant 4 indicated that:
"We have EAP programme in the correctional centre whereby people like me with too much load can be referred to offload the stress. I have not utilised EAP services but I think I will use it in future."(P4).

Likewise, Participant 5 highlighted that:
"*We have EAP and they also helps with financial management. I have not used the services of EAP but I just know they are there."(P5).*

Again Participant 9 said that:
"To be honest I have never attended any programmes in response to work-life balance. Yes, we actually do have an EAP in our workplace but I have never used the services…"

The findings of the study revealed that out of nine participants who have reported that they know about the availability of the services of EAP in the organisation, only two used the services. The findings also present that out of two participants who used the services of EAP, one found them to be useful while the other one found the services to be ineffective and non-beneficial. The data also shows that the majority (seven out of nine) of the participants, who knew about services of EAP, have not used the programmes. While others did show the intention of using the services in future (participant 4), some (six participants) did not mentioned any intention to use, or not use, the services in future.

The views of participants are supported in the literature by different authors. Van Den Bergh (2000) described Employee Assistance Programme as a workplace-oriented programme aimed to help in the identifying and resolving work performance problems emanating from employees' personal or work-related issues, such as (but not restricted to) stress, substance abuse, financial management, marriage and family care, relationships problems, health etc. that may have a negative impact on employees' job performance. The findings on the evaluation of EAP services in the public service departments discovered that full-time and part-time employees did not have the same sentiments with regard to the level of fulfilment on the services of EAPs. Full-time employees reported low level of satisfaction with EAP services (Public Services Commission, 2006).

Additionally, a study conducted by Dipela (2016) on the evaluation of the effectiveness of EAP services is South African Police Services (SAPS), in the Waterberg district of Limpopo province, discovered that employees were aware of the EAP services in their organisation, however, they did not use the services because they felt the office of EAP lacks privacy in the sense that the door of the office is always wide open and full of people. The employees feared that confidentiality will not be easily maintained because the EAP did not have an office of

his own, but rather shared the office space with other colleagues. The study conducted by Dipela (2016) further elaborates that other employees get to see any client going in the office of the EAP for a consulting session. Although they maybe not having information about the details of the session between the client (employee) and the EAP practitioner, but the stigma attached with entering the office of EAP, the trustworthiness and assured confidentiality might be reduced, if not totally damaged.

- **Sub-theme 13: *Team building***

Fapohunda (2013) explains that team building comprises of an extensive variety of activities, intended to improve team performance. It is further highlighted that the goal of team building is intended to bring about the team work spirit, improve collaboration of team members to improve positive communication, self-development, leadership skills and the capabilities to function optimally as team, encourage support to one another and work closely together as a team members to solve problems. Three participants have shared the following regarding team building:

Participant 11 indicated that:

"I have attended team buildings, I think being there we are supposed to build each other so that we can be productive at work. Unfortunately I do not find team buildings useful because being there in order for us to uplift each other we find ourselves demoralising each other, so I do not think they are effective and I also do not find them useful" (P11)

Participant 15 said that:

…"We do have team building and different sports codes where employees are able to join sports of their choice. However, participation in these programmes is very poor from the side of the employees. Unfortunately I have never thought of finding out what makes employees not attend. I have mainly attended most of these programmes and I have found them to be more useful and helps in relieving tension and stress." (P15).

Moreover, participant 13 narrated that:

"We do have programmes like team building which helps with relieving stress because you get a chance to go away from the work place, mingle with other colleagues and talk about challenges in the workplace, we get to know and understand each other as a team…"(P13).

The above quotes show contradicting outcomes for participating in team building among participants. The findings revealed that some participants (P1) do not find team building to be effective, while the other two participants presented teambuilding to be beneficial because they get chance to share challenges with other colleagues and also relieve workplace stress.

The above quotes are supported in the literature by Saraswawat and Kahandelwal (2015) indicating that ever since the organisations came to discover that extreme operational teams can bare positive results on the organisational effectiveness and production, they carried on to explore how to advance teamwork through development and training. Diversity of development and training methods has been applied to improve teamwork. Business has adopted the method of teambuilding as a way of developing and improving teamwork and socialisation among employees (Saraswawat & Kahandelwal, 2015). Teambuilding was recognised as one of the prevalent intervention practice for organisational growth (Saraswawat & Kahandelwal, 2015). Saraswawat and Kahandelwal (2015) further highlight that teambuilding is a new model applied in the organisations to motivate teamwork.

In addition, literature by Mazany, Francis and Sumich (1995) shows that there is no evidence to prove the success of team building interventions, despite various methods and the prevalence of the use of teambuilding interventions. While other organisations report successful outcomes of teambuilding, some argue that teambuilding does not bare good fruits for organisational development (Saraswawat & Kahandelwal, 2015), while other organisations report that the outcomes are vague and unsatisfying (Rushmer 1997).

- **Sub-theme 14: *Sports***

Chalmers (2002 p22) defines sport as "an individual activity aimed at attaining outcomes that necessitate physical skill and efforts necessary for realising the goal, by its nature sports is competitive". Elaboration of sports at work is presented below by two participants:

Participant 14 shared the following views:

"… We also have different sports codes you can join. I am affiliated to soccer myself, though we do not play soccer as women, we only support male colleagues when they play, watching them sometimes when they are playing to motivate them. These programmes are useful, I

used to play volley ball when I joined the department every Wednesday at least I knew there is something that is going to occupy my mind. The correctional centres are usually situated in an environment which is away from the communities, they are isolated so you need these kind of activities so that they can keep your mind revived." (P14).

Additionally, participant 15 narrated the following:
…"We do have different sports codes where employees are able to join sports of their choice. I have attended most of this programmes and I have found them to be more useful and helps in relieving tension and stress." (P15).

In the light of the above data presented by participants it is clear that sports is an existing programme in response to maintaining a healthy work-life balance. Furthermore, data revealed that although participants do not physically participate in the affiliated sports, they provide support to fellow colleagues who are participating. Moreover, most participants found sports activities to be useful because it occupies their mind away from stressors.

The narration by the participants is supported by the following literature. Cashmore (2003) notes that team interrelation is an enthusiastic practice that echoes the trend of a group of individuals to remain integrated and formulate strong bonds in exploration for mutual objectives and goals. Jowell (2004) continues, supporting the notion that sports and cultural embracement in the workplace can be used to shape the organisational cohesion. Sports codes such as football provides people with chance to come together and contribute in building organisational existence. An organisation is cohesive when its people work together to reach collective visions and goals. A sense of belonging and resilient interrelations is established between different individuals in the organisations, and workplace, as well as in the neighbourhoods (Jowell, 2004).

4.5 CONCLUSION

This chapter presented the findings of the study. Data were collected using face-to-face semi-structured interviews with fifteen (15) single mothers working in Modderbee Correctional Centre. The chapter started by outlining the demographic details of the participants, their age categories, as well as number of years of working experiences as correctional officers. The findings were presented in line with the objectives of the study. Additionally, themes

emerged from each objective, as well as sub-themes were outlined and discussed, backed with literature to support the results. The presentation of data gave an insight on what motivated participants to choose DCS as their employer. The strong point brought about by the study was an insight into the perceived impact of stress on job performance for single mother working in the field of corrections. Work-related stressors, the impact thereof, coping mechanisms, as well as the work-life balance programmes available in the organisation to help participants maintain role balance were discussed. Moreover, the shortcomings were identified and include the discovery that most participants are not making any attempts to utilise the work-life balance programmes available in the organisation to help them maintain their roles balance, although they are aware of the services. This brought about a concern and the need to evaluate the effectiveness and impact of the available work-life balance programmes in order to improve the wellbeing of employees. Designing of marketing strategies to attract more participation in the programmes will be proactive. The findings also revealed the gap with regard to the need for the department to find measures to improve safety of correctional officers and also improve their working conditions to improve their safety, particularly with regards to staff shortages.

CHAPTER FIVE

MAIN FINDINGS, RECOMMENDATIONS AND CONCLUSION

5.1 INTRODUCTION

This chapter presents the summary of the key findings of the study. Firstly, the first chapter of the study presented an overview of the overall research report by underlining the main aim and objectives of the study, as well as the goals the study intends to achieve. The second chapter explored literature which focused mainly on the work environment in the correctional centres and causes of stress for single mothers. Chapter three explained the research methodology the researcher applied in the study. Furthermore, ethical considerations which guided the researcher to ensure that participants of the study are protected and that they do not experience any harm or danger emanating from participating in the study, were discussed. The researcher then presented and analysed the main findings of the study in chapter four using thematic data analysis. The main findings, recommendations and conclusion of the study are presented in this chapter, which is the final chapter of the research report. It is critical to indicate that single mothers experience stress due to their dual roles pertaining to family and work responsibilities. Their experienced stress stems from various work-related factors, including shortage of staff, shift work, as well as safety concerns. These stressors have a negative impact on their job performance. Although there are programmes available in the organisation with regards to work-balance, participation in the programmes is minimal. An effective strategy to encourage participation in work-life balance programmes is required to identify the cause for non-attendance and come up with ways to improve engagement.

5.2 SUMMARY OF THE MAIN FINDINGS

The primary aim of the study was to explore the perceived impact of stress on job performance for single mothers working in the correctional centre. Five objectives of the study were looked at in order to come to a conclusion. Each objective was discussed in line with the main findings of the study which directed the researcher to recommendations and conclusion thereof. The main findings of the study are discussed below, as well as the objectives of the study and the research questions.

5.2.1 To explore what motivated single mothers to join the Department of Correctional Services

The first objective aimed at exploring the reasons which motivated participants to join the Department of Correctional services as their employer. The findings showed that different reasons motivated different participants to join DCS as employer of choice. One of the major findings was that some of the participants developed an interest in becoming a correctional officer because of their desire to form part of a rehabilitation team to improve the lives of offenders. The findings also showed that some participants followed different careers in their tertiary studies, however, due to lack of employment opportunities in the area of their studies, they opted to look for employment opportunities in the field of corrections. Other findings showed that some participants did not have any interest to pursue a career in the field of corrections. However, due to lack of employment opportunities, they ended up deciding to join DCS. Poor socio-economic background was another factor which influenced participants to begin a career in the field of corrections. Data revealed that other participants did not get the opportunity to follow their career of choice because of poor financial background from their families. Nevertheless, some participants did not have any interest to become correctional officers but lack of employment opportunities forced them to become correctional officers.

5.2.2 To describe the work-related stressors faced by single mothers working in the Correctional Centre

The second objective was aimed at describing the work-related stressors faced by single mothers working in the correctional centre. First of all, participants mentioned the issue of shortage of staff as a cause of stress which affects their work performance. As narrated by the participants it was clear that shortage of staff is a real concern which also compromises on their safety because they are expected to conduct services and manage large numbers of offenders with only a few staff. More data revealed that participants fear for their safety because of the uncertainty of the behaviours of the offenders, who can become violent any time due to their practice of "*prison subcultures"* ("*gangsterism"*). The second stress factor revealed from the findings was shift work. The findings showed that participants are working different shifts, including night shifts, namely "*1st watch" and 2nd watch*. The findings presented that working night shift comes with lot of stress for single mothers. They are forced to leave children alone at home to perform their night shifts, which also compromises on the

safety of their children. Night shift is stressful to participants because throughout the shift they will be worried about the safety of their children at home. This results in them having less concentration on the performance of their duties. The last factor which influences stress levels was their concerns with regard to their safety when they are performing their duties. The findings show that safety concerns are brought about by the shortage of staff and overcrowding of the offender population. These factors were found to be putting the lives of participants at risk because of the fears of being attacked, assaulted and raped by offenders. The findings also highlighted that the practice of "*gangsterism"* in the correctional centres also increases their safety concerns.

5.2.2.1 Recommendations

The shortage of staff has a major impact on the safety of correctional officers working in the correctional centres. In the light of the aforementioned, it is therefore recommended that shortage of staff in the correctional centre be addressed as a matter of urgency to prevent more violent incidents witnessed and endured by correctional officers while on duty. The researcher further recommends that post establishment of the correctional centres be revised and aligned with current offender population in the correctional centres. This will enable the department to make provision and budget for employment of more staff to mitigate the shortage of staff and promote safety of correctional officers. Lastly the researcher highly recommends that DCS pay an urgent attention to the safety of correctional officers, particularly females due to continued incidents of attacks, rape and murder of correctional officers by the offenders while they are executing their duties. Employing more correctional officers will mitigate the shortage of staff and reduce safety concerns among correctional officers.

5.2.3 To discover the impact of stress on job performance for single mothers working in the correctional centre

The third objective was aimed at discovering the impact of stress on job performance for single mothers working in the correctional centre. One of the impacts of stress on job performance presented by the participants was an inability to reach their work goals because of the pressure and the challenges faced by participants. This was especially due to lack of support from fellow colleagues and supervisors, which was mentioned a significant factor that impeded job performance. Secondly, the findings showed that absenteeism impedes job

performance in the sense that when participant are drained, they sometimes stay away from work without reporting it. Additionally, other factors found to influence absenteeism was that participants exhaust their leave days earlier in the leave cycle. They report leave constantly because of their dual responsibilities, exhaustion and lack of support systems from family members and the fathers of their children to help with the children when they are sick. Finally, work-family conflict was found to be another factor which affects job performance for the participants. Because of their double responsibilities, participants find it difficult to balance their duties. They get worried about other family roles and the safety of their children, when they are executing their work roles, especially when they are performing night shifts and performing escort duties, which sometimes require them to work late. However, the finding also shows that those participants who have a support system from the fathers of their children, as well as their family members, cope much better with both their duties.

5.2.3.1 Recommendations

The discoveries from the study advocate that appropriate implementation of intervention programmes to promote employees wellness and provide a conducive working environment is needed in the correctional centres through the introduction and implementation of the field of occupational social work which is a specialised field of social work practice that promotes holistic functioning of workplaces by ensuring that all systems in the workplaces functions adequately. Mor Barak (2000) pointed out that occupational social work addresses work-related stresses that obstruct the performance of the employee by designing and implementing policies and interventions that will not only address workers' challenges, but bring about change in the whole organisation. In this regard, occupational social work is therefore seen as the field of practise which has the potential to be one of the powerful driving forces to bring about change in the organisation through the design and implementation of services that will ensure that all the systems, employer, employee and the organisation work together to attain organisational goals. The implementation of occupational social work in correctional centres will therefore be able to incorporate programmes with the needs of employees and design more effective programmes to improve service delivery and employee wellness in the organisation.

5.2.4 To understand how single mothers working in the Correctional Centre cope with their daily work responsibilities

The study revealed that the daily structured programmes of the correctional centre are used by most participants to cope with their daily work responsibilities. Furthermore, it was discovered that daily structured programmes contain all the activities that offenders need to undergo on a daily basis and therefore for participants to ensure that they covered all the aspects at the end of the day, they refer to the daily structured programmes, which in turn reduces the prevalence of unrest in the correctional centre. On the same note, the study also revealed that the second coping mechanism used by participants is social support. Data discovered that social support is a critical aspect which helps participants to cope with their double roles. Furthermore, the results discovered that participants mainly receive support from their family members, i.e., their mothers, sisters and brother. Again the study discovered that most participants only receive financial support from the fathers of their children, although they would also appreciate moral support, but it was discovered that they are not receiving that from the fathers of their children. However, the findings also showed that some other participants do not get any kind of social support at all because their family members are not residing nearby. On the same token, data also shows that there are some participants who are receiving support from both their family members and the father of their children.

5.2.4.1 Recommendations

Based on the results discovered in the above objective. The researcher recommends that support structures such as day care centres be established in the correctional centres to provide support to single mothers to help them manage their dual responsibilities and limit stress associated with child care while they are performing their duties.

5.2.5 To identify the availability of programmes in the Correctional Centre in response to work-family balance

Based on data presented which the researcher has analysed, participants in the study have showed that there are available programmes in the organisation which are designed to help employees to balance their work and family roles. Furthermore, the study discovered that the services of Employee Assistant Practitioner provide team building, as well as sports activities

and other programmes to help mitigate family-work conflict. However, data has also revealed that participation in the available programmes is not predominant. Based on the data analysed, it was clear that participants are aware of the available programmes, but very few have used them, very few are considering to use the programmes in future and lastly, the findings shows that most participants did not show any intention of attempting to participate in the programmes. This is despite the fact that the study revealed that they do need these programmes to help them cope with their double role responsibilities.

5.2.5.1 Recommendations

The researcher makes recommendations that the effective marketing strategies be developed and implemented by the EAP to market the already existing work-life balance programmes to attract more employees to their services. This will improve employees' participation in the programmes and decreases the stigma attached with the use of the programmes, especially the EAP programmes. In addition, evaluation of the effectiveness of the available programmes must be conducted. This will help in identifying the gaps in the current programmes and give direction in the area that needs to be improved. Evaluation of the available programmes will also discover if the programmes are needs- based. This will subsequently lead towards establishment of effective support systems for single mothers to help them manage their dual roles and responsibilities.

5.3 RECOMMENDATIONS FOR RESEARCH

The need for further research in the field of corrections was realised. Furthermore, factors that compromise the security of correctional officers working in the correctional centres need to research on. More research will benefit the organisation and assist them in becoming more advanced and innovative, developing new systems or programmes that will be functional and effective to mitigate the challenges encountered in the organisation by its service personnel. Moreover, research will also influence development of new policies or amendments of the existing policies to improve wellness of employees and create a holistic organisation.

5.4 CONCLUDING REMARKS

The concept of single mother is a subject which has not been given much attention. These are individuals who play significant roles in the development of systems such as families, workplaces, churches and communities at large. Moreover, single mothers are also employees in the organisations whose roles are very imperative for the organisation to meet its objectives. However, these individuals carry more load than most employees because of added lone parenting responsibilities. Support is therefore very critical for single mothers to cope with their dual roles. It was evident through the findings that single mothers endure more stress derived from the combination of their job demand and home roles. This study was undertaken to explore the perceived impact of stress on job performance for single mothers working in the correctional centre. Regardless of the work-related stressors and their impact thereof on their job performance, as well as inadequate support systems, the observed resilience of single mother was inspiring. The workplaces therefore need to implement effective programmes which will address the needs of single mothers and help them to cope more effectively. Urgent attention need to be given on the safety of overall female correctional officers in the correctional centres to reduce stress associated with safety concerns. More efforts should be put into the evaluation of existing work-life balance programmes and identifying the areas of concern which contribute to employees' non-participation.

"I can do all Things through Christ who strengthens me" Philippians 4:13

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APPENDICES

Appendix A

Title of the study: The perceived impact of stress on job performance: A case study of single mothers working in the Correctional Centre.

Participant Information Sheet.

Good Day,
My name is Marcia Malepe, I am a student registered for Masters Degree in Occupational Social Work at the University of Witwatersrand. I am conducting a research study as part of the requirements for the completion of my Masters degree. The research is aimed to investigate the perceived impact of stress on job performance: A case study of single mother working in the Correctional Centre. The study aims to explore the stress experienced by single mothers in the correctional centre and how it affects their job performance. It is hoped that the knowledge gathered from the research study could positively contribute towards the body of knowledge about causes of stress for this demographic and its impact on job performance.

I therefore invite you to participation in this study. You are also informed that your participation in this study is voluntary and if you are not interested to participate it will not be held against you in any way. If you agree to participate, I shall arrange the interview at time and place that is suitable and comfortable to you. The interview will last approximately for an hour. You are also free to withdraw from the study at any time you feel uncomfortable and you may also refuse to answer questions that makes you feel uncomfortable. With your permission, the interview will be tape-recorded., the recording are for the purpose of validating the information and nothing else and you are guaranteed that no one other than my supervisor will have access to the tapes. The tape recordings and the interview schedule will be kept in a locked cabinet for two years following any publication or for five years if no publication emanate from the study. To guarantee your safety and security of your information, your name and personal details will not be revealed and therefore no one will be able to link your information with you.

Should you experience the feelings of emotional distress due to the sensitiveness of the interview the supportive counseling will be arranged for you free of charge. The counseling will be arranged with the office of EAP in Modderbee Correctional Centre

You are free to contact me on 074 031 5372 or my supervisor Dr. Francine Masson on 011 717 4480 or University of Witwatersrand research office on 011 717 9731 if you have any questions or seek clarity concerning the study. Your questions and clarifications will be answered to the best of our ability to ensure your satisfaction. Should you wish to receive a summary of the result; an abstract will be made available on request.

Thank you for your consideration to take part to participate in the study

Yours sincerely

Marcia Malepe

Student Occupational Social Worker

Appendix B

Title of the study: The perceived impact of stress on job performance: A case study of single mothers working in the Correctional Centre.

CONSENT FORM FOR PARTICIPATION

I, _____ (Full Name) have been informed on the research study that Marcia Malepe is conducting a study on the perceived impact of stress on job performance: A case study of single mothers working in the Correctional Centre.

I hereby confirm that:

- I understand and have been informed on what participation in this study will involve.
- I understand that my participation in the study is voluntarily.
- I understand that I have the right to refuse to answer any questions that makes me uncomfortable to answer.
- I understand that I have the right to withdraw from participating in the study at any given time when I feel uncomfortable to continue.
- I understand that all information that I am going to share will be kept confidential and that the researcher will not use my personal identification in the research study.

Name of participant: _____

Date: _____

Signature: _____

I, _____ (Name of Researcher) confirm that I have explained the purpose and procedures of the research study and the rights of the participants. I agree to adhere to the conditions as mentioned in the information sheet and the consent form and ensure the safety and security of the participants.

Name of researcher: _____

Date: _____

Signature: _____

Appendix C

Title of the study: The perceived impact of stress on job performance: A case study of single mothers working in the Correctional Centre.

Consent form for audiotaping of Interviews

I, _____ (Full Name) have been informed about the research study that Marcia Malepe is conducting about the perceived impact of stress on job performance: A case study of single mothers working in the Correctional Centre.

I hereby confirm that:

- I understand and have been informed on what participation in this study will involve.
- I understand that my participation in the study is voluntarily.
- I understand that this interview will be audio taped and I give the researcher full consent to audio tapes the interview.
- I give permission for verbatim quotations to be used in the research report as i understand my identity will not be revealed

Name of participant: _____

Date: _____

Signature: _____

Appendix D

Title of the study: The perceived impact of stress on job performance: A case study of single mothers working in the Correctional Centre.

Semi- Structured interview schedule

Date of interview: _____

Venue: _____

Pseudo Name: _____

Section A: Demographics

Age: _____

Job title: _____

Number of children_____

Employment in the department of Correctional Services:

_____

_____

_____

_____

_____

- What made you join the department of correctional service?
- How long have you been working for the department?
- What are your main job responsibilities?
- Do you find your work stressful, if so, what aspects of your job do you consider to be stressful?
- Do you think being a single mother affect your work? If so please explain.
- Do you find both your responsibilities as single mother and a correctional officer ever conflicting each other? If so please explain how
- How do you cope with your daily work responsibilities?
- How do you think your work related stress affects your job performance, if at all?
- What kind of support do you get from the father of your children and your family members?

- Do you think the support you get from the father of your children and family members helps to balance your work and family responsibilities? Please explain.
- What are the programmes available in your workplace in response to work-life balance?
- If you have used these programmes did you find the available programmes useful for you? If so please explain

UNIVERSITY OF THE WITWATERSRAND, JOHANNESBURG

Research Office

HUMAN RESEARCH ETHICS COMMITTEE (NON-MEDICAL)
R14/49 Malepe

CLEARANCE CERTIFICATE	**PROTOCOL NUMBER: SW19/09/02**
PROJECT TITLE	The perceived impact of stress on job performance: A case study of working single mothers employed at Modderbee Correctional Centre
INVESTIGATOR(S)	Ms M Malepe
SCHOOL/DEPARTMENT	Human and Community Development/
DATE CONSIDERED	05 September 2019
DECISION OF THE COMMITTEE	Approved
EXPIRY DATE	13 October 2023

DATE 14 October 2019 **CHAIRPERSON** _____
(Professor J Knight)

cc: Supervisor : Dr F Masson

DECLARATION OF INVESTIGATOR(S)

To be completed in duplicate and **ONE COPY** returned to the Secretary at Room 10004, 10th Floor, Senate House, University. Unreported changes to the application may invalidate the clearance given by the HREC (Non-Medical)

I/We fully understand the conditions under which I am/we are authorized to carry out the abovementioned research and I/we guarantee to ensure compliance with these conditions. Should any departure to be contemplated from the research procedure as approved I/we undertake to resubmit the protocol to the Committee. **I agree to completion of a yearly progress report.**

_____ _____/_____/_____
Signature **Date**

PLEASE QUOTE THE PROTOCOL NUMBER ON ALL ENQUIRIES

UNIVERSITY OF THE WITWATERSRAND, JOHANNESBURG

FACULTY OF HUMANITIES

Ms Marcia Malepe
2 Johnson Road
Pretoriusstad
Nigel
1490
Gauteng
South Africa

Student Number: 1543004

28 October 2019

CC. Dr F Masson

Dear Ms Marcia Malepe

DECISION ON RESEARCH PROPOSAL SUBMITTED FOR MASTER OF ARTS BY COURSEWORK AND RESEARCH IN SOCIAL WORK

I am pleased to advise you of the decision reached by the reader/readers of the Graduate Studies Committee on your proposal entitled: "***The perceived impact of stress on job performance: A case study of single mothers at Modderbee Correctional Centre.***

Reader's decision on proposal:

Accepted, but candidate should take note of warnings/recommendations

I confirm that Dr F Masson has been appointed as your supervisor.

Please take note of the information on the Criteria for submitting research for examination which is attached and ensure that the Faculty is informed of any changes of address during the year.

Kindly note that all MA and PhD candidates who would like to graduate as soon as possible must ensure that they meet the ETD requirements within six (6) weeks of receipt of the examiners' reports by the supervisor. **A student is required to remain registered in the Faculty until his/her graduation.**

Yours Sincerely

A Mahomed

Asiya Mahomed (Ms)
Faculty Officer
Faculty of Humanities
Private Bag X 3
Wits, 2050

correctional services
Department:
Correctional Services
REPUBLIC OF SOUTH AFRICA

Private Bag X136, PRETORIA, 0001 Poyntons Building, C/O WF Nkomo and Sophie De Bruyn Street, PRETORIA
Tel (012) 307 2770

Dear Ms M Malepe

RE: APPLICATION TO CONDUCT RESEARCH IN THE DEPARTMENT OF CORRECTIONAL SERVICES ON: "THE PERCEIVED IMPACT OF STRESS ON JOB PERFORMANCE: A CASE STUDY OF WORKING SINGLE MOTHERS EMPLOYED AT MODDERBEE CORRECTIONAL CENTRE"

It is with pleasure to inform you that your request to conduct research in the Department of Correctional Services on the above topic has been approved.

Your attention is drawn to the following:

- **This ethical approval is valid from 12 AUGUST 2020 to 10 AUGUST 2022.**
- **The relevant Regional and Area Commissioners where the research will be conducted will be informed of your proposed research project.**
- **It is your responsibility to make arrangements for your interviewing times.**
- **You are required to use the terminology used in the White Paper on Corrections in South Africa (February 2005) and the Correctional Services Act (No.111 of 1998) e.g. "Offenders" not "Prisoners" and "Correctional Centres" not "Prisons".**
- **You are not allowed to use photographic or video equipment during your visits, however the audio recorder is allowed.**
- **You are required to submit your final report to the Department for approval by the Commissioner of Correctional Services before publication (including presentation at workshops, conferences, seminars, etc) of the report.**
- **Should you have any enquiries regarding this process, please contact the REC Administration for assistance at telephone number (012) 307 2463.**

Thank you for your application and interest to conduct research in the Department of Correctional Services.

Yours faithfully



ND MBULI
DC: POLICY COORDINATION & RESEARCH
DATE: 11/08/2020