

# CHAPTER 3

## **EMPIRICAL FINDINGS: ANALYSIS AND INTERPRETATION OF DATA**

### **3.1 INTRODUCTION**

This section will focus on how the researcher analysed and interpreted the data collected for the purpose of a needs assessment for an Employee Assistance Programme at Sterkfontein Psychiatric Hospital. However, the researcher will first focus on the methodology used in this study before analysing the results.

### **3.2 RESEARCH METHODOLOGY**

In this study, the researcher utilised a quantitative approach due to the nature of the research topic under investigation, which is geared towards the assessment of the need of employees for an EAP, because she wants to base her knowledge gained on objective measurements of the world, not on someone's opinion, beliefs or past experiences.

The researcher utilised applied research in this study to explore the need for an EAP that might be implemented to solve problems.

For this study, the researcher opted for a combination of an exploratory-descriptive design, due to the fact that little is known about the phenomenon, group or programme.

In this study, the researcher used probability sampling because there will be an equal chance for each element of the population to be included in the sample and therefore the size of the sample can be specified.

University of Pretoria etd – Lentsoe, M M (2003)

The researcher used a combination of interval/systematic sampling and stratified random sampling to complement each other in eradicating any bias that has the potential of occurring when applying interval/systematic sampling.

To achieve representation and precision in this study, the researcher divided the total of 525 Sterkfontein employees into five categories according to their divisions/departments and attached the actual number of such employees in that particular division/department as reflected in the staff establishment document of Sterkfontein Psychiatric Hospital to the appropriate stratum.

The results derived from this endeavour were thus: Management (25) - all levels of Management, Clinical Staff (45), e.g. doctors, social workers, psychologists and occupational therapists, Administration (44), Nurses (253), including professional and auxiliary nurses, and General Assistants (158), including the cleaners and groundsmen. The union representatives were included in these categories according to their respective divisions/departments and their inclusion in the sample for the study was ensured.

The researcher divided each employee in each respective category by one tenth or 10%, in order to know how many respondents from each category could be included in the sample, and added together all the figures derived from such a division to obtain a sample size of 53 respondents for the study. As a result, the researcher came up with the following respondents in five (5) categories of employees: Management (3), Clinical staff (5), Administration (4), Nurses (25) and General Assistants (16).

The researcher compiled only one questionnaire for all five (5) categories of Sterkfontein Psychiatric Hospital employees because “EAP recognises that employees start from the CEO to the lowest paid employee in the company and, as such, considers all employees as equal” (Langley, 1999: 48).

The following is thus an outline of these findings:

### 3.3 EMPIRICAL DATA

#### INTRODUCTION

The overall purpose of this study was to assess the need for an Employee Assistance Programme at Sterkfontein Psychiatric Hospital, and in order to do this, all 53 respondents who were selected from five (5) different categories of Sterkfontein employees, namely Management, Clinical, Administrative, Nursing and General Assistants, participated in the study (see Appendix III). The data gathered from this study was analysed, interpreted and presented in the form of discussions, figures and tables.

#### DEMOGRAPHIC DETAILS

##### 1. Ages of the respondents

Figure 1: Ages of the respondents

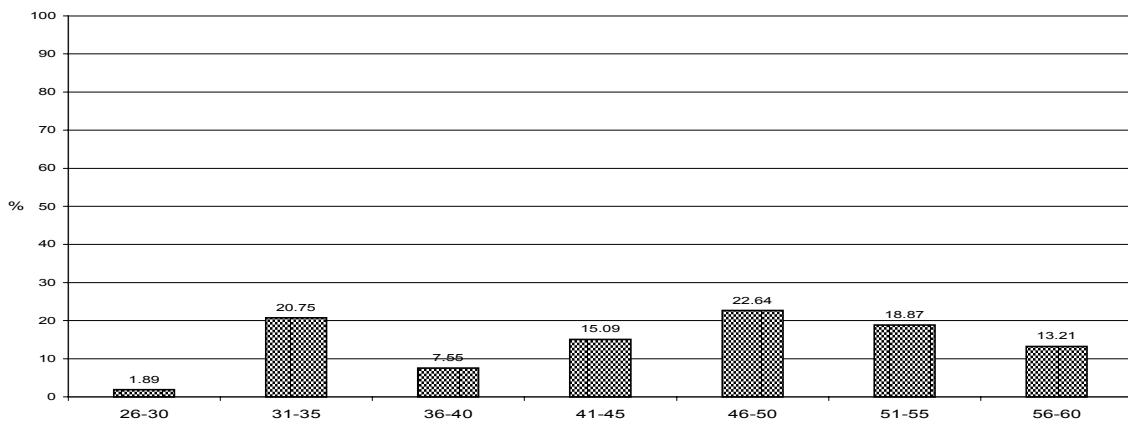


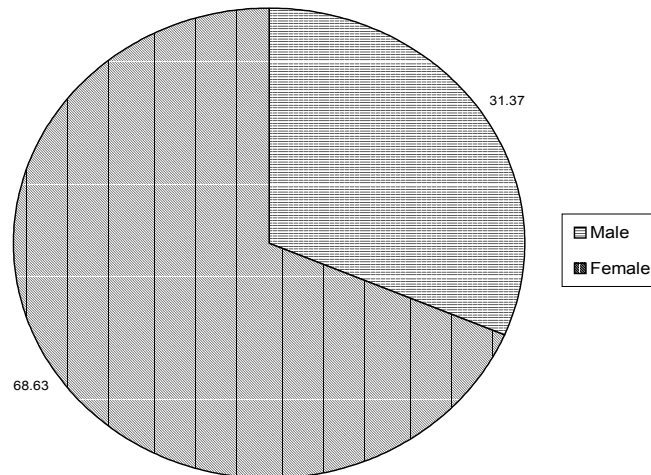
Figure 1 indicates that of a total of 53 respondents who participated in this study, the majority of the respondents – 22,64% (12) - had their ages ranging from 46-50 years, 20,75% (11) of the respondents' ages were between 31-35 years, followed by 18,87% (10) of respondents whose ages were between 51-55 years. 15,09% (8) respondents had their ages between 41-45 years, 15,09% (7) of the respondents had their ages between 56-60 years, followed by 7,55% (4) whose

ages ranged from 36-40 years and 1,89% (1) was a respondent with the age between 26-30 years. There was no one in the age group of 20-25 years.

The results of this study can be interpreted as an indication that the hospital's Human Resources Department adheres to the regulations stipulated in the Labour Relations Act No 66/95 that stipulates the retirement age of employees and, as a result, there is no employee at Sterkfontein Hospital who is still employed passed his/her retirement age.

## 2 Gender of the respondents

Figure 2: Gender of the respondents



Of the 53 respondents who participated in this study, only two respondents did not respond to this question. However, according to Figure 2, the majority of the respondents – 68,63% (35) - who participated in this study were women and only 31,37% (16) were men. This is an indication that the majority of the employees at Sterkfontein Psychiatric Hospital are women. This might be a reflection of the perception that nursing is a female profession. Perhaps this is a challenge to the Human Resources Department (Administration) to review the Employment Equity

Policy when employing new staff members, because by its nature, a psychiatric hospital calls for the intervention of both male and female staff in handling violent patients. Hence, the need for an EAP is evident as Employment Equity issues are addressed through EAP.

### 3 Marital status of the respondents

Table 1: Marital status

RESPONSES	RESPONDENTS	PERCENTAGE
Single	14	26,42%
Married	26	49,06%
Divorced	6	11,32%
Widowed	3	5,66%
Re-married	1	1,89%
Separated	2	3,77%
<b>TOTAL</b>	<b>52</b>	<b>98,12%</b>

Of the 53 respondents who participated in this study, only 52 answered this question. Table 1 indicated that the majority of the respondents 50% (26) were married, 26,42% (14) of the respondents were single, 11,32% (6) of them were divorced, 5,66% (3) were widowed, 3,77% (2) were separated and 1,89% (1) of the respondents were re-married. Perhaps the fact that most employees were married is a reflection of the results on gender issue (68,63%), which show that the majority of employees are women. Thus, it can be stated that the marital status of the respondents reflects issues that can be handled through an EAP.

#### 4 Dependants

Figure 3: Do you have dependants?

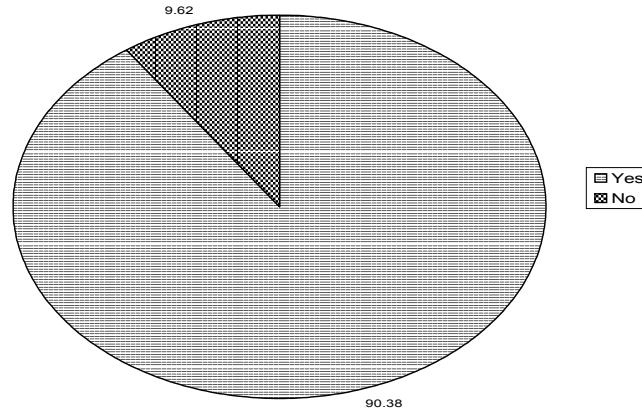


Figure 3 indicates that out of a total of 53 respondents who participated in this study, only one respondent did not respond to this question. No reason was provided. However, a majority of 90,38% (47) responded with Yes to this question whereas only 9,62% (5) of the respondents answered No.

The results of this study indicate that there is a need for an EAP at Sterkfontein Psychiatric Hospital to handle family problems. Myers (1984:37) warns that Personnel Managers, Counsellors and others involved in an EAP should recognise that the potential always exists that a family situation may spill over into the workplace.

##### 4.1 Number of your dependants

Out of a total of 53 participants in this study, there were only 47 respondents who had dependants. The majority of the respondents 30,19% (16) indicated that they had two (2) dependants each, 20,75 % (11) had three (3) dependants, 15,09% (8) had one (1) dependant, 9,43 % (5) had four (4) and another 9,43% had five (5) dependants. Only 1,89 %

(1) of the respondents had six (6) dependants and another 1,89% had eight (8) dependants.

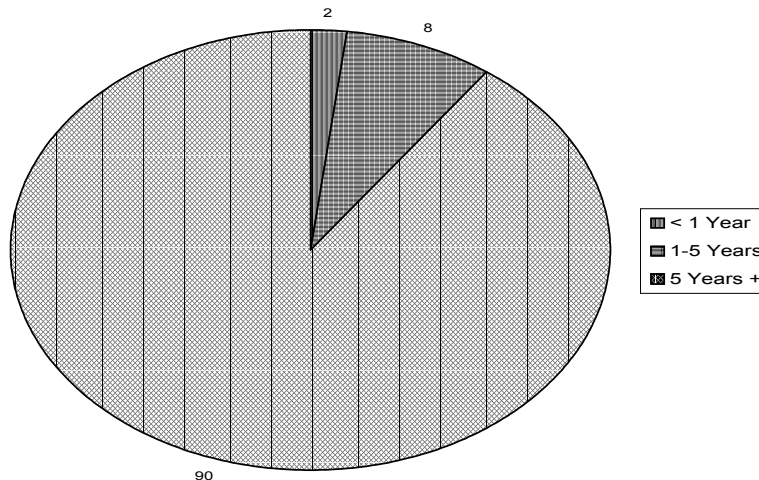
#### **4.2 Ages of your dependants**

Out of 35 respondents to this question who were derived from a total of 53 participants in this study, the majority of the respondents, i.e. 26,42% (14) had dependants aged below one (1) year, and 6,32% (6) of the respondents had dependants who were 9 years old. A total of 5,26% (5) were respondents with dependants whose ages were 10 years, 12 years and 19 years respectively. These were followed by 4,21% (4) of respondents whose dependants' ages were 1 year and 3 years each, and 3,16 (3) of the respondents had dependants aged 4 years and 15 years respectively. At 2,11% (2) were respondents whose dependants' ages were 8 years, 11 years, 6 years and 20 years each. Finally, at 1,05% (1) were respondents with dependants whose ages were 5 years, 6 years, 16 years and 17 years respectively.

The results can be interpreted as an indication that Sterkfontein Psychiatric Hospital could be experiencing problems related to family crises, which are major contributors to absenteeism, reduced productivity and turnover.

5 Years of service of the respondents

Figure 4: Years of service of the respondents



Only 50 respondents out of a total of 53 participants answered this question. Three (3) respondents did not provide reasons for not responding. According to Figure 4, most of the respondents, i.e. 90% (45), have more than five (5) years of service with Sterkfontein Psychiatric Hospital, 8% (4) have 1-5 years and only 2% (1) have less than twelve (12) months of service at Sterkfontein Psychiatric Hospital. These results can be interpreted as an indication that Sterkfontein Psychiatric Hospital as a workplace has a stable workforce. Hence, there is a need for an EAP at Sterkfontein Psychiatric Hospital to help retain the workforce by identifying employees' problems early and helping with their resolution.

These results do not tally with the results on page 74. Perhaps the explanation could be that those employees who remained in the service i.e. 90% are those with low qualifications and those who resigned are the qualified professional nurses (see table 2).



**6 Highest qualification**

**Table 2: Highest qualification of the respondents**

<b>QUALIFICATION</b>	<b>RESPONDENTS</b>	<b>PERCENTAGE</b>
Standard 5 or lower	6	11,54%
Standard 6 – 8	12	23,08%
Standard 10 (Matric)	8	15,38%
B Degree	11	21,15%
Postgraduate Degree	4	7,69%
Diploma	9	17,31%
Certificate	2	3,85%
<b>TOTAL</b>	<b>52</b>	<b>100%</b>

Table 2 indicates that of the 53 respondents who participated in this study, only one person did not answer this question. However, the results indicate that most of the respondents, i.e. 23,08% (12), have a Std 6-8 qualification, 21,15% (11) have a B degree, followed by 17,31% (9) with a diploma. A total of 15,38% (8) have matric, 7,69% (4) have a postgraduate degree and only 3,85% (2) of the respondents have certificates.

These results can be interpreted as an indication that there is a skills deficiency among the employees of Sterkfontein Psychiatric Hospital. One can also deduce from these results that these results are perhaps a true reflection of a hospital set-up where a minimum of Std 6-8 qualification was a requirement to train as a nurse. Against this background, the results could be interpreted as indicating that Sterkfontein Psychiatric Hospital has a shortage of qualified professional nurses.

7 Home language

Table 3: Home language

LANGUAGE	RESPONDENTS	PERCENTAGE
Afrikaans	6	11,54%
English	2	3,89%
South-Sotho	6	11,54%
North-Sotho	5	9,62%
Tswana	25	48,08%
Venda	1	1,92%
Xhosa	4	7,69%
Zulu	3	5,77%
<b>TOTAL</b>	<b>52</b>	<b>100%</b>

In this question, only 52 respondents responded out of a total of 53 participants in this study. According to Table 3, the majority, i.e. 48,08% (25), of the respondents were Tswana-speaking people; followed by Afrikaans and South-Sotho-speaking groups at 11,54% (6). North-Sotho has 9,62% (5), Xhosa-speaking has 7,69% (4), followed by Zulu at 5,77% (3) and English-speaking people at 3,85% (2). Venda-speaking people represented 1,92% and there was no one from Ndebele or Tsonga.

Perhaps the results indicate a serious challenge to the Management and Administration (Human Resources) Departments of Sterkfontein Psychiatric Hospital to ensure that they incorporate Tswana and South-Sotho languages with the normally used English and Afrikaans languages, in all forms of communication, for example, instructions, circulars and in-service training.

8 Departments

Table 4: Department for which you work for

DEPARTMENTS	RESPONDENTS	PERCENTAGE
Management	3	5,66%
Clinical	5	9,43%
Administration	5	9,43%
Nursing	25	47,17%
General Assistant	15	28,30%
<b>TOTAL</b>	<b>53</b>	<b>100%</b>

According to Table 4, the majority, i.e. 47,17% (25) of the respondents were from nursing; with the General Assistants at 28,30% (15), followed by both the Clinical and Administration staff at 9,43% (5) each, and Management at 5,66% (3).

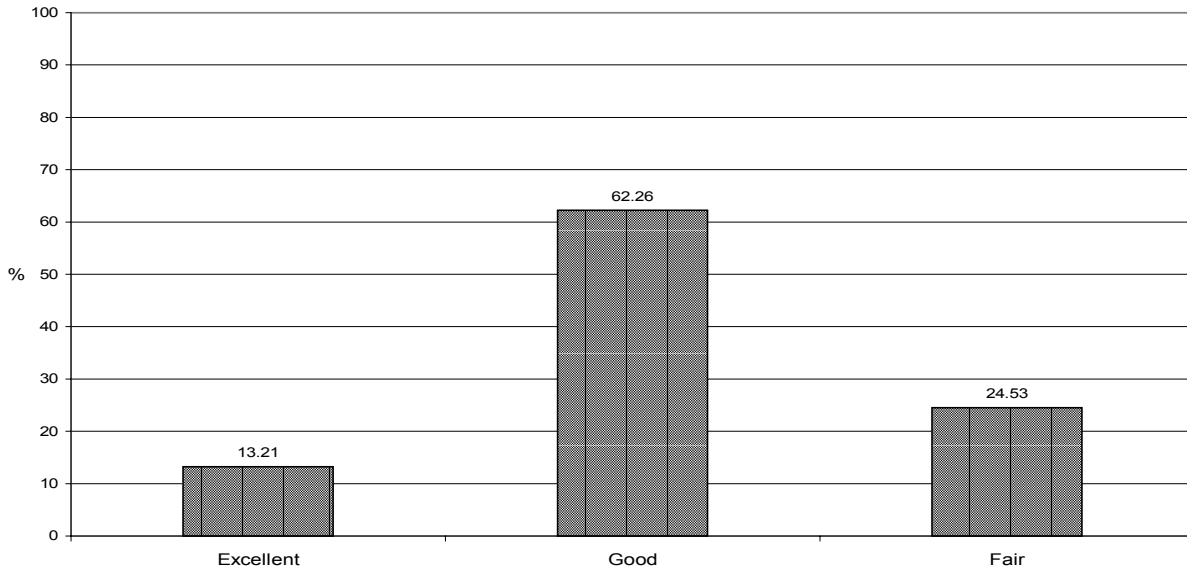
These results can be interpreted as a true reflection of a hospital set-up where the nurses are always in the majority. However, the issue of the Clinical staff needs to be looked at so as to form a balanced team.

**NEEDS ASSESSMENT FOR AN EAP**

In this study, which is “A Needs Assessment for an Employee Assistance Programme at Sterkfontein Psychiatric Hospital”, all the questions asked in this section are geared towards achieving this goal (of assessing the need). The results will be interpreted and presented by means of figures and tables.

**9 Nature of the working relationship**

**Figure 5: What is the nature of your working relationship with your subordinates or supervisor?**



According to Figure 5, 62,26% (33) of the respondents indicated that they had a good working relationship with their subordinates or supervisor, followed by 24,53% (13) who indicated that they had a fair working relationship, and only 13,21% (7) of the respondents had an excellent relationship with their subordinates or supervisors. There was no indication of poor relationships.

The above results can be interpreted as an indication that the overall working relationship among Sterkfontein employees is good.

10 Help regarding personal problems

Table 5: Where do you go when you have personal problems?

RESPONSES	RESPONDENTS	PERCENTAGE
Friend	15	28,30%
Social Worker	9	16,98%
Family Member	21	39,62%
Church Minister	6	11,32%
Other: Family Physician	1	1,89%
Solved his/her own problems	1	1,89%

Out of the 53 respondents who participated in this study, 51 respondents chose the responses provided in the question. However, the remaining 2 respondents provided their responses under “other”. According to Table 5, 39,62% (21) of the respondents go to a family member when they have personal problems, 28,30% (15) go to their friends; 16,98% (9) seek professional help from the social worker; followed by 11,32% (6) respondents who seek help from a church minister. There was no response for supervisor or co-worker.

Under “other”, 1,89% (1) of the respondents indicated that he/she went to the family physician when he/she had personal problems. Another 1,89% (1) indicated that he/she solved his/her own problems.

The results indicate the need for a structured programme in the hospital that will address the problems of the workers in an objective, sensitive and skilful way, which are characteristics lacking in both family members and friends.

11 Help regarding work problems

**Table 6: Where do you go when you have work-related problems?**

RESPONSES	RESPONDENTS	PERCENTAGE
Supervisor	44	83,02%
Co-worker	12	22,64%
Social Worker	1	1,92%
Church Minister	2	3,77%

As Table 6 indicates, the respondents gave more than one answer. However, the majority of the respondents, i.e. 83,02% (44), indicated that they went to their supervisor with work-related problems; 22,64% (12) went to their co-workers followed by 9,43% (5) of the respondents who went to their church minister with work-related problems. Only 1,92% of the respondents consulted a professional social worker with work-related problems. There was no response for friend or family member. However, 3,77% of the respondents responded under “other” and they indicated that they consulted a psychiatrist with their work-related problems.

These results can be interpreted as an indication that the employees of Sterkfontein Psychiatric Hospital experience work-related problems. The results indicate the need for a structured support system that can help the employees with their work and social problems.

12 Supervisor’s observation of problems

Table 7: Can your supervisor see when you have a problem?

RESPONSES	RESPONDENTS	PERCENTAGE
Always	6	11,54%
Sometimes	27	51,92%
Often	1	1,92%
Seldom	9	17,31%
Not at all/never	9	17,31%
<b>TOTAL</b>	<b>52</b>	<b>100%</b>

Table 7 indicates that from a total of 53 respondents who participated in the study, only one employee did not respond to this question. However, the majority of the respondents, i.e. 51,92% (27), indicated that their supervisor could sometimes see when they had a problem, 17,31% (9) of the respondents who shared this same percentage each indicated that their supervisor could seldom or never see when they had a problem. Only 1,92% (1) indicated that the supervisor could often see when they had a problem.

The results can be interpreted as a reflection of a skills deficiency in the early identification of a troubled employee by the supervisor, which is a very important role of the supervisor in an EAP. The results can be further interpreted as showing that problems in this hospital are left unattended until it is too late.

13 Job performance measurement

Table 8: Do you know how your job performance is measured?

RESPONSES	RESPONDENTS	PERCENTAGE
Yes	18	35,29%
No	22	43,14%
Uncertain	11	21,57%
<b>TOTAL</b>	<b>51</b>	<b>100 %</b>

Table 8 shows that of the 53 respondents who participated in the study only two did not respond to this question. However, 43,14% (22) of the respondents answered with “No”, followed by 35,29% (18) who answered “Yes” and 21,57% (11) indicated that they were uncertain about how their job performance was measured.

Perhaps these results indicate some discrepancies in terms of employees’ access to information, referred to by the Constitution of RSA Act of 1996, 32 1(a) and (b). The deduction made from the results can also be interpreted as the need for an EAP at Sterkfontein Psychiatric Hospital because EAP is concerned about productivity problems, among other things, and for productivity to be improved, workers must improve on their work performance. If employees do not know how their job performance is measured how will they improve their performance, and how is the supervisor going to confront an employee on a deficiency in his work? Myers (1984:237) states that expecting employees intuitively to understand specific performance criteria is inviting trouble and stress during any confrontation.



14 Supervisor’s reaction to poor job performance

**Table 9: If your job performance is poor, what does your supervisor do?**

<b>RESPONSES</b>	<b>RESPONDENTS</b>	<b>PERCENTAGE</b>
Not poor	9	18%
Supervisor tells me	21	42%
Supervisor gets angry	4	8%
Supervisor gives motivation	3	6%
Supervisor gives corrective measures	5	10%
Supervisor gives in-service training	2	4%
Indicates critical area	1	2%
Supervisor gives no feedback	2	4%
Supervisor writes a report	2	4%
Expected standard	1	2%
<b>TOTAL</b>	<b>50</b>	<b>100%</b>

According to Table 9, out of a total of 53 respondents who participated in this study, only three (3) people did not give their responses. However, the majority of the respondents, i.e. 42% (21), indicated that their supervisor told them if their job performance was poor; 18% (9) indicated that their job performance was not poor, 10% (5) indicated that their supervisor provided corrective measures, 8% (4) indicated that the supervisor became angry, and 6% (3) stated that the supervisor motivated them. As it is, 4% (2) were respondents who shared this same percentage each and indicated that the supervisor provided in-service training, the supervisor gave no feedback on their job and the supervisor wrote a report about them. Only 2% (1) of the respondents indicated that their performance was measured according to expected standards.

The results can be interpreted as showing that the majority of the supervisors seem to understand and accept that even adults make mistakes and when shown how to correct them, they can improve. Langley (1999:48) indicates that the EAP is realistic, as it recognises that

employees are imperfect, make mistakes in life and, as such, need someone to help them to help themselves out of their crisis.

**15 Personal problems that people may experience in a workplace**

**Table 10: List of personal problems experienced by employees**

RESPONSES	RESPONDENTS	PERCENTAGE
Alcohol abuse	34	85%
Drug abuse	4	16,67%
Marital or family conflict	34	85%
Excessive, unexcused or frequent absences	27	79,41%
Financial problems	38	92,68%
Tardiness (late coming) and early departures	26	74,29%
Poor judgements and bad decisions	22	70,97%
Emotional problems	30	81,08%
Unusual on-the-job accidents	8	30,77%
Mood shifts	26	74,29%
Causing other employees injuries through negligence	9	30%
Health-related problems	28	80%

As Table 10 indicates, the respondents gave more than one answer. The majority, i.e. 92,68% (38), of the respondents, indicated that they and their colleagues had experienced financial problems, and 85% (34) were respondents who together with their colleagues experienced alcohol abuse and marital or family conflict respectively. A total of 81,08% (30) experienced emotional problems, 80% (28) experienced health-related problems, 79,41% (27) experienced excessive, unexcused or frequent absences, 74,29% (26) experienced tardiness and early departures, followed by another 74,29% (26) who experienced mood shifts. As it is, 70,97% (22) were respondents who, together with their colleagues, experienced poor judgements and bad decisions, followed by 30,77% (8) of the respondents who experienced unusual on-the-job accidents, 30% (9) experienced employees who caused other employees injuries through

negligence and only 16,67% (4) were respondents who personally experienced drug abuse with their colleagues.

It is the researcher’s opinion that when the above statistics are added together, they “can only point out the desperate need for Employee Assistance Programs that:- incorporate early identification and intervention, provide proactive education and prevention arms, utilize quality yet economically priced treatment modalities and are equipped to provide a full array of follow-up and evaluative data” (Challenger, 1988:7).

**16 Effect of personal problems on the hospital**

**Table 11: Effect of personal problems on the hospital**

<b>RESPONSES</b>	<b>RESPONDENTS</b>	<b>PERCENTAGE</b>
Result in dismissal of valuable employees	21	40,38%
Lead to lowered morale among the employees	31	59,62%
Lead to more costs to the hospital	22	42,31%
Poor production	40	75,47%
Law suits by employees	10	18,87%
High employee turnover	29	54,72%

Table 11 indicates that the respondents gave more than one answer. However, 75,47% (40) indicated that the effect that personal problems had on the hospital was poor production, 59,62% (31) indicated that they led to lowered morale among employees, 54,72% (29) said they led to high employee turnover, 42,31% (22) said they led to more costs to the hospital, 40,38% (21) resulted in dismissal of valuable employees, followed by 18,87% (10) of the respondents who indicated that they led to law suits by employees. Under “Other”, 7,84% (4) of the respondents who shared this percentage indicated that the effects that personal problems had on the hospital were anxiety and stress.

From the results, the deduction that can be made is that there is a need for an EAP at Sterkfontein Psychiatric Hospital because all the problems indicated above could be addressed through an EAP. Bruce (1990:10) indicates that an employee's personal life is his or her own business until it spills over into the workplace. Myers (1984:237) also indicates that supervisors can be taught in training sessions the distinction between personal problems that affect job performance and those that do not. The obvious difference is personal matters that cause work deficiencies are also organisational matters that require supervisory attention.

**17 Effects of personal problems on productivity**

**Figure 6: Are you of the opinion that personal problems have a negative effect on the productivity of employees?**

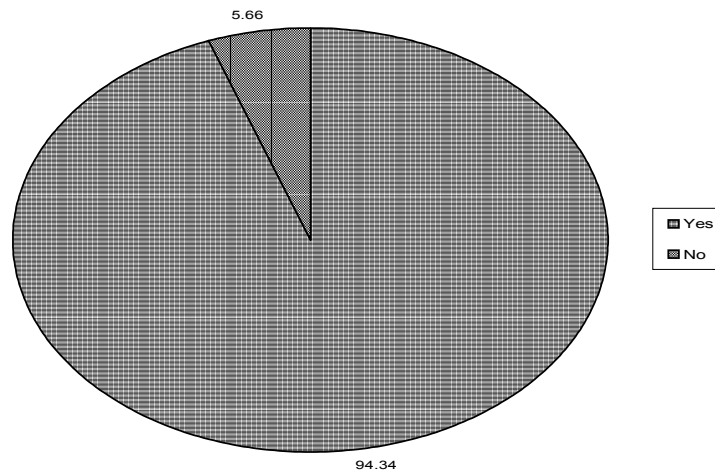


Figure 6 indicates that of the 53 respondents who participated in this study, the majority, i.e. 94,34 % (50), of the respondents answered Yes, and only 5,66 % (3) answered No.

The results indicate that the majority of Sterkfontein employees are of the opinion that personal problems have a negative effect on the productivity of employees. These results tally with the results in table 10 on the effects

of personal problems on the hospital. From all this, one can safely state that there is a need for an EAP at Sterkfontein Psychiatric Hospital because EAP deals with productivity problems.

**18 Effects of personal problems on staff**

**Table 12: What effect do these personal problems have on the staff?**

RESPONSES	RESPONDENTS	PERCENTAGE
High absenteeism	40	75,47%
High workload	36	67,92%
Overtime work	23	43,40%
Stress	46	86,79%
Burn-out	31	58,49%
High employee turnover	22	41,51%
Alienation	12	22,64%
Mental illness	22	41,51%

Table 12 shows that the respondents provided more than one answer. The majority, i.e. 86,79% (46), indicated that the effect of personal problems on the staff was stress, followed by 75,47% (40) who indicated high absenteeism, 67,92% (36) indicated high workload, 58,49% (31) indicated burn-out, 43,40% (23) indicated overtime work, 41,51% (22) indicated mental illness, 22,64% (12) indicated alienation and only 5,77% (3) of the respondents indicated that other effect of personal problems on the staff was anxiety.

It is the researcher's opinion, based on the above results, that it seems true that Sterkfontein employees experience stress, when looking at the type of clients that they are dealing with psychiatric patients. The results also speak for themselves because a stressed person cannot function at all. Hence, the second highest percentage of the results has to do with high absenteeism. All of the above indicate that there is a need for an EAP at Sterkfontein Psychiatric Hospital, because these issues are dealt with through EAP.

19 Treatment of an absent worker

**Table 13: How is an employee treated who has been absent from work?**

RESPONSES	RESPONDENTS	PERCENTAGE
Fill in a leave form	45	84,91%
Expect medical certificate	45	84,91%
Listen to his/her problem	21	39,62%
Deduct money for not working	35	67,31%

Table 13 indicates that the respondents gave more than one answer to this question. However, 84,91% (45) of the respondents indicated that when an employee was absent from work, he/she had to fill in a leave form, followed by another 84,91% (45) who indicated that an absent employee was expected to submit a medical certificate. A total of 67,31% (35) indicated that an employee's money was deducted for being absent and only 39,62% (21) of the respondents indicated that when an employee had been absent from work, the supervisor listened to his/her problems.

From the above results, one can deduce that the completion of leave forms and the submission of medical certificates were all standard procedures. Another deduction that can be made from the results is that some supervisors motivate for the deduction of employee's money irrespective of the availability of their leave credits as a punishment for being absent from work. Hence, there is a need for an EAP at Sterkfontein Psychiatric Hospital because "EAPs help organizations to conform to the Labour Relations Act's Code of Good Practice" (Davies, 2000:3).

20 High rate of absenteeism

Figure 7: When do you experience a high rate of absenteeism at work?

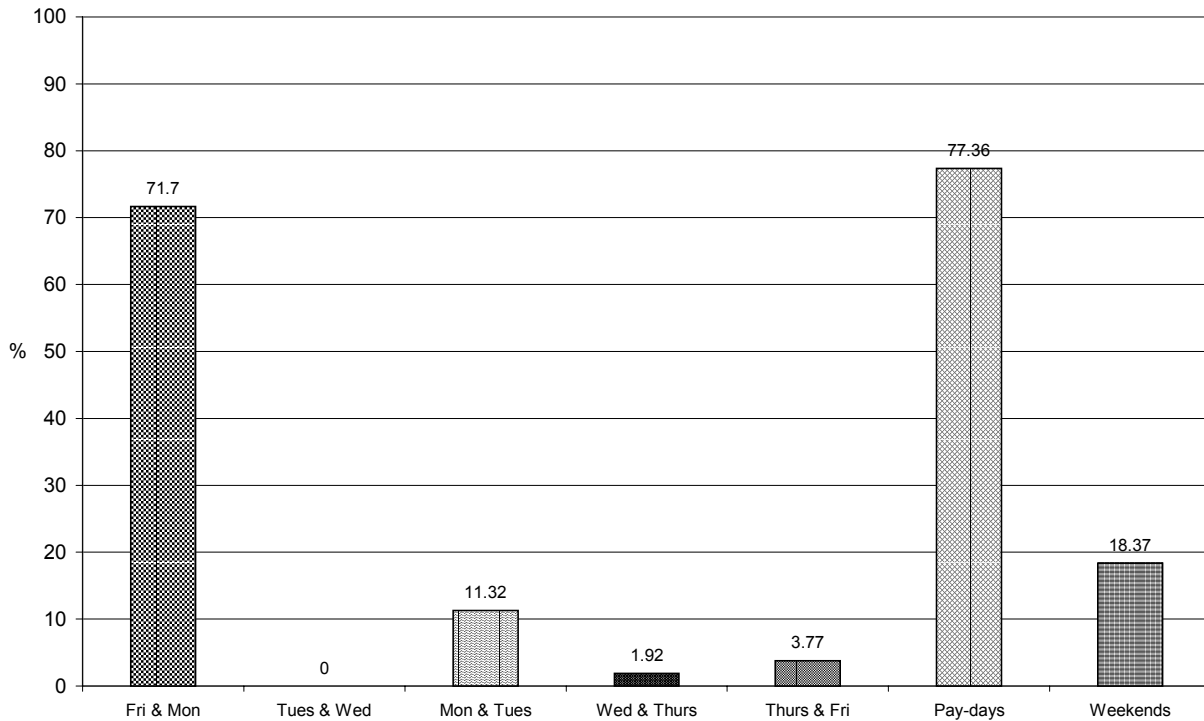


Figure 7 shows that the respondents provided more than one response. However, 77,36% (41) indicated that they experienced a high rate of absenteeism on pay-days and the day after, 71,7% (38) indicated Fridays and Mondays, 18,37% (9) indicated weekends, 11,32% (6) indicated Mondays and Tuesdays, followed by 3,77% (2) who indicated Thursdays and Fridays, and 1,92% (1) indicated Wednesdays and Thursdays. Under “Other”, 16,98% (9) of the respondents indicated weekends. There was no indication of absenteeism for Tuesday and Wednesday.

The results can be interpreted as an indication that Sterkfontein Psychiatric Hospital has a high incidence of absenteeism and therefore needs an EAP to get to the root of this problem.

21 High absenteeism

**Table 14: Do you think that high absenteeism might be due to the following statements?**

RESPONSES	RESPONDENTS	PERCENTAGE
Disallowed leave of absence	34	64,15%
Disallowed days off	29	54,72%
Unsympathetic management	27	50,94%
Red tape	15	28,85%
High workload	42	79,25%
Depression	25	47,17%
Family-related pressure	33	62,26%
Work-related stressors	37	69,81%
Injury due to violent situation	16	30,19%
Working conditions not conducive	34	64,15%

Table 14 indicates that the respondents provided more than one response. The majority, i.e. 79,25% (42), of the respondents indicated that they thought that high absenteeism might be due to a high workload, 69,81% (37) indicated work-related stressors, 64,15% (34) indicated disallowed leave of absence, followed by another 64,15% (34) of the respondents who indicated that high absenteeism might be due to the working conditions not being conducive, 62,26% (33) indicated family-related pressure, 54,72% (29) indicated disallowed days off, 50,94% (27) indicated unsympathetic management, 47,17% (25) indicated depression, followed by 30,19% (16) who indicated injury due to violent situations and 28,85% (15) indicated red tape (requests have to go through different people before an answer can be provided). Only 4,17% (2) indicated that high absenteeism might be due to unsympathetic management. Under "Other", 4,17% (2) of the respondents indicated the shortage of staff.

The researcher's interpretation is that these results show that Sterkfontein Psychiatric Hospital has a serious problem of absenteeism due to the high workload that is caused by high absenteeism by employees who suffer from work-related stressors and family-related pressures that are aggravated by the incidence of disallowed leave of absence and days off.



It is against this background that one would deduce that high employee turnover is the order of the day. Hence, there is a need for an EAP at Sterkfontein Psychiatric Hospital.

**22 Do you think that confidentiality in handling clinical information is important in a hospital EAP?**

A total of all the 53 respondents who participated in this study, i.e. 100% (53), indicated that confidentiality in handling clinical information was important in a hospital EAP. Therefore, it can be deduced from the results that Sterkfontein employees view confidentiality as very important in dealing with their problems. Bruce (1990:133) contends that to be accepted by employees, the EAP must be viewed as a legitimate and confidential source of help.

As motivation for their answer to confidentiality, only 44 respondents out of a total of 53 responded. As it is, 31,82% (14) of the respondents indicated confidentiality, for example, some respondents stated the following – people have a right to confidentiality; clinical information is classical and sensitive. Another 31,82% (14) of the respondents indicated with regard to privacy that - I don't want other people to know that I have problems; my problems are personal and private. A total of 15,91% (7) indicated professional ethics, 11,36% (5) indicated trust, 6,82% (3) indicated that confidentiality in handling clinical information was important in a hospital EAP, because Management makes fun of staff and 2,27% (1) indicated that confidentiality in handling clinical information in a hospital EAP was important for the first time.

The results indicate the need for a formal and a professionally structured programme that can help employees with their problems, such as an EAP. Darick (1999:9) indicates that there is an implied warranty of confidentiality in every case that is opened by an EAP counsellor.

**23 Maintenance of confidentiality**

**Table 15: How should confidentiality be maintained in an EAP?**

RESPONSES	RESPONDENTS	PERCENTAGE
There should be a signed contract between EAP and worker	4	8%
Anonymity	2	4%
Information not to be written down	1	2%
Keep records in a safe place	4	8%
Problem to be known by worker and EAP official	20	40%
Limit access to information	4	8%
Problems to be kept secret and private.	15	30%

Table 15 indicates that of the 53 respondents who participated in this study, three (3) did not give their responses. However, 40% (20) of the respondents indicated that for confidentiality to be maintained in an EAP, the employee's problem must be known only by the worker himself and the EAP official, 30% (15) indicated that their problems were to be kept secret and private, 8% (4) indicated that there should be a contract, another 8% (4) indicated that records should be kept in a safe place away from other people. Another 8% (4) also indicated that access to information should be limited, followed by 4% (2) who indicated anonymity and 2% (1) who indicated that confidentiality could be maintained in an EAP by not writing down any information.

It can be deduced from the results that Sterkfontein employees are willing to be helped with their problems, provided they are assured of confidentiality, which is an important aspect of EAP. Dickman (1988:112-113) indicates that confidentiality is the cornerstone of an effective EAP. All employees have the right to seek help for their problems and know that their problems will be kept in the strictest confidence. In addition, when a worker is referred to the EAP by a supervisor (rather than being self-referred), he/she needs to know that under no circumstances will this information be noted in any official files. Furthermore, any employee

needs to know that nothing of the nature of his or her problem will get back to the supervisors or anyone else. Unless absolute confidentiality is kept at all levels, the EAP will not be successful.

**24 Do you think that high employee turnover (resignation) is a serious problem in this hospital?**

One hundred per cent (53) of the respondents thought that high employee turnover was a serious problem in this hospital.

The above results can be interpreted as a manifestation of the incidence indicated in table 14.

As an explanation, 53 respondents gave more than one response (see page 2 of the questionnaire). As it is, 26,76% (19) of the respondents indicated that high employee turnover was a serious problem in this hospital because of poor remuneration, 21,13% (15) indicated a shortage of staff, 11,27% (8) indicated high workload, 9,86% (7) indicated unsympathetic management, 8,45% (6) indicated low morale, 7,04% (5) indicated unconducive working conditions, 5,63% (4) indicated high employee turnover, followed by 2,82% (2) who indicated personal and work-related problems and 1,41% (1) who indicated professional growth.

Dickman and Emener (1988:130) indicate that a worker does not like to feel as if he/she is a “dispensable tool”, or “a temporarily needed piece of machinery”. When employees have feelings like these, morale tends to drop, job satisfaction dwindles and, quite often, productivity suffers. It is the researcher’s opinion that once job satisfaction dwindles, it is followed by high employee turnover.

25 Treatment of a troubled employee

**Table 16: What is normally done by the hospital when a troubled employee is identified?**

RESPONSES	RESPONDENTS	PERCENTAGE
Confront him/her	26	49,06%
Advise him/her to seek help	23	43,40%
Talk to his/her friends	10	18,87%
Report him/her to upper management (CEO)	14	26,42%
Listen to his/her problems and give advice	29	54,72%
Give time off in order to solve their problems	19	35,85%

Table 16 indicates that the respondents provided more than one response. 54,72% (29) indicated that when a troubled employee was identified, the hospital normally listened to his/her problems and gave advice, 49,06% (26) indicated that the supervisor confronted him/her, 43,40% (23) indicated that the supervisor advised him/her to seek help, 35,85% (19) indicated that the supervisor gave time off in order to solve their problems, 26,42% (14) indicated that the supervisor reported him/her to upper management (CEO) and 18,87% (10) indicated that when a troubled employee was identified, the supervisor spoke to his/her friends.

The above results can be interpreted as an indication that Sterkfontein Psychiatric Hospital does not have a structured system that has been put in place to handle employees' problems in a professional, skilful and sensitive way. Therefore, the present system can lead to gossip and incidents reported in question 22 of the questionnaire, such as "Management makes fun of staff".

The results can also be interpreted as a reflection of the need for an EAP at Sterkfontein Psychiatric Hospital since supervisors are not supposed to solve employees' problems, but rather identify work deficiencies and refer

supervisees to the relevant professional resources. Darick (1999:63) indicates that the availability of the EAP relieves supervisors and, for that matter, union representatives, of the need to counsel employees and to provide assistance that is most often outside their areas of expertise.

**26 Help by personnel to troubled employees**

**Table 17: If help is provided to troubled employees, which of the following staff are involved in rendering such help?**

RESPONSES	RESPONDENTS	PERCENTAGE
Social workers	24	45,28%
Psychologists	27	50,94%
Psychiatrists	15	28,85%
Occupational Therapists	3	5,66%
Nurses	10	18,87%
Union representatives (Shop stewards)	32	61,54%
None	5	9,80%

Table 17 indicates that the respondents gave more than one answer. The majority of the respondents, i.e. 61,54% (32), indicated that if help was provided to troubled employees, the union representatives were used in this regard, 50,94% (27) indicated the psychologists, 45,28% (24) indicated the social workers, 28,85% (15) indicated the psychiatrists, 18,87% (10) indicated the nurses, followed by 9,80% (5) who indicated none. Only 5,66% (3) indicated occupational therapists.

The above results can be interpreted as a confirmation that Sterkfontein Psychiatric Hospital does not have a structured system that is geared towards helping employees with their problems (see tables 5 & 6) because if there was such a structure, only one person could be responsible for dealing with employees' problems.

The results can also be interpreted as an indication of the important role that the union plays in the lives of the workers, thus implying union support for EAP.

**27 How would you like to be helped?**

**Table 18: How would you like the hospital to help you when you have problems?**

RESPONSES	RESPONDENTS	PERCENTAGE
Listen to me	14	21,88%
Give me time off to solve my problems	13	20,31%
Be supportive	5	7,81%
Refer to EAP/Counselling	25	39,06%
Discuss problem	3	4,69%
Help should depend on the problem	2	3,13%
I prefer to ask for help	2	3,13%

According to Table 18, the respondents gave more than one response. However, 39,06% (25) indicated that they would like to have an EAP/counselling service in the hospital to help them with their problems, 21,88% (14) indicated that they wanted their problems to be listened to, 20,31% (13) indicated that they wanted to be given time off, 7,81% (5) indicated that they wanted to be given support. A total of 4,69% (3) indicated that they would like their problems to be discussed, followed by respondents who shared 3,13% (6) each, and who indicated that they would like the hospital to help them depending on the problem and they preferred to ask for help.

One can deduce from the responses given that there is a large market for EAP at Sterkfontein Psychiatric Hospital and that the emotional aspect of the employees is perhaps neglected in this hospital.

28 Hospital assistance regarding problems

**Table 19: What kind of assistance does the hospital provide you with when you experience problems?**

RESPONSES	RESPONDENTS	PERCENTAGE
Nothing	20	38,46%
Supervisor gives you leave	8	15,38%
Counselling	3	5,77%
Referral to relevant professionals	5	9,62%
Help is given according to the problem/needs	6	11,54%
Listen	1	1,92%
Gives warning	3	5,77%
Never asked for assistance	4	7,69%

Table 19 indicates that only 50 respondents responded to this question. The majority, i.e. 38,46% (20), of the respondents indicated that the hospital helped them with nothing when they experienced problems, 15,38% (8) indicated that they were given leave, 11,54% (6) indicated that the hospital assisted them according to the problem/needs, 9,62% (5) indicated referral to relevant resources, 7,69% (4) indicated that they had never asked for assistance, 5,77% (3) indicated counselling, and another 5,77% (3) indicated that they were given warnings when they experienced problems. Only 1,92% (1) indicated that the hospital assisted them by listening, when they experienced problems.

It seems that the results are consistent in showing that Sterkfontein Psychiatric Hospital does not cater for the emotional needs of its employees (see tables 5 and 7).

29 Hospital's design/introduction of EAP

Figure 8: Do you think that the hospital should design/introduce an Employee Assistance Programme?

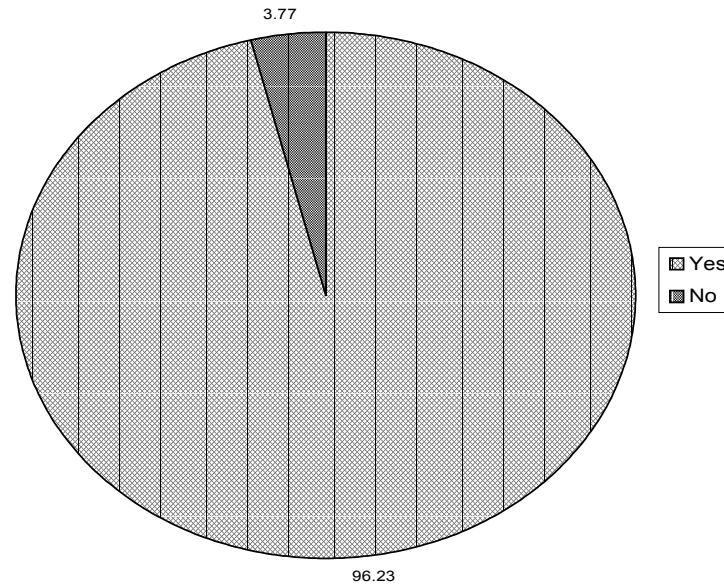


Figure 8 indicates that out of a total of 53 respondents who participated in this study, the majority, i.e. 96,23% (51), of the respondents indicated that they thought the hospital should design/introduce an EAP. Only 3,77% (2) indicated No.

As motivation for their answer, 62% (31) of the respondents indicated that the introduction of a hospital EAP would help employees with their problems, 14% (7) indicated that a hospital EAP would be a liaison between employees and relevant solutions (management), 8% (4) indicated that an EAP would prevent burn-out, 6% (3) indicated that the hospital had a moral responsibility to look after its employees, 4% (2) indicated that an EAP was a need, another 4% (2) indicated that there were many complaints about management, for example, management vis-à-vis employees, and only 2% (1) indicated that they preferred an external service.



The above results can be interpreted as an indication to the management of Sterkfontein Psychiatric Hospital that EAP is long overdue for its employees.

**30 Use of EAP to solve own personal problems**

**Figure 9: If the hospital were to introduce an EAP, would you use this service to solve your own personal problems?**

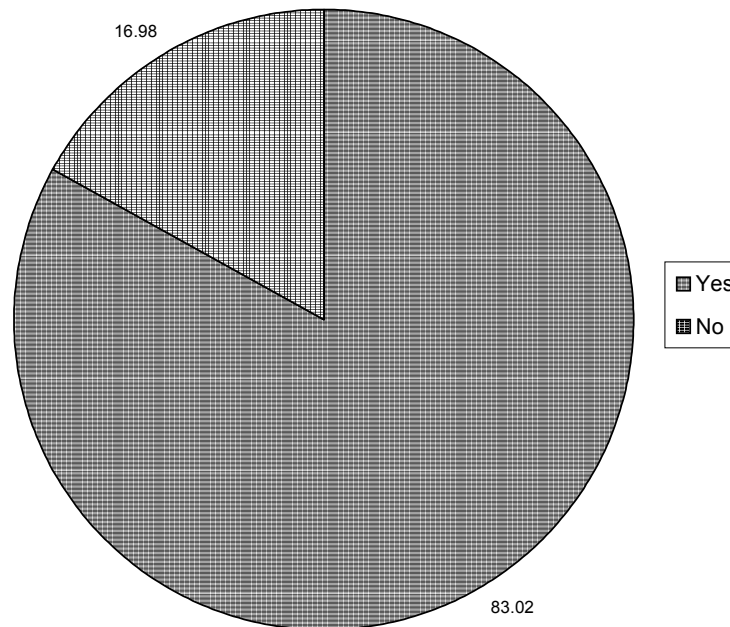


Figure 9 indicates that out of a total of 53 respondents, the majority, i.e. 83,02% (44), of the respondents indicated that if the hospital were to introduce an EAP, they would use this service to solve their own personal problems. Only 16,98% (9) indicated No.

The results of the study are consistent in showing that the employees of Sterkfontein Psychiatric Hospital need help with regard to their problems.

\* **If “No”, what is the reason?**

A total of 13,21% (7) of the respondents who answered that they would not use the services provided by the hospital EAP indicated that the co-workers might find out that they had a problem, 13,21% (7) indicated that they might be labelled and stigmatised, 11,54% (6) indicated that their subordinates might find out that they had a problem, 7,55% (4) indicated that they might be perceived as not coping, 5,66% (3) indicated that the supervisor might find out that they had a problem, and 5,66% (3) indicated that their chances of promotion might be jeopardized. Lastly, 5,66% (3) indicated that their job security would be in jeopardy.

The deduction made from the results shows that the employees are not against the use of EAP services, but they are only afraid that if they use the hospital EAP, they might be discriminated against. Dickman and Emener (1988:122) indicate that in order to reduce stigma, both labour and management should jointly communicate and demonstrate that “to be troubled is to be human”. A much more trusting environment exists and employees tend to feel more comfortable asking for and accepting help.

According to Dickman and Emener (1988:122), “affordability” in terms of the perceptions of troubled employees also means that they can seek assistance without immediate fears that it could cost them their jobs (or benefits and opportunities for promotion).

\* **If “Yes”, with whom would you be more comfortable to discuss these problems?**

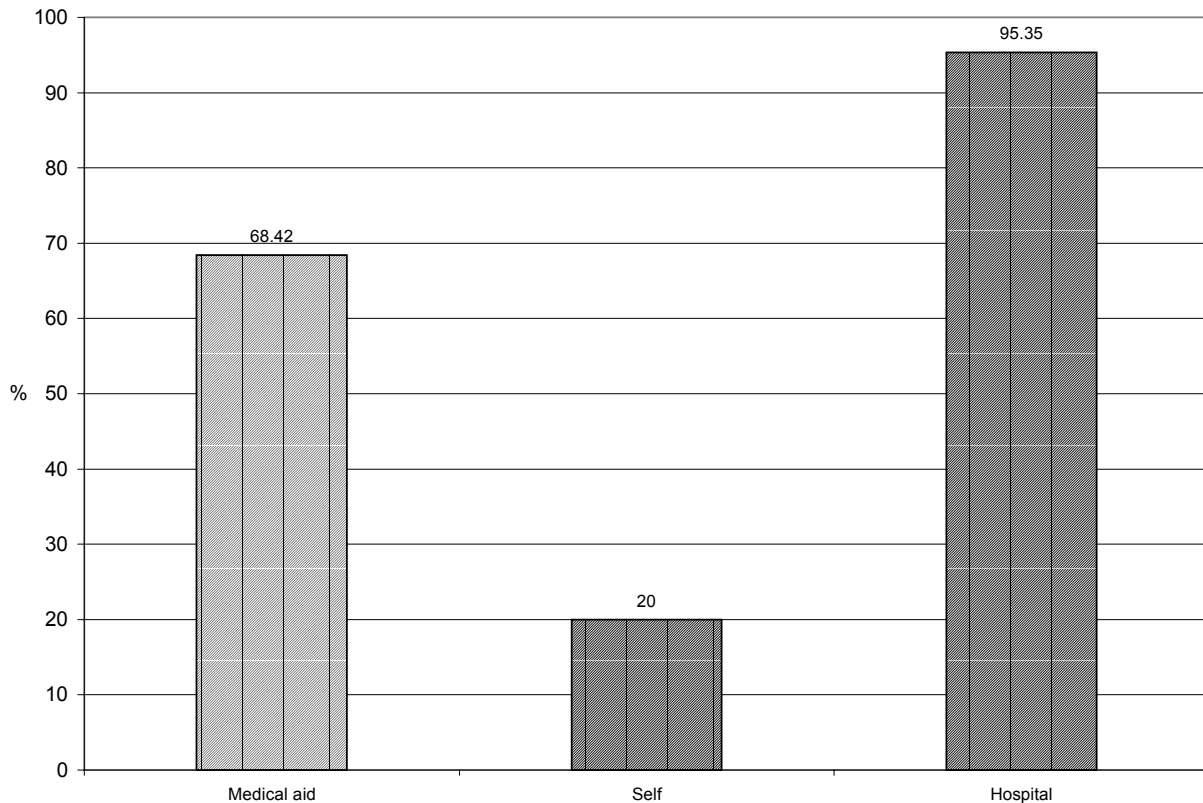
Out of 40 respondents who answered this question, 67,92% (36) indicated that they would be more comfortable to discuss their problems with the hospital’s full-time EAP counsellor, and 7,55% (4) indicated that they would be more comfortable discussing their problems with the hospital’s

EAP co-ordinator. There was no response given concerning external consultants.

The results still confirm that the majority of Sterkfontein employees need an EAP.

### 31 Payment of EAP Services

**Figure 10: Who should be responsible for paying the treatment costs of EAP services?**



According to Figure 10, 54 responses were given to this question. The majority of the respondents, i.e. 95,35% (41), indicated that the hospital should pay for EAP services, and 68,42% (13) indicated that payment for EAP services should be through a medical aid. Only 20% of the respondents indicated that they “themselves” should be responsible for the payment of EAP Services.

The researcher's interpretation of the results is that the hospital's payment of EAP services can be seen to demonstrate that the hospital really cares about its employees. According to Dickman (1988:130), effective EAPs are well financed, at least to the extent that feared economic hardship is not an upfront deterrent to seeking help.

**32 Provision of EAP services in terms of priority**

**Table 20: In this question, the respondents were asked to rank some of the services that the hospital EAP may offer, in terms of priority**

RESPONSES	RESPONDENTS	RANK ORDER
Personal counselling	47	1
Individual counselling	46	2
Group counselling	45	9
Life skills programmes	46	4
How to handle a violent person	42	10
Health and wellness programmes	46	7
Pre-retirement counselling	43	11
Stress management	45	3
How to deal with burnout	42	8
Motivational skills	44	6
Aids Education	46	12
Affirmative Action Programmes	43	14
Rape Awareness Programmes	45	15
Financial counselling	43	5
Mental care services	44	13

According to Table 20, personal counselling was ranked number 1 by 47 respondents, individual counselling number 2 by 46, stress management number 3 by 45, life skills programmes number 4 by 46, financial counselling number 5 by 43, motivational skills number 6 by 44, health and wellness programmes number 7 by 46 respondents, how to deal with burnout was ranked number 8 by 42 respondents, group counselling number 9 by 45, how to handle a violent person number 10 by 42, pre-retirement counselling number 11 by 43, Aids education number 12 by 46, mental care services ranked number 13 by 44 respondents, Affirmative

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action programmes ranked number 14 by 43 respondents and rape awareness was ranked number 15 by 45 respondents.

The results indicate that there is a strong indication that there is a need for a professional counselling service for the employees of Sterkfontein Psychiatric Hospital.

### 33 Responsibility towards troubled employees

**Figure 11: Do you think Sterkfontein Hospital has a responsibility towards troubled employees?**

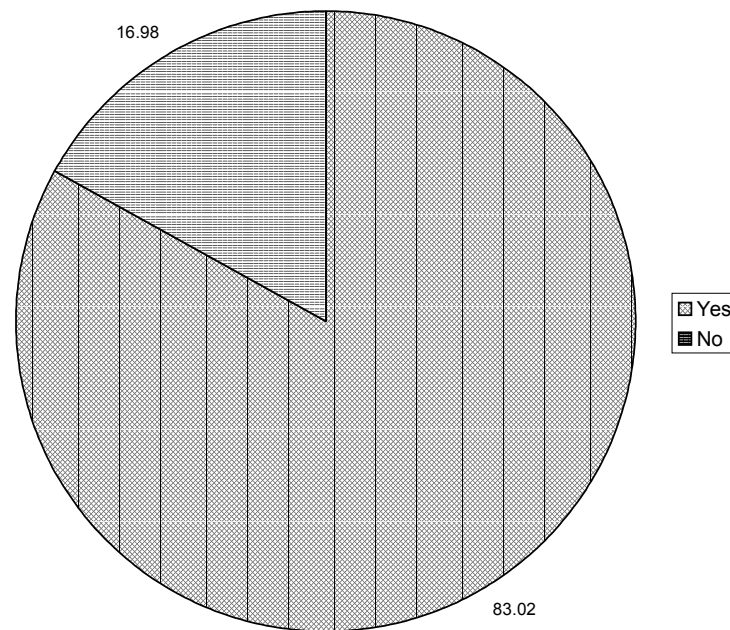


Figure 11 indicates that out of a total of 53 respondents who participated in this study, 83,02% (44) of the respondents indicated that they thought that Sterkfontein Psychiatric Hospital had a responsibility towards troubled employees, and only 16,98% (9) indicated No.

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As motivation, 29,79% (14) of the 44 respondents indicated that the hospital had a responsibility towards employees because this would show an interest in the employees, 23,40% (11) indicated that it would have an effect on the hospital's reputation, 17,02% (8) indicated a stressful working environment, 12,77% (6) indicated that problems would be attended to urgently, 8,51% (4) indicated that a happy workforce equals high productivity, 6,38% (3) indicated that a troubled employee equals low productivity and 2,13% (1) indicated that there may be a reason for the hospital to take responsibility towards troubled employees.

The results of the study show that the employees of Sterkfontein Psychiatric Hospital have pointed out an important aspect of EAP, namely the humane aspect. Du Plessis (1988:3) indicates that one of the rationales for EAPs is the social responsibility aspect of the companies, the external commitment that is associated with financial donations to community projects, and the internal effort – of which EAPs as a programme for employees is an important aspect (see 2.5.5 in Chapter 2).

34 EAP for Sterkfontein Hospital

Figure 12: Do you think it is necessary for Sterkfontein Hospital to have an Employee Assistance Programme?

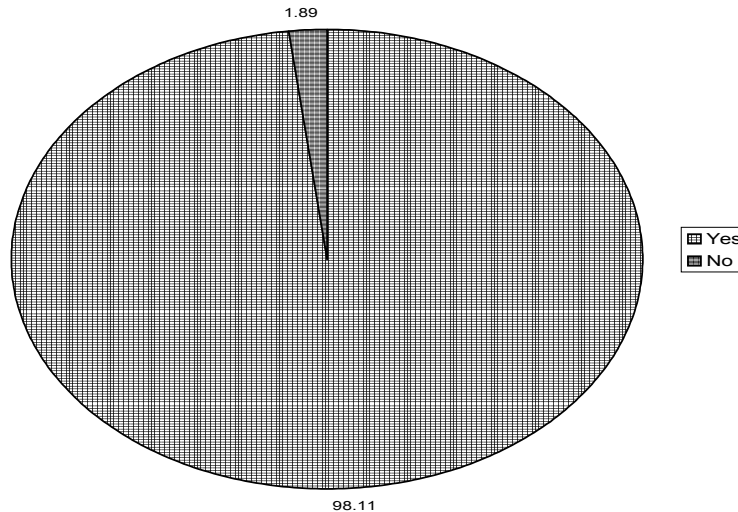


Figure 12 shows that out of a total of 53 respondents who participated in this study, the majority, i.e. 98,11% (52), of the respondents indicated that they thought it was necessary for Sterkfontein Psychiatric Hospital to have an Employee Assistance Programme. Only 1,89% (1) did not think it was necessary for Sterkfontein Psychiatric Hospital to have an EAP.

As motivation, 38,46% (20) of the 52 respondents thought it was necessary for Sterkfontein Psychiatric Hospital to have an EAP to assist workers with their problems, 23,08% (12) thought that EAP was a need in this hospital, 17,31% (9) thought that EAP would reduce absenteeism, followed by another 17,31% (9) who thought EAPs reduce stress and 3,85% (2) thought that EAP would promote trust.

The researcher believes that the respondents' responses reflect an understanding and readiness on the part of Sterkfontein employees to accept and welcome the development of an EAP. Stoer-Scaggs

(1999:37) indicates that developing an EAP reflects an institutional commitment to the human and economic concerns of both individuals and organisations, because it represents intent to improve quality of life for the entire workforce.

**35 EAP staff location**

**Table 21: Where do you think EAP staff should be located in the hospital?**

RESPONSES	RESPONDENTS	PERCENTAGE
Human Resources Department (Administration Department)	16	30,77%
Social Work Department	13	24,53%
Psychology Department	8	15,09%
Neutral place	18	33,96%
Team work	2	3,77%
Referral	2	3,77%
I do not know	1	1,89%

According to Table 21, 33,96% (18) of the 53 respondents who participated in the study, thought that EAP staff should be located in a neutral place, 30,77% (16) thought that EAP staff should be located in the Human Resources Department (Admin), 24,53% (13) thought that EAP staff should be located in the social work department, 15,09% (8) thought that EAP should be located in the Psychology Department, followed by 3,77% (2) of the respondents who thought that EAP staff should be members of the multi-disciplinary team, and another 3,77% (2) of the respondents thought that referral to relevant resources was important and only 1,89% (1) of the respondents indicated that they did not know where EAP staff should be located in the hospital.

The results can be interpreted to indicate that the majority of Sterkfontein employees want their privacy to be respected.



**36 Aftercare Programme**

**Figure 13: Would you like the hospital to have an aftercare programme for troubled employees?**

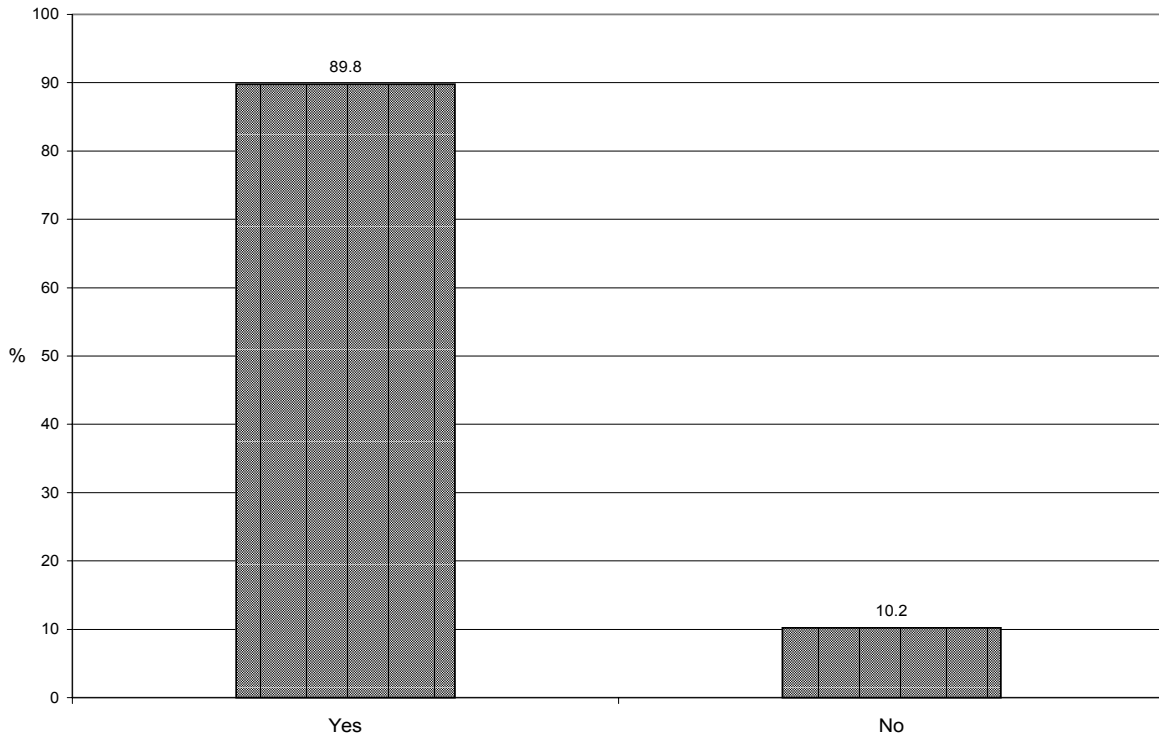


Figure 13 shows that four (4) out of a total of 53 respondents did not provide their responses. However, the majority, i.e. 89,8% (44), of the respondents would like the hospital to have an aftercare programme for troubled employees and only 10,2% (5) would not like the hospital to have an aftercare programme for troubled employees.

Only 43 responses were provided and as motivation 69,77% (30) of the respondents would like the hospital to have an aftercare programme for troubled employees as a follow-up, 9,30% (4) would like the hospital to have an aftercare programme for troubled employees so that employees can have more time for the programme, 6,98% (3) would like the hospital to have an aftercare programme for troubled employees so that they can feel free to consult EAP staff at all times, 4,65% (2) would like to have an aftercare programme because more staff can be appointed for this

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purpose, another 4,65% (2) indicated that the hospital had a moral responsibility to look after its employees, 2,33% (1) would like a hospital aftercare programme because management was not helpful, and another 2,33% (1) would like the hospital to have an aftercare programme for troubled employees because a specific day should be set to discuss problems with all employees.

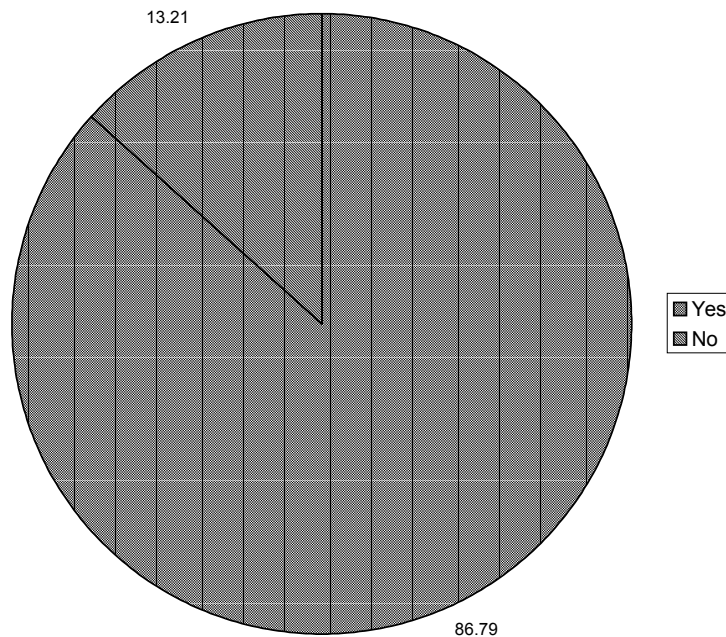
The employees of Sterkfontein Psychiatric Hospital have responded positively, i.e. 89.80% (44), to one of the important functions of EAP, viz. monitoring/follow-up. Taylor, Holosko, Smith and Feit (1988:71-72) agree that follow-up provides the opportunity to monitor the employee's progress during the treatment phase and his/her adjustment back into the workplace.

The respondents' motivation indicates to the researcher that they see an aftercare programme (their answers) as looking after the employees.

Aftercare is, as stated by Taylor et al., care after treatment when an employee was referred for help (outside the company).

37 Union consultation on EAP design/introduction

Figure 14: Do you think that the Unions should be consulted when designing/introducing a hospital EAP?

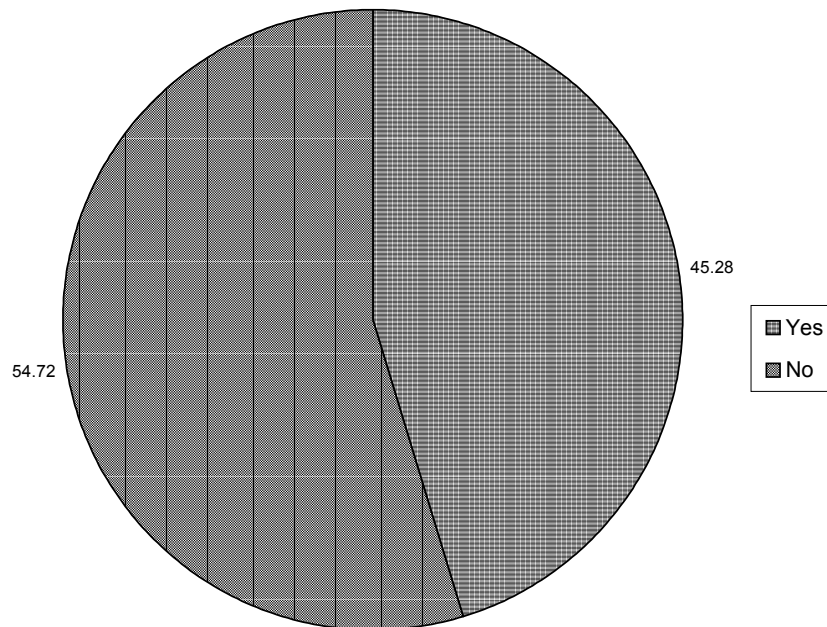


According to Figure 14, the majority of the respondents, i.e. 86,79% (46), thought that the unions should be consulted when designing/introducing a hospital EAP, only 13,21% (7) thought that the unions should not be consulted when designing/introducing a hospital EAP.

The results can be interpreted as an indication that Sterkfontein employees acknowledge the importance of a joint co-operation between the Unions and EAP officials. Dickman and Emener (1988:123) indicate that a union's primary stated purpose is to help its workers (members). This is also the primary purpose of an Employee Assistance Programme. Thus, when a union supports the efforts of an EAP, it is essentially doing what it is primarily designed to do – to help employees (its members).

38 EAP Practitioners and Disciplinary Committee

Figure 15: Do you think that EAP practitioners should be members of the Disciplinary Committee?



According to Figure 15, the majority of the respondents, i.e. 54,72% (29), did not think that EAP practitioner should be members of the Disciplinary Committee, and 45,28% (24) thought that EAP practitioners should be members of the Disciplinary Committee.

The results can be interpreted to indicate that the majority of Sterkfontein employees are not in favour of the inclusion of the EAP practitioners in the membership of the Disciplinary Committee. It is the researcher's opinion that the counselling role of the EAP practitioner is different from the judgemental role played by the Disciplinary Committee members. Therefore, if the EAP Counsellor serves on the Disciplinary Committee, it would constitute a conflict of interests on his part.

39 **Suggestions to ensure EAP usage**

**Table 22: If the hospital were to design an EAP, what suggestions do you have that could contribute towards ensuring that the staff use that service?**

<b>RESPONSES</b>	<b>RESPONDENTS</b>	<b>PERCENTAGE</b>
Information	25	40,98%
Confidentiality	5	8,20%
Involvement of management	11	18,03%
Management not to be involved	5	8,20%
Transparency	7	11,48%
Social work	2	3,28%
Attendance/Participation	3	5,92%
Needs analysis	3	4,92%

According to Table 22, more than one response was given. However, the majority of the respondents, i.e. 40,98% (25), indicated that to ensure that staff use EAP services, information on EAP must be given to all staff, 18,03% (11) indicated that to ensure that staff use EAP services, Management should be involved, 11,48% (7) indicated that transparency in the programme would ensure that staff use EAP services, 8,20% (5) indicated that confidentiality would ensure that staff use EAP services, another 8,20% (5) indicated that to ensure that staff use EAP services, Management should not be involved, 5,92% (3) indicated that participation in the decision-making process of EAP, would ensure staff use its services, another 5,92% (3) indicated that to ensure that staff use EAP services, a needs analysis should be conducted, and only 3,28% (2) indicated that to ensure that staff use EAP services, social workers should be chosen as there are more social problems.

The results, i.e. 40,98% (25), have pointed out an important issue regarding EAP, that of information giving. Bruce (1990:133) indicates that the EAP can and should encourage acceptance by providing information on general issues of productivity and mental health, and making pamphlets on its services readily available.

### 3.4 **SUMMARY**

The results from the Sterkfontein employees who participated in this study indicate that most Sterkfontein employees do not know how their job performance is measured, indicating a lack of “communication regarding performance standards” on the part of the supervisors to the employees (Myers, 1984:237). The results of this study further indicate that Sterkfontein Psychiatric Hospital needs an Employee Assistance Programme to deal with problems of poor productivity, high absenteeism, stress, high employee turnover, high workload and low morale, which have become the order of the day in this hospital.

The results, i.e. 75,47%, of this study indicate that Sterkfontein Psychiatric Hospital experiences poor productivity as a result of the effects of personal problems on the hospital, thus indicating the need for an EAP.

It is further evident from the results, i.e. 86,79%, that the employees of Sterkfontein Psychiatric Hospital are suffering from stress due to the effects of personal problems, thereby indicating the need for an EAP.

The results also revealed that supervisors at Sterkfontein Psychiatric Hospital are involved in counselling employees. This is wrong because the supervisors have to identify work deficiencies but not listen to employees’ problems and advise the employees as indicated in the results (54,72%).

The results, i.e. 98,11%, indicate further that Sterkfontein Psychiatric Hospital has a large market for EAP as the respondents indicated that they thought it was necessary for Sterkfontein Psychiatric Hospital to have an EAP.

The employees of Sterkfontein Psychiatric Hospital have revealed their need for an EAP. Hence, the results of the study indicate that 47 respondents ranked personal counselling service as their number one priority.

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In the next chapter, the researcher will focus on conclusions drawn from empirical findings and recommendations.