

**FACTORS IMPACTING ON THE UTILIZATION OF THE EMPLOYEE ASSISTANCE  
PROGRAMME IN TRANSNET NATIONAL PORTS AUTHORITY**

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PROGRAMME IN TRANSNET NATIONAL PORTS AUTHORITY**

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## DECLARATION

I hereby declare that the dissertation on factors impacting on the utilization of the EAP in the Transnet National Ports Authority is entirely my own work

Signature: .....

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## DEDICATION

This work is dedicated to the following people:

My late father, Gideon Nsibande, for his persistent focus and inclination to the word of God which he gradually imparted to my children and myself.

My beloved husband, Hluma Michael Mbokazi. Though he was not physically present, his passion for study was encouraging.

My two children, Seli and Letho, my prayer partners, for their consistent support.

My sister Rachel and her husband Johan Mhlongo, for physical and emotional support.

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Above all, God Almighty for His consistent and unfailing love as He offered me the ability, courage and guidance to complete my studies. Without Him I would not achieve my plans.

## SUMMARY OF THE RESEARCH

An Employee Assistance Programme (EAP) is a worksite-based programme designed to assist troubled employees whose personal problems affect job performance in the workplace (EAPA SA, 2005:7). The rationale for developing such a programme is both humanitarian and economic. It is humanitarian in the sense that the EAP aims to ensure the well-being/social functioning of troubled employees and economic as it helps enhance productivity which is at the core of every commercial organization.

The success of the EAP is highly dependent on increasing supervisor, trade union, and employee participation. A well utilized EAP, in turn, produces a significant return on investment for the employer (Farris, 2003:1). Most companies are now investing in employees as they realize that employees form an integral part of company profitability. Utilization of the programme raises concerns for both EAP professionals and management because of the costs involved in implementation.

EAP services are in most cases utilized by junior employees. However, supervisors and labour representatives (formerly known as trade union members) are central to effective EAP utilization, as they are the first ones to identify troubled employees and to refer them accordingly. The goal of EAP supervisory training is to equip supervisors, managers and union representatives with the skills to access, implement and effectively utilize EAPs (EAPA-SA 2005:24). EAPA-US standards (1992:43) demand regularly scheduled training sessions to encourage supervisors to fulfill their roles in early recognition, intervention and appropriate referral to the EAP. The role of supervisors is to focus on employee job performance, and not on the diagnosis of an employee's personal problems.

Harley, as cited by Schoenberg and Lee (1996:206), states that supervisors often utilize the EAP as a last resort when the employee has behaved in a manner that might cause embarrassment or have negative consequences for the supervisor. This type of "dumping" might imply subsequent expectations for the EAP practitioner to "fix" an employee without regard to organizational or external factors that might have

contributed to the problem. It is generally the supervisors who first notice the problem and who are expected to intervene successfully to address it before it adversely affects employee performance. Late referral to the EAP compromises the effectiveness of the programme and its efficacy.

The manner in which employees are referred may cause them to have negative perceptions of the EAP. These may affect an employee's co-operation in solving the problem. Before any intervention can take place, the image of the EAP will have to be enhanced and the relationship with the troubled employee will need to be improved.

Terblanche (1992:17) states that EAPs in South Africa are a relatively new workplace phenomenon, despite assistance given to employees in the workplace dating back at least four decades. However, EAPs are not well managed and utilized to their fullest extent. EAPs are becoming more common in the light of labour laws which emphasize the wellness of employees (Public Service Regulations 1999: Gazette no. 20271). However, if management feels that they have to implement EAPs even though they are not keen on them, the programme will end up in limbo.

Experts were consulted in order to enhance the research study. Strydom (2005:181) states that utilization of experts can help to delineate the problem more clearly and to gain valuable information on the more technical and practical aspects of the proposed research.

Most experts highlighted the crucial role played by supervisors and labour in enhancing EAP utilization through formal referrals. This emphasizes the need for EAP supervisory training. It is also noted that in most organizations formal referrals are higher than informal referrals which means that the EAP is accepted as an effective tool for enhanced job performance.

## LIST OF KEY CONCEPTS

Confidentiality

EAP supervisory training

EAP utilization

EAP marketing

Employee Assistance Programme (EAP)

Labour representative

Referral

Supervisor

Transnet National Ports Authority (TNPA)

Troubled employee



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## CHAPTER ONE

### GENERAL INTRODUCTION AND RESEARCH METHODOLOGY

#### 1.1 INTRODUCTION

As would be expected with any programme directed to employees, an Employee Assistance Programme (EAP), is worksite-based. According to EAPA SA (2005:7), this programme is designed to assist troubled employees whose personal problems affect job performance in the workplace and has a two pronged objective; humanitarian and economic. To achieve the former, the EAP attempts to ensure the well-being/social functioning of troubled employees and, to achieve the latter, it helps in the process of enhancing productivity, the core of every commercial organization. Relevant stakeholder participation, such as supervisors, trade unions, and employees, determines the extent of the success of the EAP. According to Farris (2003:1), it is on these bases, furthermore, that a well-utilized EAP can produce significant returns on investment for the employer. Owing to the realisation of the fact that substantial contribution to profitability comes from employers' well being, most companies are now investing in employees. Of major concern, however, is the fact that the under-utilization of the programme raises concerns for both EAP professionals and management. This is largely because of the costs involved in the programme implementation. Another concern, furthermore, is the fact that the EAP services are in most cases utilized by junior employees.

The above is in spite the fact that one of the the goals of EAP is to equip supervisors, managers and union representatives with the skills to access, implement and effectively utilize EAPs (EAPA-SA 2005:24). This is the reason supervisors and labour representatives are central to the effective utilization of EAP. Part of their duties, after all, is to identify troubled employees and refer them accordingly. In terms of the EAPA-US

standards (1992:43), for example, the demand is that regular scheduled training sessions are needed to encourage supervisors to fulfill their roles in early recognition, intervention and appropriate referral to the EAP. It is within this context that the role of supervisors is to focus on employee job performance, not on the diagnosis of an employee's personal problems.

Harley, cited by Schoenberg and Lee (1996:206), points out that supervisors often utilize the EAP as the last resort, especially when an employee has behaved in a manner that might cause embarrassment or have negative consequences for the supervisor. This type of "dumping" might imply subsequent expectations for the EAP practitioner to "fix" an employee without considering organizational or external factors that might be major contributing factors to the problems identified about an employee. Most crucially, the manner in which employees are referred to the EAP may cause them to have negative perceptions towards it. It is in this context that the employee's co-operation in solving the problem is often lacking. It is for this reason that this study argues that, before any intervention can take place, the image of the EAP has to be enhanced and the relationship with the troubled employee improved.

Terblanche (1992:17) reminds us that, while different forms of assistance to employees existed at least four decades ago, EAPs in South Africa are a relatively new phenomenon. The general perception, as a consequence, is that EAPs in SA are not well-managed and utilized to their fullest extent. As the study will show, this is partly due to the fact that more widespread use of EAPs is probably a consequence of recent, post apartheid labour laws which emphasize the wellness of employees (Public Service Regulations 1999: Gazette no. 20271). The negative consequence of this is that, among other things, the implementation of EAPs when management does not necessarily support them lead to its failure. This is partly the reason Strydom (2005:181) argues that the utilization of the

experts can help to delineate the problem more clearly and to gain valuable information on the more technical and practical aspects. This is the reason several experts were consulted during the course of this study.

Salvage (2007) from the South African National Cancer Association (SANCA) based in Durban, for example, has 14 years experience in EAPs. In addition to being a senior information officer, she is also an assessor, a moderator, and a facilitator for the EAP Short Course. As many experts involved in the subject, Salvage felt that supervisors have a huge impact on the utilization of EAPs. The general view is that, if they show a high regard for the EAPs, the programmes utilization is enhanced. She added, however, that some supervisors lack management skills and need extensive training and follow-up.

Buthelezi (2007), an EAP Regional Manager for KwaZulu-Natal and who works for the South Africa Post Office (SAPO) based in Durban, furthermore, has seven years experience in the EAP field. She stated that there is far high utilization of the EAP in the greater Durban area compared to areas far from Durban. She also alerts us to the fact that referrals are predominantly formal and self-referrals are limited. Most referrals are from supervisors and the unions. She suggested that proximity has a positive impact on the utilization of the Programme and has rated EAP utilization by SAPO at an average of 6% in all the branches.

Naidoo (2007), the KwaZulu-Natal Regional Manager of *The Care ways Group*, has 10 years experience in EAPs. Previously, she was a clinical psychologist and a student supervisor. During the course of the study, she pointed out that, internationally, the EAP utilization is around 5%. Within the context of South Africa, for a healthy workforce, the utilization of the EAPs ranges between 10% and 12%. Utilization beyond 50% indicates a "sick" workforce. 80% of referrals in *The Care Ways Group* nationally are

formal, and 20% are informal. In KwaZulu-Natal, the utilization rate is significantly lower than in other regions. It is in this context that she suggested that employees in this province are conservative and do not as yet regard the EAP as an employee benefit.

Botha (2007) from the South African Police Service is a provincial Psychological Services Co-ordinator in KwaZulu-Natal, with the rank of Superintendent. She has 13 years experience in the police service. She was concerned about the low utilization rate of 10%. Of interest in this study is the fact that, in the Police Service, informal referrals are higher than formal referrals. Absenteeism due both to illness and stress, furthermore, indicates that employees are experiencing problems. All employees, including therapists, are forced to dress in uniform. It is for this reason that she believed that the rank structure has a negative effect on the utilization as junior officers are intimidated by the therapist's higher ranking and protocol. At the same time, for a lower-rank therapist rendering services to a high-ranking officer poses a problem.

Most of the experts interviewed in this study highlighted the crucial role played by supervisors and labour in enhancing EAP utilization through formal referrals. For this study, this finding raises the need for EAP supervisory training. In most organizations, formal referrals are higher than informal referrals. This suggests that management has accepted EAPs as an effective tool for enhanced job performance.

## **1.2 PROBLEM FORMULATION**

According to Leedy (1997:58-59), the statement of the problem within the context of research establishes the goal for the research effort and delineation leads to a statement of the research question. Within the context of this study, my observation during my exposure that was made possible through my involvement as an EAP professional in Transnet



National Ports Authority, I noticed an increasing number of mandatory referrals after disciplinary action. It is out of such experience that I argue in this study that supervisors are not referring cases on time. This is mostly with regard to cases that are related to substance abuse and absenteeism. I also noted that employees do not effectively utilize the programme to the fullest extent. Despite the fact that the EAP was developed as a strategy to prevent and curb problems that negatively affect employee job performance, the frequency or rate of utilization is relatively low. It is therefore the purpose of this study to determine the underlying factors that may, and influence, the low utilization rate of the EAP in the Port of Durban.

According to the literature surveyed for this study, whilst there is a concern about confidentiality with on-site EAPs, higher utilization of on-site than off-site EAPs seems to be a dominant feature. Formal referrals, for example, seem to be substantially higher with on-site EAPs. For Collins (2000, 42), this is most common in cases where the relationship is based on trust that the supervisors establish with the EAP. In the Port of Durban in particular, formal referrals are higher than self-referrals. This low utilization rate could mean that employees may not be aware of the programme, and thus there is a need for promotional material designed to remind them about EAP services.

Based on personal work experience as an EAP professional employed by Transnet National Ports Authority, I argue that the under-utilization does not only pose a threat to the survival of the EAP but, most crucially, to corporate productivity and the profitability of the organization as well. Whilst the programme is designed to assist employees, the choice to make use of the service lies with them, for; utilization of the service is voluntary. Danna and Griffin (1999:377) state that the benefits of EAPs include, among other things, improved employee health and fitness; decreased

medical and disability costs; reduced absenteeism and staff turnover; improved mental alertness, morale and job satisfaction; increased levels of production, and an enhanced corporate image. Being negative or ignorant about EAP services, most regrettably, increases employee malfunctioning which leads to poor work performance.

According to Langley (currently a Transnet National Ports Authority EAP Manager), in 1992 the company appointed occupational social workers who were motivated and determined to vigorously market the programme. In 2002 when I was appointed, the management of the organisation realized that the EAP was under-utilized. Owing to this realization, it decided that the programme had to be re-launched. A spectacular road-show wound its way throughout the Port, and almost all employees attended. After this campaign, the utilization rate improved significantly. Despite this sudden improvement in 2002, current statistics show that the utilization rate of the EAP is gradually declining.

As the study will show, proper and systematic implementation of EAPs is crucial to the effectiveness of these programmes. It is within the context of realizing this fact that in 2006 Transnet requested ABSA consultants to conduct a study at the Transnet National Ports Authority on absenteeism. The study, currently in progress, already reveals that absenteeism is not properly monitored. This results in serious cost implications for the company. Among other things, though these results have not been formally documented as the study is still in progress, they, however, already suggest that employees are not effectively utilizing the EAP in Transnet National Ports Authority.

My personal interest in the utilization of the EAP as a researcher emerged from my work as an EAP professional in the Port of Durban because one of the case studies on 1 400 employees between 2003 and 2006. Below

are the statistics that relate to personal and work-related problems, and management consultation is excluded. They revealed the following EAP utilization:

- 2003: 230 (16%)
- 2004: 774 (55%)
- 2005: 430 (31%)
- 2006: 173 (12%)

The above statistics indicate variations, and it is hoped that the current study will unveil the reasons for such variations. This is important for this study because the Association of Washington Cities (AWC) industry standard for Employee Assistance (2004) suggests that a target utilization rate is between 7% and 11%. This presupposes that members are aware and are accessing the benefits of the EAPs. While utilization in the Port of Durban is relatively higher than the target rate, the researcher is aware that some employees who are in need are not accessing the service. Some supervisors choose to cover-up for troubled employees until the final warning. These are indicators of under-utilization of the EAP. The current study is designed to highlight the causes of such behaviour and intends to enable EAP professionals to put relevant strategies in place to enhance EAP utilization. To achieve this, the study examines the utilization of the service from the supervisors' and employees' point of view. It also reviews literature on EAP utilization, for it is seen as having potential to assist with the formulation of research questions and/or hypotheses, whilst observing patterns.

In conclusion, the problem identified for this study is the extent of utilization of the EAP within the Transnet National Ports Authority (Durban). Should the reasons for the decrease be determined, the necessary strategies can be adopted to ensure proper utilization of the EAP.

### **1.3 THE GOAL AND OBJECTIVES OF THE STUDY**

It is crucial at this stage to point out the differences between goal and objective. While goal (purpose or aim) is the “dream”, objective is the steps one has to take, one by one, realistically at grass-roots level and within a certain time span, in order to attain that dream. Thus, the goal can be regarded as a vision and the objective as the method of reaching such a vision (De Vos, Strydom, Fouché and Delport, 2005:104).

#### **1.3.1 The goal of the study**

The goal of this study is to explore those factors impacting on the utilization of the EAP in Transnet National Ports Authority - Port of Durban’.

#### **1.3.2 The objectives of the study**

The objectives of this study are to explore and describe:

- Trends regarding the utilization rate of the EAP in order to obtain a theoretical frame of reference;
- The extent of utilization of the EAP in the Transnet National Ports Authority – Port of Durban;
- Possible factors influencing utilization of the EAP and;
- To address poor or under-utilization if this is the case.

### **1.4 RESEARCH QUESTION**

Fouché *et al.* (2005:103) state that research always commences with one or more questions or hypotheses. Questions are posed about the nature of situations, while hypotheses are statements about how things are – statements that test a state of reality. Questions are used when there is not enough information on the phenomenon being studied. Hypotheses are used when there is a large amount of information on the subject of study,

the concern being the verification/refutation of the relationship between variables.

Fouche *et al.* (2005:80) state that if a qualitative study is decided upon, the formulation of a question will be necessary. In the light of the fact that there is no tangible information about the utilization of the EAP, the following research question will be used as opposed to hypotheses testing:

**‘What is the extent of the EAP utilization?’**

### **1.5 RESEARCH APPROACH**

There are three basic approaches to research: qualitative research, quantitative research and a combination of both qualitative and quantitative research (triangulation). Selecting the relevant and appropriate approach will validate the results of the study (Leedy, 1997:169; Berg, 1998: 4-6). Delpont *et al.* (2005:261) assert that a qualitative approach is used when a researcher seeks to understand the feelings and experiences of the respondents as it is perceived by them and how they view their world. In the context of this study, the researcher was able to identify and form relationships with the respondents to conduct a qualitative study.

Leedy (1997:156) describes a qualitative research as a “warm” approach to the centre of the problem of research, whilst she sees a quantitative study as a “cold” approach to research. Qualitative research, on the other hand, is concerned with human beings, interpersonal relationships, personal values, meanings, beliefs, thoughts and feelings, and quantitative research is impersonally experimental and manipulates variables and controls natural phenomena. Rubin and Babbie (1993:30), furthermore, suggest that quantitative methods might be more appropriate when we seek to verify hypotheses or describe with precision, the characteristics of a group for example. Qualitative methods, on the other hand, may be more

appropriate when we seek to gain insight into the subjective meaning of complex phenomena in order to advance our conceptualization of them and to formulate a theory that can be tested in future studies.

In the context of this study, a qualitative approach was appropriate since quality is essential to the nature of things. This study seeks to capture the meanings, concepts, definitions, characteristics, metaphors, symbols, and descriptions in the minds of employees. According to Fouche *et al.* (2005:74), a qualitative research paradigm in its broadest sense refers to research that elicits participant accounts of meaning, experience or perceptions. It also produces descriptive data in the participants' own written or spoken words. It is in this context that this study involves identifying the participants' beliefs and values that underlie the phenomena. In this study the researcher examined the experiences or perceptions of focus group participants relative to the EAP, and how these influence employees' willingness to utilize the EAP

## **1.6 TYPE OF RESEARCH**

There are two main types of research: basic (pure) and applied. According to De Vos, Schurink and Strydom (1998:8), the goal of basic (pure) research is to seek empirical observations that can be used to formulate or refine theory. Basic research is not concerned with solving the immediate problems, but rather with extending the knowledge base. The goal of applied research, on the other hand, is most often the scientific planning of induced change in a troublesome situation (De Vos, Schurink & Strydom 1998:8). Within the context of this study, because productivity is of prime concern in the Transnet National Ports Authority, there is clearly a need for scientific planning and devising relevant strategies to promote EAP utilization. It is for this reason that this study is conducted within the applied research approach. The rationale for such a choice was based on the extension of the knowledge base and understanding of the causes of

EAP under-utilization. This, in turn, helped to formulate meaningful intervention strategies.

## **1.7. RESEARCH DESIGN AND METHODOLOGY**

### **1.7.1 Research design**

Mouton, as cited by Fouché *et al.* (2005:132), describes a research design as an overall plan or strategy of how a research study is to be conducted. It also considers the end product, formulates a research problem as a point of departure, and focuses on the logic of research. The rationale for research design is to structure a research project in such a way that the eventual validity of the research findings is maximized through either minimizing or, where possible, eliminating potential errors (Mouton, 1996:108). In short, the research design serves as a guide for the process of empirical investigation. It involves all the strategies that will be utilized by the researcher.

Fouché *et al.* (2005:269) defines qualitative research design as decisions a researcher makes in planning the study. As pointed out earlier, the qualitative research design differs intrinsically from quantitative research in that it does not usually provide the researcher with a systematic plan. Furthermore, in qualitative research, the researcher's choices and actions will determine the design or strategy, which is not the case with quantitative research. In the broader definition of qualitative research, a qualitative study could be regarded as synonymous with phenomenological study. However, in the narrower definition, Creswell, cited by Fouché *et al.* (2005:269), identifies the following five strategies that could be used to design qualitative research: biography, phenomenology, grounded theory, ethnography and case study.

In this study a phenomenological design was used. Creswell, as cited by Fouché *et al.* (2005: 270), describes a phenomenological study as a study



that describes the meaning of experiences of a phenomenon, topic or concept for various individuals. The aim of this design is to understand and interpret the meaning that subjects give to their everyday lives. In this study, the focus is on the employees' understanding and meaning that they give to the EAP, which influences their perceptions and utilization of the programme. Creswell states that in order to accomplish this objective, the researcher should be able to enter the subjects "life world" or "life setting" and place him/herself in the shoes of the subjects (Fouche *et al.*, 2005:270).

## **1.7.2 Research Methodology**

### **1.7.2.1 Data Collection**

Marshall and Rossman (1999:51) state that data collection and analysis typically go hand in hand in order to build a coherent interpretation of the data. The researcher is guided by initial concepts and a developing understanding, but shifts or modifies them as s/he collects and analyses the data. In the context of this study, data analysis immediately follows data collection whilst the information and meaning is still fresh so as to avoid losing relevant data. It is for this reason that focus group as the data collection instrument was used. This is because getting the different viewpoints of employees on the utilization of the EAP is the focal point of the study in question. Future research, furthermore, could look into the solution of the problem of EAP under-utilization, that is, if this is found to be the case in this study.

Permission from respondents to use a tape-recorder during the focus group process was obtained. Additional written notes were taken recording the behaviour (non-verbal cues) of respondents, observed by the researcher/facilitator. Respondents represented employees who might have utilized the EAP, as well as those that might not have utilized the



EAP, as sampling was randomly conducted. This issue is explored further in later sections.

#### 1.7.2.2 Focus group

The focus group may be defined as an interview style designed for small groups. Using this approach, researchers strive to learn through discussion about conscious, semiconscious, and unconscious psychological and socio-cultural characteristics and processes among various groups. It is an attempt to learn about the biographies and life structures of group participants. To be more specific, focus group interviews are either guided or unguided discussions designed to address a particular topic of interest or relevance to the group and the researcher. A typical focus group session consists of a small number of participants under the guidance of a facilitator, usually called a *moderator*. The job of such an individual, like the standard interviewer's, is to draw out information from the participants regarding topics of importance to a given research investigation. The informal group discussion of the focus group interview structure is intended to encourage subjects to speak freely and completely about behaviors, attitudes, and opinions they possess. Berg (1998:101) reminds us that, as a research technique, focus group interviews or discussions have existed since the beginning of World War II.

According to de Vos *et al.* (2005:299), focus groups are a means of better understanding how people feel or think about an issue, product or service, and the group is "focused" in that it involves some kind of collective activity. Krueger, as cited by de Vos *et al.* (2005: 300), defines the focus group as a carefully planned discussion designed to obtain perceptions on a defined area of interest in a permissive, non-threatening environment. As evidenced by both definitions, the focus group is concerned with perceptions of participants in a relaxed environment. Krueger & Casey (2000:7), furthermore, assert that the purpose of the focus group is to

promote self-disclosure among participants and to know what people really think and feel. This is the reason Greef (2005:300) point out that focus groups are useful when multiple viewpoints or responses are needed on a specific topic. These can be obtained in a shorter period of time than in individual interviews, and for this reason, focus groups are fundamentally a way of listening to people and learning from them, and of creating and opening lines of communication.

For the purposes of this study, getting different viewpoints from employees on the utilization of the EAP is the focal point. The researcher, as a result, acknowledges the possibility that some group members might feel strongly about a lack of confidentiality, which might cause them to not contribute freely during the group process. The signing of a confidentiality statement discouraged participants from divulging information discussed during the focus group. According to Berg (1998,1150, should participants believe they would not be able to keep information confidential, or were fearful about confidentiality, they could drop out of the group. The exercise adopted in this study, however, encouraged free expression among group members as they perceived the environment to be safe. The signing of the confidentiality agreement was done before the group process.

It is within such contexts that the facilitator/moderator/researcher can easily guide the group process as he/she discerns the relevant data for the study. Whist the facilitator is expected to be knowledgeable in his/her role, the involvement of an assistant facilitator in order to handle distractions and also act as a back-up to the taped communication was ideal in this study. The assistant could be referred to as a recorder, observer, or analyst. As de Vos *et al.*(2005:307) suggests, making this choice in the context of this study such a person played a key role during the post meeting analysis of the focus group sessions.

In order to ensure homogeneity, the focus group was comprised of four groups for each category and junior officers were divided into two. Strydom (2005:304) emphasizes the importance of homogeneity, which should be determined by the purpose of the group and sees it as a key principle in forming focus groups. Out of 1 400 employees, 27 were top management, 54 were middle managers, 95 were supervisors, 49 were labour representatives, and 1 175 were junior officers. Since supervisors, labour and junior officers were the majority of the beneficiaries of the EAP, the focus group participants were drawn from these categories. Each category had a specific group and junior officers were divided into two groups of seven.

#### **1.7.2.3 Data analysis**

Data was qualitatively and manually analyzed without the use of any qualitative analysis software. The data from focus groups was of such a nature that it did not lend itself to analysis by a software package. This was due to the fact that it was not in the form of textual documents but tape recordings of verbal discussions. Data was transcribed and themes as well as sub-themes related to the goal of the study were identified, extracted and collated.

#### **1.8 PILOT STUDY**

Strydom *et al.* (2005:205) describe the pilot study as one way in which the prospective researcher can orientate him/herself to the project s/he has in mind. He cautions that the researcher should never start the main enquiry unless s/he is confident that the chosen procedures are suitable, valid, reliable, effective, and free from problems and errors, or that they have at least taken all possible precautions to avoid problems that might arise during the study. To achieve this, a researcher needs to conduct a pilot study: a method of checking the availability of the necessary tools in order to accomplish the desired goals or a yardstick to test the relevancy and

effectiveness of the research design. In the context of this study, deductions from what transpired from the pilot study enabled the researcher to choose the right and effective data collection methods.

#### **1.8.1 Pilot testing of the data collection instrument**

A pilot test should be administered on a few respondents. For the purposes of this study, the researcher drew the respondents for the pilot test from middle managers. These respondents did not take part in the main study. The unstructured interview schedule was pilot tested with EAP colleagues who are knowledgeable about the study in question and its contents. The purpose was that, if necessary, afterwards it was going to be adapted in order to be rectified and improved before application. Strydom and Delport (2005:331) identify four aspects of a pilot study: discussing with experts, a literature review, testing measuring instruments and feasibility of the study. Reference to a discussion with experts and a literature review relating to this study are already discussed above.

#### **1.8.2 Feasibility of the study**

During this phase of the pilot study, the researcher may already form an opinion on the openness of the community or group of respondents, their willingness to co-operate, and the number of respondents likely to be involved until saturation of data is achieved (Strydom & Delport *et al.* 2005:331-332). In this study, as mentioned before, pilot testing was done with EAP colleagues and corrections were made before application within the main study.

Since the researcher is an EAP professional in the Port of Durban, conducting a study on EAP utilization became her core function, and this is the reason it was possible for her to conduct the study during office hours. The researcher was granted permission to conduct the study by top management of this organization. The company is responsible for financing its employees when their studies are relevant to their core

functions and add value to organizational objectives, of which the EAP forms part. Pilot testing and authorization by the company top management to conduct the study confirmed the feasibility of the study.

## **1.9 DESCRIPTION OF RESEARCH POPULATION, BOUNDARY OF THE SAMPLE AND SAMPLING METHOD**

### **1.9.1 Universe and Research Population**

Arkava and Lane, as cited by Strydom (2005:193), define “universe” as all potential subjects who possess attributes in which the researcher is interested. The total workforce of 1 400 employees included 27 top management and 54 middle management members. These categories of management, however, could not be included in the study because their involvement in referrals to the EAP was very limited. Supervisors (95), labour representatives (49) and junior officers (1 175) formed the population of this study, as they are in generally the beneficiaries of the EAP.

Strydom *et al.* (2005:193) further points out that “population” is a term that sets boundaries on the study units. It refers to individuals in the universe who possess specific characteristics. For the purposes of this study, population refers to supervisors, labour representatives and junior employees, each of these being a category of the employees of the Transnet National Ports Authority (TNPA) in the Port of Durban (the number of employees in these categories totals 1 319). In general, research methodology terms such employee categories are referred to as *strata* (Leedy 1997:212 and Berg 1998:229). It is for this reason that categories and strata are interchangeably used in this study. Population is the total group of employees from which the study sample was drawn, which is a subset of the universe.

### **1.9.2 Boundary of Sample**

Rubin and Babbie (1993:258) define sample as a special subset of a population observed for making inferences about the nature of the total population itself. The sample represents the population from which it is selected. In this study, the sample was composed of randomly selected respondents from the strata: supervisors, labour representatives and junior employees/officers which constituted the boundaries of the sample. There were 95 supervisors, 49 labour representatives and 1 175 junior officers in the employ of TNPA. The total figure of the sample randomly drawn was 30, which formed 2% of the population. The actual number ended up being 25 as some respondents did not come for the interview.

### **1.9.3 Sampling Method**

The researcher chose probability sampling. This meant the specifying in advance that each segment of the population was represented in the sample. Stratified random sampling was the most appropriate sampling design or strategy since the researcher systematically and randomly chose participants from a stratified population. These aspects, namely: random, systematic and stratified are described in detail below.

Leedy and Ormrod (2005:201) persuade us that in simple random sampling, the sample is chosen by simple random selection and every member of the population has an equal opportunity of being selected and equalizes the desired number of cases. According to Berg (1998:228), the use of a systematic sample provides a convenient way to draw a sample from a large identified population when a printed list (Human Resources) of that population is available. In systematic sampling, every name is selected from the list. Strydom *et al.* (2005:200) state that stratification consists of the population being divided into a number of strata that are mutually exclusive, and the members are homogenous concerning some

characteristics such as gender, home language or age. In this particular study, the homogeneity was not important, but the sample had to be selected from each stratum for well-balanced representation. According to Berg (1998:229), a stratified sample is used whenever researchers need to ensure that certain segments of the identified population under examination are represented in the sample. A final point on sampling is that the sampling, although roughly proportionate, is not strictly proportionate in terms of correspondence of ratios or fractions of the number of individuals in the strata of the population, and the number of individuals in the categories of the sample.

Random sampling was ideal for this study to make sure that all sectors of the employee population were represented. However, as Leedy (1997:213) points out, simple random sampling is the least sophisticated of all sampling procedures. This study attempted to go further than simple random sampling by stratifying the population where it was composed of layers/levels/strata. The researcher systematically selected a random sample from each category so as to arrive at a sample size of 30 employees. Participants were randomly selected from each category from a list on a percentage basis (2%), namely: the payroll or an equivalent list where the list was not ordered in any way that would introduce bias in randomly selecting research group participants. There were six participants from labour representatives, 10 from the supervisors' category, and 14 from junior officers. The number of junior employees was larger in order for the sample to be proportional.

Systematic sampling is precisely what the name implies: the selecting of certain items in a series according to a predetermined sequence where the origin of the sequence is controlled by chance, for example, by resorting to the table of random numbers (Leedy, 1997:217).



## **1.10 ETHICAL ISSUES**

Strydom *et al.* (2005:57) define ethics as sets of moral principles which are suggested by an individual or group, and are subsequently widely accepted. They offer rules and behavioral expectations about the most correct conduct towards experimental subjects and respondents, employers, sponsors, other researchers, assistants and students. The EAP deals primarily with employees' confidential matters, and an ethical approach is paramount.

Rubin and Babbie (1993:57) emphasize that researchers should be aware of the general agreements shared by researchers about what is proper and improper in the conduct of scientific enquiry. Listed below are these ethical issues:

### **1.10.1 Informed Consent**

Strydom *et al.* (2005:59) state that obtaining informed consent ensures that participants are fully informed about the goal of the investigation, the procedure which is to be followed during the investigation, the possible advantages, disadvantages and dangers to which the respondents may be exposed, and the credibility of the researcher. For the purposes of this study, it was imperative for the researcher to provide a letter of informed consent which informed respondents about the purpose of the investigation and their rights, and which they would be required to sign, endorsing their consent to participate. This enabled them to discuss such a letter with their union representative, and their choice to participate was voluntary. The letter also stated that they had a right to withdraw from the study at any time should they feel so inclined. Informed consent, on the other hand, ensures the full knowledge and co-operation of the subject, and also resolves or relieves the possible tension, aggression, resistance or insecurity of the subjects (Strydom *et al.*, 2005:59).



### **1.10.2 Avoidance of harm**

Dane (1990:44) emphasizes that an ethical obligation rests with the researcher to protect subjects within reasonable limits from any form of physical discomfort that may emerge from the research project.

Sometimes it may be difficult to prevent harm, more especially when dealing with personal matters or emotions that might have been experienced by an employee who once attended the EAP for trauma debriefing. In the context of this study, it was necessary to plan in such a way that should anything provoke negative emotional feelings, debriefing should be provided by the researcher/colleague, which was possible as she is a qualified social worker. Bailey (1994:472) points out that research projects may even have positive effects on the respondent, but it may take years before any beneficial effects are seen.

### **1.10.3 Deception of subjects / respondents**

Corey, as cited by Strydom *et al.* (2005:60), defines deception as withholding information or offering incorrect information in order to ensure participation of subjects when they would otherwise possibly have refused. In this study, there was no intention to deceive any respondent as per the following points:

Prior to data collection, information sessions were held during which the informed consent form was discussed. It clearly stated that participants had a right to terminate participation at any time should they consider as undesirable to continue their role in the research project. Anonymity was confirmed as their names could not be written on the consent form. The researcher stated her contact details which enabled the participants to contact her at any time.

### **1.10.4 Violation of privacy / confidentiality**

Strydom *et al.* (2005:61) differentiate between privacy and confidentiality. While privacy implies the elements of personal privacy, confidentiality indicates handling of information in a confidential manner. In other words, unlike confidentiality, privacy refers to the ability to contract when and under what conditions others will have access to your beliefs, values, or behaviour (Monette, Sullivan DeJong, 1998:55). This was crucial because of the kind of the research design selected. In the research design the researcher used the focus group as a data collecting method. During the focus group process, respondents were conscientised about adherence to confidentiality as the contents of discussion were not to be shared with anyone who did not participate in the group.

#### **1.10.5 Action and competence of the researcher**

Strydom *et al.* (2005:64) state that the well-equipped researcher should evaluate all possible risks and advantages of the investigation and must assume responsibility for honouring promises made to the subjects. Ethically correct actions and attitudes for every specific research project should be considered under all circumstances by the competent researcher. In the context of this study, the researcher is an Occupational Social Worker, with almost 20 years experience in the profession. Being a masters' student exposed her to various areas of information, such as research methodology and professional ethics which she abided by.

#### **1.10.6 Release or publication of the findings**

Dane (1990:53) describes report writing as including doing all you can to make sure your report is clear and contains all information necessary for readers to understand the contents and shortcomings of the study. A copy of the report will be provided to TNPA Human Resources Department for recommendations to be implemented. It should be available if respondents require access to it. Should the findings be significant and meaningful, the research report could be published as an article in a relevant journal.

Strydom *et al.* (2005:66), furthermore, state that subjects should be informed about the findings in an objective manner, without offering too many details or impairing the principle of confidentiality. Providing findings to respondents also helps them to know what happened to the information they contributed.

#### **1.10.7 Debriefing of respondents**

Strydom *et al.* (2005:66) state that after the completion of the research project, the researcher has to rectify any misconceptions that may have arisen in the minds of participants. Such interviews are described as a procedure by which any relevant information about the project that has been withheld or is represented is made known to participants. Dane (1990:49) states that it is necessary for a researcher to monitor the feelings of respondents and correct misconceptions. The researcher was of the opinion that after the focus group, it was necessary to summarize and iron out whatever rough edges the researcher might have spotted during the group process.

### **1.11. DEFINITION OF CONCEPTS**

#### **1.11.1. EAP**

An EAP is a worksite-based programme designed to assist in the identification and resolution of productivity problems associated with employees impaired by personal concerns including but, not limited to, health, drugs, legal and emotional stress, or other personal concerns that may adversely affect employee job performance (EAPA SA, 2005:7).

This definition gives an impression that the EAP focuses on reactive intervention; some crucial aspects of it are pro-active services, which add value as it enhances management buy-in.

Van Jaarsveld (2004:13) gives a description of the EAP as “an employee and management development system for the early identification of employees whose problems impair their job performance and the motivation of these individuals to receive assistance to resolve the problem.”

This definition is related to EAP supervisory training as it is concerned about early identification of troubled employees, which can only be done by supervisors who have attended training. Early identification of problems will lead to formal referral to the EAP, thus utilization of the EAP. Early referrals lead to resolution of the problem. They enhance the value of the programme whilst marketing it to the entire workforce.

The researcher defined an EAP as a worksite-based programme focusing on organizational and employee development with a view to enhancing productivity and employee wellness. An EAP is designed to serve both the employee and the organization through well-structured interventions to ensure employee well-being as well as enhancing organizational profitability.

#### 1.11.2 Utilize

According to the *Oxford Dictionary*, **utilize** is to find use for something. *The Social Work Dictionary* (2003:452) discusses utilization review as a formal process of evaluating the type and amount of service offered and delivered to organizations to determine if those services are justified. The review might determine the existence of over-utilization (too many services delivered or too many demands made on available services) or under-utilization (insufficient demand or delivery to justify the cost spent on services).

*The Social Work Dictionary* (2003:452) identifies economic utility theory as a concept where a person obtains satisfaction (utility) through the

consumption of goods. The individual will attempt to establish priorities of consumption to achieve the highest possible level of satisfaction. From the above discussion, EAP utilization can be both quantitative (measurable) as well as qualitative (satisfaction). This study attempted to determine the utility rate of the EAP in the TNPA-Durban on a qualitative basis.

#### 1.11.3 Port

The *Oxford Dictionary* (2004:345) defines **port** as a harbour or place where goods pass in and out of the country by ship or aircraft.

#### 1.11.4 National

The *Oxford Dictionary* (2004:297) defines **national** as belonging to a particular nation.

#### 1.11.5 Authority

The *Collins English Dictionary* (1991:35) defines **authority** in the following manner: Power to command or control others. Person or group having this power (in this study, TNPA employers and employees). Authority in this context refers to a particular powerful group of experts who control and command operations in the port.

Based on the above definitions, National Ports Authority refers to a group of South African experts who command and control imports and exports within the country. For the purposes of this study, the focus was the Port of Durban. The researcher defined Transnet National Ports Authority as the national landlord of harbours and transport network: rail, air, road and shipping, which imports and exports goods with the purpose of generating economic growth for the country.

#### 1.12. LIMITATION TO THE STUDY

- Thirty randomly selected participants were expected, but 25 eventually did so. Prior to data collection, information sessions were held, during which the informed consent form was discussed. This clearly stated that participants had a right to terminate participation at any time. This became a serious challenge, as it led to racial disparity in this study.
- Most of the supervisors who were randomly selected happened to be those that had not attended supervisory training. This was also a serious challenge as they could not elaborate much on the content of the training which also limited their contributions with reference to EAP training.

## CHAPTER TWO

### LITERATURE REVIEW ON THE UTILIZATION OF EMPLOYEE ASSISTANCE PROGRAMMES

#### 2.1 INTRODUCTION

EAPs are concerned with assisting troubled employees whose personal problems have the potential to negatively affect their job performance. According to Attridge et al. (2005:9), historically, EAPs are linked to substance abuse and rehabilitation, and these are seen as a primary contributor to reduced productivity. The rationale for the development of EAPs was both humanitarian and economic. The latter has an inclination to focus on the cost effectiveness of the programme as organizations are concerned with generating profits. The utilization of such programmes becomes the core of their success. Supervisory training, EAP marketing and adherence to confidentiality within the organization become the key factors to enhance utilization (Compare Googins and Godfrey, 1987:108; Goldstein, 1997:1.).

An accurate utilization rate can provide a general understanding of how well an EAP is engaging the organization's employees. Although the utilization rate is a good starting point for understanding an EAP's outreach and case finding strategies, when viewed in isolation, its value is limited because it can only yield an overall indication of the extent to which employees are participating in the programme (Oher 2005:162). There is a tendency, furthermore, to measure utilization only on the basis of reactive services. In the light of the fact that EAP interventions involve proactive, reactive, management consultation, as well as matters related to organizational development, it must be concluded that utilization should include all these factors. Previous studies on EAP utilization were explored in order to gauge the utilization rate in various organizations (compare Panks 2001:28, Mine *et al.*, 1994:125),.

## 2.2 THE NATURE OF AN EAP

### 2.2.1 EAP DEFINITION

- EAPA (2005:7) defines an EAP as a worksite-based programme designed to assist in the identification and resolution of productivity problems associated with employees impaired by personal concerns, but not limited to: health, marital, family, financial, alcohol, drug, legal, emotional, stress, or other personal concerns which may affect employees' job performance.
- Van Jaarsveld (2004:13) describes an EAP as an employee and management development system for the early identification of employees whose problems impair their job performance and the motivation of these individuals to receive assistance to resolve the problem.
- Sonnenstuhl and Trice as cited by Carroll (1996:9) define EAPs as job-based programmes operating within a work organization for the purposes of identifying troubled employees, motivating them to resolve their troubles and providing access to counselling or treatment for those employees who need such services.

The EAPA and Van Jaarsveld's definitions above highlight the impairment of job performance caused by employees' personal problems. The definitions provided by Van Jaarsveld, Sonnenstuhl and Trice create the impression that, whilst employees are being assisted with their concerns, they may be reluctant to buy into the services provided because of lack of information. In such circumstances, motivation and vigorous awareness will be necessary. Supervisors, labour representatives, colleagues and family members are some of the stakeholders that can be influential in helping troubled employees accept EAP services. The focus on the



development of both employees and management endorses the need for the EAP to be involved in organizational development.

As noted by Van Jaarsveld, an early identification of troubled employees has a positive effect with regards to the type of treatment rendered.

Troubled employees who were referred to an EAP earlier, for example, have higher chances of changing their behaviour and adhering to therapy when compared to those that are referred to EAP much later when they are deeply embedded in the habit. It is in this context that the EAP has proven to be a valuable and viable tool to resolve employees' work-related problems. In most organizations, EAPs prove to be cost effective and the service has expanded tremendously within a short span of time period.

### **2.2.2 EAP CORE TECHNOLOGIES**

EAPs are guided by specific core technologies. EAPA (2005:7) highlights the following core technologies:

#### **Consultation and training**

This involves consultation and giving guidance to management with regards to troubled employees so as to improve their job performance. Line management, labour representatives and the entire workforce are trained, educated and given awareness for optimum job performance, as well as social functioning. Such consultation and training encourages the use of the EAP.

#### **Problem identification and assessment**

This involves confidential and timely problem identification/ assessment services for employee clients with personal concerns that may affect job performance. EAP supervisory/labour training equips them to be in a position to identify signs of deterioration in job performance and to take appropriate steps timeously. Confidentiality when dealing with troubled

employees is emphasized so as to restore a sense of worth to the troubled employee.

### **Constructive confrontation**

This involves the use of constructive confrontation, motivation, and short term intervention with employee clients to address problems that affect job performance. The technique of confronting the troubled employee in a constructive manner is necessary for both the EAP professional, as well as the supervisor. This is so that the employee in question realises his/her wayward behaviour and takes a decision to change.

### **Referral for diagnosis, treatment, and assistance**

This involves referral of the employee client for diagnosis, treatment, and assistance, as well as case monitoring follow-up and aftercare service. After a problem is identified by the supervisor, referral to the EAP is necessary. The EAP can either do therapeutic services or refer the employee to the relevant service provider, depending on the problem presented, and the scope of service and capacity of the service provider. Under normal circumstances, EAP policy should specify the scope of the programme. In the case where the EAP provides therapeutic services but is limited to short term interventions, the problem should be referred to the relevant service providers.

### **Consultation to work organization**

This involves establishing and maintaining effective relations with treatment and other service providers and managing provider contracts.

### **Consultation with work organization for health**

This involves the encouragement of the availability of employee health benefits covering medical and behavioural problems, including, but not limited to, alcoholism, drug abuse, mental and emotional disorders.

## **Evaluation**

This requires identification of the effects of EAP services on work organization and individual job performance. The most important aspect during programme evaluation is to ascertain its cost effectiveness. The utilization rate should be part of the data used to evaluate the programme. When followed appropriately, these core technologies can enhance the utilization of the programme.

### **2.2.3 THE RATIONALE FOR EMPLOYEE ASSISTANCE PROGRAMMES**

#### **2.2.3.1 Cost Reduction**

Goldstein (1997:1) asserts that return on investment for employers with EAPs range from \$2 to \$8 for each dollar invested. Savings can be noted on the following:

- Fewer accidents;
- Less employee theft;
- Lower health care, disability and insurance costs;
- Reduced recruitment training and hiring costs;
- Higher morale and;
- Greater job efficiency.

Other savings that EAPs can have an impact on include absenteeism, as well as presenteeism. In the case of presenteeism, the employee can be present but not be productive as he thinks about his pressing situation. He can also abuse the company telephone trying to fix his personal problems.

#### **2.2.3.2 Aid to Management**

Googins and Godfrey (1987: 108) state that management is always interested in the ability of the organization and its sub-units to achieve high

standards of performance, maintain high levels of productivity, and maintain an environment that is safe, humane and conducive to the optimal functioning of each employee. These are also the main goals of the EAP. The EAP becomes a tool to achieve these crucial management objectives.

#### **2.2.3.3 Improvement of Labour-Management Relations**

Both labour and line management get similar training from the EAP. Such training enables them to identify troubled employees and refer them to the EAP for therapy. This has a tendency to enhance co-operation and plays a relationship-building role between labour and management. This relationship has a huge impact in achieving desired profitability.

#### **2.2.3.4 Enhancement of the Corporate Image**

An EAP creates the impression that the organization cares about its employees.

#### **2.2.3.5 Humane Aspects**

Whilst EAP implementation is concerned with improving production, it is also an expression of caring behaviour by the organization which does not end with its employees, but extends to their families.

#### **2.2.3.6 The preventative nature of EAPs**

Training and awareness provided by EAPs are proactive measures that reduce employees' problems. This is because an early identification and prompt intervention during a decline in job performance enhance the value of the programme.

#### **2.2.3.7 The EAP as a risk prevention strategy**

Myers (1984: 732) defines risk management as the process of identifying loss exposure and defining strategies for handling them. An EAP as part of

safe team can identify safety situations and put some preventative measures in place. In the organization where the researcher is employed, there is a Business Continuity Management (BCM) Strategy Plan. The BCM committee comprises of all relevant portfolios with expertise to handle a disaster. This committee has a responsibility to educate the workforce about what to do during disasters such as evacuation procedures during a fire. The importance of each portfolio cannot be estimated until such time as disaster strikes. This was put into practice, for example, when fire occurred in the Port of Durban in September 2007.

The above attempts to rationalise the importance of an EAP and endorses the importance of the programme within an organization. EAPs can thus never be thought of as nice to have, but rather as a resource which is imperative for every organization in the modern world.

### **2.3 EAP HISTORICAL BACKGROUND**

Attridge, Herlihy and Maiden (2005:9) note that the EAP concept in the United States developed as a result of employer initiatives to address alcoholism in the workplace. The premise for these Occupational Alcohol Programs was that supervisors should be trained to identify individuals with problems and refer them for treatment. It was quickly discovered that teaching supervisors to look for alcoholics equated to asking them to diagnose alcoholism. This made them much more uncomfortable than asking them to look for a pattern of job performance decline, something within their normal purview. It became obvious that focussing on the identification of substance abusers was limiting, and that it was excluding other problems that had an impact in declining job performance. It also became clear that the isolation of alcoholics was a stigma for the EAP. It would be assumed that every employee entering the EAP office had a drinking problem. This would eventually have a negative impact on programme utilization.

Attridge *et al* (2005:9), furthermore, state that in the late 1970s, services were expanded to focus on a wide range of personal issues such as depression, family difficulties, stress, marital problems, and other related ones.. From the beginning, a key component of EAPs was organizational consultation, and assisting management and unions in the process of resolving workplace problems caused by the troubled employee. Consultation and problem solving was critical to the success of EAP intervention. Indeed, it is for this reason that they elevated the status of the EAP in the organization.

According to Terblanche (1992:18), within the South African context, the first indication of assistance to employees in the industrial context was provided by the Chamber of Mines (COM) of South Africa. The COM is a co-ordinating body for different mining houses. The specific issue it faced was providing services for returning Second World War soldiers in the mid-1940s. Many of these soldiers had no choice except to work on the mines, more often than not in the most undesirable conditions underground. A hospital – Springell Sanatorium – was erected at Modderfontein near Johannesburg to provide health care services to miners. This same facility has been utilized since 1961 for the treatment of miners with alcohol/drug problems and/or mental illnesses. It was initiated with the appointment of a social worker, who was primarily responsible for the treatment of those miners who were more often than not chronically ill.

Subsequently, organizations such as the South African Railways (1943), ISCOR (1958), SASOL (1960), and the SADF (1967) appointed social workers to deal with employees' family and job performance problems. The feasibility study for the mining industry was conducted in 1983, and the concept was accepted in principle in 1986. In 1983, a working group was set up under the auspices of the University of South Africa. The

working group was incorporated into the Institute of Personal Management of Southern Africa (IPM). In 1989, this working group elected officers and which became known as the National EAP Committee, today known as the Employee Assistance Professionals Association South Africa (EAPA SA). This is a fully-fledged association with standards that guide EAP operations. The Association is also a member of an international body, EAPA (Employee Assistance Professionals Association)

Lee and Rosen (1984), as cited by Carroll (1996:7-8), assert that the term "Employee Assistance Programme" was coined by the National Institute of Alcoholism as a way of widening provision to include problems other than alcohol. Employee Assistance is a phrase now used to describe a unified approach to intervention and assistance for a wide variety of related human problems in the workplace. The unified approach had a positive effect with regards to the utilization of the programme by troubled employees with problems related to alcohol abuse and, as a consequence, bore a stigma.

Today, EAPs have a much broader and more comprehensive approach to helping employees identify and solve their personal problems, regardless of the cause. The general philosophy of an EAP is the belief that, while an employer has no right to interfere in an employee's personal life, he/she does have the right to set performance standards and to establish sanctions when those standards are not met. A major cause of the increasing number of EAPs is their success rate: the recovery rate of participants in EAPs is three times that of the general public (Gerber, van Dyk, Schultz, Sono & Werner 2001:397).

Attridge *et al.* (2005:3) discuss current trends where the scope of EAPs will be broadened to integrate with Work/Life, as well as Wellness Services into one component. Integration, moreover, involves bringing together, in a synergistic way, the specialized knowledge and trained expertise of

professionals in different, yet related fields to better serve organizations and their employees. The rationale behind such integration is that a human being is holistic in nature. Collaboration of ideas from professionals from related fields will raise the quality of services provided by the programme. The understanding is that being a one-stop service will enhance accessibility to all available resources. This is the reason the South African Labour Relations Act no. 66 of 1995 stipulates that an employee should not be dismissed for unsatisfactory job performance, unless the employer has given the employee appropriate evaluation, instruction, training, guidance or counselling.

The Public Service Regulations (1999) (letter dated June 1997) confirms the said Act, for it assigns the responsibility to all Departments/ Provincial Administrations to provide EAP services to their employees. Incorporating EAPs within the South African legislation makes it a compliance issue. Even employers who do not take the interests of their employees to heart are compelled to implement EAPs in their organizations. Employers' commitment to the wellbeing of their employees can be clearly seen in the positioning and support given to EAPs by management. This has a significant impact on programme utilization.

According to Cooper & Williams (1994:218), in 1990 the United States Department of Labour reported that 78.8% of large employers (250 employees and more) had EAPs compared to 51.3% in 1978. During the same period, EAP utilization rates rose from 19.3% to 39.3% among medium-sized employers. An increasing number of employers now take the initiative in offering EAPs in order to improve relations with their workforce. Considering the fact that EAPs started in the USA, there have been more developments in the EAP field than in South Africa. While progress has been noted in South Africa, the rationale behind it still needs to be explored.



## 2.4 FACTORS INFLUENCING EAP UTILIZATION

Employee Assistance Programme (EAP) professionals, whether working as part of the organization or as outside consultants, are frequently approached by managers requesting advice or assistance in dealing with a problem employee. Typically, the manager wants to know what to do with this individual to solve the problem and wants to take quick action. This often amounts to asking the EAP professional to find a solution to the problem within a reasonable period of time. (Zimmerman & Oher, 1999:457)

Brown (2005:21) states that a major goal of supervisory training is to educate supervisors regarding the specific ways that EAPs add the greatest value to the workplace. Whether the identified problem is a lack of productivity due to stress, substance abuse, elderly parents, conflict or a myriad other reasons, supervisory training teaches those supervisors and managers who are responsible for the day-to-day operation of their organizations a critical skill: how to use the EAP in the correct manner. Supervisory training is also an excellent way to begin the critical two-way communication that is essential in addressing complex issues present in the workplace. Addressing these issues is fundamentally the reason for the existence of EAP services (Brown, 2005:23).

The most important aspect in this issue is that, the EAP's consultation with, and training supervisors and union representatives, enable these two vital role-players in the organization not only to understand the roles and functioning of the EAP but, most crucially, will themselves be better equipped to assist employees.

On the basis of the above, the goals of supervisory and union representative training are to increase supervisors' and union representatives' awareness of the roles and functioning of the EAP, increase communication in the important three-way partnership, increase the ability of supervisors and union representatives to identify earlier, assess, and appropriately refer troubled employees to the EAP and, very importantly, for supervisors and union representatives not to overstep boundaries and make diagnoses and offer counseling.

#### **2.4.1 EAP Supervisory and Labour Representatives Training**

Dayoff (1996:26) asserts that a highly effective EAP must take time to train and consult with supervisors in order for them to develop trust and confidence in the EAP. Once supervisors understand what the programme is all about, they would be empowered to identify troubled employees and refer them accordingly. EAPA SA (2005:24) is in agreement with Dayoff, as it maintains that EAPs must provide training for supervisors, managers and labour representatives in order to equip them to fulfil their functional roles regarding the EAP in terms of access and utilization.

EAP training covers the following aspects:

- The rationale of the EAP;
- The EAP as a management support system;
- Programme operation which includes skills in:
  - Problem identification by the supervisor/labour representative
  - Documentation of deteriorating trends
- Constructive confrontation;
- Referral to EAP and;
- Reintegration of employee returning to work after referral to EAP.

Peters (1999:96) asserts that the supervisors' primary role is to ensure that employees are productive. It is for this reason that the success of the EAP is dependant on supervisory training, insight and referral. Once supervisors attend training, they develop an insight into the programme operation and they will be in a position to refer troubled employees. It is for this reason that supervisors play a crucial role in the identification of deteriorating job performance and referral to the EAP. Early referral to an EAP has a positive effect in problem resolution, thus enhancing programme utilization as management and employees regard the programme as a valuable tool.

The study by Roman and Blum (2002) on the workplace and alcohol problem prevention confirms the roles played by supervisors and peers in relation to substance abusers. The authors note that employees spent a lot of time at work. Co-workers and supervisors, as a result, may have the opportunity to notice a developing alcoholic problem and addiction. Likewise, employers can use their influence to motivate employees to get help for an alcohol problem.

Masango (2004:2) highlights the importance of involvement by all stakeholders: management, supervisors and the union as this determines the success of the programme. When supervisory training is given, value is added in terms of programme utilization. Masango also cites the following reasons for supervisory delay or resistance to utilise an EAP:

- Referral to an EAP may be interpreted by the troubled employee as a judgement that the employee has a problem;
- Fear that employees will initiate a discrimination complaint against the supervisor;
- Supervisors may feel management will not support their decisions;
- Supervisors want acceptance from employees;

- Lack of knowledge about referral procedure;
- Most supervisors feel referring an employee is an admission that they cannot do their job;
- Supervisor may feel one referral to the EAP is all it takes to ruin an employee's career;
- They fear union confrontation;
- At times supervisors don't care;
- Sometimes colleagues cover up for a troubled employee which makes it difficult for a supervisor to detect the problem;
- Filling of an EAP referral form can be regarded by the supervisor as additional paperwork. They may prefer to keep the troubled employee and;
- The supervisor may suffer from the same problem that the employee is experiencing and may find it difficult to confront the employee about the EAP because of his/her own guilty feelings.

The above-mentioned situations can impinge on participation by both supervisor and labour representatives. EAP supervisory training can thus provide information that can ease their fears. After the training, the supervisor develops confidence in the programme as he/she regards it as a support service.

#### **2.4.2 EAP Marketing**

Literature on marketing emphasizes that true marketing starts with the customers, their demographics, and related needs and values. It does not ask: 'what do we want to sell?' it asks: 'what does the customer want to buy?' It does not say: 'this is what our product or service does'. It says: 'these are the satisfactions the customer looks for', (Quoted from Drucker (1991) by Hawkins (1995: 18)). Hill & O'Sullivan (1999:1) define marketing as the business philosophy that regards customer satisfaction as a key to

successful trading and advocate the use of management practices that help identify and respond to customer needs.

When one relates the definition to EAP marketing, one can say that in order for the programme to succeed, the involvement of management is crucial. The use of management practices can also send the message that the programme is accepted in the organization, and confirms that participation cannot put employees in jeopardy. Hlabangane (2004:1) defines EAP marketing as all activities aimed at the promotion of EAPs to potential users (employees, their dependants and line managers) for the purposes of using it in the future. This gives an impression that, whatever initiative EAP personnel engage in, they should always consider that all that they do and say will market the programme. This is because the promotional items have an ongoing impact as they carry the message about the programme, not just to employees, but to their families as well. It is in this context that EAPA SA (2005: 24) specifies that EAP professionals will ensure the availability and the use of promotional material and educational activities which encourage the use of the programme by supervisors, managers, union representatives, peers, employees and, indeed, family members. It is important that the planning of EAP marketing and promotions should be the responsibility of EAP professionals.

Whilst advisory committees, supervisors and labour can also market the programme, EAP professionals should know the content so that the message is relevant to the EAP mission. It is for this reason that EAP professionals should be visible and be there as a sounding board in order to correct misapprehensions in such a way that the established rapport is not hampered in any manner. In this context, EAP marketing can be regarded as all interventions embarked on by either EAP personnel or the advisory committee on an ongoing basis in order to persuade (through

communication/awareness or promotional items) employees to use EAP services whenever they need them. Through such interventions, the goal of EAP marketing will be to ensure that the EAP is highly visible and presented in a positive light to encourage members of the organization to appropriately utilize the programme (EAPA SA 2005:24). In order for employees to fully utilize the programme, education and ongoing promotion which ensures that everyone is on the same wavelength will be necessary. During such education, the misconceptions and distortions held by employees can be clarified.

Beidel (1999:92) states the following objectives of an internal marketing campaign:

- To increase employees' knowledge of the EAP and its services;
- To increase familiarity and comfort with EAP operations;
- To increase utilization of the programme;
- To enhance the integration of the EAP in the host organization and;
- To maintain the visibility of the EAP.

EAPA SA (2005:24) postulates almost the same objectives as Beidel:

- To ensure that programme promotion is ongoing and directed at all levels of the organization;
- To market the programme in such a way that all people in the organization would feel comfortable making use of the EAP and;
- To provide regular information to employees aimed at increasing their awareness of factors that affect their personal well-being and impact on job performance.

Both sets of objectives are aimed at increasing employees' knowledge and understanding of the programme through awareness and training with the purpose of enhancing utilization. Sonnenstuhl and Trice's (1986) hypothesis confirmed that cognitive awareness of the EAP on the part of employees was essential for their effective use of the programme and urge organizations to take steps to ensure such awareness. Employees can only achieve cognitive awareness through vigorous, purposeful marketing of the programme by the EAP professionals.

Hlabangane's (2004:2) strategy of EAP marketing categorizes marketing in such a way that the content in each level is different. She takes into consideration the level of understanding which involves the literacy and maturity of each level of employees.

EAP staff within the work environment should identify employee problems and promote the EAP by having pro-active activities aimed at the marketing and promotional strategy. A general informational brochure on the programme might be the strategy of choice to introduce the EAP to the workforce or to announce a new provider of the EAP contract (off-site). EAPs are best served when the marketing strategies and activities are carefully planned and co-ordinated with other information dissemination efforts within the organization. The quarterly newsletter or any form of information dissemination used in an organization can be used to market the services of the programme. (brochures and newsletter)

An effective advert must have the following qualities:

- draw attention ;
- arouse interest;
- create a desire and;

- encourage action.

An exceptional arrangement of the content, the use of colour and eye-catching drawings or photographs are examples of techniques that can be used to draw attention and contribute towards a successful advertisement.

Written materials and strategies that have been effective in the past include:

- Salary advice marketing (inviting employees to contact the EAP and explaining services);
- Handouts (describing various EAP services in the workplace);
- Workshops on family dynamics and stress management;
- EAP posters on topics of interest to the employee population;
- Staff handouts such as wallet cards or magnets advertising the EAP;
- Periodic EAP mailing to employees' homes to reinforce the multiple benefits of EAP services;
- EAP posters on topics of interest should be displayed to the employee population and;
- Electronic media should be considered where appropriate and available.

According to *EAPA Standards for EAP Part II: Professional Guidelines*, EAPs deliver comprehensive quality services to three target groups:

- Employees and covered family members;
- Supervisory and union personnel and;
- The organization as a whole.

For this reason, the EAP should ensure the availability and use of promotional materials and educational activities which encourage the use



of the programme by the target groups mentioned above. The EAPA Standards recommend the review and update of all promotional material on an annual basis.

Beidel, in Oher (1999: 92), asset that the key to an EAP's successful internal marketing plan is rooted in carefully identified strategies and activities, not only in the knowledge of where the programme currently is and where the organization wants it to go, or ultimately be. Klarreich *et al.* (1995: 24-25) describe the marketing plan as the systematic tool for achieving the desired successes.

### **Supervisory training as part of the marketing plan**

The marketing plan is one way in which the EAP can increase supervisory referrals. Supervisors may be unaware that their EAP is available to assist them to manage complex situations in their workplace. Lack of awareness may be due to inadequate promotional material. What is important to understand, as Stone (2001: 13) puts it, is that marketing on its own will not guarantee the success of a business. It is, however, a vital component of an overall business plan because it concentrates on two key factors – customers and markets. Supervisory training as part of the EAP marketing plan, furthermore, can be used to communicate the programme's services to the workforce and increase the utilization rate. It can also be used as a way to begin the critical two-way communication essential to addressing complex issues present in the workplace and are fundamentally the reason for the existence of EAP services.

### **Marketing to Executive Management**

Marketing to top management is crucial because the latter needs to be made aware that an organization without an EAP is not as effective as it could be. The following brief information will be necessary:

- Define EAP functions;
- Determine company EAP objectives;
- Request endorsement of EAP policy;
- Request EAP Action committee and;
- Buy-in and support of EAP marketing.

Convincing executive management about the value that the EAP is bringing to the organization by postulating programme rationale, among other things, can have a positive impact in their buy-in and support. EAP objectives, furthermore, should be customized and aligned to those of the organization. It is under these circumstances that top management is likely to endorse commitment by signing the EAP policy. As may be expected, their commitment means they will fund and support the programme.

### **Marketing to supervisors and the key role players**

Supervisors and union representatives spend more time with employees. This enables them to understand and identify behaviour, as well as notable trends in their social functioning. That's when EAP training comes in, for it equips supervisors to identify troubled employees and refer them to the EAP. Marketing to supervisors and union representatives comprises of the following:

- Identify the objectives and functions of the EAP;
- Clarify EAP policy;
- Explain the value of the EAP as a management resource;
- Explain the impact of personal problems on the workplace and;
- Define their role of early identification and referral.

## **Marketing to Employees**

Marketing to employees can be done through awareness and campaigns.

Content can include the following:

- General definition of EAP and rationale;
- Procedure of accessing the EAP;
- Broad range of problems covered by the EAP;
- Availability of service for employee and household members;
- Prepaid nature of service and;
- Voluntary and confidential nature of programme.

According to EAPA SA, confidentiality should appear in all EAP documents. This, however, is with regard to the general workforce.

Management should be educated about confidentiality so that they will adopt it themselves when dealing with their subordinates.

### **2.4.3 Confidentiality as a means to enhance EAP utilization**

On the issue of confidentiality, DeFalco (2001:21) states that referring supervisors are entitled to know only two things – that the employee contacted the EAP, and whether the employee participated in the programme or not. This should be emphasized during supervisory training so that supervisors do not demand confidential information about the employee from the EAP. In relation to this issue, Wright (2002:54) asserts that confidentiality is crucial to ensure a high level of employee participation which makes the programme more successful. Mayne (2004:20), moreover, argues that confidentiality is the cornerstone of EAP services and those individuals considering using the EAP must be certain that any information they provide will be treated as confidential, except in special circumstances. Assurance about confidentiality will encourage employees to use the programme. It will empower them to co-operate and

confide in the therapist which will increase the chances of problem resolution.

The written policy should include a statement on confidentiality consistent with all professional standards, ethics, and legal requirements which regulate the management of information (EAPASA 2005:16) The standard document further emphasizes that a written statement regarding confidentiality should be included in all relevant documents. The policy endorses the authenticity of confidentiality. Writing it into all relevant documents so that it is visible will enhance trust in the programme, thus high participation. Coles (2003:54-55) views confidentiality as a counsellors' tool. It is an essential concept that has to be identified, communicated to, and understood by, each client. He further perceives confidentiality as a major factor for the success of EAPs. The overemphasis put on confidentiality in the EAP processes makes it clear that ignoring it can cause the programme to fail.

When employees are not secure that confidentiality will be maintained, they tend to raise fears that sensitive personal data will be revealed to management, and that management will make adverse use of this information. Management, on the other hand, may not always recognize the importance of these issues. It is for this reason that the EAP professional has to draw clear boundaries for information exchange and establish agreed upon guidelines with management (Cooper & Williams, 1994:229). This further elevates the necessity of abiding by confidentiality for the success of the programme.

## **2.5 EAP UTILIZATION**

Panks (2001:28) defines EAP utilization as the actual usage of an EAP by an employee or the total number or percentage of troubled employees who participate in the programme. This definition confines an EAP to reactive

procedures and disregards proactive interventions which have a global effect and are preventative in nature. EAPA UK (2002), as cited by Coles (2003:69), on the contrary, disagrees with Panks with regards to the formula for measuring utilization. They are of the opinion that EAP activities must be counted accurately and fully so that both employers and EAP professionals can understand the value of their EAP. Awareness, education, campaigns and consultations which form part of the activities that the EAP engages in within the organization are excluded. Their exclusion reduces the value that the programme adds to organizational development.

Panks cites Laughling (1998) who defines utilization rates as being determined by the number of active cases divided by the number of employees covered. He estimated the average utilization rates as ranging from 5%-10%, and this coincides with the Careways Group's EAP consultant who nationally rated EAP utilization at 5%.

In 2004, *The Association of Washington Cities* made a comparison of EAP utilization which reflected 9.9% in 2002 and 10.5% in 2003. They suggested that a target industry standard for EAP utilization rate is 7%-11%. This target utilization means that members know about this benefit and are accessing it. It can also mean that all efforts employed to market the EAP reached potential users. These ratings confirm that, whilst some employees are unable to manage their situation, most are resilient in nature and have coping mechanisms. This enable them to function at their optimal levels and this notion is true to the extent that every human being in one way or other experiences some problems in their lives, but not every one of them will seek assistance.

The study by Steele and Hubbard (1985), as cited by Mine *et al.*, (1994:125), indicated that a significant number of organizational members

were under-informed about the EAP and its functions, and that this ignorance could conceivably impact negatively on EAP usage. Educating the entire workforce about the EAP can clarify some misconceptions about the programme. Once employees understand the value of the programme, opportunities for them to be empowered to make use of it when they are experiencing problems are increased.

Reynolds and Lehman (2003:238-248), for example, conducted a study on the levels of substance abuse and willingness to use the EAP. The results demonstrated that substance abusers who were aware of the EAP had a favourable attitude towards the policy and were willing to use the programme. The results also revealed that creating awareness about EAP policy may alleviate substance abusers' reluctance to seek help. These results endorse the importance of awareness with regards to EAP utilization.

## 2.6 CONCLUSION

The nature of EAPs reveals organizational paradigm shifts from an economic focus to a people's orientation (*Batho Pele*). This is in line with government policy. Legislation is also compelling organizations and the public sector to implement EAPs. Historically, however, EAPs were stigmatized because they were a response to alleviating substance abuse in the work place. Substance abuse is in most cases regarded as irresponsible behaviour. This generally leads to abusers developing a denial syndrome. As a result, employees avoided utilizing EAPs. In order to encourage participation in the EAP programme, vigorous strategic marketing needs to be put in place. It has to be customized in such a way that it is user-friendly for all levels of employees. The policy is one of the crucial tools in marketing. The training of supervisors and labour is also part of the marketing strategy. Once supervisors and labour

have a full understanding regarding how the programme operates, they will utilize the service and become ambassadors as they market it to potential EAP clients. Supervisors and labour are in a position to identify a deteriorating trend in troubled employees. The earlier they refer them to the EAP, the better the chances are of remedying the situation.

Insecurities about confidentiality resulted in relatively low employee participation in EAPs. Communicating about confidentiality during training, campaigns and writing it into all EAP documents ensures EAP personnel's adherence to confidentiality. This is partly the reason studies on EAP utilization show that participation in the programme is significantly high in almost all organizations. This means that employers and employees understand the value added by the programme. The next Chapter, the empirical aspect of the study is discussed and the analysis and interpretation will be next.

## **CHAPTER THREE**

### **EMPIRICAL INVESTIGATION OF FACTORS IMPACTING ON THE UTILIZATION OF THE EAP IN THE TRANSNET NATIONAL PORTS AUTHORITY**

#### **3.1. INTRODUCTION**

The researcher examined the factors impacting on the utilization of the EAP in Transnet National Ports Authority (TNPA). The sample comprised of supervisors, labour representatives and employees.

#### **3.2. Research Methodology**

In this study, a phenomenological design was applied. Creswell, cited by Fouché (2005: 270), describes a phenomenological study as a study that describes the meaning of experiences of a phenomenon, topic or concept for various individuals. The aim of this design is to understand and interpret the meaning that subjects give to their everyday lives. In this study, the focus was on the employees' understanding and the meaning they give to the EAP, which may influence their perceptions and utilization of the programme. Creswell (YEAR?) states that, in order to accomplish the understanding and meaning, the subjects of the study attached to a phenomenon, the researcher should be able to enter the subject's 'life world' or 'life setting' and place him/herself in the shoes of the subject (Fouche 2005:270). The ideal set for the sample size was 30. The actual number was 25 comprised of four labour representatives, eight supervisors and 13 junior employees. Two supervisors, two labourers and one junior employee declined to participate but could not be replaced as it was only at the onset of the group session that it became apparent that they would not be participating. The researcher proceeded with the focus group interviews as she was sensitive with regard to the voluntary participation of participants, especially since she is employed by the same organization. She accordingly complied with the stipulations which were incorporated in



the 'Informed Consent Form'. Prior to data collection, information sessions were held during which the informed consent form was discussed. This clearly stated that participants had a right to terminate participation at any time.

Five focus group interviews were held, in order to collect data. Since the researcher is multi-lingual she could accommodate the language preferences of the participants. Out of two groups of supervisors, one focus group was held in English and the other in Zulu. The focus group interviews with labour representatives were conducted in English. The two focus groups comprising general employees were conducted in Zulu. This was motivated by the need to promote freedom of expression and understanding.

Data collected from focus groups have been qualitatively and manually analyzed as per audiotape record made during interviews - for which permission was obtained prior to the interviews. The contents of the tapes were transcribed and analysis was done from the transcribed/written version of the data. Only two questions were dealt with in each of the different groups. The first question focused on the demographic details of the participants. These were of particular interest to the researcher, because they could assist in determining whether there may be a correlation between the type of feedback that was obtained on the reasons for underutilization of the EAP and the demographic details, i.e. age and duration of service of the participants. The second question focused on the participants' views regarding factors impacting on utilization rate of the EAP.

### 3.3. Data Analysis

(Question 1 of the interview schedule focused on the participants' views regarding factors impacting on the utilization of the EAP).

Demographics of participants (employees of Transnet .National Ports Authority)



Table: 1 Demographics of Focus Group participants

PARTICIPANTS	WORK EXPERIENCE	GENDER	RACE
Labour Representative 1	40 Years	MALE	WHITE
Labour Representative 2	24 Years	MALE	BLACK
Labour Representative 3	25 Years	MALE	BLACK
Labour Representative 4	10 Years	MALE	BLACK
Supervisor 5	28 Years	MALE	BLACK
Supervisor 6	23 Years	MALE	BLACK
Supervisor 7	28 Years	MALE	BLACK
Supervisor 8	13 Years	MALE	BLACK
Supervisor 9	26 Years	MALE	BLACK
Supervisor 10	37 Years	MALE	BLACK
Supervisor 11	32 Years	MALE	BLACK
Supervisor 12	24 Years	MALE	BLACK
Employee 13	10 Years	FEMALE	BLACK
Employee 14	32 Years	FEMALE	BLACK
Employee 15	13 Years	FEMALE	BLACK
Employee 16	13 Years	FEMALE	BLACK
Employee 17	36 Years	MALE	BLACK
Employee 18	1 Year	FEMALE	BLACK
Employee 19	26 Years	MALE	BLACK
Employee 20	25 Years	MALE	BLACK
Employee 21	35 Years	MALE	WHITE
Employee 22	10 months	FEMALE	BLACK
Employee 23	10 months	FEMALE	BLACK
Employee 24	34 Years	MALE	BLACK
Employee 25	1 Year	MALE	BLACK

Discussion of data: Since the contents of the above table is self explanatory, analysis and discussion will only be done in correlation with the data obtained through the second and the last question according to the interview schedule applied during the focus group discussions.

### **3.4 Factors impacting on the utilization of EAP at TNPA (Question 2 of the interview schedule)**

The following 'themes' were identified through transcription and analysis of data:

- Knowledge about the EAP;
- Lack of motivation and encouragement through referral of employees;
- There is a need for supervisory/labour training about the EAP;
- Fear of discrimination due to participation in EAP;
- Confidentiality and;
- Understanding and utilization of the EAP.

The themes were extracted by collating comments from all five focus groups. The themes extracted are those which shed light on the factors causing underutilization of the EAP at TNPA. To ensure that the data collected from each target group was included, the responses from all target groups were analyzed. The themes will be supported by comments made by participants and a discussion and interpretation of the data will follow. Recommendations will be provided in the following chapter.

### **3.4.1 Theme 1: Knowledge about EAP**

Despite the fact that most of the participants seem to know about the EAP services within the company, responses from labour representatives and some general employees raised some concerns.

#### **3.4.1.1 Comments from labour representatives:**

Participants no. 2, 3 and 4 were of the opinion that the EAP could be used for a range of problems ranging from family problems, ("not being happy") to substance abuse problems to absenteeism issues. Participant no. 1 said that the EAP dealt with psychiatric problems or when something is wrong with one's mind.

#### **3.4.1.2 Comments from supervisors:**

The EAP is regarded as a body that helps employees resolve problems of a work or personal nature (Participants no. 5, 6, 7 and 8).

#### **3.4.1.3 Comments from general employees:**

Whilst most of general employees were not fully aware of the EAP in terms of its ramifications (Participants 14, 15, 16, 17, 18, 20, 21, 22 and 24), some (Participants no: 19 and 25) had limited knowledge. One employee said, "I only know about EAP but not about how it operates." Employees are not sure how the EAP can help and how to approach the Programme. Participant no. 13 said "I only heard about EAP when stress management was conducted in our department". Participants number 14, 16, 18 and 22 had seen EAP posters during campaigns and in the EAP office. Only one respondent (Participant no. 15) had seen the EAP policy but could not remember its contents.

#### **Discussion of data from par. 3.4.1.1 to 3.4.1.3:**

Some of labour representatives have a limited knowledge of the EAP. However, there is no common thread in the responses. The absence of a common understanding of what the EAP is may well be a factor leading to

the underutilization of EAP at TNPA. Furthermore, while there was some knowledge of the EAP's existence, there was very little understanding of what it does. Some of the responses (for example that the Programme deals with psychiatric cases) might cause anyone who uses the EAP to be stigmatized. Surprisingly enough most of general employees were aware of the programme. This suggests that employees are using the programme through self-referral, rather than being referred by their supervisors/labour representatives.

#### **3.4.2 Theme 2: Lack of encouragement and motivation to refer employees to the EAP.**

Some labour representatives and supervisors are not motivated to refer employees to the EAP as they feel that their expectations will not be met by the EAP.

##### **3.4.2.1 Comments from labour representatives:**

Participant no.1 stated that even though the EAP exists, there had been three suicides over the past few years. This seemed to be "water off a duck's back" as far as management was concerned. Another comment made by participant no.3 was that an employee requiring by-pass surgery was not provided with the R300 000 required or even part of the money. Participant no.4 felt strongly that the company, through the EAP, should pay for rehabilitation, as happens in other companies. Participant no. 3 added that some employees feel that if their concerns cannot be resolved, they would rather resign.

##### **3.4.2.2 Comments from supervisors:**

Participant no.6 felt that knowledge about the programme and its parameters would enable them to refer employees to the EAP.

##### **3.4.2.3 Comments from general employees:**

Employees were quite motivated to use the Programme, as they see it as a valuable tool to resolve their problems (participants no.14.15, 16, 18, 19, 20, 21, 23, 24, and 25).

**Discussion of data from par. 3.4.2.1 to 3.4.2.3:**

Labour representatives are supposed to promote the programme to employees, but the concerns raised above show that that they do not know the scope of the EAP. This means that intensive promotion of the programme to labour should be embarked on. The policy of the programme which forms part of the marketing strategy is not known to most of the employees. If labour representatives and supervisors feel that there is no sense in sending employees to the EAP, they lose motivation and become discouraged. This results in the EAP being underutilized.

**3.4.3 Theme 3: There is a need for supervisors and labour representatives to receive EAP training**

The major goal of supervisory training is to educate supervisors regarding the specific ways that the EAP add value in the workplace (Brown 2005:21). Van Jaarsveld (2004:1) views an EAP as a labour management development system designed for the early identification of employees whose problems impair their job performance and the motivation of these individuals to receive assistance to resolve the problem. Supervisors and labour representatives are in positions that enable them to influence employees. Training will equip them with skills which will enable them to identify troubled employees.

**3.4.3.1 Comments from labour representatives:**

Two out of four labour representatives attended training (Participant no. 1 and 3). Both participants stated that the training equipped them to identify employees' problems and to understand people's behaviour.

#### **3.4.3.2 Comments from supervisors:**

Out of eight supervisors only three attended EAP training (Participants no.5, 6 and 11) Labour representatives and supervisors realized the need for EAP supervisory training as it would enhance service delivery. "We as supervisors have a role of identifying employees' problems." (Participants no. 5 and 6).

#### **3.4.3.3 Comments from general employees:**

Supervisory training was only discussed with supervisors and labour representatives. General employees could not discuss such training as they are not included in it.

#### **Discussion of data from par 3.4.3.1 to 3.4.3.2:**

It could be argued that training is essential. It needs, however, to be monitored with refresher or repeat courses. Newly-employed supervisors and labour representatives should be required to attend these courses. Lack of EAP training means that most supervisors are not effectively utilizing the Programme. This theme clearly presents as a factor responsible for the underutilization of the EAP at TNPA.

#### **3.4.4 Theme 4: Fear of discrimination due to participation in the EAP.**

This theme was raised by labour and some supervisors.

##### **3.4.4.1 Comments from Labour Representatives:**

Participant no. 3 stated that employees feel discriminated against, and furthermore fear the risk of dismissal. The moral responsibility lies with those who have done the referral, for example if the employee/s relapses into alcoholism. There is a tendency to contact outside help such as a psychologist rather than the EAP. Participant No.1 said "EAP should boost their efforts of keeping employees at work rather than being regarded as a step towards dismissal, which happened when an employee relapsed.



Disciplinary action will take cognizance of the fact the company has done something towards helping the employee and then he/she can be fired.”

#### **3.3.4.2 Comments from Supervisors:**

Participants no. 5, 6, 7, 8, 9, 10, 11, and 12 were motivated to refer to the EAP, as the following statements show: “If I cannot solve a problem, I simply refer to EAP”. Supervisor no. 6 stated that whilst they don't have reservations as supervisors about referring to the EAP sometimes employees perceive referral as a way of being discriminated against by the supervisor.

#### **3.4.4.3 Comments from general employees:**

Most general employees seem to understand EAP processes better than their supervisors and labour representatives, as the following statement shows: “Management should attend EAP awareness so that they will implement it (Employee no. 14 and 21)”.

#### **Discussion of data from par. 3.4.4.1 to 3.4.4.3:**

Whilst most supervisors did not feel that participating in the EAP leads to discrimination, one supervisor was of the opinion that employees referred to the EAP may perceive such referral as being discriminated against by the supervisor. This may project the actual fears experienced by supervisors when they are supposed to refer employees to the EAP.

Chiabotta (1987:138) notes that:

- Supervisors may be afraid of a lawsuit. Employees are not afraid to threaten legal action, if supervisors do not leave them alone and;
- Most supervisors feel referral to the EAP will ruin the employees' career. They are reluctant to make decisions and be responsible for the stigma that they believe the employee will suffer from then onwards.

From the above comments it is obvious that reservations on the part of supervisors and labour representatives presents a very strong factor undermining the utilization of the EAP.

#### **3.4.5 Theme 5: Confidentiality**

Most of the information disclosed to the EAP is both personal and sensitive. EAP practitioners have an ethical obligation to confidentiality and the responsibility to adhere to and reassure clients about this obligation at all times.

Acting in ways that promote public confidence in the profession of counseling is one of the elements that encompass ethical standards (Welfel, 2002:2). It is imperative that EAP stakeholders should be assured about confidentiality in order to increase familiarity and comfort with EAP services. The EAPA-SA standard document (2005:16) stresses that EAP credibility depends on maintenance of confidentiality. In order to ensure confidentiality all EAP written material and activities should mention confidentiality so as to encourage employees to use the programme. Both Wright (2002:54) and Mayne (2004:20) agree that confidentiality is the cornerstone of EAP services as it ensures a high level of participation which makes the programme more successful.

##### **3.4.5.1 Comments from labour representatives:**

There was concern from labour that supervisors do not adhere to confidentiality. Supervisors like to gossip about subordinates' problems (Participant no.1).

##### **3.4.5.2 Comments from supervisors:**

Participant no.5 was emphatic that the EAP was adhering to confidentiality and had self-tested it. Participants no. 6, 8, 11 and 12 concurred.

Participants no. 7, 9 and 10 were not sure about whether matters are actually dealt with in a confidential way.

#### **3.4.5.3 Comments from general employees:**

When discussing whether the EAP was adhering to confidentiality, participants no. 13, 14, 20, 21 and 24 confirmed that confidentiality was adhered to in the EAP. “Yes it ends there. No one will know I have used the programme”...“Have not heard anything” (Participants no. 14 and 16). Participants no. 13 and 16 wanted to ascertain whether files were locked away and suggested that employees’ names should not appear in files, only pension numbers. Participant no. 15 interjected that working with pension numbers can be challenging to the EAP when doing referrals or to new EAP personnel.

#### **Discussion of data from par. 3.4.5.1 to 3.4.5.3:**

Despite having sufficient measures in place to prevent private information leaking from the EAP, gossip between employees referred and their colleagues results in information being leaked. There should be a mechanism in place for this not to happen. In whatever way the EAP is compromised in its maintaining of confidentiality, it needs to brainstorm the problem and a way around it as people would not want to be referred to the EAP fearing that their personal problems will get into the public domain. EAP clients should learn to rather vent their problems to professionals than to their colleagues so as to keep their issues private. There is a strong need for supervisory training so that they will understand the rationale for adhering to confidentiality.

#### **3.4.6 Theme 6: Understanding and Utilization of the EAP**

Most participants seemed not to have a clear understanding as to what the EAP is all about. Even top management was regarded by labour as lacking

buy-in to the programme. Management is allegedly failing to regard the programme as a return on investment.

#### **3.4.6.1 Comments from labour:**

Employees' lack of understanding and the scope of the programme was emphasized (participants no. 1, 2, 3, and 4). Participant no.1 said that manner in which supervisors are referring employees to the EAP has a huge impact on the utilization of the programme. Statements like "I am fed up" or "I am sick and tired of your behaviour" create very negative perceptions and result in a low utility rate from employees. Labour Representative no. 4 was concerned about the capacity in the port of Durban, where the EAP is manned by one person. He added that the programme was lacking buy-in from management.

#### **3.4.6.2 Comments from supervisors:**

The scope of the programme should be clarified (Participants no.5&6). This concern about the scope of the EAP led to a discussion about EAP policy of which most of the participants i.e. participants no.6,7,8,9 and 10 did not know the content. Participants no. 5 and 11 suggested that more EAP policy campaigns should be implemented. Participant no.5 further stated that what was happening was that employees are going outside for help.

#### **3.4.6.3 Comments from general employees:**

Whilst some employees are aware of the programme most of them still need to know more about it through awareness-creating activities, i.e. posters and port briefs (Participants no.13, 14, 15, 16, 17, 18, 20, and 21). Participants no. 16, 18 and 19 emphasized the importance of promoting the programme on a monthly basis throughout the Port. They added that management should arrange for awareness as they always do with HIV and AIDS Voluntary Counseling and Testing (VCT).

**Discussion of data from par.3.4.6.1 to 3.4.6.3:**

It would seem from the comments that there is a lack of clarity about the EAP and its scope. There apparently is also no adequate campaigning for EAP. These, in conjunction with the other comments above for the other themes clearly reflect an underutilization of the EAP at TNPA. Some employees have left the company when all they needed was a greater awareness so that they could get help from the EAP. Labour attributed the EAP's capacity constraints to a lack of management buy-in, which has a serious impact on service delivery. Capacity in the EAP is a serious problem in the Port of Durban. Durban is the largest port in Africa but it has only one person to man its EAP.

According to EAPA-SA (2005:8) an EAP has a responsibility to deliver comprehensive and quality service to management/supervisory structures, work organization, employees and their families. Limited capacity can have an impact on the quality of service provision. It becomes difficult for one person to provide quality service to all the EAP stakeholders. One could incline to the view that management does not see the EAP as adding value to the organization but regard it as a 'nice to have'.

Matlhape (2003:30) is of the opinion that an EAP struggles to entrench itself within the business environment, which could be the result of being outside of the realm of what is important in business, namely profit. If a service-profit chain is introduced as a link between employee satisfaction and company profitability, the EAP can be used to facilitate the achievement of business objectives, in particular service excellence, continuous improvement and total quality management. Resilient and highly-motivated employees will be needed to perform jobs in a required standard for profit making. Once employees' personal needs are addressed, utilization of the programme is likely to increase. EAPA SA (2005) states very clearly that an appropriate number of suitably qualified

EAP professionals shall be available to achieve the stated goals and objectives of the programme.

The next chapter discusses the conclusions from these findings and will provide recommendations for changes to the EAP structure as it stands at TNPA. Recommendations and suggestions for future research will be presented and discussed.

## **CHAPTER FOUR**

### **CONCLUSIONS AND RECOMMENDATIONS**

#### **4.1 Introduction**

In this chapter the focus is on the conclusions and recommendations which stem from demographics and the themes derived from the focus group analysis of factors contributing to the underutilization of the EAP in Transnet National Ports Authority (TNPA) - Port of Durban

#### **4.2 Demographics**

Black males form the bulk of the study (16/25 - 64%) followed by black females (7/25 - 28%) and white males (2/25 - 8%). Black males constituted a larger percentage when compared to females and white males. This discrepancy was uncontrollable as participants were randomly selected. It is unfortunate that some participants did not attend the sessions. It was only realised at the onset of the scheduled sessions that they were not attending. Attending was voluntary and the informed consent clearly stated that participants were at liberty to terminate at any time. Though the number of blacks males employed at the Port of Durban is high, the sample did not reflect the demographics of the workforce.

#### **4.3 Conclusion from themes derived from the focus group analysis**

##### **4.3.1 Lack of knowledge about the EAP**

Whilst the programme is known to most employees, this knowledge is limited, as shown by the notion that only psychiatric cases are referred to the EAP. This imposes a stigma on prospective clients.

#### **Recommendations**

It is recommended that:

- The EAP should report to top management every quarter and there should also be consultations with management;
- Vigorous promotion through road shows, talks, pamphlets, posters on notice boards;
- Insert messages in employees' payslips and;
- Send mail to employees' families.

All of the above are about the creation of awareness.

#### **4.3.2 Lack of encouragement and motivation to refer to the EAP**

Based on a lack of knowledge about how the EAP operates, labour has high expectations for the EAP which are not consistent with its mandate. The lack of awareness about the programme, or the inability to access it, has led to incidents of suicide within the company. Whilst the EAP cannot read the minds of employees it is expected that the Programme should provide reactive as well as proactive interventions to effectively deal with such incidents.

#### **Recommendations**

It is recommended that:

- Promotion of the programme to supervisors and labour representatives in order to enhance knowledge and the motivation to refer employees to the programme be carried out;
- Awareness is created among general employees about stress management so as to empower them to deal with challenges in an effective manner;
- EAP policy is promoted to all employees, which can serve as a promotional activity of the service provided And;
- Employees are encouraged to register as members of Transmed (company medical aid) in the option with unlimited hospital plan. Whilst medical aid has no direct link with participation in the



programme, wellness is a focal point of the EAP. Since membership of the medical aid remains optional, employees can only be encouraged to join.

#### **4.3.3 EAP Supervisory/labour training**

Brown (2005:21) asserts that the major goal of supervisory training is to educate supervisors regarding the specific ways as to how EAPs can add value to the workplace. Supervisors and labour representatives are in direct contact with employees and their status makes them influence these employees. The trust that employees vest in labour representatives makes them influential with union members. This study revealed that most supervisors did not attend supervisory training.

#### **Recommendations**

It is recommended that:

- The existing training manual must be revamped to become more user-friendly. Although none of the study participants raised a problem concerning the manual, most could not remember the actual content, which may imply that the material should be revised or that a new training model should be adapted;
- Training be made mandatory for all supervisors and labour representatives and be part of orientation/induction programme;
- Continued monitoring take place until supervisors are confident about their roles and;
- Employees should be informed about supervisory training so that they understand the rationale for constructive confrontation by the supervisor/labour representative.

#### **4.3.4 Fear of discrimination due to participation in the programme**

Whilst supervisors and employees did not have fears regarding participation in the programme, labour did have some fears. Labour feared that, should an employee be referred to the EAP, and should s/he fail to adhere with EAP recommendations, s/he would face severe charges or dismissal. .

#### **Recommendations**

1 It is recommended that:

- Incorrect perceptions are addressed through effective training on the EAP. This will also address the lack of understanding about the operational activities of the programme (core technologies – according to the literature);
- Fair labour practice is always applied when dealing with troubled employees and;
- Labour unions inculcate responsible behaviour among their members.

#### **4.3.5 Confidentiality**

Whilst confidentiality did not present as an issue in the EAP, concerns do exist according to the labour representatives.

#### **Recommendations**

It is recommended that:

- Line management sign a form affirming that they will adhere to confidentiality on issues related to troubled employees;
- Employees be educated on the difference between private (confidential information) and public issues and;
- Confidentiality is written into all EAP documentation.

#### **4.3.6 Lack of understanding and utilization of the EAP**

Lack of understanding of the EAP was reflected in the manner in which some supervisors referred troubled employees to the EAP. Employees referred with a wrong attitude may attend in attendance of the programme with a negative attitude, which may result in the EAP being unable to achieve its objectives. In a big port like Durban, having the EAP office manned by only one person places severe constraints on the EAP's performance.

#### **Recommendations**

It is recommended that:

There should be significant management buy-in to the EAP:

- Management needs to be informed about the factors negatively impacting on the effectiveness of the EAP;
- Management should regard the EAP as an organizational resource which adds value, rather than a punitive tool and
- In order to improve the quality of service rendered ongoing customer surveys will be necessary.

#### **4.4 Conclusion**

The utilization of the EAP at TNPA Port of Durban which was the goal of the study has been explored through the extracted themes by focus group analysis.

The following objectives were achieved:

- Trends regarding the extent of the EAP utilization in order to obtain the theoretical frame of reference (Chapter 2);
- Utilization in TNPA-Port of Durban (Chapter 2);
- Possible factors influencing underutilization (Chapter 3)and;
- Addressing poor-or-under-utilization (confirmed and addressed in Chapters 3 and 4).

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### **ACTS OR LEGISLATIONS**

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## APPENDIX A

### MEMO

TO: SENIOR MANAGER HUMAN RESOURCES, TRANSNET NATIONAL  
PORTS AUTHORITY-PORT OF DURBAN

FROM: T.D.N. MBOKAZI, EAP PROFESSIONAL. PORT OF DURBAN

DATE:

REQUEST FOR AUTHORITY TO CONDUCT A RESEARCH IN SOME OF  
TRANSNET NATIONAL PORTS AUTHORITY DEPOTS IN THE PORT OF  
DURBAN

I would like to request authority to do research in the port of Durban. I  
would like to investigate **the factors impacting on the utilization of the  
Employee Assistant Programme in Transnet National Ports Authority.**

This research is a prerequisite for the Masters Degree in Employee  
Assistance Programme, I am doing through University of Pretoria.

Transnet National Ports Authority will benefit from this study since the  
findings will be shared with management and recommendation will be  
made to enhance utilization. This will help management to know the  
utilization rate of the programme and plan accordingly.

The participants will be supervisors, labour representatives and junior  
employees. This research will enable me to achieve my Masters at the  
end of 2007.

Your favourable consideration will be highly appreciated.

Thank you.

.....

T.D.N. Nsibande- Mbokazi (Student no.26427428)  
EAP Professional (Occupational Social Worker)  
Port of Durban



**MEMORANDUM OF AGREEMENT**  
**(INCORPORATING A NON-DISCLOSURE AND CONFIDENTIALITY AGREEMENT)**

entered into by and between

**TRANSNET LIMITED**  
trading as  
**TRANSNET NATIONAL PORTS AUTHORITY**

and

**T.D.N Mbokazi ID Number: 5712260829085**

**("EMPLOYEE")**

*T.D.N.*  
*T.D.N*  
*N.M*

**WHEREAS:**

the Transnet National Ports Authority has granted the employee a bursary to study towards a Masters degree in Employee Assistance Programme at the University of Pretoria

**AND WHEREAS:**

the employee has applied to the Transnet National Ports Authority to conduct research at the Port of Durban on EAP utilisation in the Port of Durban which research shall be included in the dissertation to be submitted to the University.

Now therefore the parties agree as follows:

**1. INTERPRETATION**

**1.1 In this agreement –**

1.1.1 the headings to the Clauses in this agreement are for reference purposes only and shall not govern their interpretation.

**1.2 Unless the context clearly indicates the contrary each reference to –**

1.2.1 Employee mean T.D.N.Mbokazi an adult female currently employed as an EAP Professional at the Port of Durban.

1.2.2 any one gender includes a reference to each of the other two genders.

1.2.3 Confidential information means all information in whatever form relating to the past, present, or future business affairs of the Transnet National Ports Authority including without limitation, customer information, technical, financial, practices, policies, trade secrets, research, business plans and operation systems of the Transnet National Ports Authority.

**2. RESEARCH**

2.1 The employee shall for a period of 3 months conduct research in the Port of Durban in the following areas: **Please list areas of research** (Interview Managers in the Ocean Terminal Building).

*Handwritten signature*  
T.D.N.  
10.11



### 3. OBLIGATIONS OF THE EMPLOYEE

The employee shall:

- 3.1. conduct the research only in the areas approved by the Transnet National Ports Authority and in terms of guidelines provided by the Transnet National Ports Authority;
- 3.2. keep confidential all information relating to the areas of research. In this regard the employee undertakes that all information disclosed or submitted, either orally, in writing or in other tangible or intangible form by the Transnet National Ports Authority to the employee, or made available to the employee, or details of the Transnet National Ports Authority's business interests of which the employee becomes aware of during the course of the research, to keep such information confidential and not divulge it to anyone directly or indirectly to any person or entity without the written approval of the Transnet National Ports Authority;
- 3.3. use the confidential information disclosed to her solely for the purpose of the research;
- 3.4. not use or in any other manner whatsoever apply the confidential information disclosed to her for any purpose whatsoever other than for the purpose for which it was disclosed, nor otherwise than in accordance with the provisions of this Agreement, save with the prior written consent of the Transnet National Ports Authority;
- 3.5. take all reasonable steps to prevent the confidential information from being accessed in whatsoever manner by unauthorized parties;
- 3.6. on request by the Transnet National Ports Authority return any material containing, pertaining to or relating to the confidential information disclosed pursuant to the terms of this Agreement and furnish a written statement to the effect that she has not retained in her possession or under her control either directly or indirectly any such material.



#### 4. EXCLUSION OF CONFIDENTIALITY

4.1 The obligations of the parties pursuant to the provisions of this Agreement shall not apply to any confidential information that the employee can prove:

- is disclosed by the employee with the prior written consent of the Transnet National Ports Authority;
- is or becomes part of the public domain other than as a result of a breach of this Agreement;
- was already known to the employee on a non-confidential basis from a source other than the Transnet National Ports Authority prior to the conclusion of this Agreement;
- otherwise lawfully becomes available to the employee from sources independent of the Transnet National Ports Authority;
- is lawfully required to be disclosed to any governmental agency or is otherwise required to be disclosed by law provided that the employee shall advise the Transnet National Ports Authority of the requirement so that the Transnet National Ports Authority can take whatever steps it deems necessary to protect its interests.

#### 5. DOMICILE

5.1 The parties choose as their domicilium citandi et executandi the following addresses:

The Transnet National Ports Authority: Ocean Terminal Building  
Port of Durban

The Employee: THOKOZILE DAPHNEY NONHLANHLA MBOKAZI

\_\_\_\_\_ 55 GUMTREE ROAD \_\_\_\_\_

\_\_\_\_\_ SEA COW LAKE -DURBAN 4051 \_\_\_\_\_


5.2 Any notice to either party shall be addressed to it at its *domicilium* set out in Clause 5.1 and sent by either prepaid registered post or telefacsimile or delivered by hand. In the case of any notice:

TOM  
N.M.





- 5.2.1 sent by prepaid registered post, it shall be deemed to have been received, unless the contrary is proved, on the seventh business day after posting; dispatched by telefacsimilis, it shall be deemed to have been received on the date of dispatch of such telefacsimile, provided that the correct answer-back code of the addressee is received on the telefacsimile;
- 5.2.2 delivered by hand, it shall be deemed to have been received, unless the contrary is proved, on the date of delivery, provided such date is a business day, or otherwise on the next following business day, save that if delivered by hand a receipt shall be obtained.
- 5.3 Either party shall be entitled, by notice in writing to the other, to change its domicilium to any other address within the Republic of South Africa, provided that the change shall only become effective on the date of delivery as set out in clause 5.2.
- 5.4 In proving service for the purposes of Clause 5.2, it shall be sufficient to establish that the letter containing the notice or the telefacsimile was properly addressed and posted or delivered or dispatched or transmitted as the case may be, as stipulated in Clause 5.2, but the onus of proving delivery shall nevertheless always lie with the party seeking to rely thereupon.
6. **GENERAL**
- 6.1 The employee hereby indemnifies the Transnet National Ports Authority against any claims whatsoever that may be instituted against the Transnet National Ports Authority, amounts that may be claimed or losses that the Transnet National Ports Authority may suffer in consequence of a violation of any provision of this Agreement.
- 6.2 This agreement constitutes the entire agreement between the parties and neither party shall be bound by any undertakings, representations, warranties, promises or the like not recorded herein.
- 6.3 The employee agrees that the provisions of this Agreement shall continue to bind her should she terminate her services with the Transnet National Ports Authority for whatever reason.

  
TAN  
N.M



SIGNED at DURBAN on this the 3rd day of October 2007

AS WITNESSES:

1. [Signature]

2. [Signature]

[Signature]  
Employee

SIGNED at DURBAN on this the 03rd day of OCTOBER 2007.

AS WITNESSES:

1. [Signature]

2. [Signature]

[Signature]  
For Transnet National Ports Authority

## APPENDIXC

### INFORMED CONSENT FORM

Participant's Name: \_\_\_\_\_

2 Date: \_\_\_\_\_

3 Principal Researcher:

Name: NONHLANHLA T.D. NSIBANDE-MBOKAZI

Institution: UNIVERSITY OF PRETORIA

Address: 55 GUMTREE ROAD,

SEA COWLAKE

DURBAN NORTH

4051

#### Informed Consent

1. Title of Study: **FACTORS IMPACTING TO THE UNDER-UTILIZATION OF THE EMPLOYEE ASSISTANCE PROGRAMME IN TRANSNET NATIONAL PORTS AUTHORITY.**
2. Purpose of the Study: To explore the extent of the utilization of the EAP in Transnet National Ports Authority - Port of Durban'
3. Procedures: Focus group discussions will take approximately 1 to 2 hours. All interviews will be scheduled during working hours.

4. Risks and Discomforts: There are no known medical risks or discomforts associated with this project.
5. Benefits: I understand there are no known direct medical benefits to me for participating in this study. However, the results of the study may help researchers to improve on service delivery.
6. Participant's Rights: I may withdraw from participating in the study at any time.
7. Financial Compensation: There is no financial gain related to my participation in this project.
8. Confidentiality: In order to record exactly what I say in the interview, a tape recorder will be used. The tape will be listened to only by the Principal Researcher and authorized members of the research team at the University of Pretoria.
9. I understand that the results of the interview will be kept confidential unless I ask that they be released. The results of this study may be published in professional journals or presented at professional conferences, but my records or identity will not be revealed unless required by law.
10. If I have any questions of concerns, I can call NONHLANHLA MBOKAZI 031 3614591 OR 0833072665 at any time during the day or night.

I understand my rights as a respondent and I voluntarily consent to participation in this study, I understand what the study is about and how and why it is being done. I will receive a signed copy of this consent form.

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Respondent's Signature

DATE

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Signature of the Researcher

DATE

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Signature of the Supervisor

DATE

## **APPENDIX D**

### **INTERVIEW SCHEDULE FOR ALL FOCUS GROUPS**

Topic of the study:

Factors impacting on the utilization of the Employee Assistance Programme in Transnet National Ports Authority.

1. Please stipulate the duration of service with TNPA at the beginning of the interview without mentioning your identifying details.
2. In your opinion state factors impacting on the utilization of the Employee Assistance Programme in the Port of Durban.

10 March 2008