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THE INFLUENCE OF ORGANISATIONAL CULTURE ON THE UTILISATION OF THE EMPLOYEE ASSISTANCE PROGRAMME AT RAND WATER

by

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DECLARATION

I, <u>Nkhangweleni Patricia Mbadaliga</u>, declare that I conducted the study on the "Influence of organisational culture on the utilisation of the Employee Assistance programme at Rand Water". I also compiled this research report and all sources used are acknowledged by means of a complete reference.

<u>**NKHANGWELENI PATRICIA MBADALIGA-KHOSA**</u>

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ABSTRACT

According to Stroh, Northcraft and Neale (2001:297-300) "an organisational culture is a system of shared values about what is important and beliefs about how things work that produce the norms and expectations of performance. Whether weak or strong, an organisation's culture has a profound influence on how work gets done. It can affect many aspects of organisational life, from who gets promoted and what decisions are made to how people dress, act and play at work.

Barker (2003:141) defines EAP as services offered by employers to their employees to help them overcome problems that may negatively affect job satisfaction or productivity. EAPA-SA (2005:6) on the other hand defines EAP as a worksite- based program designed to assist work organisations in addressing productivity issues and employee clients in identifying and resolving personal concerns, including, but not limited to, health, marital, family, financial, alcohol, drug, legal, emotional, stress, or other personal issues that may affect job performance.

The study was aimed at determining as to whether there is any influence of organisational culture on utilisation of the EAP in Rand Water. It was a quantitative study with a sample of 155 employees selected across all sites. The data collection method used was in the form of questionnaires.

In this study, the findings suggest that the organisational culture promotes employee well being and that employees are encouraged by their managers to make use of the Employee Assistance Programme.

<u>KEY CONCEPTS</u>

Organisational culture

Employee Assistance Programme

Utilisation

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CHAPTER I

INTRODUCTION AND GENERAL ORIENTATION

1.1   INTRODUCTION

The researcher is of the opinion that most highly effective organisations operate based on the premise that human resources are the most valuable assets in the successful running of the organisation; hence, it makes good business sense to invest in Employment Assistance Programmes. This is actually based on the view that employees do experience problems from time to time that can affect their performance, and consequently affect their productivity. Recognising that such problems are complex and require the assistance of trained professionals, many organisations have introduced or developed Employee Assistance Programmes. Organisations have thus recognised that employees' problems cost them in terms of production morale and also money. Addressing work productivity problems is good business practice by employers.

According to EAPA-SA (2005:6), an Employee Assistance Programme (EAP) is a work-site based programme designed to assist: (1) work organisations in addressing productivity issues, and (2) "employee clients" in identifying and resolving personal concerns, including but not limited to health, marital, family, financial, alcohol, drug, legal, emotional, stress or other personal issues that may affect job performance.

Employee Assistance Programmes are thus designed to assist those employees who are experiencing personal or family problems with help such as personal therapy, financial counselling, substance abuse treatment or any other services. Davies (2000:23) says, "a side benefit of EAPs is that they help organisations to conform to the 1996 Labor Relations Act's code of good practice and to protect employers from risk of litigation". He

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goes further saying that it has been shown that EAPs minimise employees' behavioural difficulties that impact on work. By reducing the likelihood of litigation, they minimise management stress. The researcher also thinks that the nature of an organisational culture determines the types of problems experienced in the organisation as well as the trends most commonly found in that organisation. The researcher has consulted the following experts in this field.

- Professor L.S. Terblanche is the President of EAPA SA and associate professor at the Department of Social Work and Criminology at the University of Pretoria. His expertise on EAP dates back to 1980. This expert thinks the topic is worthwhile exploring given the fact that not much has been done on this until now as compared to other popular subjects in this field.

- Mrs. Vicky Mkhize is the Founder and CEO of Umvoti Wellness and is an experienced expert in both EAP and organisational development. According to her, this is an interesting study that is necessary and it will be a good contribution to the EAP field, also since not enough work has been done in this field so far. This expert suggested that, since Rand Water culture is broad, the researcher should go further and explore the subcultures such as help seeking behaviours, leadership styles and organisational climate.

- Mrs Sibongile Gamede is the Wellbeing Officer at the Rand Water Vereeniging Site. Her experience in EAP dates back to 1989 whilst working at Iscor and new Rand Water. According to her, this topic makes both a business and professional sense because even smaller entities do use outside resources to assist them in addressing both productivity and social problems.

A 2003 Harvard Business School study reports that culture has a significant impact on an organisation's long-term economic performance. The study

examined the management practices at 160 organisations over ten years and found that culture can enhance performance or prove detrimental to performance. Organisations with strong performance-orientated cultures witnessed far better financial growth during the same period.

According to Schein (2004:15) "culture somehow implies that rituals, climate, values and behaviours tie together into a coherent whole; this patterning or integration is the essence of what we mean by culture". The author continues that culture is a dynamic phenomenon that surrounds people at all times, being constantly enacted and created by their interaction with others and shaped by leadership behaviour. Schein (2004:1) also states when one brings culture to the level of the organisation and even down to groups within the organisation, one can see clearly how culture constraints stabilises and provides structure and meaning to the group members.

Understanding the organisational culture, will eventually help in identifying target groups for the utilisation of an EAP and the development of effective programmes in the workplace.

1.2   PROBLEM FORMULATION

Fouché and De Vos (2005a:99) indicate that the identification of a problem could be viewed as the first effort by the researcher to formulate the problem precisely. Bless, Higson-Smith and Kagee (2007:19), take it further adding that the selection of a research problem can be a delicate task. Welman and Kruger (1999:67) mention that the first step in any research project is to choose a research area, and this process requires the delineation of a problem area and the description of one or more research problem(s). Babbie, Mouton, Voster and Prozesky (2006:27) take it further by indicating that people who are more aware of what is going on around them and who are more sensitive to their surroundings, are more likely to initiate interesting topics for research.

The researcher is currently employed by Rand Water as a Wellness Manager and the culture of Rand Water as an organisation is of particular interest to her. Rand Water was established in 1903 as a bulk water supplier to the mining industry and the communities around Witwatersrand at the time. Since its establishment it has grown to supply close to 12 million people by pumping daily 3.4 million tons of drinking water in Gauteng and some parts of the Free State and the North West and Mpumalanga provinces.

The business operations are spread into five sites, namely: Rietvlei, Zwartkopjes, Bulk water services, Vereeniging and Zuikerbosch. Currently Rand Water employs approximately 3 100 employees. The utilisation of an EAP at Rand Water is an essential element to set the tone towards high job performance and productivity. It was crucial to give consideration to critical organisational issues like organisational culture that have an influence on the effective utilisation of an EAP in the organisation. EAP benefits both the employer and employees in terms of ensuring productivity and wellness. Currently the level of attendance at EAP sessions as organized by the Wellness unit for the business is very low, particularly at head office. Referrals by managers are also still fairly low also according to EAP reports. The researcher believes that unless the supervisors or managers allow employees to attend EAP sessions and programmes, employees cannot do so without permission. She also believes that there are many opportunities missed by line managers in referring deserving cases which could benefit the organisation productivity wise. The researcher contends that the culture within an organisation could to a certain extent influence employee engagement in workplace programmes, and believes that Rand Water as an organisation is no exception.

According to Bordens and Abbott (2005:27), the sources of research ideas are virtually endless, but they can be seen as falling into three broad categories, namely experience, theory and applied issues. In this study the researcher wanted to explore the influence of the organisational culture of

Rand Water on EAP utilisation in order to improve the running of an EAP programme and to ensure its success.

Organisational culture can be described as the manner in which things are done in the organisation. It is also known as the personality of the organisation (Nel, Werner, Haasbroek, Poisat, Sono & Schultz, 2008:17). According to Lewis (in Schultz, Bagraim, Potgieter, Edge & Werner, 2003:22), culture is a three layered entity consisting of basic assumptions people in an organisation hold. These give rise to shared feelings, beliefs and values manifested in symbols, processes and forms some aspects of group behaviour.

If no investigation is done on the influence of the organisational culture of Rand Water, there is a risk that employees will not utilise the Employee Assistance Programme at all. This may indicate a lack of confidence in seeing the programme as a business initiative and it may harm the credibility of the EAP.

1.3   AIM AND OBJECTIVES OF THE STUDY

According to Fouché and De Vos (2005b:104), a goal or aim implies the broader, more abstract conception of the end towards which effort or ambition is directed. These authors further state that research goals can be exploratory, explanatory or descriptive. An objective is a precisely worded statement of desired changes. Fouché and De Vos (2005b:104) view objectives as the more measurable and more speedily attainable conception of such an end and toward which effort or ambition is directed.

1.3.1 Aim
The aim of this particular study was to explore the influence of organisational culture on the utilisation of an EAP at Rand Water.

1.3.2 Objectives

For this particular study the objectives were as follows:

- to conceptualise theoretically Employee Assistance Programmes with specific reference to organisational culture and employee needs;

- to explore the organisational culture of Rand Water through an empirical study; and

- to formulate conclusions and recommendations to Rand Water on relevant strategies to address the utilisation problems experienced by employees.

1.4 RESEARCH QUESTION

Babbie (2008:7) states that an exploratory design is used when a researcher is examining a new interest or when the subject of the study is in itself relatively new and unstudied. For this particular study the researcher used a research question, since the aim was only to make an initial introductory study.

"Our most evident source of research questions is our contact with the external world and the direct observation of it" (Fouché & De Vos, 2005a:92), but according to Bless *et al.* (2007:21) a research question must be such that it can be handled in a single study. These authors further say that a research question or problem refers to some difficulty that the researcher experiences in the context of either a theoretical or practical situation, and to which he or she wants to obtain a solution. Since this study is exploratory in nature, the researcher formulated a research question, which seemed appropriate for the study (Fouché, 2005:116).

The research question for this study was:
What is the influence of organisational culture on the utilisation of an EAP?

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1.5   PILOT STUDY

According to Strydom (2005a:205), in order to undertake scientific research on a specific problem, the researcher should have a thorough background knowledge about it. The pilot study is one way in which the prospective researcher can orientate him/herself to the project he/she has in mind. Bless, *et al.* (2007:184) further state that a pilot study is done to determine whether the methodology, sampling instruments and analysis are adequate and appropriate. According to Strydom (2005a:205) the pilot study is a prerequisite for the successful execution and completion of a research project.

1.5.1   Pilot testing of the measuring instrument

Rubin as quoted by Strydom (2005a:209) mentioned that the entire questionnaire should always be pre-tested with individuals who are representatives of the target population. This ensures that errors of whatever nature can be rectified immediately and with the minimum of costs.

In this study the researcher conducted a pilot test of the questionnaire with two employees to ensure that there are no problems in the actual study with regard to the questionnaire itself or the questions listed on it. These two employees were excluded from the main study.

1.5.2   Feasibility of the study

Strydom (2005a:208) claims that, the feasibility of a study can alert a prospective researcher to possible unforeseen problems which may emerge during the main investigation. Apart from the study of the relevant literature and interviews with experts, it is also necessary to obtain an overview of the actual practical situation where the prospective investigation will be executed.

1.6   RESEARCH POPULATION, SAMPLE AND SAMPLING METHOD

1.6.1   Research Population

According to Bless *et al.* (2007:98-99), a population consists of "the entire set of objects or people which is the focus of the research and about which the researcher wants to determine some characteristics", or "a set of elements that the research focuses upon and to which the results obtained by testing the sample should be generalised". The population under study was made up of 3100 employees of Rand Water. These employees are based at the following five different sites:

Site	Number of Employees
Rietvlei	1000
Zwartkoppies	450
Bulk Water Services	650
Vereeniging	500
Zuikerbosch	500
Total	3100

1.6.2   Sample

Bless *et al.* (2007:98) define a sample as "a subset of the whole population which is actually investigated by a researcher and whose characteristics will be generalised to the entire population".

For the purpose of this study, the researcher selected a sample of 155 employees across all levels from 3100 employees. The sample included all age groups, gender and race.

1.6.3   Sampling method

The researcher used stratified random sampling as a method of probability sampling since it is suitable for heterogeneous populations because the inclusion of small subgroups percentage wise can be assured, according to Van der Walt as cited in Strydom (2005b:200). Glicken, Mitchell, Jolley and

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Singleton, as quoted by Strydom (2005b:200) describe stratification as consisting of the universe being divided into a number of strata which are mutually exclusive, and the members of which are homogeneous with regard to some characteristic such as gender, home language or age.

For this study the researcher used stratified random sampling since Rand Water is spread out into five sites. Five percent of the number of employees in each site was selected as respondents, giving the researcher a total of 155 employees. The selected employees were drawn randomly out of site emloyee lists provided by the Human resources department.

Site	Five percent (of number of employees)
Rietvlei	50
Zwartkoppies	23
Bulk Water Services	32
Vereeniging	25
Zuikerbosch	25
Total	155

1.7 ETHICAL ISSUES

Bless *et al.* (2007:140), caution that, whilst research ethics place an emphasis on the humane and sensitive treatment of research participants who may be placed at varying degrees of risk by research procedures, it is always the researcher's responsibility to ensure that his/her research is ethically conducted. Ethical principles and guidelines to help prevent abuse of research participants delineate the social worker's progression change efforts towards worthwhile goals. The following ethical issues were applicable to this study.

- ***Avoidance of harm and debriefing of respondents***

Dane (in Strydom, 2005c:58) claims that an ethical obligation rests with the researcher to protect subjects, within reasonable limits, from any form of

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physical discomfort that may emerge from the research project. The researcher ensured protection of respondents against any form of harm by the manner in which the questionnaires have been designed. Due to the nature of this study no harm was inflicted and consequently no debriefing of respondents necessary.

- ***Informed Consent***

Judd, Smith and Kidder (in Strydom, 2005c:59) argue that whatever the reason may be, when subjects are involved without their consent, their right to self-determination is impaired. All respondents were provided with the necessary information on the study and they could decide on whether to participate, having been informed about all facts regarding the study. Full permission for involvement was obtained by presenting the respondents with a written consent document to sign in order to ensure the authenticity of the study. However, participation was voluntary and respondents had the liberty to withdraw at any time.

- ***Deception of Subjects and or Respondents***

Neuman (in Strydom 2005c:60) says that deception occurs when the researcher intentionally misleads subjects by way of written or verbal instructions, the actions of other people or certain aspects of the setting. Information on the purpose of the study was included as a covering letter accompanying the questionnaire. Respondents were not deceived in any way or coerced to participate under false pretences.

- ***Violation of Privacy, Anonymity and Confidentiality***

Sieber (in Strydom, 2005c:61) defines privacy as that which normally is not intended for others to observe or analyse. He further describes confidentiality as continuation of privacy which refers to agreements between persons that limit others' access to private information. Babbie and Baker (in Strydom, 2005c:62) indicated that anonymity means that no one, including the researcher should be able to identify any subject afterwards.

The study was carried out and handled in such a way that respondents did not have to identify themselves in any way. The data gathered from the questionnaire was only used for the purpose of the research and was not made available to people not concerned with the study. As the respondents were not asked to use their names she does not foresee any repercussions thereof.

- *Actions and Competence of the Researcher*

Sieber, as quoted by Strydom (2005c:63), mentions that even well-intentioned and well planned research can fail or can produce invalid results if the researchers and or fieldworkers are not adequately qualified and equipped and if there is no adequate supervision of the project. The researcher is a skilled professional social worker and competent to carry out the study objectively with a non-judgmental attitude as she has completed a module on research methodology to equip herself.

- *Publication or release of findings*

According to Strydom (2005c:65), research findings should be released in a written format as accurately, clearly and objectively as possible. The researcher did not in any way manipulate or alter the results. The findings, once documented as part of the dissertation, will be made available to the University of Pretoria, respondents, management of Rand Water as well as the public.

1.8 DEFINITION OF KEY CONCEPTS

- *Employee Assistance Programme*

Barker (2005:141) defines an Employee Assistance Programme as:

> An employment based health service programme designed to assist in the identification and resolution of a broad range of employee personal concerns that may affect job performance. These programmes deal with situations such as substance abuse, marital problems, family troubles,

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stress and domestic violence as well as health education and disease prevention. The assistance may be provided within the organisation or by referral to outside resources.

Barker (2003:141) defines EAP as services offered by employers to their employees to help them overcome problems that may negatively affect job satisfaction or productivity. Terblanche (2003:5) on the other hand defines EAP is a work-based intervention programme designed to identify and assist employees in resolving personal problems that may be adversely affecting the employee's performance. This author elaborates further, saying EAP is the work organisation's resource that utilises specific core technologies to enhance employee and workplace effectiveness through prevention, identification and resolution of personal and productivity issues.

According to the researcher, EAP provides for structured and professional interventions to problems with the goal of enhancing the job performance of employees in the workplace.

- *Organisational Culture*

Robbins, Odendaal and Roodt (2003:380) state that, organisational culture refers to a system of shared meaning held by members, distinguishing the organisation. Organisational culture is concerned with how employees perceive the characteristics of an organisation. It represents a common perception held by the organisation's members. Gibson, Ivancevich, Donnely and Konopaske (2003:31) continue saying organisational culture is what employees perceive and how this perception creates a pattern of beliefs, values and expectations. Shein, as cited in Gibson *et al.* (2003:31) defines organisational culture as a pattern of basic assumptions invented, discovered or developed by a given group, as it learns to cope with the problems of external adaptation and internal integration, that has worked well enough to be considered valid, and therefore to be taught to new members as the correct way to perceive, think and feel in relation to those problems.

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Organisational culture is perceived by the researcher as the personality of an organisation that characterises the values, norms as well as how things are done in that particular organisation.

- **Utilisation**

*The Shorter Oxford English Dictionary (*1977:965) defines Utilise as to make use of or turn to account. *Cambridge Advanced Dictionary* (2008:1605) defines utilise as "to use something in an effective way". The researcher defines utilise as to make use of available services. As in the case of this study, to make use of the available EAP services.

1.9 LIMITATIONS OF THE STUDY

- The questionnaires could not be distributed to and collected from respondents at all sites within a week as planned due to unforeseen logistical problems.

- The language question on demographic information was not clear to respondents as to whether they needed to select their home language or all the languages that they are proficient in, as a result others indicated their home language whilst others listed all languages that they can communicate in.

- Recent literature on EAP referral processes or systems could not be found in most of the information centres available to the researcher including on-line facilities such as the internet. The researcher could not include it as a subject of review due to this problem.

- The questions on demographic information as outlined in the questionnaires were not numbered like the rest of the questions and that made the capturing of information difficult since the coding

system used was numberbased. As a result of this, the capturing process was prolonged.

- The questionnaire did not make provision for respondents to indicate the site at which they are based since the research population was also divided into five stratas which are the Rand Water sites of operation. This impacted negatively on stratification, one could no longer compare findings between the five stratas as initially planned.

1.10   CONTENTS OF THE RESEARCH REPORT

The research report will be divided into the following chapters:

Chapter 1: Introduction and general orientation.

Chapter 2: A literature study on EAP and organisational culture.

Chapter 3: Empirical study, findings and interpretation.

Chapter 4: Conclusions and recommendations.

1.11   SUMMARY

This chapter was focussed on an introduction of what the study is all about, the rationale behind the study and how the study will be conducted. The next chapter will be looking at the available literature on the key concepts in the study.

CHAPTER TWO

THE INFLUENCE OF THE ORGANISATIONAL CULTURE ON THE UTILISATION OF EMPLOYEE ASSISTANCE PROGRAMME

2.1 INTRODUCTION

It is a fact of life throughout the world that employees bring personal problems to the workplace everyday. Those problems show up in chronic absenteeism, tardiness, poor safety practices and lost productivity all of which undermine a company's performance. The link between employee health and organisational performance is increasingly clear. At the same time, organisations are under increasing pressure to perform to world-class standards or lose to new competitors in the global economy.

The Global Practice Connections (2000) stated that while employees will always have personal problems, their impact on organisational performance can be minimized through effective behavioural care programmes. EAPS are growing because they address employee productivity issues for organisations around the world as they respond to new global competition. For the purpose of this particular study, the literature review will focus on two concepts namely organisational culture and the employee assistance programme.

2.2 ORGANISATIONAL CULTURE

According to Tosi, Mero, and Rizzo (2000:353-354), organisational culture is the patterned way of thinking, feeling and reacting that exists in a specific organisation or its sub sectors. These authors also quoted Hofstede *et al.* (1990) when they defined organisational culture as a direct reflection of its

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own modal organisational personality the degree of homogeneity and the strength of the dominant personality orientations in an organisation and it results from four factors: -

* People develop values during socialisation so as to accommodate to the types of organisations in the society.
* Selection processes screen out many who might not fit and organisation socialisation changes those who do join so that some level of personality homogeneity develops in every organisation.
* The rewards in organisations selectively reinforce some behaviours and attitudes and not others.
* Promotion decisions usually take into account both performance and personality of candidates.

Tosi *et al.* (2000:356-357) stated that organisational culture has its roots in the basic values of the dominant coalition, the group which wields the most control and power. These values may have originated with the firm's founder and reflect his or her fundamental beliefs about what should be done, how it should be done, who should do it and the way that members are treated. These values of the dominant are the basis organisational culture i.e. the general criteria used to judge whether actions, ideas and attitudes of members are right or wrong.

Mc Namara (2000) takes it further and describes organisational culture as the personality of the organisation comprising of the assumptions, values, norms and tangible signs (artifacts) of organisation members and their behaviours. Hill and Jones (2001) on the other hand describe organisational culture as an idea in the field of organisational studies and management that describes the psychology, attitudes, experiences, beliefs and values (personal and cultural values) of an organisation. They further define organisational culture as "the specific collection of values and norms that are shared by people and groups in an organisation and that control the way they interact with each other and with stakeholders outside the organisation. This definition continues to explain organisational values also

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known as beliefs and ideas about what kinds of goals members of an organisation should pursue and ideas about the appropriate kinds or standards of behavior organisational members should use to achieve these goals from organisational values develop organisational norms, guidelines or expectations that prescribe appropriate kinds of behavior by employees in particular situations and control the behavior of organisational members towards one another.

According to Stroh *et al.* (2000:297-300) "an organisational culture is a system of shared values about what is important and beliefs about how things work that produce the norms and expectations of performance. Whether weak or strong, an organisation's culture has a profound influence on how work gets done. It can affect many aspects of organisational life, from who gets promoted and what decisions are made to how people dress, act and play at work. According to these authors, there is a widely held notion among managers that organisations with strong cultures enjoy a number of competitive advantages, including high commitment among employees and an ability to respond quickly to changes in the environment.

According to Black (2003) a strong culture is said to exist where staff respond to a stimulus because of their alignment to organisational values. In such environments, strong cultures help firms operate like well-oiled machines, cruising along with outstanding execution and perhaps minor tweaking of existing procedures here and there. Gibson, *et al.* (2003:32) further believe that a strong culture is characterized by employees sharing core values and the more employees share and accept core values, the stronger the culture is and the more influential it is on behaviour.

Janis as cited by Barker (2003) said that where culture is strong, people do things because they believe it is the right thing to do. He continued to say that this is a phenomenon called "Group think" which he defined as a quick and easy way to refer to a mode of thinking that people engage in when they are deeply involved in a cohesive in-group, when members striving for unanimity override their motivation to realistically appraise alternatives of

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action. According to this author, this is a state where people, even if they have different ideas, do not challenge organisational thinking and therefore there is a reduced capacity for innovative thoughts. The fact that there are strong cultures in organisations implies that there are cultures that are not as strong but weak, meaning weak cultures are also found in organisations. A weak culture exists where there is little alignment with organisational values and control must be exercised through extensive procedures and bureaucracy.

Organisations have a widely shared philosophy of norms and values that they have clearly and consistently conveyed to their employees. This clarity and consistency reinforces and extends the corporate norms and values. Robbins *et al.* (2003:341-342) also agree with this notion and say that strong cultures have a greater impact on employee behaviour and a more positive effect on the organisation's performance. Organisations with strong cultures also display four other characteristics:-

☐   a view of people as critical human resources;

☐   charismatic leaders and heroes;

☐   rituals and ceremonies; and

☐   clear expectations about the direction of the organisation.

2.3   ORGANISATIONAL CULTURE AND SOCIALISATION

Organisational culture is learned by members of an organisation or employees through socialisation just as members of a society or community are socialised into an existing culture within that society. Organisational socialisation is the process by which employees learn about and adapt to their workplace including their new responsibilities and roles and the organisation's culture. Socialisation moulds the employee to fit the organisation. Through socialisation the employee comes to appreciate the values, abilities, expected behaviours and social knowledge that are essential for assuming a role in the organisation and for participating as an employee. According to Robbins *et al.* (2003:345-346) an organisation's

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current customs, traditions and general ways of doing things are largely due to what it has done before and the degree of success it has had with those endeavours. They also believe that the founders of an organisation traditionally have a major impact on that organisation's early culture. This author believes that the process of culture creation occurs in three ways. Firstly founders only hire and keep employees who think and feel the way they do. Secondly, they indoctrinate and socialise these employees to their way of thinking and feeling and finally, the founder's own behaviour acts as a role model that encourages employees to identify with them and thereby internalise their beliefs, values and assumptions.

Organisational culture refers to a system of shared meaning held by members distinguishing the organisation from other organisations. This system of shared meaning is, upon closer examination, a set of key characteristics that the organisation values (Robbins *et al.*, 2003:380). According to these authors there are seven key characteristics that reflect an organisation's value:-

- Innovation and risk taking: The degree to which employees are encouraged to be innovative and take risks.

- Attention to detail: The degree to which employees are expected to exhibit precision, analysis and attention to detail.

- Outcome orientation: The degree to which management focuses on results or outcomes rather than on the techniques and processes used to achieve those outcomes.

- People orientation: The degree to which management decisions take into consideration the effect of outcomes on people within the organisation.

- Team orientation: The degree to which work activities are organized around teams rather than individuals.

- Aggressiveness: The degree to which people are aggressive and competitive rather that easygoing.

- Stability: The degree to which organisational activities emphasize maintaining the status quo in contrast to growth.

Each of these characteristics exists on a continuum from low to high. Appraising the organisation on these seven characteristics, gives a composite picture of the organisation's culture.

Gibson *et al.* (2003:32) contend that organisations are able to operate efficiently only when shared values exist among the employees. These authors define values as the conscious, affective desires or wants of people that guide their behaviour. They further describe values as a society's ideas about what is right or wrong and that an individual's personal values guide behavior on and off the job and also promote consistent behaviour across situations.

The researcher believes that a society's values have an impact on organisational values because of the interactive nature of work, leisure, family and community.

2.4   TYPES OF ORGANISATIONAL CULTURE

Tosi *et al.* (2000:364-365) outline five types of cultures in neurotic organisations as a result of being about these extreme types and the resulting organisational cultures help to understand the culture of normal companies. Neurotic cultures are different from the normal by a matter of degree.

2.4.1 Charismatic Culture

Charismatic culture is an organisational culture in which the emphasis on individualism is exaggerated particularly at the top level. A charismatic culture is associated with a dramatic modal managerial personality. Dramatic managers have feelings of grandiosity have a strong need for attention from others and try to draw attention to themselves. They are exhibitionists, seeking excitement and stimulation. With this culture, the emphasis on individualism is exaggerated, particularly at the top level.

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The executives have a high need for visibility and recognition outside the firm. Decision making is based on intuition, guesses and hunches without careful analysis of the environment or the capabilities of the organisation. The dramatic manager exploits others and power is concentrated at the top of the organisation. This does two things: the top executive keeps close control and at the same remains the centre of attention. The centralised control is facilitated by the kind of people these organisations attract to upper and mid level positions. They tend to have high needs for dependence, prefer to be directed and overlook the weaknesses of the leaders. For the subordinates, everything revolves around the top manager or group or top managers. The subordinates have a great deal of trust that those who lead the organisation can do no wrong.

2.4.2 The Paranoid Culture

The paranoid culture is an organisational culture characterised by a strong sense of distrust and deep sense of suspicion. This culture results from a suspicious modal personality orientation. Suspicious managers behave in guarded and secret ways toward others. They believe that subordinates are lazy, incompetent and secretly wish to "get" them. The top managers in paranoid firms are not pro-active. Fear and suspicion dominate the organisation and this reduces its ability to respond quickly and spontaneously to strategic opportunities. Managements are constantly searching for information about what is going on in their environments. It is acquired through elaborate control systems that provide information the top management believes is required to cope with the external crises that they fear are coming. The decision makers look for deeper, hidden reasons for the events that occur around them.

In the paranoid culture, people do not easily share important information with others because they fear that it could cost them some advantage. People tend to act passively and do not actively participate in important organisation matters. This results in either organisation paralysis or directive action by the top management to initiate events.

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2.4.3 The Avoidant Culture

This is a culture in which top management seeks to avoid change. The depressive modal personality orientation leads to an avoidant culture. A depressive person has strong needs for affection and support from others and feels unable to act on and change the course of events. These feelings of inadequacy are related to very passive behaviour and inaction. Depressives often seek justification of their actions from significant actors, in the case of managers; these might be experts and consultants.

Top management seeks to avoid change in the avoidant culture. They are passive and purposeless. Change is resisted because it may threaten the current organisational values and power structure and appropriate action is avoided. The relative low level of external changes and the desire of the management to retain control result in little activity, low self-confidence, high anxiety and an extremely conservative culture.

Managers are more concerned with maintaining the position of the firm in the present environment than with creativity and innovation. Eventually procedures, rules and policies are overemphasised and they often become ends in themselves. In other words, managerial energy goes into ensuring rule compliance not into seeing that the organisation performs effectively.

- The bureaucratic culture is an organisational culture in which there is more concern with the rules of working together than with effective performance. This one is a result of a compulsive modal organisation personality. Compulsive managers have high needs for control. They view things in terms of domination and submission. They focus on very specific but often trivial details. Compulsive managers are devoted to their work show difference toward those at levels above them and act autocratically toward subordinates. They have strong preferences for well-ordered systems and processes.

- In the bureaucratic culture, there is more concern with how things look rather than with how things work. Managers focus more on the rules than on the systems, to monitor the behaviour of the members. There are usually specific, detailed, formalised control systems, to monitor the behaviour of the members. These tight constraints arise because of the obsessive control needs of top management. Careful planning and control processes provide them with a sense of security that is enhanced when they find that careful planning also makes it easy to control the actions of those at lower levels. The high control needs of managers are reflected in the ways that the authority structure is implemented and executed. Rank and position are important and hierarchical difference is the norm. Ritualistic differential behaviour toward superiors is expected from subordinates.

2.4.4 Politicised Culture

A politicised culture is a culture in which there is no clear direction and there are often power struggles among individuals and groups. This occurs in organisations when the top management has a detached modal organisational personality. They have a strong sense of disengagement from others and of not being connected to the environment. They believe that interaction with others will lead to harm and tend to avoid emotional relationships because they fear others will demean them. Aloofness and coldness characterises their relationships. They are socially and psychologically isolated and do not care about it.

In politicised organisation cultures, there is no clear direction. The CEO is not strong but also not psychologically connected to the organisation. Lacking leadership, managers at lower levels try to influence the direction of the firm. There are often several individuals or coalitions competing for power because of the lack of leadership. Managers are involved in these divisive power struggles to enhance their own position and status and there is only minimal concern with the success of the organisation.

2.5   CARMAZZI'S CLASSIFICATION OF CULTURE

Looking into yet another classification of culture, the researcher found another interesting approach by Carmazzi (in Stroh *et al.,* 2001) who outlined their own classification of culture as follows:

- **The Blame culture –** This culture cultivates distrust and fear, people blame each other to avoid being reprimanded or put down, and results in no new ideas or personal initiative being presented because people do not want to risk being wrong.

- **Multi-directional culture** – This cultivates minimised cross-department communication and cooperation. Loyalty is only given to specific groups (departments). Each department becomes a clique and is often critical of other departments that in turn create lots of gossip. The lack of cooperation and Multi-Direction is manifested in the organisation's inefficiency.

- **Live-and-let-live-culture** – This culture is based on complacency and it manifests Mental Stagnation and Low Creativity. People here have little future vision and have given up their passion. There is average cooperation and communication and things do work, but they do not grow. People have developed their personal relationships and decided who to stay away from, there is not much left to learn.

- **Brand congruent culture** – People in this culture believe in the product or service of the organisation, they feel good about what their company is trying to achieve and cooperate to achieve it. People here are passionate and seem to have similar goals in the organisation.   They use personal resources to actively solve problems and while they do not wait, they always accept the actions

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of management or others around them. They see their jobs as being important. Almost everyone in this culture is operating at the level of Group.

- **Leadership enriched culture** – People view the organisation as an extension of themselves, they feel good about what they personally achieve through the organisation and demonstrate exceptional cooperation. Individual goals are aligned with the goals of the organisation and people will do what it takes to make things happen. As a group, the organisation is more like a family providing personal fulfilment that often transcends ego so people are consistently bringing out the best in each other. In this culture, Leaders do not develop followers, but develop other leaders. Almost everyone in this culture is operating at the level of Organisation.

2.6   ORGANISATIONAL CULTURE AND ITS EFFECTS

Since organisational culture involves shared expectations, values and attitudes, it exerts influence on individuals, groups and organisational processes. For instance, if adhering to a specific set of procedures in dealing with customers is the norm, then this type of behaviour would be expected, recognised and rewarded (Gibson *et al.,* 2003:33). These authors indicated that researchers who have studied the impact of culture on employees indicate that it provides and encourages a form of stability, there is a feeling of stability as well as a sense of organisational identity, provided by an organisation's culture.

Sadri and Lees (2001:853) indicated that a positive culture could provide immense benefits to the organisation and thereby a leading competitive edge over other firms in the industry. However, they continue to say that a negative culture could have a negative impact on the organisational performance as it could deter firms from adopting the required strategic or

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tactical changes and such type of culture could inhibit future changes in an organisation.

Pool (2000:40) on the other hand examined the relationship between organisational culture and job stressors. He found that executives working in a constructive culture reduced the role stressors in their working environment. There was also an inverse relationship between role conflict and role ambiguity in a constructive culture. However, the passive culture showed a positive relationship between role conflict and role ambiguity. This author also believed that organisational culture, whether passive or constructive could hinder job performance, job commitment and job satisfaction.

High-performing cultures share certain characteristics such as high employee involvement, strong internal communications and an acceptance of risk-taking. Moreover, in order to foster performance orientated cultures, organisations must first understand their culture and then adopt programmes that facilitate the development of a strong, consistent culture (Corporated Leadership Council, 2002:1).

According to Dennison, Halaand and Goelzer (2003:4) there is a relationship between corporate culture and organisational effectiveness. Dennison *et al.* (2003) showed that four different cultural traits were related to different criteria of effectiveness. This is found in Dennison's model which is based on four cultural traits of organisations that are described below:-

Trait 1:   Involvement
Effective organisations empower their people, build their organisations around teams, and develop human capability at all levels. Executives, managers and employees are committed to their work and feel that they own a piece of the organisation. People at all levels feel that they have at least some input into decisions that will affect their work, and that their work is directly connected to the goals of the organisation.

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Trait 2:   Consistency

Organisations also tend to be effective because they have "strong" cultures that are highly consistent, well coordinated, and well integrated. Behaviour is rooted in a set of core values, and leaders and followers are skilled at reaching agreement even when there are diverse points of view. This type of consistency is a powerful source of stability and internal integration that results from a common mindset and a high degree of conformity.

Trait 3:   Adaptability

Ironically, organisations that are well integrated are often the most difficult ones to change. Internal integration and external adaptation can often be at odds. Adaptable organisations are driven by their customers, take risks and learn from their mistakes, and have the capability and experience to create change. They are continuously changing the system to improve the organisation's collective abilities to provide value for its customers.

Trait 4:   Mission

Successful organisations have a clear sense of purpose and direction that defines organisational goals and strategic objectives and expresses a vision of how the organisation will look in the future.   When an organisation's underlying mission changes, changes also occur in other aspects of its culture.

Like many contemporary models of leadership and organisational effectiveness, this model focuses on the contradictions that occur as organisations try to achieve internal integration and external adaptation. For example, organisations that are market-focused and opportunistic often have problems with internal integration. On the other hand, organisations that are well-integrated and over-controlled usually have a hard time adapting to their environment. Organisations with a top-down vision often find it difficult to focus on the empowerment and the "bottom-up" dynamics needed to implement that vision. At the same time, organisations with strong participation often have difficulty establishing direction. Effective

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organisations are those that are able to resolve these contradictions without relying on simple trade-offs.

Research by the Employment Research Institute of Napier University (2004) following employee surveys carried out in four financial sector companies in Scotland, indicated that while the level of perceived availability did not have an impact on work-life balance, organisational culture was significantly associated with it. This indicates that without a supportive work-life organisational culture, the provision of arrangements in themselves will not necessarily lead to better work-life balance outcomes. This analysis shows that longer working hours, job status, take up and experiences of limited access to arrangements were significantly associated with work life outcomes.

According to this research, key features of organisational culture have been identified as supervisor or managerial support, career consequences of using arrangements for spending time with one's family, time demands and organisational flexibility.

2.7   MANAGEMENT STYLES

As part of organisational culture, the researcher also looked into management styles. Managers have to perform many roles in an organisation and how they handle various situations will depend on their style of management. According to the researcher, a management style is an overall method of leadership used by a manager. The aim of any management should be to motivate employees to produce their best work performance. So, it will either increase the employee's productivity or diminish their overall work morale, meaning that the management style will always affect the company's overall profitability. According to managementstyles.net, the two main types of management styles used in modern business environments are authoritative and democratic management styles. These two styles of management both have their

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merits and demerits. The organisational culture of an organisation will invariably determine what management style practices the company pursues. According to managementstyles.net, the following management styles can be utilised:

Authoritative Style of Management

Proponents of the authoritative management style assume that by nature, people do not like to work or at least, they would prefer to engage in leisure activities rather than work. This further implies that without any coercion people will generally not give an organisation their best work performance. With this in mind, proponents of this management styles suggest that the only way to get the best performance from employees is to force them to work through coercive management policies and guidelines. The proponents of this style believe that without such stringent managerial measures, the entire organisation will suffer in terms of productivity and profitability. Furthermore, they believe that employees should be given little scope to express their opinions or participate in any aspect of the decision-making mechanism of the organisation. The reason for this is the belief that the motives of employees will always conflict with that of the organisation and as a result, by allowing them to make contributions or express opinions will only lead to a dysfunction within the organisation.

The authoritative style of management may perhaps work in certain work environments or settings but in today's corporate culture the use of authoritative style of management has faded somewhat (managementstyles.net).

Democratic Style of Management

Proponents of the democratic style of management on the other hand believe that people bring out their best work performance when they are allowed to express themselves and to participate in the decision-making process of the organisation. They believe that people need to be given incentives in order to raise their productivity levels and any coercion or excessive restriction within the workplace will lead to a fall in the morale of

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employees. People who subscribe to this kind of thinking believe that in order to increase productivity, a company must constantly stimulate the motivational levels of its employees. A freedom of communication between all levels of management is the key within a company that practices a democratic style of management.

The decision to use a particular business management style is perhaps the most important decision that a company could make since a management style could either make or break a company. Both styles have their advantages and disadvantages but they seem to be the two extremes of the traditional management style spectrum. Some experts suggest that the most effective management styles are those that incorporate a mixture of both the authoritative and democratic management style and that management style should evolve with changes in the corporate cultural environment (www.Managementstyles.net). On observation and experience Rand Water as an organisation seems to emphasise more on the democratic style rather than the authoritative one.

The researcher also looked at five management styles that hurt employee morale as outlined by Reitman (2009:3-5).

The Evaluator

This is a negative management style that diminishes the employee. According to the above mentioned author, this manager has manoeuvered into position by maintaining an air of superiority. The manager's modus operandi is to constantly reevaluate, be dismissive of and demand changes to the achievements of others. They will use their influence to prevent the establishment of achievable and consistant standards so that they can continue to make the rules.

With this kind of manager, employees feel demotivated to challenge tasks because they anticipate rejection. They can also experience loss of self confidence and those employees with options will seek opportunities where their efforts are appreciated.

The Chaos Maker

This is a bad leadership style that does not respect employee commitments. This type of manager drops urgent "projects" on employee's desks. Prioritisation is accomplished by making everything that passes through their field of vision the most important thing. This strategy enables them to create an environment with a false sense of urgency.

The Demoraliser

This is a bullying management style that creates a toxic environment. Some of this bullying behaviour stems from fears of their own incompetency. This type of manager likes repreminding employees for small transgressions to reassure themselves of their superiority.

The Ego

This is an insecure management style that fakes it. Maintaining an image is all consuming for this manager. They will have trendy business books on their shelves that they don't actually read but would like others to think they do. They can be consistently late or absent for appointments to cultivate an image of being too essential to the operations for proper time management.
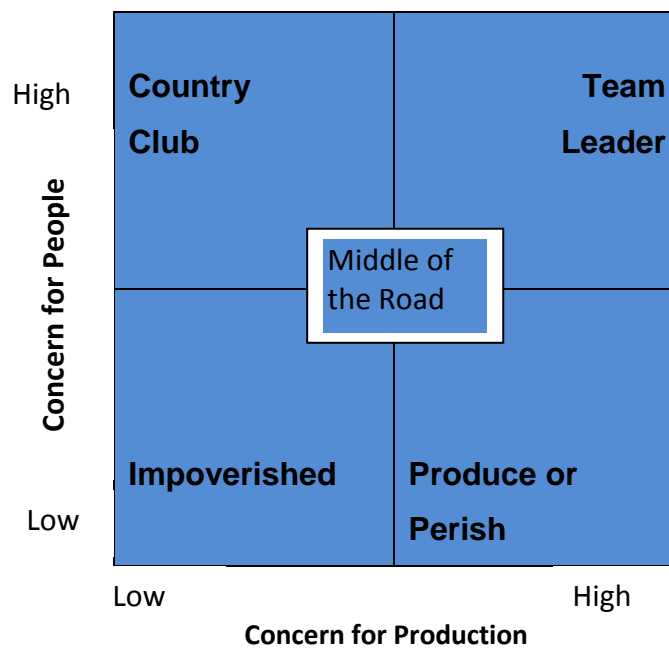
The Controller

This is a micro management style that creates an environment of mistrust. This kind of manager is obsessed with staying on top of details. They will be suspicious of any outsiders in their area of territorial control and demand approving authority for minor requests. This type is more like a control freak that might keep a favoured individual near them as a right hand for information. So much of their focus and time is spent on small details; it is often difficult to follow through on long term business initiatives that require "big-picture" thinking. Since the manager and the right hand employee cannot be present everywhere, all the time, employees will identify gaps in which to engage in potentially disapproved of behaviour.

The researcher believes these different kinds of management are experienced in many companies including Rand Water depending on the personality types and maturity of the individual managers (Reitman, 2009:3-5).

2.8   THE MANAGERIAL/LEADERSHIP GRID

Another means of describing and evaluating different styles of management is the Blake and Mouton Managerial Grid as quoted by Mullins (2005:241-244). The Grid was outlined as follows:-

2.9   LEADERSHIP GRID STYLE DEFINITIONS

9,1 **Authority-** **compliance** **management**	Managers in this position have great concern for production and little concern for people. People are seen as 'tools" for production. They demand tight, unilateral control in order to complete tasks efficiently. They consider creativity and human relations to be unnecessary.
1,9 **Country club** **management**	Managers in this position have great concern for people and little concern for production. They try to avoid conflicts and concentrate on being liked, even at the expense of production. To them the task is less important than good interpersonal relations. Their goal is to keep people happy. (This is a soft Theory X and not a sound human relations approach.)
1.1 **Impoverished** **management**	This style is often referred to as laissez-faire. Leaders in this position have little concern for people or productivity. They avoid taking sides and stay out of conflicts. They do just enough to maintain group membership.
5,5 **Middle-of-the-** **road** **management**	Leaders in this position have medium concern for both people and production. They rely on tried and true techniques and avoid taking untested risks. They attempt to balance their concern for both people and production, but are not committed strongly to either. Conflict is dealt with by avoiding extremes and seeking compromise rather than sound resolution.
9+9 **Paternalistic** **'father knows** **best'** **management**	This leader takes the high 9 level of concern from 9,1 and 1,9 to create a combined style of controlling paternalism. The paternalist strives for high results (high 9 from 9,1) and uses reward and punishment to gain compliance (high 9 from 1,9). The paternalist uses a high level of concern for people to reward for compliance for punish for rejection.
Opportunistic **'what's in it for** **me'** **management**	The opportunist uses whatever Grid style is needed to obtain selfish interest and self promotion. They adapt to situations to gain the maximum advantage. They may use 9,1 to push their own goals with one person, and 1,9 to gain trust and confidence with another. Performance occurs according to a system of exchanges. Effort is given only for an equivalent measure of the same.
9,9 **Team** **management**	These managers demonstrate high concern for both people and product. They work to motivate employees to reach their highest levels of accomplishment. They explore alternatives openly and aggressively. They are flexible and responsive to change. This style is considered ideal.

This model proposes that when both people and products concerns are high, employee engagement and productivity increases accordingly.

2.10 THE EMPLOYEE ASSISTANCE PROGRAMME

According to the Small Business Encyclopaedia (2002) an Employee Assistance Programme is "a structured and integrated support service that identifies and resolves the concerns of employees that may affect performance".

It continues to describe EAPs as programmes that historically grew out of occupational alcohol programmes but have since dramatically evolved into a more comprehensive behavioural health source. EAPs were originally developed to identify employees who were dealing with personal problems serious enough to result in deterioration in their job performance. Once identified, such employees were usually referred to various agencies to receive treatment.

Davies (2000:3) on the other hand defines EAP as a staff support system paid for by the employer that helps employees to deal with their personal and work-related problems and challenges, earlier and more effectively. As a result it improves the productivity, performance and morale of the organisation. It is of particular use and importance in a country like South Africa where people are currently experiencing a disproportionately high level of stress and trauma.

EAP refers to a programme that provides business and industry with the means of identifying employees whose job performance is negatively affected by personal or job-related problems. The EAP arranges for structured assistance to solve those problems, with the goal of re-establishing the employees' effective job performance. In other words EAP is an employee support service offered by the organisation to its personnel with the aim of giving support and assistance to all workers, by resolving their personal and professional problems, reducing the impact of these problems on their professional performance and in that way optimising the productivity of human capital and resources (Business Encyclopedia).

Hoskinson (2007) as qouted by EAPA UK, stated that an EAP is also a strategic intervention designed to produce organisational benefit quantifiable by outcome measurement through a system led approach to human asset management. It addresses team and individual performance and in the workplace. It includes a mechanism for providing counselling and other forms of assistance, advice and information to employees on a systematic and uniform basis, and according to recognised standards. It actually represents a proven, cost-effective solution to many of the people problems employers face today.

The *New Dictionary of Social Work* (1995:20) describes EAP as services offered to employees by employers to prevent, relieve or eliminate work-related and social problems with a view to promoting job satisfaction, productivity and general social functioning.

2.11   EMPLOYEE ASSISTANCE PROGRAMME MODELS

Masi (2000:407) mentions four models in the EAP; in-house or internal model, out-of-house or external model, a consortium model and an affiliate/subcontractor model.

- **In-house or internal model** is the one in which the entire EAP staff is based in the company. A company manager supervises the programme's personnel, policy and finalises all procedures. It can be housed physically in or away from the company's work site.

- **Out of house or external model** is one in which an outside firm is contracted to provide the EAP staff and services. The contractor might provide services in their or the company's offices or both. This model is viewed as providing better service delivery, lower legal liability of the programme start up and implementation. Companies prefer a contractual approach because they believe an outsider

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vendor can gain employee's confidence in the confidentiality of the programme.

- **A Consortium model** is an EAP in which several companies pool their resources in a collaborative programme and maximise individual resources. This enables programming multiple employers under one programme umbrella and is ideal for companies that do not have enough employees to warrant their own EAPs.

- **An Affiliate/ Subcontractor model** is a model in which a vendor subcontracts professionals rather than using salaried staff. This model allows for service providers to promote areas in which the company employs a small number of people.

- **A combined model** is a model that includes both an in house and an external programme.

Rand Water has both an in-house and an external model which is the combined model in order to cater for employees' families, employees who prefer consulting with external practitioners as well as ensuring access to service outside working hours.

2.12   UTILISATION OF THE EMPLOYEE ASSISTANCE PROGRAMME

The researcher believes that for the purpose of this study it is imperative to also look into EAP utilisation in general as well at Rand Water. The traditional definition of EAP utilisation is the number of new EAP cases opened during a given time period usually 12 months, divided by the total number of employees eligible for EAP services (Amaral in Oher, 2004:162).

(Utilisation Rate) UR = <u>Employee Cases</u> X 100%

　　　　　　　　　　Eligible Employees

The author goes on to say that although a utilisation rate of 5% - 8% has been generally suggested by practitioners in the EAP field as a desirable target, reported utilisation rates vary widely, partly because of differences in services and segments of the population counted. The EAP rate at Rand Water is currently around 15 - 18% for the in-house and 20-23% for the external programme.

2.13 ORGANISATIONAL CULTURE AND THE EMPLOYEE ASSISTANCE PROGRAMME

Morrison and Beidel as well as Reichman and Beadel as cited by Oher (2004:94) indicated that possibly the most important consideration for the EAP marketing plan is the culture of the organisation itself, the unique and particular way that the organisation functions and gets things done, on both a formal and informal level. Although this culture is difficult to assess, particularly for the staff of a newly implemented EAP, it is nevertheless the most critical aspect of the EAP's ability to formulate its marketing strategies into the language of the organisation, a task that is vital to the integration and utilisation of the programme within the organisation. According to these authors it is critical to look at the primary influences in the organisation, not the individuals or the operational components of the organisation, but the processes that are followed to get things done. As such, myriad processes exist in any organisation and they generally can be reduced to five key ones. They are as follows:-

- The way the organisation is led. The degree of delegation and participation in the organisation, which is often at the root of the trust, initiative, and risk-taking found within the workforce.

- How the organisation motivates its workforce. The degree to which managers take risks and the effectiveness of their supervision as well

as their ability to carry out the business, administrative, and operational decisions of the organisation.

- How the workforce communicates. The degree and effectiveness of the information that flows not only down the organisation, but up and across the organisation as well. The ability of the organisation to maximise both the informal and formal channels for the exchange of information in the workplace and solicitation of feedback from the workforce.

- The level of interaction within the organisation. The degree of cooperation and teamwork among individuals, work groups, departments, or organisational functions. The amount of interaction that is promoted among these groups and the amount of information that flows within and between them.

- The decision-making process within the organisation. The degree to which decisions are made as part of an individual or group process, ultimately influencing the quality of those decisions.

The researcher believed that high performing enterprises have mostly been characterised by the recognition that their effectiveness is enhanced by promoting the development of the organisation by assisting its employees to confront and manage successfully their personal as well as work related challenges. Rand Water as an organisation has policies and systems in place that makes provision for individual growth and development.

2.14   SUMMARY

This chapter's focus was on reviewing and outlining literature that is relevant to the study, particularly exploring the key concepts, which are

organisational culture and EAP. The next chapter will focus on the empirical study, data analysis and interpretation.

CHAPTER THREE

RESEARCH METHODOLOGY, DATA ANALYSIS AND INTERPRETATION

3.1   INTRODUCTION

The previous chapter explored the literature in terms of the concept EAP and organisational culture. The value of the literature research was found in that it forms the foundation for the empirical study.

In this chapter the researcher will focus on the research design and methodology. As part of the research design the researcher will discuss the sample, the method of data collection, the development of the questionnaire and the data analysis procedure. This chapter also reports on the main results and findings from the empirical study conducted at Rand Water across all sites.

3.2   RESEARCH APPROACH

Mark (in Alston & Bowles, 2003:7) asserts that quantitative research is based on the idea that there is an objective reality which can be accurately measured and which operates according to natural laws, which can be discovered by rigorous, objective research. This author further states that quantitative researchers typically use techniques such as surveys, questionnaires and structured observations. Using statistics, quantitative researchers analyse the information they have collected to see if their ideas about patterns or relationships are supported by the facts as revealed in their research (Alston & Bowles, 2003:7). The quantitative approach is used in problem-solving and counting; and the correlation of data in numerical form (Alston & Bowles, 2003:7). Delport (2005:166) on the other hand mentions that the basic objective of a questionnaire is to obtain facts

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and opinions about a phenomenon from people who are informed on that particular issue.

As the researcher intends to explore the influence of organisational culture on the utilisation of the EAP, it seems appropriate to follow the quantitative approach as the researcher wishes to establish a statistical knowledge base.

3.3 TYPE OF RESEARCH

According to Bordens and Abbott (2005:19-20), research can either be classified as basic or applied. These authors say that basic research is conducted to investigate issues relevant to the confirmation or disconfirmation of theoretical or empirical positions. On the other hand, the main focus of applied research is to investigate a problem based in the real world and the primary goal is to generate information that can be applied directly to a real world problem.

Applied research seeks to develop principles that enable people to resolve problems or to obtain desired objectives. The question here is how to make things work for human betterment. With applied research the emphasis is on knowledge for use (Bordens & Abbott, 2005:20).

The type of research utilised for this study was applied research since it is applicable to solving social problems. At the end of the study the researcher made recommendations based on the organisational culture for the better utilisation of the EAP.

3.4 RESEARCH DESIGN AND METHODOLOGY

Babbie *et al.* (2006:74) describe a research design as a plan or a blueprint of how one intends conducting the research. In addition Babbie (2008:97)

indicated that there are three commonly used research designs namely, explorative, descriptive and explanatory.

- An exploratory design is used when a researcher is examining a new interest, or when the subject of the study is relatively new and unstudied.

- A descriptive design is used when a researcher observes a situation or event and then describes what was observed.

- An explanatory design is used when the researcher has to explain things.

For the purpose of this research the researcher has chosen the exploratory design because the research problem is relatively new and unstudied. A randomised cross-sectional survey design was used. According to Fouché and De Vos (2005c:135) a quantitative design, requires questionnaires as a data collection method.

3.4.1 Data collection method

Welman, Kruger, and Mitchell (2005:281) state that, the research procedure by means of which one intends to investigate the stated problem should be scientifically well founded and should describe the following aspects:

- the population from which the participants will be obtained;

- the number of participants and the way in which these will be obtained;

- the number of groups and the way in which these will be informed;

- the way in which the data will be collected and the specifications of any apparatus;

- the measurement and operationalisation of the variables; and

- the statistical methods for processing and analyzing the data obtained.

For the purpose of this study the researcher used a questionnaire because she wanted to obtain facts and analyse the information in numerical form. She made use of a self-administered questionnaire to gather information, because this kind of instrument can be used to explore or describe a situation. *The New Dictionary of Social Work* (1995:51) defines a questionnaire as "a set of questions on a form which is completed by the respondent in respect of a research project." Although the term questionnaire suggests a collection of questions, a typical questionnaire will probably contain as many statements as questions, especially if the researcher is interested in determining the extent to which respondents hold a particular attitude or perspective (Babbie *et al.,* 2006:233).

The questionnaire used consisted of open and closed-ended questions because open ended questions have the advantage that the respondent is not influenced unduly by the interviewer or the questionnaire, and the verbatim response from respondents can provide a rich source of varied material which might have been untapped by categories on a precoded list (Welman *et al.*, 2005:175), when a variable is relatively unknown and unexplored to the researcher. The questionnaires were hand-delivered by the Wellness Manager to 155 employees of Rand Water. The questionnaires were collected over a period of five working days. Only 121 questionnaires were returned which gives us a return rate of 78%.

3.4.2 Data analysis

The data analysis process allows the researcher to generalise the findings from the sample used in the research, to the larger population in which the researcher is interested. This process itself takes many different forms depending upon the nature of the research question and design and the nature of the data itself (Bless *et al.*, 2007:163).

In this study the quantitative data are analysed in terms of numerical importance and calculated and structured according to certain formats (Bless *et al.*, 2007:163). Thereafter it is presented in tables and figures with corresponding interpretations.

3.5   PRESENTATION OF DATA

SECTION A: DEMOGRAPHIC INFORMATION

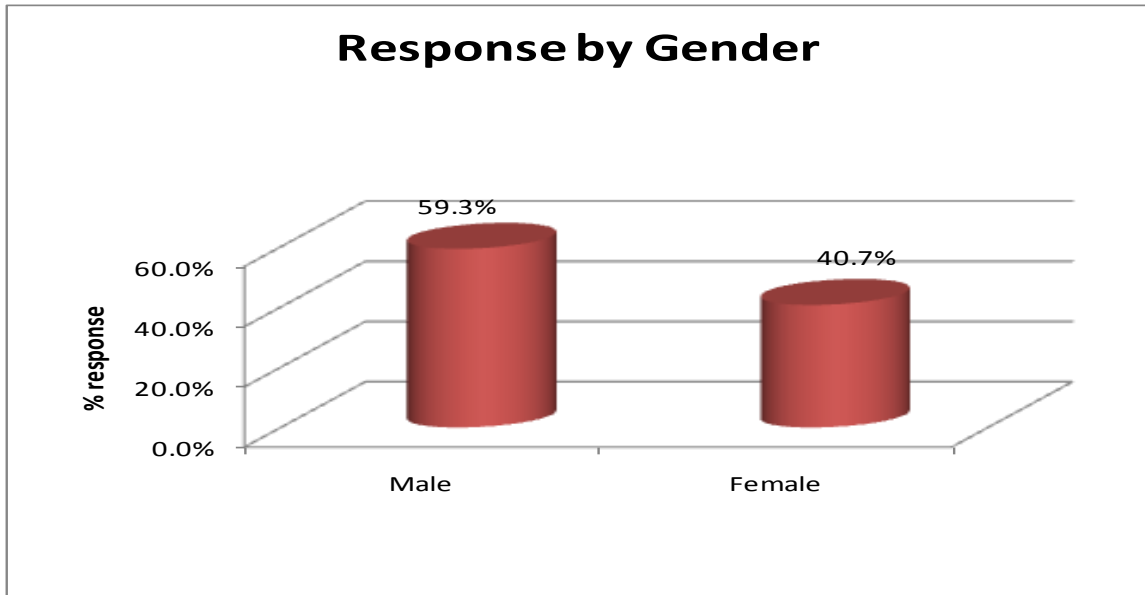- **Gender**

Figure 1: Gender

Figure 1 shows that almost 59% of the respondents were male whereas female respondents numbered 41% which is a true reflection of the demographics of employees at Rand Water since it is predominantly male.
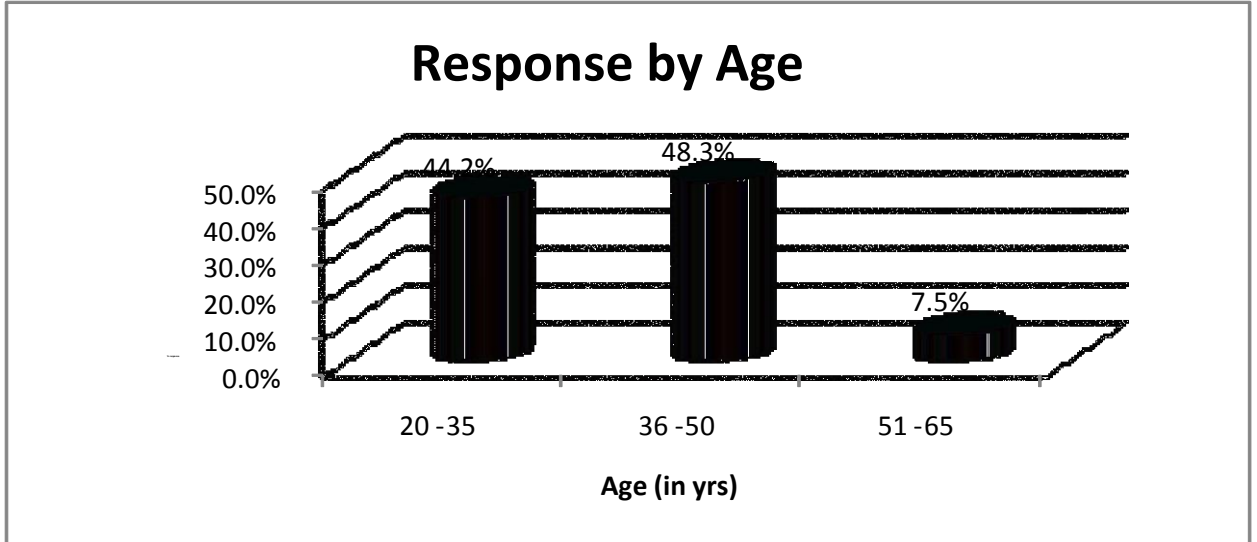
- **Age**

Figure 2: Age

Figure 2 show that Rand Water has approximately 44% of its workforce in the age group of 20-35 years and 56% in the age group of 36-65 years. This indicates that although there is a significant number of young people in the company, the majority of the employees are leaning towards an ageing workforce.

Figure 3: Qualification
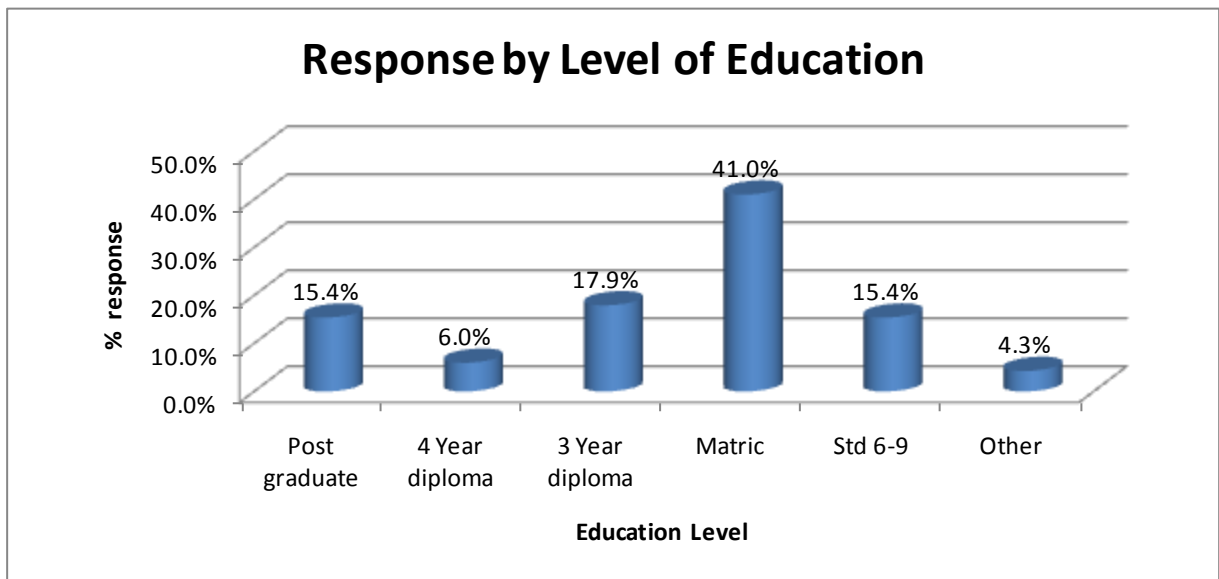

Response by Level of Education

Figure 3 shows that 15% had a post-graduate education, 6% had a 4-year diploma, 18% had a 3-year diploma, 41% had matric, 15.4% had secondary school education and 4% may have not received any formal schooling at all. "Other" refer to those with lower literacy levels and those with no formal education at all.

Figure 4: Education
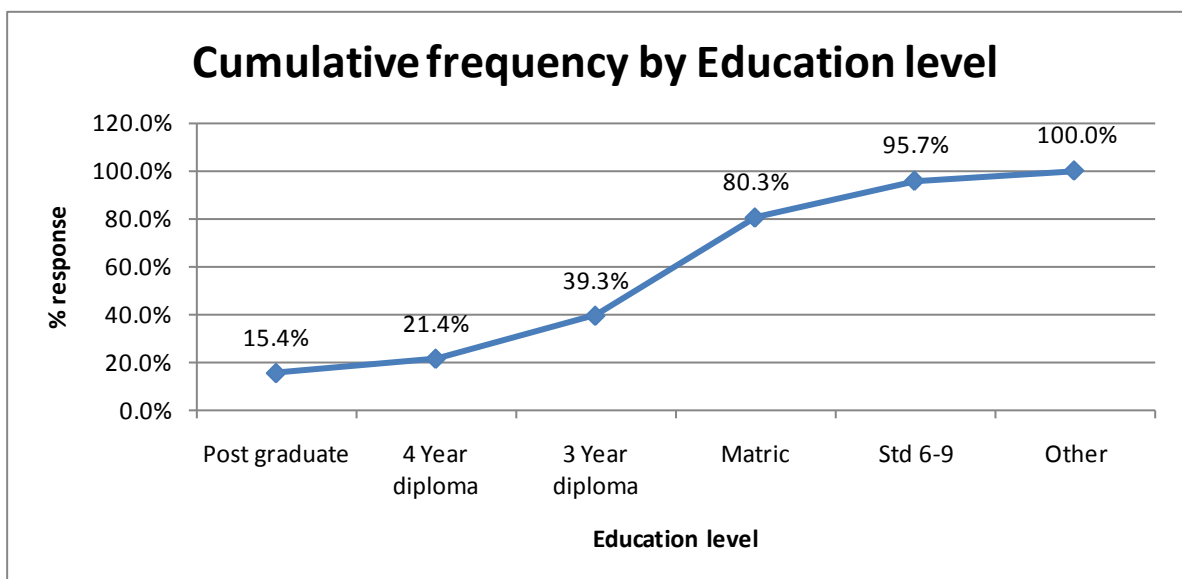

Cumulative frequency by Education level

Figure 4 show that 39% have a tertiary education whilst a total of 80% have a Grade 12 certificate. The fact that these high numbers of respondents

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have at least a grade 12 certificate is a clear indication that their level of understanding of the questionnaire is acceptable since they are expected to know how to read and write.

SECTION B: ORGANISATIONAL CULTURE

The following figures refer to issues around organisational culture, its impact and advantages to the organisation.
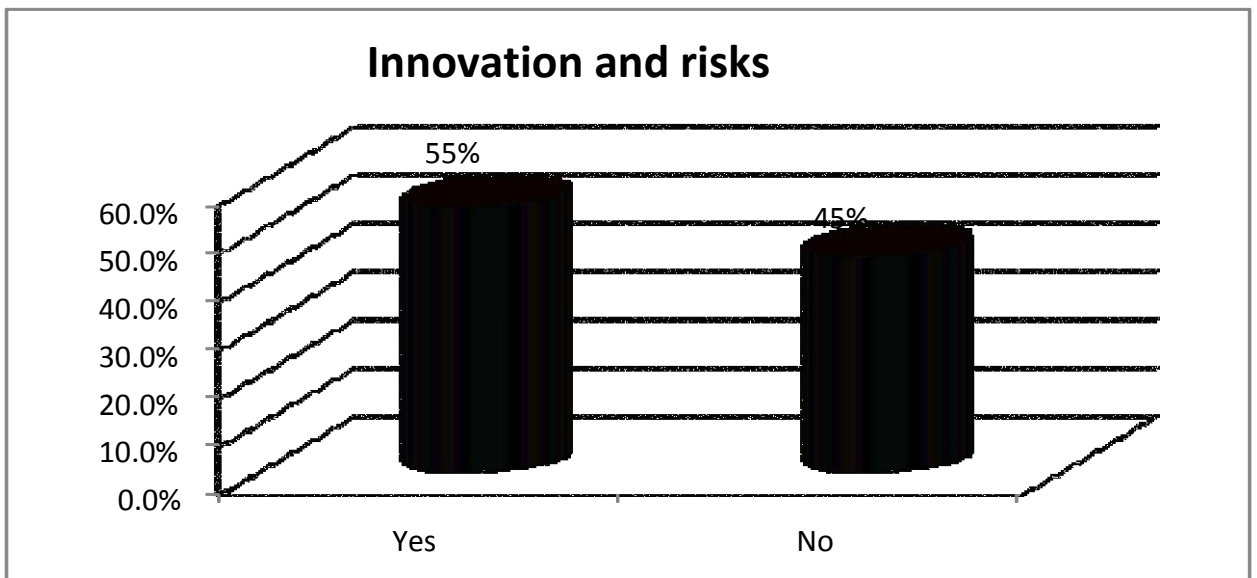
Figure 5: Innovation and risks

Figure 5 above shows that 55% of Rand Water employees agree that the company encourages them to be innovative and to take risks. The following table illustrates the need for innovation and the level of risks that employees can take in executing their duties. Morrison and Beidel as well as Reichman and Beadel as cited by Oher (2004:94) indicated that organisational culture also has an influence on the way the organisation is led, the degree of delegation and participation in the organisation, which is often at the root of the trust, initiative, and risk-taking found within the workforce.

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Table 1: Need for innovation and risks

Reason	Response
Employees are always encouraged to implement new ideas	10.4%
Employees are always encouraged to follow safety measures all the time	25.0%
Employees are encouraged to study and advance their careers	25.0%
Sometimes employees are encouraged to take risks	12.5%
Employees are encouraged to be creative and innovative in their areas of work	8.3%
This is encouraged to improve working conditions	4.2%
This is done through Ziyagezana excellence awards	10.4%
Employees can only take calculated risks	4.2%

An estimated 10% stated that they can always take risks by implementing new ways of doing things, 25% can take risks but are cautious when taking them, 25% believe that advancing in education may assist employees to be much more innovative, 12,5% take risks without guidelines, 8.3% feel that they are encouraged to be creative and innovative in their areas of work whilst 4,2% believe in not just taking risks but instead calculated risks. These figures indicate that Rand Water like any other organisation has a fair number of innovative people, risk takers as well as those that are always cautious in taking risks. This is normal and typical of any organisation to have a mix of different personalities.

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Table 2 below represents those respondents who believe that there is neither room for encouragement to be innovative and to take risks or to be innovative in their duties.

Table 2: Lack of encouragement for innovation and risk taking

Reason	Response
Red tape/bureaucracy prevents people from being innovative and from taking risks	44.8%
Discouraged from being innovative and taking risk by auditing	13.8%
Day- to-day activities are guided by policies and procedures	24.1%
Fear of being investigated by Forensics/of being given a written warning	17.2%

Approximately 45% believe that red-tape discourages people from taking risks, 14% feel they are discouraged, 24% believe there are no guidelines to direct them, whilst 17% think that they might be prejudiced for taking the risks. These figures show that the majority of respondents believe that Red Tape/Bureaucracy is impeding innovation and therefore not working in the best interests of the company. The fact that 17,2% live with the suspicion and fear that in the course of delivering their mandate, allowing themselves to spread their wings outside the norm might lead them into forensic investigations, is a reflection that there's an element of mistrust in the employer-employee relationship.

Carmazzi (in Stroh *et al.,* (2003) talked about the blame culture which cultivates distrust and fear,people blame each other to avoid being reprimanded or put down and this results in no new ideas or initiatives because people do not want to risk being wrong.
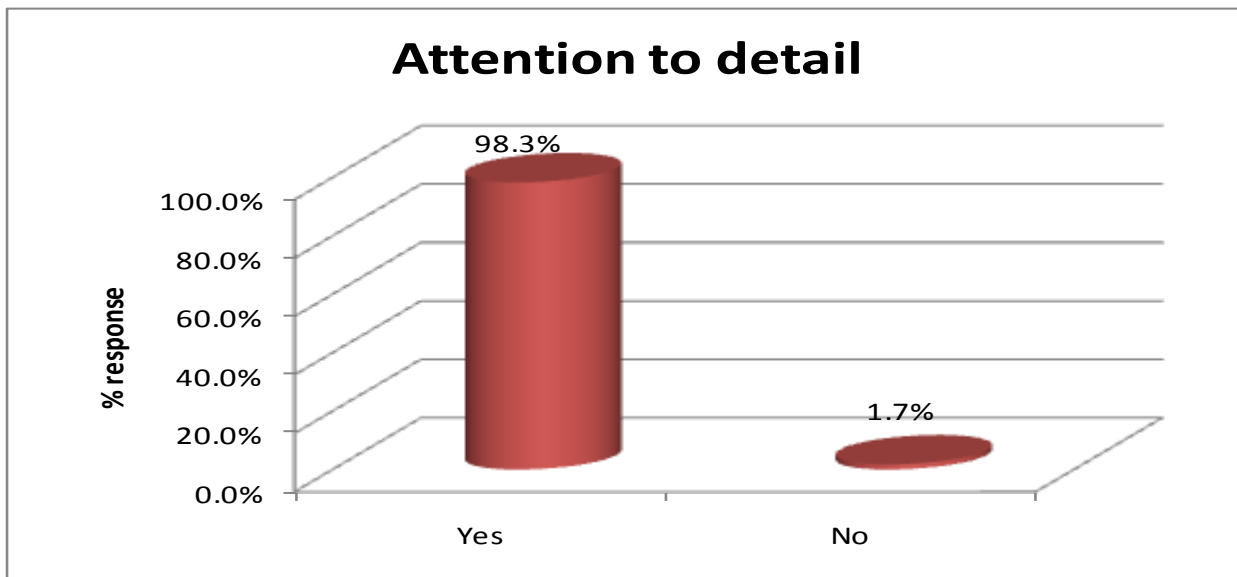
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Figure 6: Attention to detail

Figure 6 shows that 98% of the respondents pay attention to detail in their area of work. This gives them the opportunity to function at their best in their area of work thus providing greater room for being innovative and productive.

It should be highlighted that since this high number of employees pay attention to detail, they should then be able to be productive in their area of work, making a contribution to the overall company performance. According to Robbins *et al.*, (2003:380), the degree to which employees are expected to exhibit precision,analysis and attention to detail gives a composite picture of an organisational culture.

The following table below gives an analysis on the focus for Rand Water. According to table 3, the majority of respondents believe that Rand Water focuses on both production and its employees.

Table 3: Focus of Rand Water

Focus	Response
Results and Outcomes	35.1%
People responsible for results	11.4%
Both/All of the above	53.5%

Looking at Table 3, it can be said that about 54% of respondents believe that Rand Water takes employees into consideration when doing business as opposed to 35% who think that the company only focuses on production rather than on its workforce. Fewer respondents (11%) believe that Rand Water focuses on employees.

The following table illustrates the respondents' motivation to their answers. Table 4 thus provides reasons for the results in Table 3 above.

Table 4: Reason for Rand Water's focus

Reason	Response
Rand Water is results driven	45.6%
Responsibility and accountability is expected from all employees	19.1%
Management encourages accurate work and commitment in all daily tasks	11.8%
KPI's are measured according to outcomes and the results	7.4%
Management focus on people responsible and the results	5.9%
Performance contracts are used to measure and monitor performance	4.4%
Employees are motivated to deliver	2.9%
Results and outcomes are paramount	2.9%

According to table 4, 46% of employees believe that Rand Water is result driven and thus much is expected from its workforce whilst 3% reckon that employees are motivated to deliver and 3% state that the results or

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outcomes are not paramount. The majority of employees seem to believe that Rand Water is results driven.

Figure 7: Impact of Management decisions on employees
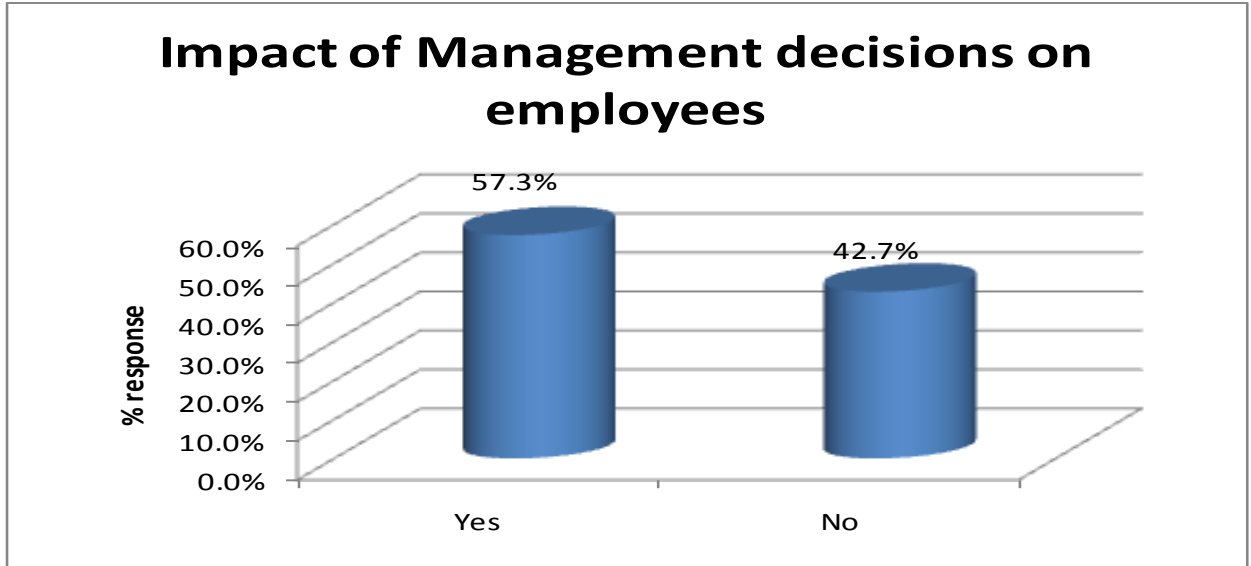
The majority (57%) of respondents feel that management takes into consideration the impact of decisions on people within the organisation. Figure 7 shows that most respondents feel that management in taking decisions always ensure that they will not impact negatively on the employees which is actually in line with the Rand Water, value for caring.

According to Dennison *et al.* (2003:4) there is a relationship between corporate culture and organisational effectiveness. This is found in Dennison's model which is based on four cultural traits of organisations which suggests that effective organisations empower their people, build their organisations around teams, and develop human capability at all levels. Executives, managers and employees are committed to their work and feel that they own a piece of the organisation. People at all levels feel that they have at least some input into decisions that will affect their work, and that their work directly connected to the goals of the organisation.

Table 5 provides the respondents' perception regarding the impact of decision-making on employees.

Table 5: Impact of Management decisions on Employees

Reason	Response
Management makes decisions without consulting employees	34.9%
They do this very seldom or sometimes	16.3%
All stakeholders are involved in decision making process	11.6%
Management fails to adhere to employees' concerns	11.6%
Management pays attention to employees' problems and make sure to solve them	9.3%
Employees are consulted up to a certain level	7.0%

Thirty five percent of respondents feel that management does not involve them in decision-making, 16,3% think that management seldom involves them whilst 11,6% feel that consultation is done before decision making. Table 5 seems to suggest that there are contrasting views with regard to how management makes decisions and the implementation thereof.

According to Morrison and Beidel as well as Reichman and Beidel as qouted by Oher (2004:94), the decision-making process within the organisation, the degree to which decisions are made as part of an individual or group process, ultimately influencing the quality of those decisions, these are characteristics of an organisational culture.

Table 6 below shows how work activities are being handled.

Table 6: Work Activities

Work Activities	Response
On individual basis	28%
In teams	21%
Both	49%
Other	2%

An estimated 28% of the respondents feel that work activities are carried out on individual basis, 21% say in teams, 49% say in both teams and on an individual whilst 2% are in the dark. Table 6 shows that whilst other

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sections handle work activities on an individual basis, there are those that do so in teams as well as those that use both individual and team approaches depending on the task at hand.

Robbins *et al.* (2003) indicated that the degree to which work activities are organized around rather than individuals is one of a company's key characteristics that give a picture of its organisational culture.

Table 7 depicts the manner in which employees manage their work.

Table 7: Work Management

Work Management	Response
Easy - going way	40%
Competitive	35,1%
Aggressive way	14.0%
Passive way	8.8%
None of the above	1.8%

About 40% manage their work in an easy-going way, 35% in a competitive way whereas 14% are aggressive and 9% being passive. Table 7 shows that the culture of work management is to a large extent relaxed considering the figures indicated although there is a significant number of respondents who believes differently in saying that work is managed in a competitive way.

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Figure 8: Emphasis on growth by organisational activities

Emphasis on growth by organisational activities
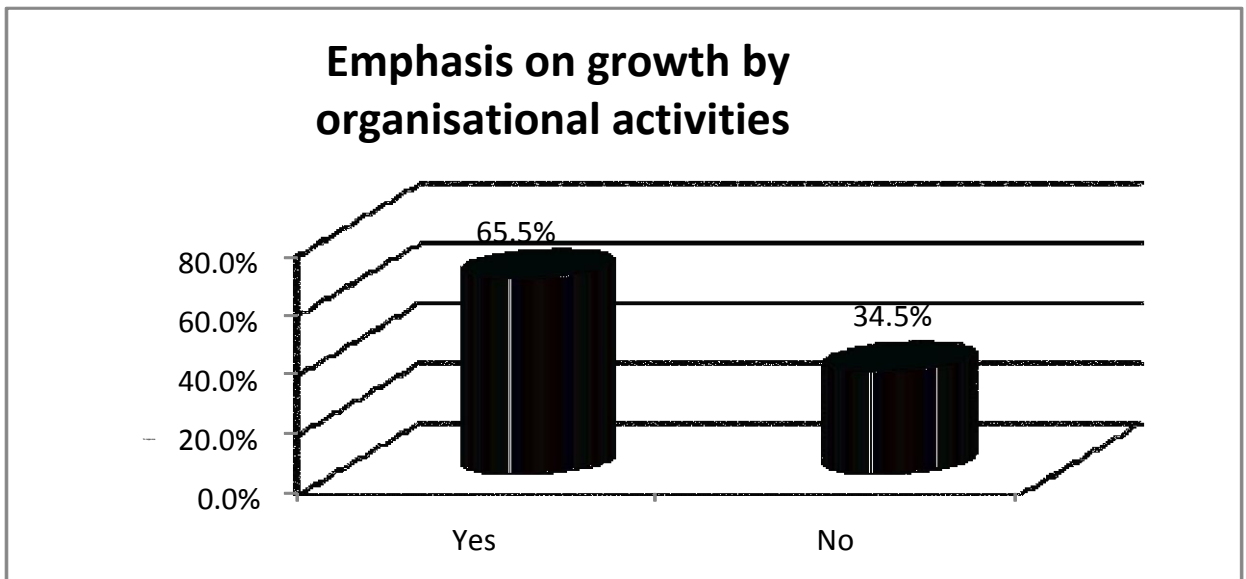
It is acknowledged by the majority of the respondents (66%) that organisational culture puts emphasis on employee growth.

According to Nel *et al.* (2008) development is not aimed so much at imparting a particular piece of knowledge or skill, but rather at preparing the individual to excel to higher levels of functioning and reasoning. It involves learning that is not necessarily related to the employee's current job, since it also aims to prepare employees for future positions and career paths. Rand Water as a company invests in employee growth for these reasons as mentioned by these authors.

Figure 9: Culture versus Suspicion
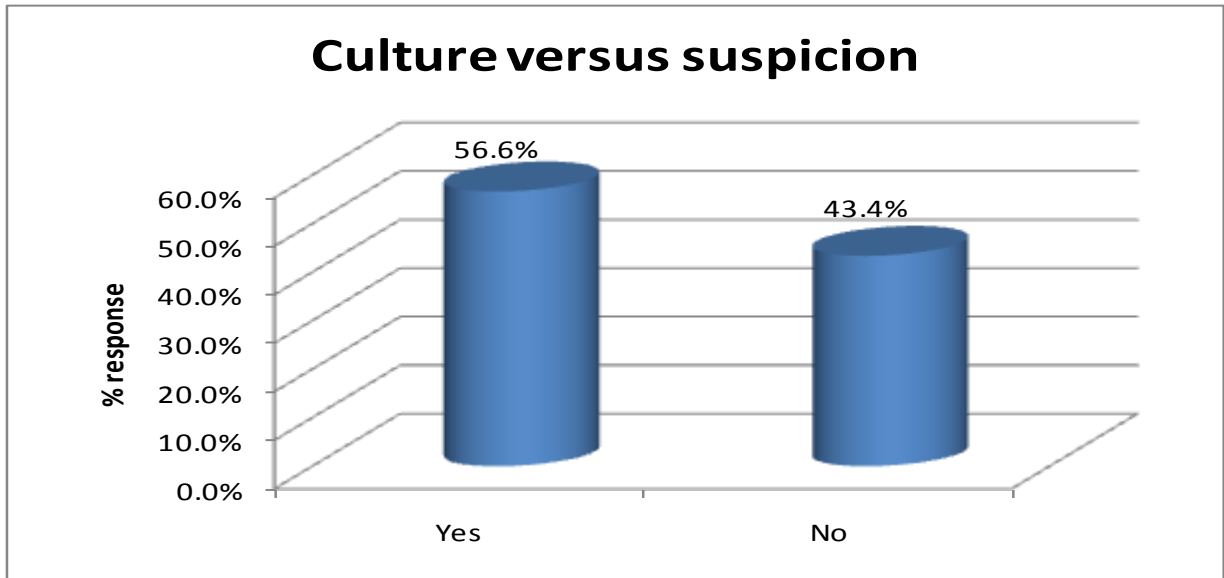
It is a concern to see that the majority (57%) of respondents believe that culture is characterised by a strong sense of suspicion. According to Tosi *et al.* (2000:365), an organisational culture that is characterised by a deep sense of suspicion is called a paranoid culture. This type of culture discourages employees from being innovative or taking risks in exploring new ideas and approaches for fear of being investigated by the forensic department.

This was evident in some of the statements by respondents on the question of whether the organisational culture is such that employees are encouraged to be innovative and take risks. The researcher tends to agree with these authors in saying that fear and suspicion dominates the organisation and this reduces its ability to respond quickly and spontaneously to strategic opportunities. The role of the forensic department at Rand Water in this regard becomes an issue of concern.

Sadri and Lees (200:853) also indicated that a negative culture could have a negative impact on the organisational performance as it could deter firms from adopting the required strategic or tactical changes.

Figure 10: Organisational Culture's focus
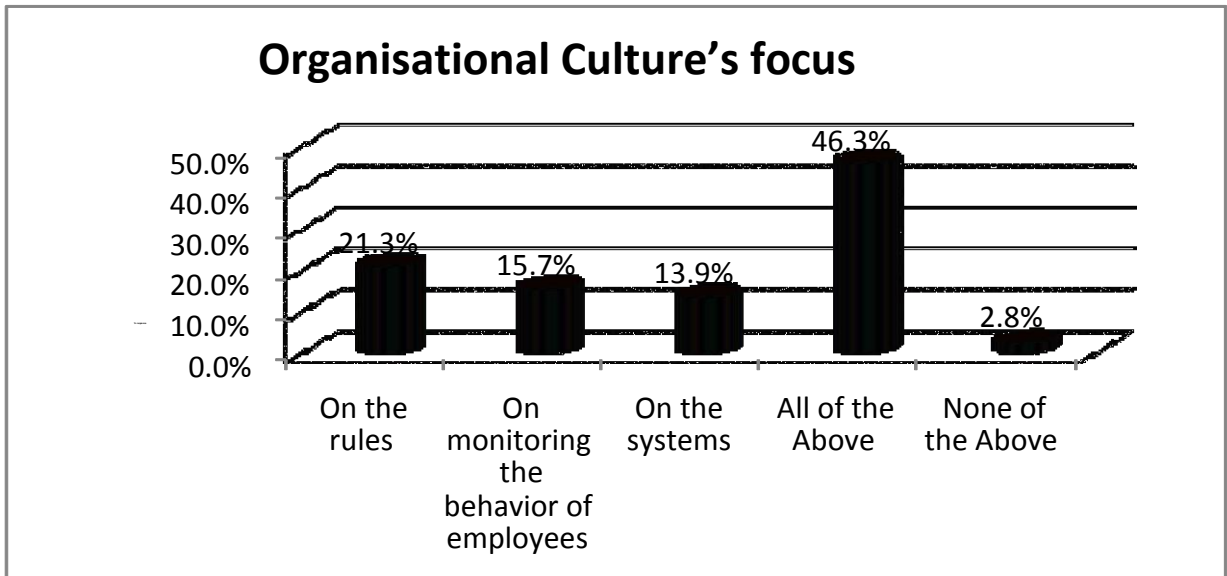
From figure 10, 21.3% of the respondents argue that organisational culture focuses mainly on the rules and 13.9% on the systems whilst an estimated 15.7% think the focus is on monitoring the behavior of employees. However, 46,3% of the respondents believe that the focus is on all of the factors mentioned whilst 2.85% indicated none of the above.

Figure 11: Caring and Support by managers

Caring and Support by managers
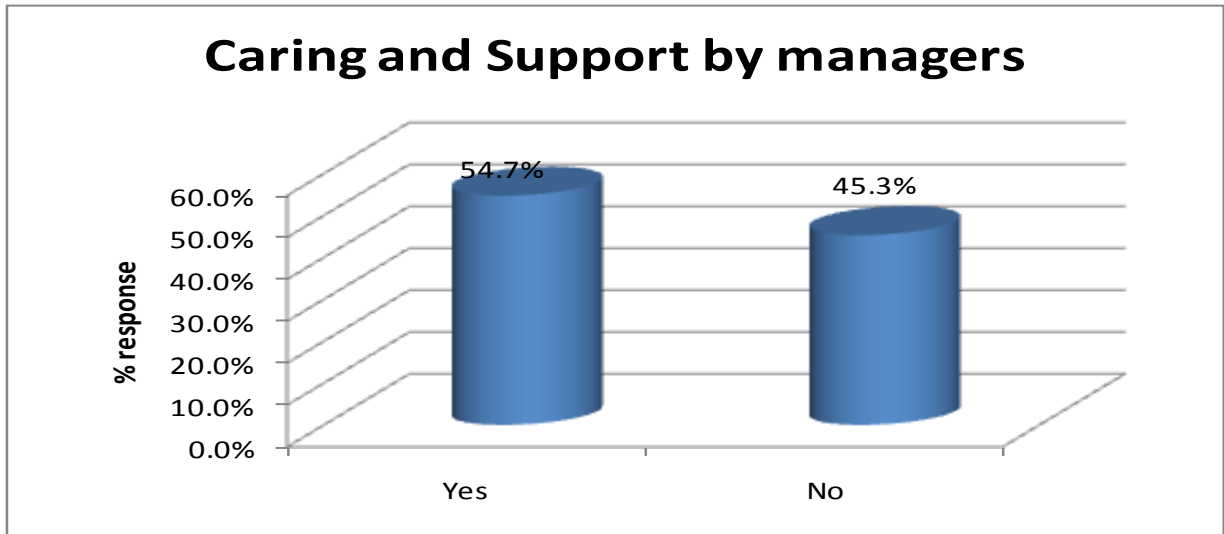
Fifty five percent of respondents think managers care and give them support whilst 45% think otherwise. There is no significant difference between respondents who think managers give them support and care and their counterparts.

Hammer and Kossek (2010) indicated that improved supervisors support for workers, such as managers showing interest in an employee's personal life or caring about an employee's family needs, can result in a win-win situation.

Figure 12: Cumulative distribution for managing non-performing employees
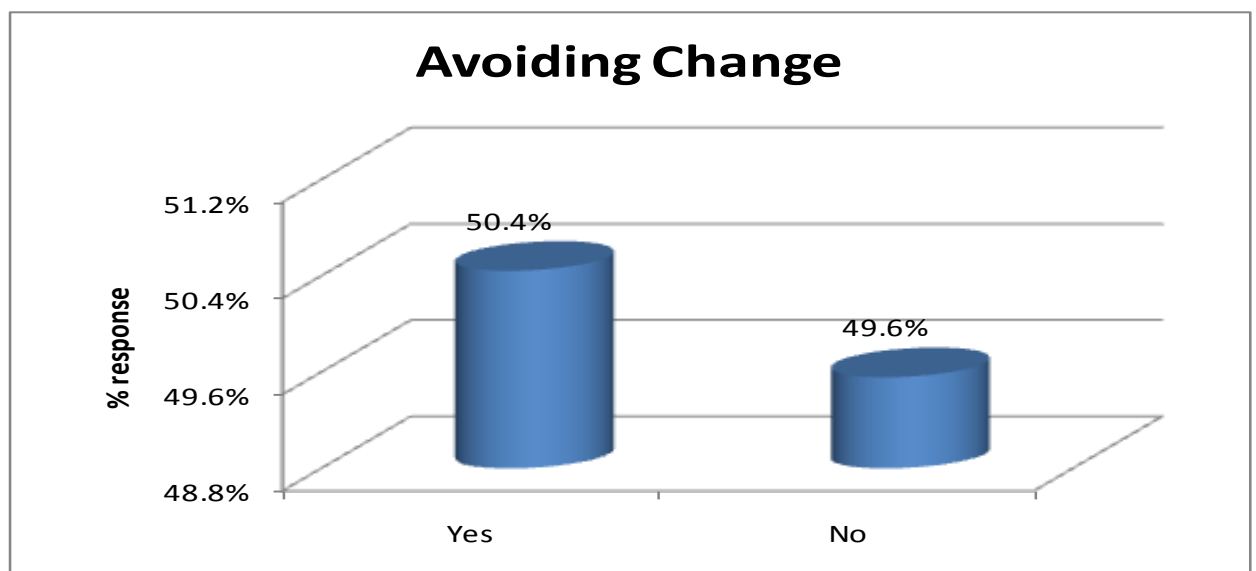

Cumulative distribution for managing non -performing employees
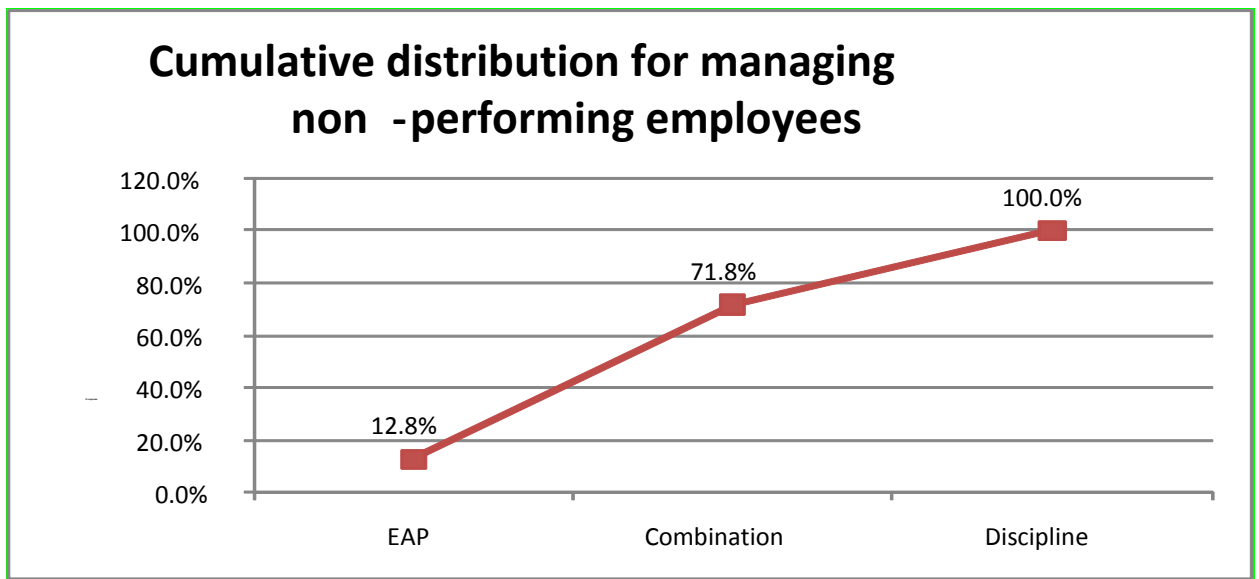
Thirteen percent of the managers make use of EAP in managing non–performing employees, while 72% make use of both EAP and Disciplinary procedure.

Figure 13: Avoidance of Change

Avoiding Change

There is, however no significant difference in the belief that culture has an impact on change within the organisation. McNamara (2000) is of the view

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that the concept of culture is particularly important when attempting to manage organisation-wide change and that practitioners are coming to realize that, despite the best-laid plans, organisational change must include not only changing structures and processes, but also changing the corporate culture as well. The researcher agrees with this author that culture is critical to organisational change.

Figure 14: Feeling part of the organisation
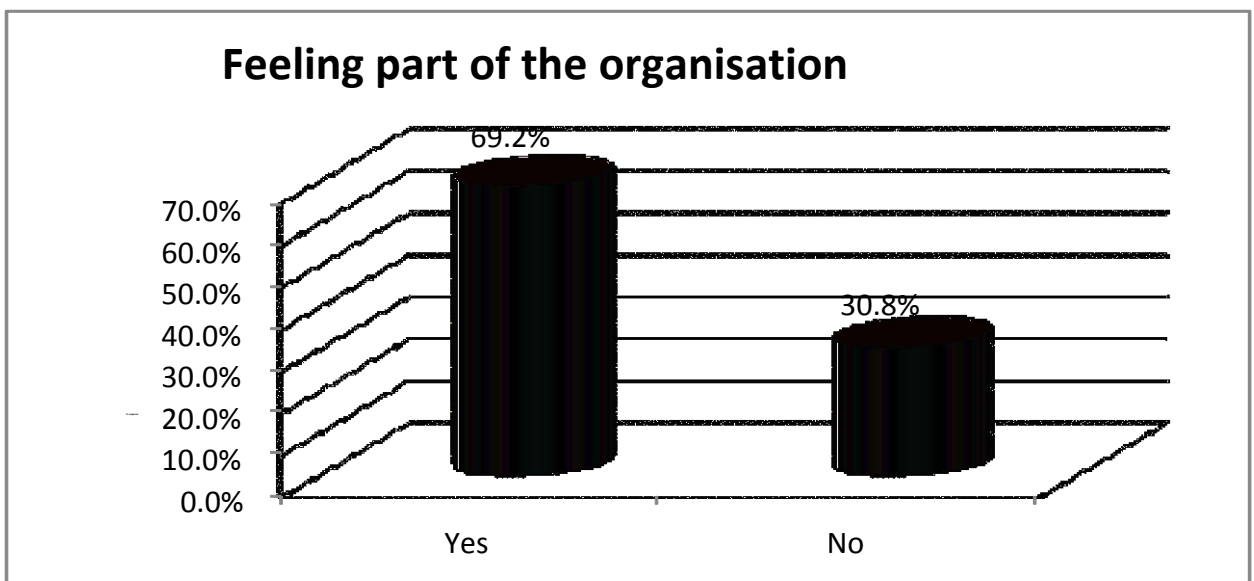
Sixty nine percent of the respondents feel that they are part of the organisation whilst 30,8% feels that they are not. This means that their focus is mainly on the job before them. This however, is an issue of concern since it is critical that employees should feel part of the organization in order to make a meaningful contribution to the organisation.

Powell (2002) mentioned that the way a company conducts its business and treats its employees can either reinforce this lost potential or nurture the untapped capabilities that every person possesses.

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Figure 15: Recognition

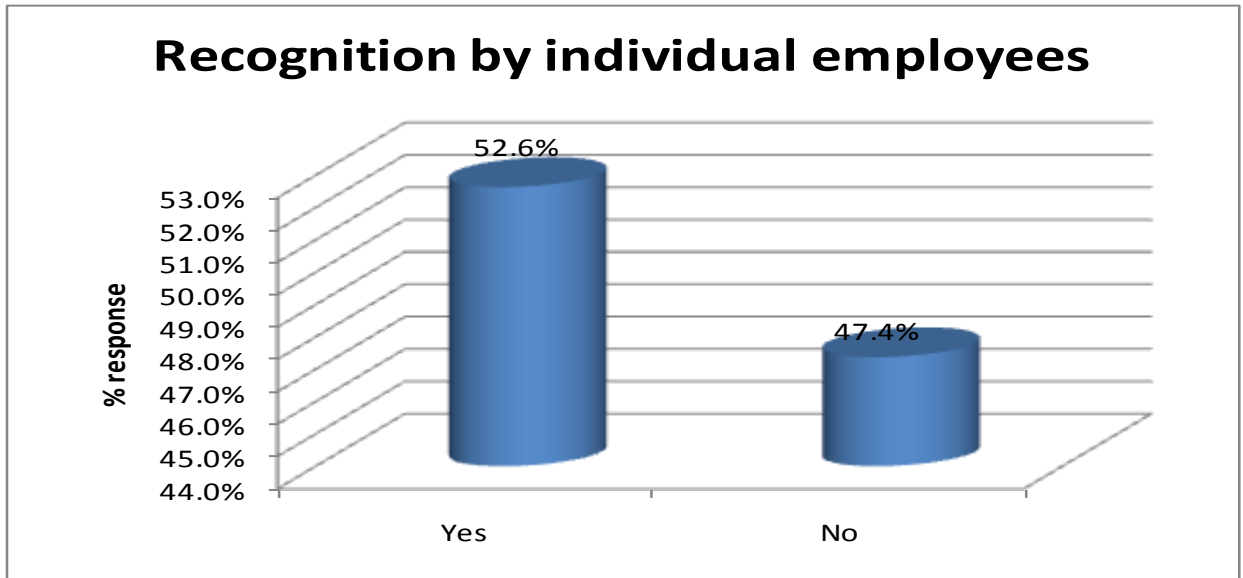Figure 15: Recognition

Recognition by individual employees

Figure 15 shows no significant difference in terms of the responses for recognition (53%) or not (47%), of employees by other employees. Senge as quoted by Powell (2002) indicated that the way people treat each other in companies and other organisations is affected by the common vision that employees share.

Figure 16: **Exaggeration on individualism by organisational culture**

Exaggeration on individualism by organisational culture

Figure 16 shows that the majority feel that organisational culture does not necessarily exaggerate individualism. With 40% of respondents saying "No" as opposed to 20% who said "Yes". To a certain extent, there is however a feeling that the culture also focuses on their individual behavior which makes them scared of being innovative and are thus unable to take risks. According to Powell (2002) employees are more likely to perform effectively when they experience mutual trust and loyalty from their colleagues, are involved in decisions about their work, and believe the company cares about their development as individuals.

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Figure 17: Feeling of well being amongst employees on ground level
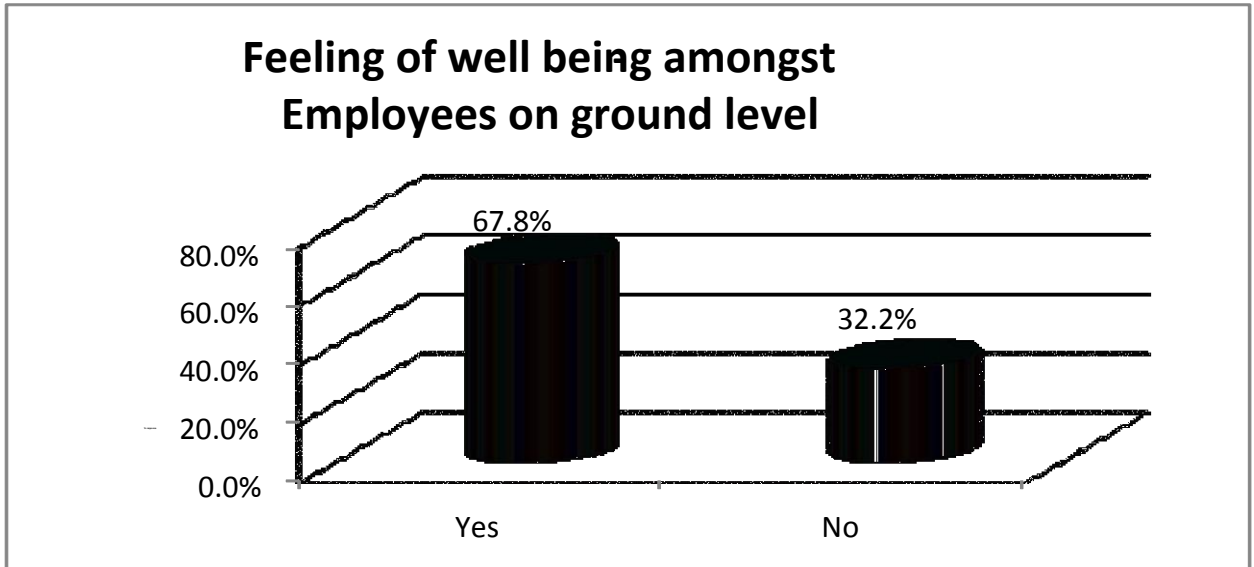
There is a significant difference, with reference to Figure 17, between employees who feel a sense of well being amongst other employees (68%) and those of their counterparts (32%). The fact that the majority of respondents feel that there is a sense of well being reflects that the environment is positive.

According to Sutherland and Cooper (2000:224), the Employee Assistance Programme enhances the employee morale. When an employee realises what efforts are made by management in helping to resolve his problem, his level of motivation increases and consequently, his attitude towards the job changes for the better. This is evident in the findings where almost 70% of respondents feel a sense of well being in a company, which has an EAP.

Figure 18: Promotion of employee well-being by Organisational Culture

Promotion of employee well-being by Organisational Culture

It is evident from figure 18 that organisational culture promotes employee well being with the majority response on 80%versus the complement of 20%

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SECTION C: EMPLOYEE ASSISTANCE PROGRAMME

The following figures review the existence of an Employee Assistance Programme, its uses and its advantages.

Figure 19: Existence of an EAP at work
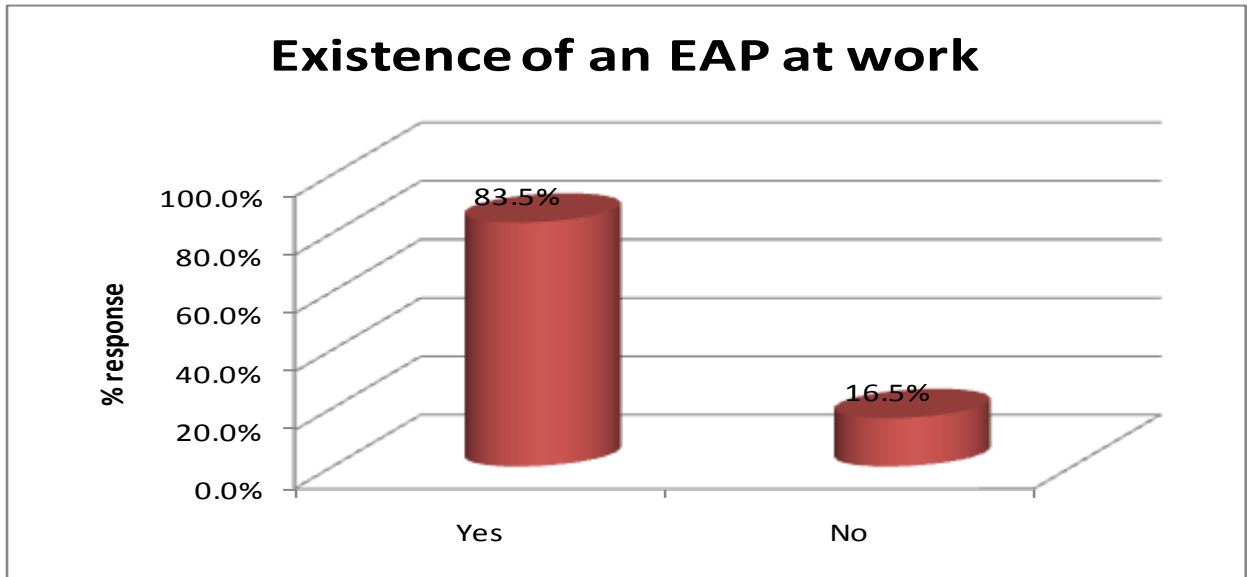
Figure 19 clearly shows (84%) of the respondents know of the existence of the EAP. However, with such a large percentage of people who know the existence of EAP, the question is why the utilisation does not match these figures which can only mean that they may not fully understand its (EAP) role and purpose, the same explanation goes for Figure 20.

Figure 20: The necessity for an EAP at work
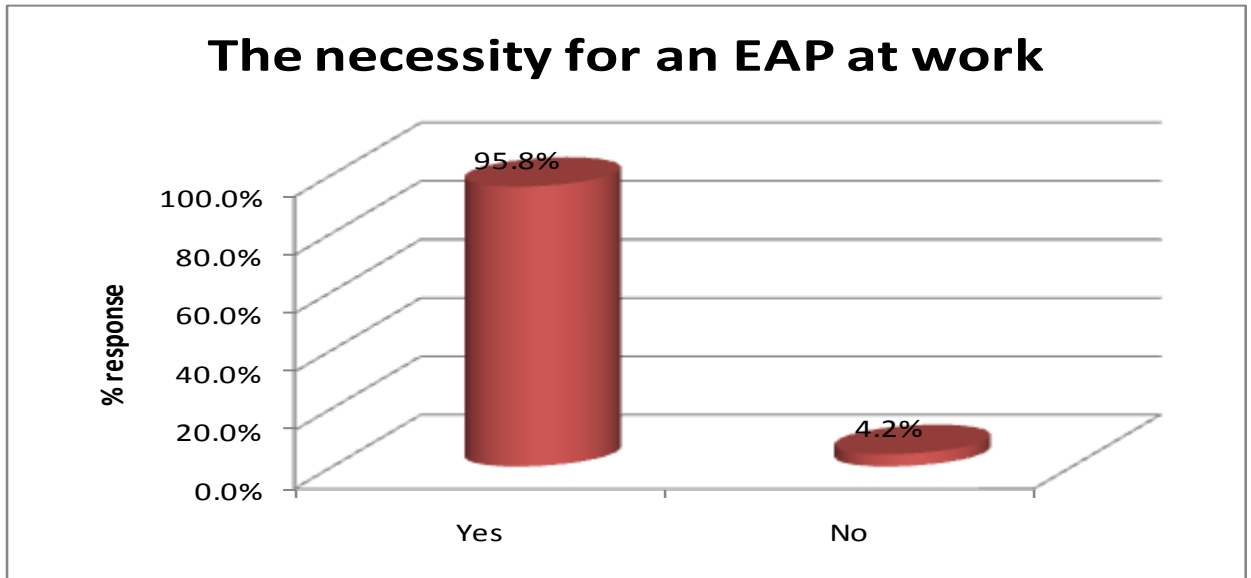
The majority (96%) of the respondents feel that there is a need for an EAP. The reason why the utilisation rate is low could be interpreted as miscalculation of utilisation figures or inadequate capturing of programme data. It could also be the fact that Rand Water also has an external service. Blair and Harper (2001:29) indicated that time and money invested in ensuring the quality of life of all employees leads to an increased output from employees in the form productivity and ultimately to the organisation.

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Figure 21: Encouragement by managers to use EAP
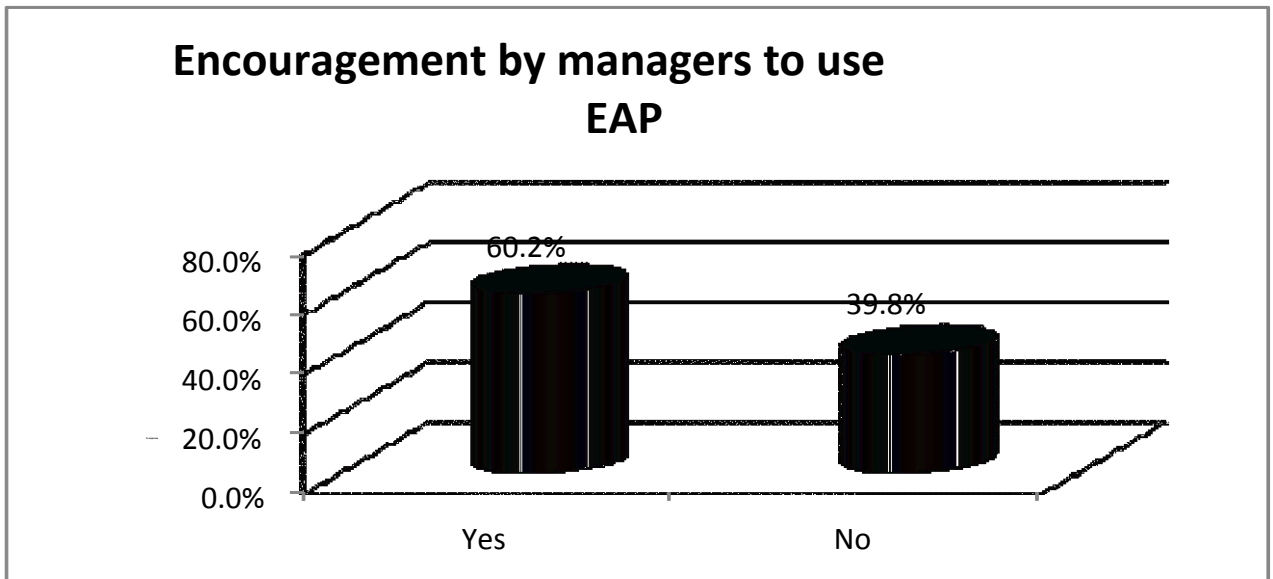
The majority (60%) of the respondents have been encouraged by managers to use the EAP, which actually indicates the culture in the organisation encourages the utilisation of the EAP. Some organisations have policies that in certain circumstances require managers to make formal referrals to an EAP to ensure that all possible steps are taken to encourage the utilisation employee to access assistance (Hoskinson, 2007). Rand Water does have an EAP policy in place which does encourage this point.

Figure 22: Referrals of employees by managers to EAP

Referrals of employees by managers to EAP
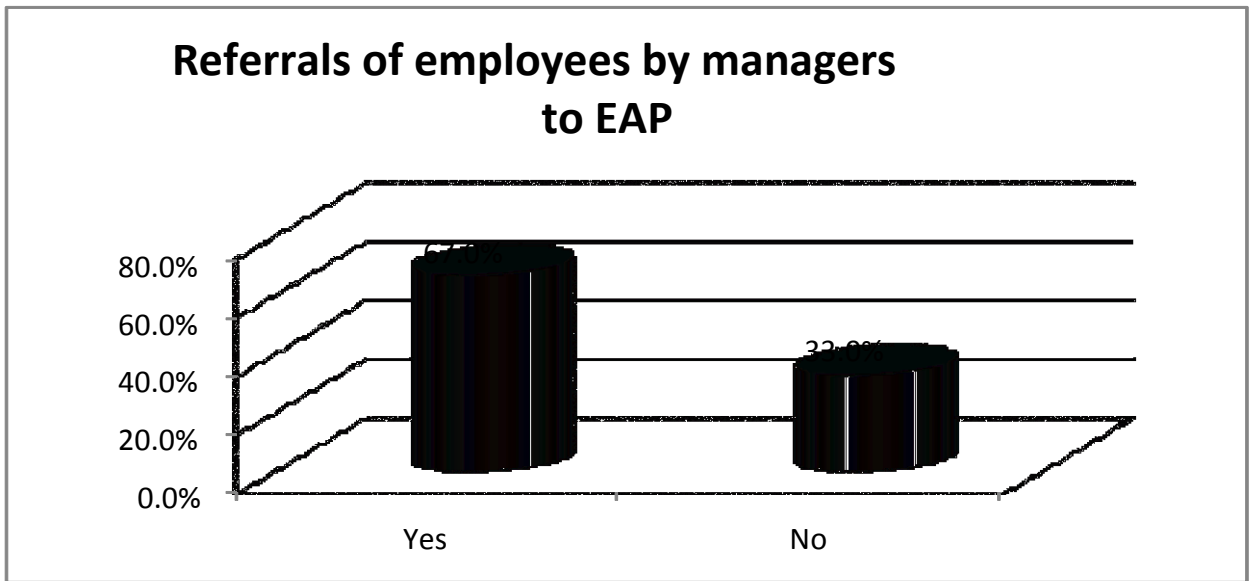
The majority of respondents (67%) agree that managers do refer them to the EAP which could actually assist in increasing utilisation yet the rate of utilisation does not correlate with this numbers. Hoskinson (2007) stated that line managers can justifiably intervene proactively, making formal referrals to an EAP on the grounds that an individual's work performance has declined. In Rand Water managers seem to be doing this according to these findings.

Figure 23: EAP support by managers

EAP support by managers
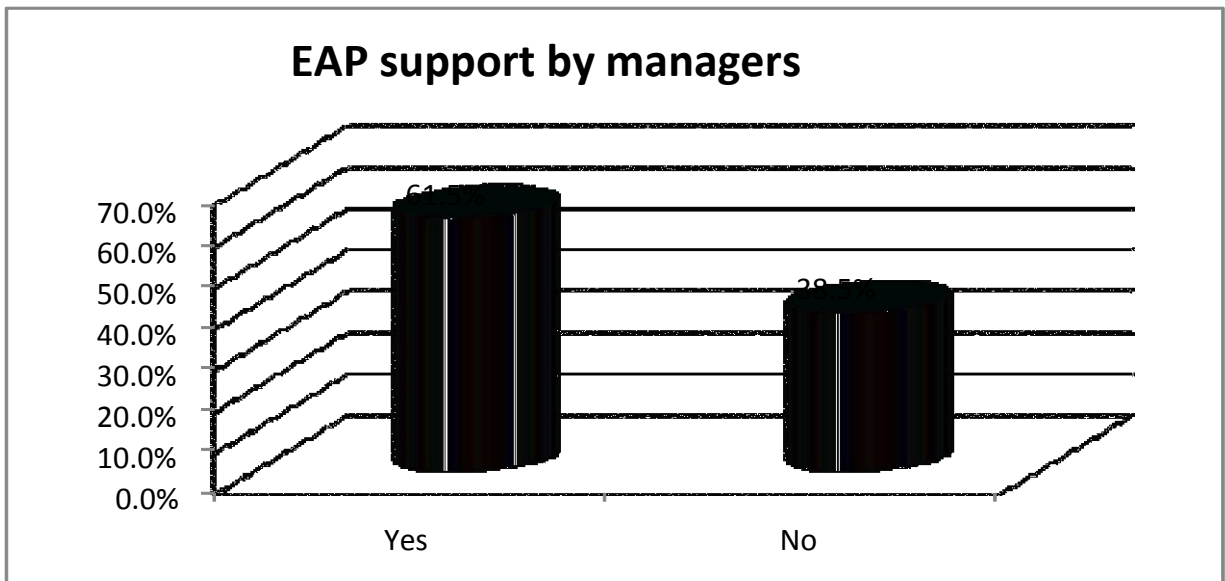
The responses indicate that the majority (62%) of respondents think managers support the programme. On this particular question, although repondents were asked to elaborate they did not do so.

Weiss (2003:61) argues that the existence of a written policy and its broad distributionas well as supervisory training predicts the higher levels of utilisation yet this is not proving to be the case with Rand Water.

Figure 24: Management style
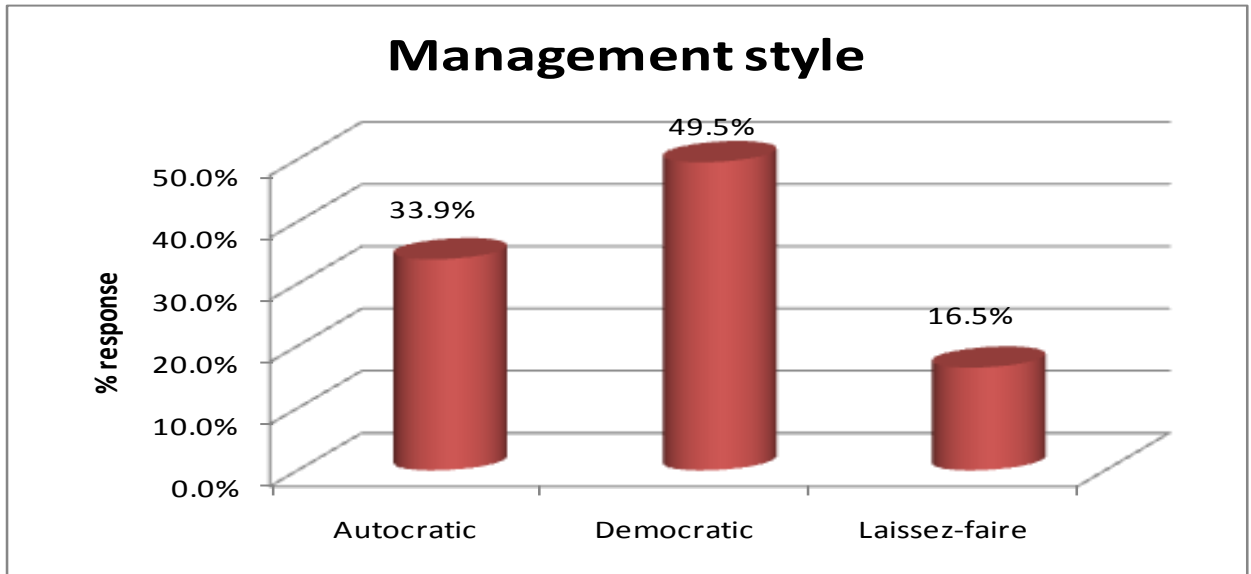
From the responses 34% indicated that the management style was autocratic, 50% indicated the management style as democratic whilst 17% indicated the management style as laissez-faire. This figure shows that different styles of management are applied throughout the organisation depending on manager's preference.

Lewin as qouted in Wikipedia (2009) describes these three types of leadership styles as follows:

- Autocratic or Authoritarian Leadership style in which all decision making are centralised in the leader as with dictator leaders.
- Participative or Democratic Leadership Style in which decision making is done through consulation with the group.
- Laissez Faire leadership style which gives free reign to the group giving them maximum freedom.

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Figure 25: Management of non-performing employees
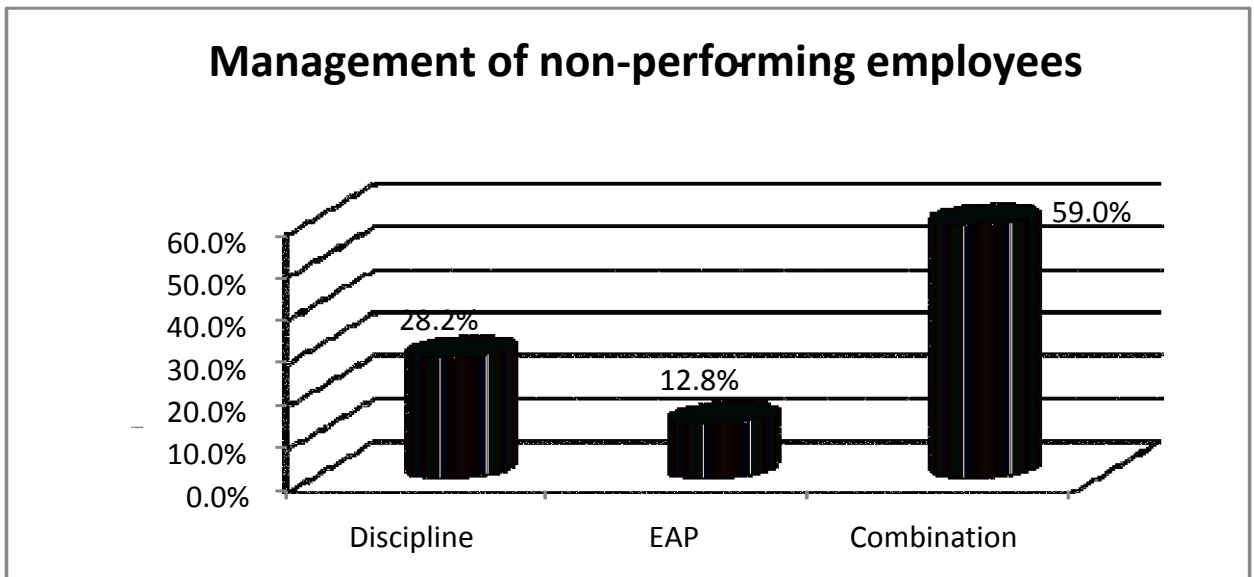
According to 28% of the responses, managers would apply disciplinary measures, 13% indicated that employees would be referred to the EAP, whilst 59% follow the combination of both EAP and Discipline respectively. This kind of scenario is normal and typical of many organisations and not unique to Rand Water. Managers thus apply different forms of disciplinary measures to the non-performing members.

3.6 SUMMARY

This chapter outlined the findings of the study in tables and graphs capturing all that the respondents wrote in responses to each question.The following chapter is the final chapter which will be a review of the whole study as well as conclusions and recommendations.

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CHAPTER FOUR

CONCLUSIONS AND RECOMMENDATIONS

4.1 INTRODUCTION

The study has been able to generate valuable information in terms of the influence of organisational culture on the utilisation of the EAP at Rand Water. This chapter will serve as the final evaluation of the research process and results. In order to enable the researcher to provide an effective research report, certain conclusions and recommendations will be made.

The aim of the study was to explore the influence of organisational culture on the utilisation of an EAP at Rand Water. The following objectives were implemented successfully in order to achieve the aim of the study, namely:-

- to theoretically conceptualise Employee Assistance Programmes with specific reference to organisational culture and employee needs (see Chapter 2);

- to explore the organisational culture of Rand Water through an empirical study (see Chapter 3); and

- to formulate conclusions and recommendations to Rand Water on relevant strategies to address the utilisation problems experienced by employees.

4.2 CONCLUSIONS

CULTURE AND WORK

- Rand Water seems to have a good balance when it comes to organising work activities in utilising both individuals and teams.

- Bureaucracy at Rand Water like in any state owned-entity seems to be a challenge in as far as innovation is concerned since it is considered by the majority of respondents as impeding their chances of being innovative or taking risks.

MANAGEMENT STYLES

- On the question of management styles half of the respondents believe that at Rand Water the managers practice a democratic style whilst a significant portion of the respondents believe it is the autocratic style and a few of them believe it is laissez faire. This shows that these three styles are practiced by managers in Rand Water.
- On the issue of management of non-performing employees, the majority of managers seem to use a combination of EAP and discipline with the exception of the few that either use EAP or discipline.

EAP

- The findings seem to suggest that to a very large extent, the organisational culture of Rand Water promotes EAP and employee well being.
- The majority of respondents believes that there is a need for an EAP and therefore would be in a position to encourage fellow colleagues to make use of it in case of need.
- The majority of respondents knows about the existence of EAP and therefore would be in a position to go and seek help.
- The fact that most respondents indicated that their managers encourage them to make use of EAP and that they have referred them at some point also confirms that the organisational culture and practices do promote EAP, however, the fact that the rate of

utilisation remains low as compared to the rate of awareness may suggest the following:-

- Employees may not fully understand the purpose and role of EAP.
- There could be elements/issues associated with EAP that do not encourage utilisation.
- Fear of being stigmatised.
- EAP not positioned well for all potential clients to be attracted to it.
- Improper marketing of programme in the past.
- Miscalculation of figures or inability to apply the utilsation rate formula
- Employees utilising the external programme may not be correctly or timeously captured on the system and therefore not counted.

At this point, the researcher believes that there is no influence or organisational culture on the utilisation of EAP at Rand Water since the culture seems to be promoting the use of EAP and yet the utilisation rate does not match the level of awareness.

4.3   RECOMMENDATIONS

- There's a need for vigorous marketing of the EAP focusing on the purpose, role and services.
- There's a need to look into data capturing systems reporting tools and the utilisation rate calculation formula.
- There's a need to work with the external service provider on improving their data capturing systems reporting tools and utilisation rate formula.
- Need for repositioning EAP to a programme that attracts all employees.

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4.4 RECOMMENDATIONS FOR FURTHER STUDIES

There is a need for further research into why utilisation remains low whilst the organisation is aware of, and in support of the Employee Assistance Programme.

4.5 SUMMARY

This study set out to answer the question: Is there any influence of organisational culture on the utilsation of EAP at Rand Water? In attempting to answer this research question the researcher established a specific goal and specific objectives. The empirical study has shown that the organisational culture did not have a definite influence on the utilisation of the EAP at Rand Water by employees. Through the findings from the empirical study the researcher can state that the organisational climate does promote the use of an EAP service.

In the context of the conclusions and recommendations elucidated in this study, it can be concluded that the goals and objectives described in Chapter 1 have been achieved through this empirical study on the influence of organisational culture on the utilisation of the Employee Assistance Programme at Rand Water.

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ANNEXURE A

RAND WATER

24th November 2009

TO WHOM IT MAY CONCERN

Re: RAND WATER LETTER OF PERMISSION

On behalf of Rand Water, I hereby wish to grant permission to N.P. Mbadaliga to conduct a study on Rand Water Organisational Culture.

GROUP H.R. MANAGER
(Sello Tsheole)

ANNEXURE B.

LETTER OF INFORMED CONSENT

Participant's Name _____ Date _____.

Principal Investigator: Patricia Mbadaliga-Khosa

Institution: University of Pretoria

Address: PO Box 18057

Eastvale

Springs

1559

Informed Consent

1. Title of study: The Influence of Organisational Culture on the Utilisation of Employee Assistance Programme at Rand Water.
2. Purpose of study: The purpose of this study is to explore the influence of organisational culture on the utilisation of EAP at Rand Water
3. Procedures: The researcher will distribute questionnaires to all the employees of Rand Water and collect them over a period of a week to give everyone an opportunity to complete the questionnaire.
4. Risks and discomforts: There are no known risks or discomfort associated with this project.
5. Benefits: I understand there are no known direct benefits to me for participating in this study. However, the results of the study may help the researcher gain a better understanding of the nature of the organisation profile.
6. Participant's Rights: I may withdraw from participating in the study at any time.
7. Financial Compensation: There will not be any financial compensation.
8. Confidentiality: I understand that the results of this study will not be kept confidential. The results of this study may be published in professional journals or presented at professional conferences, but my records or identity will not be released unless required by law. I understand that the researcher will take all reasonable steps to protect the anonymity of research participants. As the respondents will not be asked to use their names she does not foresee any repercussions thereof.
9. If I have any question or concerns, I can call Patricia at 082 387 6180 at any time during the day or night.

I understand my rights as a research subject, and I voluntarily consent to participate 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.

_____.   _____.

Subject's Signature   Date

_____.

Signature of Investigator   © University of Pretoria

ANNEXURE C.

RESEARCH QUESTIONNAIRE

Name of Researcher: Mbadaliga Nkhangweleni Patricia
Address: 522 Impala Road
　　　　　Glenvista
　　　　　Johannesburg
　　　　　2000
Tel number: (082) 387 6180 or (011) 682 0490

The aim of this study is to explore the influence of organizational culture on the utilization of EAP in Rand Water.

It is imperative to undertake this study because at the end of this study, based on the outcome of the empirical study, the researcher will make recommendations for Rand Water on relevant strategies to address problems experienced by employees during job performance. This will in turn benefit both the employees and employer in terms of wellness and productivity.

You have been selected to participate in this study as an employee of Rand Water. Your contribution to the study is of importance and it is highly appreciated. Confidentiality with regard to answering the questions is fully guaranteed since you don't have to identify yourself as a respondent and be assured that all the information gathered will be treated with utmost privacy.

For the purpose of this research, the term organizational culture is defined as the personality or character of the organization (Rand Water) and it is displayed through employee behaviour and practices that arecommon and consistent throughout the organization .

Kindly return your completed questionnaire , in the attached envelope , to your site wellbeing officer or Resarcher.

Thank you very much for your cooperation and your willingness to participate in the study.

Demographics:

Please complete with a (√) tick in the space provided below

Gender

☐ **Male**   ☐ **Female**

Age

☐ **20 – 35**
☐ **36 – 50**
☐ **51 – 65**
☐ **65 – Above**

Languages

☐ **Afrikaans**
☐ **English**
☐ **Ndebele**
☐ **Northern Sotho**
☐ **Setswana**
☐ **Siswati**
☐ **Southern Sotho**
☐ **Tshivenda**
☐ **Xitsonga**
☐ **Zulu**
☐ **Other**

Highest Academic Qualification

☐ **St 6 – 9**
☐ **Matric**
☐ **3 year diploma**
☐ **4 year diploma**
☐ **Postgraduate**
☐ **Other**

Instructions: Please tick(√) your appropriate answer

1. Does the organization encourage employees to be innovative and take risks?

   ☐ Yes   ☐ No

Explain your answer ……………………………………………………………………………….
………….……………………………………………………………………………………………...
………….……………………………………………………………………………………………...

2. Is it expected from you to pay attention to detail in your current job?

   ☐ Yes   ☐ No

3. On what does management focus at work?

Results and outcomes	
People responsible for results	
Both/All of the above	

   Motivate your answer:

   ……
   ……
   ……

4. Do management decisions take into consideration the impact thereof on people   within the organization?

   ☐ Yes   ☐ No

Motivate……………………………………………………………………………………………

5. How are work activities organized?

In teams	
On individual basis	
Both	
Other	

6. In what way do employees manage their work?

Aggressive way	
Competitive way	
Easy-going way	
Passive way	
None of the above	

7. Do organizational activities emphasize growth?

   ☐ Yes   ☐ No

8. Is the organizational culture such that the emphasis on individualism is exaggerated?
    ☐ Yes   ☐ No

9. Is the organizational culture characterized by a strong sense of suspicion?
    ☐ Yes   ☐ No

10. Is the organizational culture such that change is avoided?
    ☐ Yes   ☐ No

11. On what does the organizational culture focus?

On the rules	
On the systems	
On monitoring the behavior of employees	
All of the above	
None of the above, please elaborate	

12. Is there a culture of caring and support for employees from management?
    ☐ Yes   ☐ No

13. Do you as an employee understand the vision and mission of the organization?
    ☐ Yes   ☐ No

14. Do you feel part of this organization?
    ☐ Yes   ☐ No
    Motivate your answer:……………………………………………………………………...
    ……………………………………………………………………………………………

15. Do you feel recognized as an individual employee?
    ☐ Yes   ☐ No

16. Does the organization encourage teamwork?
    ☐ Yes   ☐ No

17. Is there a feeling of well-being amongst employees on ground level?
    ☐ Yes   ☐ No

18. Does the organizational culture promote employee wellbeing?
    ☐ Yes   ☐ No

19. Is there an employee assistance programme at your place of work?
    ☐ Yes   ☐ No

20. Do you think it is necessary to have such a programme in place at work?
☐ Yes   ☐ No

21. Do managers encourage employees to make use of EAP?
☐ Yes   ☐ No

22. Does management make referrals to EAP, elaborate?
☐ Yes   ☐ No

……
……

23. In your own view, do managers support EAP programmes, elaborate?
☐ Yes   ☐ No

……...
...………

24. What do you think is the management style of your supervisor? Select the appropriate block.

☐ Autocratic

☐ Democratic

☐ Laissez-faire

For supervisors and managers only.

25. How do you manage a non performing employee? Select and motivate.

☐ Discipline

☐ EAP

☐ Combination

……
……