FACTORS AFFECTING THE UTILISATION OF EMPLOYEE ASSISTANCE PROGRAMME (EAP) SERVICES IN A WASTE MANAGEMENT COMPANY

by

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1

DEDICATION

This work is dedicated to my late mother, Ms. Salome Mihloti Kharibe who was my rock and inspiration. She inspired and encouraged me to further my studies in order to enhance my career.

This work is also dedicated to my loving family, Mr. Shandukani Johannes Mundalamo, my husband of over 18 years, my only son and daughter, Rofhiwa and Unarine Mulisa Mundalamo respectively; for their unwavering support, understanding and encouragement throughout the entire course of study.

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ABSTRACT

Success of Employee Assistance Programme (EAP) is mostly determined by high utilisation rate of EAP services. However, there are various factors that contribute towards utilisation of EAP services in the workplace such as confidentiality, marketing and accessibility. Good and high utilisation of EAP services positively affects the company's bottom line, (Berry, 2010:1) resulting in improved productivity, low staff turnover, high employee morale, low levels of absenteeism and low cost of health care in the workplace (Brennan & Beidel, 2006:36).The researcher conducted a quantitative study in a waste management company using a questionnaire which was distributed to 128 selected respondents from four different depots that falls within Cluster South, referred to as Custer B in the study. The study explored factors affecting the utilisation of EAP services in a Waste Management Company. The results of the study proved that the success and utilisation of EAP services depends on various factors. Amongst the factors, awareness and marketing of EAP services were found to encourage utilisation of EAP by all stakeholders. Regular communication with employers was also found to promote EAP services and high utilisation rate. EAP's success and credibility was found to depend on the maintenance of confidentiality. Supervisors are the key players in implementing EAP services and are the EAP's most significant lint to the company. Support from top management was found to be one of the contributing factors in making the EAP a success through their buy-in of the programme. Other important factors that affected utilisation of EAP services included the physical location of EAP offices, the level of employees' education, gender, and perception. Stigma and discrimination also affected utilisation of EAP service. It can be assumed that organisations with successful EAP services benefits through the reduction of workplace accidents and errors, lost workdays as well as increase in the morale of workers and productivity.

TABLE OF CONTENTS

LIST OF FIGURES

LIST OF TABLES

9

CHAPTER 1

GENERAL INTRODUCTION

1.1   INTRODUCTION

Modern society has shown an innovative side of the workplace community that is no longer merely about generating large monetary profit and aiming to increase productivity. This innovative shift has evolved with a concern for growth in the well-being of employees in conjunction with the organisations productivity success. In addressing both the organisation and employee wellness concerns, the workplace community has designed special programmes called Employee Assistance Programmes (EAP), which aim to address employees' wellness (Maiden, 1999:2).

It is claimed that the EAPs offer a proactive approach to maintaining productivity and employee morale, which is required in the productive dual relationship between employees and their workplace. It could therefore be argued that, the structuring and designing of these EAPs requires due diligence; policy development; communication between employees and their surrounding environment; adequate promotion and training in the use of EAPs by employees (Attridge, Amaral, Bjornson, Goplerud, Herlihy, McPherson, Paul, Routledge, Sharar, Stephenson & Teems, 2009:1).

Similar attempts at addressing employees' wellness through EAPs have been observed. Pikitup is a parastatal waste management and recycling company which renders its services to the Johannesburg Metropolitan and the surrounding areas. In 2001, as a means of keeping the Johannesburg city clean, the City of Johannesburg Municipality founded Pikitup and endorsed it as a company to be solely responsible for the implementation of recycling and waste management (Pikitup, 2009:5). This endorsement followed the shift in the waste management system of the city. This was an "end of pipe" waste management system that saw only a small percentage of the city's waste being recycled (Pikitup, 2009:5).

As a large waste management company in Africa, it provides employment for a large number of individuals in and around Johannesburg, working as general field workers, managers and administrative staff (Pikitup, 2009:6). Utilisation of EAP services plays a major role in the successful service delivery of waste management as it helps maintain employees' well-being, allowing them to perform their duties to the best of their ability. This study is intended to investigate factors that influence the utilisation of EAP services by Pikitup employees. The study identifies positive and negative factors that influence utilisation EAP services and recommends strategies that positively influence utilisation of EAP services against those that inhibit effective use.

1.2   THEORETICAL FRAMEWORK

The theoretical framework selected for this study is the systems theory, because it gives an understanding of different systems and how they work together (Ansari, 2004:10). As it applies to this research, the systems theory assists the researcher in understanding how utilisation of EAP services, either high or low, can affect the interrelated elements of different systems within the waste management company. Different systems within the waste management company would include, management, supervisors, and different departments consisting of employees. Factors that influence these systems include behaviour, performance, morale, and absenteeism in the workplace. All of these could cause poor performance in the workplace, as well as endangering the lives of other employees. Under-utilisation of EAP services could result in more disciplinary action against employees if their personal problems are not dealt with appropriately.

According to Macy (2010:16), Bertalanffy is regarded as the father of General Systems Theory (GST), and he proposes that a system is characterised by interaction of its components and the non-linearity of those interactions. General Systems Theory focuses on the arrangement of relations between the parts which connect them into a whole. It is based on awareness of the essential interrelatedness and inter-dependence of all phenomena. In this instance, it is the relationship between the employer and the

12

employees). The General Systems Theory looks at the world in terms of relationships and integration.

The General Systems Theory implies that the whole of the system is more than the sum of its parts. For example, there is more to an employer and employee together than when they are alone in separate entities (Macy, 2010:16). In other words, Pikitup and its employees are dependent on each other. There is no waste management company without its employees since together they make a whole. The waste management company depends on its employees for productivity and service in order to make a profit or satisfy its customers, while on the other hand, employees depend on Pikitup for financial rewards or remunerations for the service rendered. Employees also depend on their employer to render a service such as EAP to assist in addressing their personal and work related issues which in turn, if properly utilised will improve work performance and productivity.

The basic tenet of General Systems Theory is that all systems share certain characteristics that allow them to function as systems, regardless of their type or level of organisation (Macy, 2010:16). Therefore, General Systems Theory is concerned with the holistic and integrative exploration of phenomena and events where each element has an effect on the functioning of the whole and each element is affected by at least one other element in the system (Laszlo & Klippner, 1998: 1). The systems theory is relevant to this study because it shows how systems in the waste management company can work together. This means that management and employees must find common ground. According to Uhl-Bien, Russ and McKelvey (2007:11), the type of knowledge that leaders provide for their employees has a direct influence on their motivation for performance.

1.3   RATIONALE AND PROBLEM STATEMENT

What prompted the researcher to conduct this study was an observation of a decline in the utilisation of both the internal and external EAP services. As a practitioner at the waste management company, the researcher observed this decline over a period of time. This waste management company have not evaluated its programme or done research

in the past to explore possible reasons for this decline, which has to be acknowledged as a gap in existing knowledge.

The reason for the decline of the utilisation of EAP services may result due to various factors. Some of the reasons may be that employees do not know how to access EAP services or it may be that the message about the service is not reaching the employees who are eligible to utilise the service. The implication of poor utilisation of EAP services may result in high levels of absenteeism, low productivity, high staff turnover, low employee morale and high health care costs in the workplace, if not effectively addressed. Brennan and Beidel (2006:36) state that communicating EAP messages frequently, by conducting on-site workshops, road-shows and information sessions, may influence awareness and utilisation of EAP services. The study envisages to determine the factors that cause the low utilisation of EAP services. The waste management company, would want to record at least a 10-15% utilisation rate of EAP services. At the time of the study, the service had recorded a 3-5% rate of utilisation by all the employees for internal EAP services and only about 1% for external EAP services (Pikitup Annual Report 2011: 5).

1.4 GOALS AND OBJECTIVES OF THE STUDY

1.4.1 Goal of the study
The goal of this study is to explore factors affecting the utilisation of EAP services in a waste management company.

1.4.2 The objectives of the study
- To identify factors that affect the utilisation of EAP services;
- To determine the current utilisation rate of EAP services in the waste management company;
- To explore what factors are affecting the utilisation of EAP services by waste management employees;
- To recommend strategies that may assist in increasing the utilisation rate of EAP services.

14

1.5 RESEARCH QUESTION

Based on the afore-mentioned information, the relevant research question for this study is formulated as follows:

- What are the factors affecting the utilisation of EAP services in the waste management company?

Research sub questions

- What personal factors are affecting the utilisation of EAP services waste management company?
- What factors in the workplace are affecting the utilisation of EAP services?

1.6 RESEARCH APPROACH, DESIGN AND METHODOLOGY

(See Chapter 4 of this research report for a detailed discussion on the research methodology)

Research approach

Based on the research topic, the appropriate research approach was quantitative research approach.

Type of research

The appropriate type of research for determining the factors that influence the utilisation of EAP services was applied research

Research design

For the purpose of this study, a non-experimental design in the form of a randomised cross-sectional survey was used.

Research methods

As this research study was quantitative in nature, the researcher collected information on factors that may affect the utilisation of EAP services based on numbers and statistics. A self-developed questionnaire was used to help the researcher to gain information from a large number of participants at the same time.

Research population and sampling

The waste management company that is being investigated has a workforce of about 5000 employees and comprises three sectors, namely: the North, South and Central sectors. Each sector has four depots located within the same area.

For the purpose of this research, the researcher focused on the South sector, which is referred to as Sector B in this study. Sector B comprises the Avalon Depot, the Central Camp depot, the Roodepoort Depot and the Zondi Depot.

Data collection

Owing to the type of investigation to be undertaken, a quantitative data collection method was used.

Data Analysis

The researcher made use of a private research statistician who analysed the data making use of IBM Statistical Package for the Social Sciences (SPSS) software version 23.0. Recommendations were made from the findings after analyzing and interpreting the data.

Pilot Study

A pilot study was conducted before the actual study was undertaken. This pilot study was similar to the actual study, which enabled the researcher to address several issues that arose before conducting the actual study (De Vos, Strydom, Fouché and Delport, 2011:237).

Ethical considerations

This research study involved employees from a particular waste management company as respondents, so it was vital that certain ethical considerations be applied to ensure the safety of all the respondents. See Chapter 4 for complete discussion on the matter of ethical issues.

1.7 DEFINITION OF KEY CONCEPTS

In any research study, it is essential to define the terms that will be used to make sure that none of them are ambiguous (Cone & Foster, 2006:68). The key concepts in this study include:

1.7.1 EAP Services

Several authors including the (Standards Committee of EAPA-SA, 2010:1 and Grobler, Wärnich, Carrel, Elbert and Hartfield, 2002:453) define EAP services "as the work organization's programme or work-based intervention programme, based on core technologies or functions to enhance employee and workplace effectiveness through prevention, early identification and resolution of both work and personal problems that may adversely affect performance and productivity"

1.7.2 EAP Utilisation

EAP Utilisation "is the number of new EAP cases opened within a given time period (typically a year) divided by the total number of employees eligible for EAP services. (Standards Committee of EAPA-SA, 2009:15). The utilisation of EAP services ultimately

impacts on the healthy functioning of the organization (Standards Committee of EAPA-SA: 2010:16).

1.7.3 Employees

Employees are referred to those personnel who are employed on a full time basis at depots in a waste management company. No employees from other companies were used in this study. Only employees from sector B were eligible to participate, that is, employees from the Avalon, Central Camp, Zondi and the Roodepoort Depots.

1.8 OUTLINE OF THE CHAPTERS

The dissertation is divided as follows:

Chapter 1: Introduction and research methodology

This chapter involves a general overview and brief summary of the following aspects; formulation of the research problem, the goals and objectives of the study, the research question; the research design and methodology; ethical aspects, the definition of key aspects and limitations of the study.

Chapter 2: Literature review on factors that influence utilisation of EAP services

This chapter reviews information that the researcher accessed from other scholars in relation to factors that affect the utilisation of EAP services.

Chapter 3: Literature review on the waste management industry

This chapter outlines information about the waste management industry in relation to the working conditions, challenges and EAP within the sphere of waste management.

Chapter 4: The Empirical study, analysis and interpretations

This chapter involves the analysis and interpretation of data collected from the respondents. Empirical findings are benchmarked against existing literature.

18

Chapter 5: Conclusion and recommendations

This is the final section of the study which describes conclusions drawn from the investigation conducted throughout the study process, with special reference to data collected from the respondents and the literature reviewed. Finally, the chapter presents recommendations for future research based on the findings of the study.

1.9 LIMITATIONS OF THE STUDY

The researcher distributed questionnaires to 128 respondents, but only 100 filled questionnaires were returned. From the questionnaires that were brought back, about 5% had some of the questions left blank without any responses.

Although this study was initiated about 5 years ago when the researcher observed a decline in the utilisation of EAP services among both internal and external service providers, empirical data was collected during the last 3 months before this report was submitted for examination purposes. Utilisation of EAP services improved over the years and the external service providers' contract has since expired and were not renewed. However, the researcher was still able to explore the factors that affect utilisation of EAP services in the waste management company.

CHAPTER 2

LITERATURE REVIEW ON FACTORS THAT INFLUENCE UTILISATION OF EAP SERVICES

2.1 INTRODUCTION

Recent studies focusing on the workplace relationship between productivity and employees' wellness have shown a revolving understanding of the workplace as not mainly a place focused on labour and productivity (Swanepoel, 2003:5; Ranjin 2012:2;). This new understanding has shown the workplace as being a diverse community with interconnected stakeholders aiming towards a common high productivity and healthy workforce goal. The common goal has seen a number of organisations establishing core Employee Assistance Programmes to protect the 'common' goal and to survive in the ever-changing globalised socio-economic and political workplace.

The supporting and protecting of these EAP offers organisations both a proactive and reactive approach to maintain productivity and increase employee morale, which are key factors necessary for the survival of a business. According to the White Paper on Public Service delivery (RSA, Ministry for Public Service and administration, 1997b). These EAP services therefore, require due diligence, policy development, communication and training as perpetuated by labour laws that occasionally oblige organisations to adopt in the development of EAP programmes.

According to Nair and Xavier (2012: 68), EAP is an "organized, professional, counselling and information program providing service on a range of issues, both personal and work-related". According to the definition provided, EAPs are work-related as they provide a variety of services to the workplace community.

Since the workplace is a dynamic environment, it could be argued that employees might be challenged by occupational challenges that might see them depending on negative coping strategies, such as substance abuse and suicide (Jacobson & Sacco, 2012:26).

20

Such mechanisms can arguably be addressed through EAP. Therefore, the investigation of the factors contributing to the utilisation of EAP services as espoused in this study, is important to look at. For this reason, chapter two focuses on the literature to enable the researcher to provide a scholarly underpinning to the study.

2.2   THE HISTORICAL DEVELOPMENT OF EMPLOYEE ASSISTANCE PROGRAMMES

The development of the EAP in South Africa has been globally influenced by the international changes affecting the workplace community. Studies have shown that the provision of EAPs in the workplace originated in the United States (US) as a means of assisting employees battling with alcohol addiction (White & Sharar, n.d:1). The global shift in the workplace witnessed an expansion of companies, which resulted in employees being affected and battling to cope socially. It can be debated that the consequences of the expansion of companies influenced the growing problems of employees' abuse of alcohol as a coping mechanism (White & Sharar, n.d:5). Prior to the implementation of EAPs, employees who had problems with alcohol abuse experienced dismissal from employment. Such dismissal extended to more social problems commencing from economic challenges such as poverty and unemployment. The introduction of EAPs into the workplace saw a shift in the way such employee problems (alcohol addiction) were addressed. This included the introduction of Alcoholics Anonymous (AA) groups (White & Sharar, n.d:5)

In 1970, the National Institute for Alcohol Abuse and Alcoholism (NIAAA) started an occupational programmes branch to provide interventional support in the workplace instead of further stigmatising employees as having alcohol or mental health problems. It is argumentative that the formation of the NIAAA was a turning point for companies, in that it helped them see the importance of assisting employees with alcohol addictions if they were to keep production at its peak (White & Sharar, n.d.5). The provision of EAPs carried out in-house interventions, meaning that EAP practitioners were employed by companies to render services to their employees. However, in the early 1980s, in-house practitioners discontinued following the formation of external service providers, by organisations. The change in the provision of EAPs was because of the cost implications,

21

as well as the fact that in-house service provision was more expensive than contracting programmes (White & Sharar, n.d.). Recently, the provision of EAPs has been projected as individual companies' responsibility and the employees' right. This promotes effective social functioning and high productivity at the same time.

2.2.1 EAP Services in South Africa

The provision of EAP's in the South African context has been influenced by a number of factors, ranging from HIV/Aids, crime, violence, rising healthcare costs, the change in the healthcare system, labour laws and businesses' obligation to help the government (Harper, 1999 as cited in Maiden1999:). The provision of EAPs in South Africa originated in two areas, namely human welfare and people management in the context of the workplace (Pillay & Terblanche, 2012:230).

The Chamber of Mines (COM) instituted the first EAP in South Africa when the company hired a consultant to conduct a feasibility study on EAP for people working in the mines (Pillay & Terblanche, 2012:231). By 1986, the concept of EAP was increasingly accepted in South Africa and two of the country's mining areas received two programmes housed in their own buildings (Pillay & Terblanche, 2012:231). These programmes were initially provided to help employees who were challenged by the adverse working conditions in the mines. Employees were generally turning to drugs and alcohol as a way of coping with their challenges. However, they experienced mental health challenges while they were doing underground work in the mine (Pillay & Terblanche, 2012:232). Today, EAPs have expanded to include industries other than mining, such as in the financial, food, motor and public sectors (Pillay & Terblanche, 2012:232).

2.2.2 The Effective Practice of EAP Services

EAP services, if implemented correctly, can be beneficial to both employees and employers. Panszczyk, McDonnell-Kennedy and Turan (2004: 298) mentioned that organisations with successful EAP services benefit through the reduction of workplace accidents and errors, lost workdays, usage of medical benefits, the improvement of

supervisory skills and aspects such as increase in the morale of workers and productivity. While a number of studies support each other on the benefits of utilising EAP services, Govender (2006:56) states that supervisors do not understand how to implement the programme and both employees and supervisors may show reluctance to utilise an outside source for solving their problems. This creates a need for supervisory training so that supervisors are able to help employees to take advantage of these benefits. Burke and Shapar (2009:68) state that there are disadvantages in providing free EAPs by organisations which seek to lower their spending and increase profit margins. The cost of implementing EAP services has been regarded as a challenge for some companies. In the USA, it was found that an EAP costs a company between $1.50 and $2.50 per employee per month, depending on what goes into the programme. If the programme is free for employees, the perceived value may be high or low, depending on how well the programme is executed (Burke & Shapar, 2009:68).

The disadvantage of the EAP is that employees self-report their feelings and may decide to hold the truth back because they are afraid that their employers will dismiss them if they tell the truth (Burke & Shapar, 2009:68).

Effective utilisation of EAP services has been associated with a number of factors originating from both the workplace and the employees' environment outside the workplace community (Standards Committee of EAPA-SA, 2010). According to the Standards Committee of EAPA-SA (2010:16), the marketing of EAPs plays a major role in the usage of the services. Furthermore, as a format of marketing, having a programme for the well-being of employees that goes across the company encourages employees to take advantage of the services provided by these programmes (Barrett, 2010:35). However, studies have revealed both the advantages and disadvantages of the utilisation of EAP services. Such studies includes Nair and Xavier (2012:71) who suggest that one of the employees benefits in utilising EAP services is that employees have a place where they can talk to counsellors about their work and personal issues. This creates a stronger motivation for them to maintain or increase their performance. Going to an EAP is an organised way in which employees can access services confidentially (Nair & Xavier, 2012:72). Confidentiality thus, becomes as issue for many employees wanting to use the EAP (Jacobson & Sacco, 2012:77).

23

2.2.3 EAP utilisation rates

In as much as the development of EAP services in the workplace has grown global, the utilisation of these services by employees has shown less development when compared to the programmes themselves. Thomason, Burton, and Hyatt (1988:150) indicated that an average usage of EAP services is 5% globally. Matlhape (2003:13) stated that EAP services are a vital part of the workplace in that they assist or play an integral part of enhancing productivity and improving profitability. Therefore, the existence and utilisation of these services in an organisation is very important.

According to Simmons-Welnurn and McNeil (2005: 55), rendering a holistic approach that considers environmental factors affecting an employee's ability to cope and perform at work, also helps in increasing utilisation of EAP services. The Standards Committee of EAPA-SA (2009:5) defined EAP utilisation as "the number of new EAP cases opened within a given period (typically a year) divided by the total number of employees eligible for EAP services." Attridge et al. (2009:8) identified 3 different types of utilisation statistics typically used to measure EAP Utilisation:

- **The clinical use rate** which accounts for at least 1%-5% utilisation rate and is calculated as follows: The number of employees who received clinical assessment divide by a total number of EAP eligible employees.
- **The people use rate** which accounts for 5%-15% utilisation rate. This is calculated by the total number of people accessing EAP service for any reason, divided by a total number of EAP-eligible employees (Excluding Dependence).
"Any reason" may range from clinical counselling, information and referral, management or organisational service, workshops, and crisis management.
- **The total activity use rate** which accounts for 15%- 30%. This is calculated by a number of employees and family who receives clinical and any other reason divided by a total number of EAP- eligible employees (without dependents).

For the purpose of this study, the people use rate will be used to measure the utilisation rate. The utilisation rate of EAP services has been found to be influenced by employees' needs and economic factors. A study by MacArthur, Rickard and Lewis (2009:123) found out that during downturns in the economy such as recessions, EAPs were used more than at other times. Employees need a supportive place where they can go to obtain the assistance they need during difficult economic times (MacArthur et al., 2009:123). Another survey that looked at the needs of employees found that 95% of employees wanted information on how to deal with workplace stress, with a high of 80% of the participants responding that they wanted information on addressing workplace violence (Gleason, 2010:101). Therefore, by understanding the needs of employees, stronger programmes that meets these needs are vital in promoting a high utilisation of EAP services.

Weiner and Craighead (2010: 571) share the same sentiments, in that 15 years later, they found that the average usage of EAP services was still at 5%, with a slight growth to a minimum of 10%. The effectiveness of an EAP is usually measured based on programme utilisation, yet there is no standard definition of EAP utilisation by which the profession operates. Organisations and EAP providers often use the utilisation rate as an outcome measure. Increased rates of utilisation are typically considered a sign of EAP success (Spetch, Howland & Lowman, 2011:110).

2.3   FACTORS AFFECTING THE UTILISATION OF EAP SERVICES

Human beings experience difficulties once or many times in their lifetime. It is impossible to avoid life's many stresses, conflicts and challenges that occur in this changing world to modern life.

Often, we try to resolve these challenges on our own or with the help of family and friends. However, in a workplace, it really helps to consult an experienced EAP Practitioner as nowadays employers have realised how important the employee is to the success of the business.

25

Besides such services being freely available, some employees do make use of EAP services while others choose not to utilise the service.

Numerous factors may influence and encourage employees to utilise the EAP services. The discussion of these factors is as follows:

2.3.1 Awareness and marketing of EAPs

Marketing of EAP services is crucial to the utilisation and survival of the industry. Various researchers (Frost, 1990:45-55, Panszczyk et al., 2004:297, Simmons-Welburn & McNeil 2005: 54 and Brennan and Beidel, 2006:27) agree that marketing of the EAP is vital to the success and utilisation of EAPs. Awareness of the EAP services also includes the following:

- Visibility of the EAP within the company.
- Employees' understanding of what services are available through the EAP.
- Employees' familiarity with what procedures are to use when utilising the EAP.
- Employees' concern about confidentiality of the EAP services. These researchers further agree that effective communication of the EAP is essential and that without knowledge of the programme, it is highly impossible for employees to use the EAP. Therefore, it is very important for practitioners to make employees aware of the EAP for the success and utilisation of the service.

In view of the above, Richard, Emener and Hutchison (2009:358) also share the same sentiments in that they emphasized that effective marketing of EAP services and programmes will definitely ensure that crises are addressed as quickly and efficiently as possible.

Taute and Manzini (2009:2) confirm that marketing of EAP services encourages the utilisation of EAP by supervisors, managers, labour, peers, employees and family members. Marketing contributes positively toward the following areas:

26

- Increasing employee knowledge of the EAP and its services.
- Increasing familiarity and comfort with EAP operations which in turn enhances acceptance and utilisation of the EAP services by all stakeholders in the company.
- Increasing utilisation of the EAP programme at all levels throughout the organisation.
- Enhancing the integration of the EAP within the host and contract organisation and promoting the sense of ownership by managers and employees.
- Maintaining the visibility of the EAP and its presence as a vital contributor to the organisation.

Attridge et al. (2009:49) support this view by stating that regular communication with employees and their families promotes the EAP service and high utilisation rate.

Berry, Mirabito and Baun (2010:104) summarised the EAP success and high utilisation on 6 pillars, namely:

- Pillar 1: Engage Leadership – at all levels (management support).
- Pillar 2: Align the EWP to the company identity and aspiration.
- Pillar 3: Ensure your EWP is excellent- in scope, relevance and quality (need based and return on investment).
- Pillar 4: EWPs must be accessible- (convenience matters).
- Pillar 5: Partner for success- (collaboration strengthens the programme- involve all stakeholders all the time).
- Pillar 6: Communication- (message received, loud and clear- Marketing and awareness).

Antonellis (2012:233) also concurs with the above researchers and believes that there is a correlation between EAP awareness, training and the utilisation rate. He further stated that the more active an EAP is in providing awareness training, the greater the utilisation rate would be. He stressed that the foundation of EAP is rooted in the education and awareness. According to Taranowski and Mahieu (2013:10) higher levels of EAP promotions and worksite activities are associated with the likelihood of service use.

A target market for EAP product is defined as potential customers who have a need (recognised or unrecognised) for EAP service, which means that, even if the EAP services are available; unless employees are aware of such services; they will not utilise them (Winston and Winegar, 2014:66).

2.3.2 Confidentiality

Confidentiality is the protection of personal information. Confidentiality means keeping a clients' information between you and the client, and not telling others about it including co-workers, friends, family and anybody else. Confidentiality is important because it helps to build and develop trust. Confidentiality potentially allows for the free flow of information between the client and the practitioner. Before speaking to the third party, it is essential to obtaining the client's consent in order to protect and maintain privacy of the client (Gerry, 2012:382).

Anonymity refers to non-disclosure of the identity of a client, while confidentiality refers to the private, non-disclosable nature of information between a clients and an EAP practitioner. Scanlon (1991:113) and Bruhnsen (1994:11) argue that confidentiality may contribute to employees' acceptance and usage of the programme. They further argued that practitioners must ensure and maintain confidentiality at all times; in order for employees to trust and use the programme with confidence. Strom-Gottfried (2000:251) shares the same sentiments in that, unless employees are sure that their names and problems are kept confidential, they would not use the EAP service.

According to Strom-Gottfried (2000:251), it is the EAP practitioner's prerogative to protect the client's right to privacy with reference to both confidentiality and anonymity. Panszczyk et al. (2004: 298) concurs that the reputation of an EAP rests upon how well it protects private information. EAPs' success and credibility is dependent on the maintenance of confidentiality. Employees' personal information shared during counselling session should always be kept confidential, otherwise employees will not fully trust and utilise EAP services. It is vital for organisations to maintain confidentiality because it determines utilisation of EAP service. The more the confidentiality, the higher the utilisation rate (Yende, 2005:44; Taute and Manzini, 2009:3).

Winston and Winegar (2014:66) support the above statement in that they believe that protecting and preserving the confidentiality of client information whether transmitted orally, in hard copy or electronically, should be high priority for practitioners. The researcher also concurs with the above researchers that confidentiality goes a long way in making the EAP to be successful and encourage utilisation.

2.3.3   Supervisor and utilisation of EAP

Supervisors are regarded as the most crucial group in the workplace since most of the referrals to EAPs come from the supervisors in the organisation. Supervisors at all levels have been described as a linchpin of the EAP. They are the ones who are first to notice if employees are experiencing problems that impact on performance, can suggest and recommend that employees use EAP. Therefore, efficient and effective training session to ensure high utilisation rate of EAP is essential (Fallon, Begun & Riley, 2003:142).

Taute and Manzini (2009:3), confirmed that since supervisors are the first to notice any significant change in the employees' work performance, they play an integral part in the early identification of employees with challenges that need an EAP Practitioner's intervention. Supervisors' role is essential to the success of the EAP, as supervisors are EAPs' most significant link to the company's employees.

Winston and Winegar (2014:100) share the same sentiments in that supervisors are the key players in implementing EAP services since it is their responsibility to inform the employees about the availability of assistance for personal and work problems and encourage the use of services such as the EAP. They also support the fact that if supervisors are properly trained, and made to understand the EAP policy, they will be able to explain the EAP to the employees and refer them accordingly.

The study observes that supervisors are a link between employees and the EAP and that their training on EAP services is paramount to the long-term success and utilisation of EAP services.

2.3.4 Support by top management

Support from top management plays an important role in making the EAP a success. (Scanlon, 1991:113) maintains that EAP credibility starts with an endorsement from management through the formulation and distribution of a corporate policy statement.

The U.S. Department of Labour (1995:10) supports this view by affirming that top management is the prime mover in launching an EAP and maintaining its credibility and usefulness. The buy-in of EAP by top management can give the EAP high visibility and promote its smooth integration and acceptance within the organisation.

Programme acceptance and utilisation is directly related to the amount of support from top management and involvement of supervisors, management and unions (Ruiz, Strain and Langrod, 2007:453).

The researcher shares the same sentiments as the above scholars in that top management support of EAP services is crucial for its success and utilisation. This is due to the fact that they are the ones who have the authority to allocate necessary funds to maintain EAPs and ensure a private location for the EAP.

2.3.5 Physical location of EAP Offices

The physical location of the EAP office can be crucial in the usage of EAP services. Organisations need to be strategical in locating the office of the EAP. For example, locating the office of the EAP in the middle of other offices may give the impression that assistance is readily available while on the other hand, visibility of a central location could attach a social stigma to those seen going to the EAP office for help. However, social stigma may be alleviated by properly educating employees about the EAP and also assuring clients that their use of EAP will have absolutely no effect on their career. (Panszczyk, et al.2004:297; Yende 2005:44).

According to Yende (2005:44), it is important for employees to know where the EAP office is and to be able to easily access the office at any given time.

The researcher is also of the opinion that if employees are properly educated and assured about EAPs' confidential services, it will be easy for employees to utilise EAP services irrespective of the physical location of the offices.

2.3.6 The Level of employee's education

There is little information on the level of employees' education and utilisation of EAP services. According to Simmons-Welburn and McNeil (2004:53), employees in lower-paying positions utilise EAP services more frequently than those in higher paying positions do.

2.3.7 Employee's gender

An employee's gender apparently plays a role on the utilisation of EAP services. Thomason et al. (1988:105) found out that younger married females use EAP services more than males in most organisations. Weiner and Craighead (2010:571) support the notion that the rate of EAP utilisation is higher for women than men.

2.3.8 Employee perception of EAP

Panszczyk et.al. (2004:297) and Scanlon (1991: 113) argue that the most important factor that determines the usage of the EAP is when employees trust and accept the programme. But further than that, the employee's perception of the EAP as an advocacy for employees rather than a management tool is very important. The EAP also depends to a great extent on how it is perceived by the organisation which is shaped by the importance the management places on the EAP function. The researcher agrees that the way in which EAP is perceived, really determines the acceptance and the usage of the programme. Therefore, the manner in which employees perceive the EAP plays an important role in influencing its use.

2.3.9 Stigma and discrimination

Any aspect associated with stigmatization and discrimination pose a challenge. The same applies to the utilisation of EAP services. Employees will not utilise the service if they do not have certainty that they will not be stigmatised or discriminated against after using the EAP service. Colaprete (2007:44) believes that stigma and discrimination play a vital role in employees making use of EAP services. Gatchel and Schultz (2012:447) also assert that despite the availability of the EAP at no cost to employees and frequent communication and promotion of programme, stigma and discrimination against employees who use EAP services can inhibit the EAP utilisation rate. This may have negative effects on many employees who could potentially benefit from using the EAP, as they will develop fears of discrimination or embarrassment from other employees at their workplace.

Turner, Weiner and Keegan (2005) as cited by Gatchel and Schultz (2012:447) support the view that stigma and discrimination may negatively influence utilisation of EAPs. However, they suggest that EAP may counter stigmatization and discrimination through combining the EAP or placing it under the umbrella of larger and less stigmatised services such as corporate health and wellness programmes. In that way utilisation becomes higher as compared to when the EAP is presented separately as a stand-alone programme.

2.4 SUMMARY

EAPs have been in existence since the 1950s when a number of employers offering employees and their families' access to EAP increased tremendously. History shows that EAPs have evolved from alcohol abuse intervention to a broad range of personal and work-like related assistance for employees and their families. Some employees take advantage of such services provided freely by their employees, while other choose not to use these services. From the literature above, there are various reasons that influence employees to use or not to use EAP services. Some researchers emphasizes EAP marketing and awareness as the main factors that influence utilisation, others mention confidentiality as the main factor while others argue that without top management's buy-in, the programme does not become successful. The following aspects have been found to have an impact on the utilisation of EAP services:

- Confidentiality
- Awareness and marketing off EAP services
- Stigma and discrimination
- Employees' perception of EAP services
- Employees' gender
- Employees' age
- Employees' language
- Employees' level of education
- The age of the EAP practitioner
- The gender of an EAP practitioner
- Physical location of the EAP office
- Training of supervisors on EAP services
- Support and buy-in from top management

All these aspects stated above depend on how well they are implemented. If they are handled correctly, they may improve the utilisation, while on the other hand, if not handled correctly, they may decrease the utilisation of EAP services.

CHAPTER 3

LITERATURE REVIEW ON WASTE MANAGEMENT INDUSTRY

3.1 INTRODUCTION

Waste that is left uncontrolled may pose a serious health risk to society. It is therefore vital that waste is collected from all sources as efficiently as possible and disposed of in a controlled disposal facilities according to the Department of Water Affairs and Forestry (1994:6). It is therefore necessary for all waste to be managed. In this chapter, the history of waste management industry is highlighted as well as the role played by stakeholders, working conditions of employees, and specific challenges in the waste management industry.

The researcher conducted her research in a waste management company, therefore the historical background of this company, the history of EAP, its trends, staffing and challenges within the waste management company will also be discussed in this chapter.

3.2 HISTORY OF THE WASTE MANAGEMENT INDUSTRY IN SOUTH AFRICA.

The Institute of Waste Management of Southern Africa (IWMSA) was launched in September 1976 in Randburg by 5 solid waste management managers (IWMSA: 2012) who had common concerns about the following issues:

- The lack of national attention to solid waste.

- The inability of both private and public bodies to work together on waste problems.

- The lack of training and education for anyone interested in fields relating to waste management.

IWMSA's objective was to provide South Africa with a clean and healthy environment.

In 1978 the Minister of Environmental Affairs together with the Department of Water Affairs accepted the office of Patron of IWMSA and in 1980 the local government organisations recognised the IWMSA which was later changed to be called the Institute of Solid Waste Management (ISWM).

Waste management in South Africa is governed by the National Environmental Management: Waste Act, 2008 (Act no. 59 of 2008) which came into effect on 1st July 2009. Following the enactment of the Waste Act, the Minister of Environmental Affairs established the National Waste Management Strategy (NWMS) in terms of section 6(1) for achieving the objects of the Act. The NWMS was approved for implementation by Cabinet in November 2011. The Waste Act supports the waste management hierarchy in its approach to waste management by promoting cleaner production, waste minimisation, re-use, recycling and waste treatment with disposal as the last resort in the management of waste.

Waste services are the constitutional responsibility of Local Government, and the Municipalities (example: City of Johannesburg's Pikitup) as the primary interface between the public and government around waste management.

3.3 ROLE PLAYERS IN THE WASTE MANAGEMENT INDUSTRY IN SOUTH AFRICA

The following are the role players in the waste management industry (NWMS: 2011):

- Local Government (Municipality) - provides waste management services which include removal, storage and disposal services.

- Provincial Government – is the primary regulatory authority in waste activities.

- Department of Environmental Affairs- responsible for the overall implementation of the Waste Act.

- Department of Trade and Industry – responsible for industry regulations, norms and standards.

- Department of Mineral Resources – responsible for waste management in the mining industry.

- Department of Water Affairs – responsible for water quality and issuing integrated waste disposal licenses.

- Department of Health – responsible for health care risk waste.

- Department of Defense – remediate land contaminated by explosive waste.

- South African Revenue Services (SARS) – to ensure waste management measures are aligned with product codes in the schedules to the Customs and Exercise Act.

- Department of International Relations– to give effect to multilateral environmental agreements.

- Department of Cooperative Governance – responsible for waste services, delivery and infrastructure. Also supports municipalities to prepare Integrated Waste Management Plans (IWMP).

- National Treasury – determines budget allocations for waste management functions at the national level.

- Households, businesses and communities – play an important role in the generation of waste from the products they consume.

- NGO's and Parastatals –responsible for recycling initiatives, delivery of waste management services, compliance monitoring, education and advocacy.

3.4 WORKING CONDITIONS OF EMPLOYEES IN THE WASTE MANAGEMENT INDUSTRY

Due to the high demand for waste collection services and limited resources available to municipalities, municipalities often find themselves having to let their employees work overtime. Overtime duty is closely regulated by the municipal financial legislation and labour laws. In trying to cope with the increased demand, municipalities often transgress these legislative prescripts of ensuring a certain maximum number of hours per worker per week or per month; which result in employees experiencing severe fatigue which also in some instances lead to accidents and employees abusing substances in trying to regain strength from the fatigue (The International Labour Organization, 2010:58).

According to The International Labour Organization (2010:50), an efficient waste collection service requires staff with physical strength, which is dependent on health, age and emotional stability. Older workers are more vulnerable to certain risks such as infectious diseases and musculoskeletal disorders, accidents and injuries due to loss of strength, endurance and flexibility.

Waste management staff are vulnerable to stress at work due to the type of work they perform. Stress in the workplace can contribute to musculoskeletal disorders and other forms of ill health, such as hypertension, peptic ulcers and cardiovascular diseases (The International Labour Organization, 2010:62).

Waste management staff are exposed to health hazards and plenty of accidents throughout the process from collection to recycling. They usually work either in the vicinity of high temperature or under extreme cold weather and rainy conditions.

A majority of employees in the waste management industry are migrants. They end up having two families, one around Johannesburg and the main family in the rural areas. This causes them to maintain two families, a tendency that impacts heavily on their finances as their positions are regarded as lower and so are their salaries. A majority of them end up having financial problems and stressed relationship or family issues. All these conditions presented above, have prompted the management of Pikitup to

37

introduce EAP in order to help address employees' personal and work related problems which lead to poor performance.

3.5 SPECIFIC CHALLENGES IN THE WASTE MANAGEMENT INDUSTRY

The waste management industry faces numerous challenges as outlined by NWMS, (2011:5). The challenges are as follows:

- Increased volumes of waste generation due to a growing population and economy which puts pressure on waste management facilities.

- Increased waste streams due to urbanisation and industrialisation.

- Inadequate waste services which lead to unpleasant living conditions and a contaminated, unhealthy environment.

- Limited understanding of the main waste flow and national waste balance.

- A policy and regulatory environment which does not actively promote the waste management hierarchy.

- Absence of a recycling infra-structure which enables separation of waste at source and diversion of waste streams to material recovery and buy back facilities.

- Growing pressure on outdated waste management infrastructure and declining levels of capital investment and maintenance.

- Waste management problems as a result of a pervasive underpricing.

- Availability of limited, yet expensive waste management treatment options than landfill costs.

- Existence of few adequate compliant landfills and hazardous waste management facilities; which hinders the safe disposal of all waste streams.

3.6 PIKITUP AS AN EMPLOYER IN THE WASTE MANAGEMENT INDUSTRY

The waste management company investigated is one of the City of Johannesburg's utilities established as an autonomous company in terms of the Company's Act and Municipal Systems Act of 2000 to provide waste management services (Pikitup, 2014:1). It is the City of Johannesburg's official waste management service provider responsible for keeping the city of Johannesburg clean and hygienic to all citizens and visitors at all time. Piktup's vision is "to be the leading, integrated waste management company in Africa." With the mission ''to provide sustainable and innovative waste management solutions that exceed stakeholder expectations' (Pikitup, 2014:1)**.**

3.6.1   Historical background of the waste management company investigated

This waste management company was founded in January 2001 with the City of Johannesburg as its sole shareholder. It took its place in a society recovering from the mistakes of the past but inspired by the hope of the future. It is regulated by the new integrated waste management policy and the national waste management strategy which seeks to minimise the waste stream going to the landfills, while extracting maximum value from the waste stream at all stages of the collection and disposal processes. The waste management company collects household refuse once a week from every formal dwelling in Johannesburg. It also offers commercial services to 17000 businesses and provides a waste removal to all informal settlements in the city. The company collects and disposes about 1, 4 million tons of domestic waste generated every year, covering about 1625 km of the City of Johannesburg. The company owns 12 waste management depots strategically located throughout the City of Johannesburg, 33 garden sites, 48 garden refuse sites, 4 landfills and one incinerator. It has a workforce of about 5000 employees, both male and female, of different age groups. Most of its employees are general workers who are illiterate and have migrated from rural areas to the City of Johannesburg.

39

However, the company is characterised by an ageing workforce. Operations process flow entails the collection of waste, transportation of such waste and finally the disposal of waste at landfill sites.

These functions are undertaken from eleven depots which perform the following operational activities in the respective service delivery areas of respective geographical locations;

- Refuse collection round (RCR)

- Street cleaning

- Informal settlement cleaning and collections

- Illegal dumping cleaning and eradication

- Bulk and dallies, and

- Hostel cleaning

3.6.2 History of EAP within the waste management company investigated

This waste management company is committed to cultivating a work environment that promotes the health and wellness of its employees. In order to do this, it is important to provide information and support to the employees by means of EAP services. Employees and supervisors should know both that these services are available, and how to access them effectively (Attridge et al., 2009:4). The service must also be confidential and trustworthy (Attridge et al., 2009:4). EAP must also be highly visible and should be presented in a positive light to encourage employees to make full use of the services. The role of the EAP practitioner is to promote and market the service to all the employees, including the managers. This means making sure that all the employees know about the different components of the EAP service and how to access it when they need it.

Pikitup was initiated in 2001 as a Johannesburg Municipal Entity. During its inception, there were no EAP services, until the Managing Director at the time realised that there was a gap in service provision and employed the 1st Employee Wellness team, which comprised the Employee Wellness manager, three in-house EAPs, three occupational health nurses, one occupational health doctor and an EAP external service provider. The Employee Wellness team services 5000 employees, who are placed in 13 different depots. Each EAP services four depots.

Prior to having the Employee Wellness Department in this waste management company, there was a wellness company called Workforce that was contracted to this waste management company rendering Primary Health Care (PHC) services until their contract expired in 2007. There was no EAP and employees in this waste management company, who had psychosocial problems, had no recourse at the time (Joja: 2015).

In 2007, seven years after Piktup's inception; a new Managing Director, Zami Nkosi was appointed and he identified a gap in terms of employee's social functioning. Zami was very passionate about employee wellness, hence he introduced employee wellness in the waste management company. In May 2008, a Wellness Manager was appointed. Two months later three EAP practitioners and three Occupational Health Nurse practitioners were appointed as well. Later in 2009, the company engaged its first Occupational Medical Doctor. The employee Wellness Department is placed under the Human Resource directorate. EAP practitioners are responsible for assisting employees with psycho-social problems and designing and implementing employee wellness programmes such as Incapacity, financial management and substance abuse programme among others.

3.6.3 EAP staffing within the waste management company investigated

There are three EAP practitioners who are employed on a permanent basis and one wellness manager who is responsible for managing four Occupational Health Nurse practitioners. There is also one Medical practitioner.

Each EAP practitioner is responsible for servicing four depots. They go to each depot once a week. In addition, there are two learners that are on learnership placed at the Wellness Department.

3.6.4 Trends of EAP within the waste management company investigated

Due to the fact that Pikitup is characterised by an ageing workforce, there are a lot of incapacity cases dealt with on a daily basis. Most of the older employees are forever sick. There is a high rate of employees retiring on a yearly basis in the range of about 50 employees.

Three most common problems encountered by this particular waste management company's employees on a monthly basis are alcohol and substance abuse, financial and family related challenges.

3.6.5 Challenges as experienced by the EAP within the waste management company

There is shortage of EAP staff within this particular waste management company and EAP practitioners travel a lot between different depots on a daily basis. EAP practitioners visit each depot once a week and they are responsible for 4-5 depots including night shifts in about 3 depots, each.

As such, the stability of the programme may be impacted on resulting in insufficient follow-up of certain cases.

3.7 SUMMARY

Other than the historical realities of the waste management industry, challenging working conditions of employees in the waste management industry was covered, confirming the need for EAP services.   Challenges as experienced by EAP practitioners in this specific waste management company were also highlighted, of which the shortage of EAP staff at this stage may be seen as the most important crippling factor.

CHAPTER 4

EMPIRICAL STUDY ON FACTORS AFFECTING THE UTILISATION OF EAP SERVICES IN A WASTE MANAGEMENT COMPANY

4.1   INTRODUCTION

The purpose of this chapter is to present and interpret the empirical findings of this research. In interpretation, the immediate results are translated into integrated and meaningful statistics and findings. The findings are presented in line with the objectives of the research. The success of this study is assured through both the data analysis and interpretation.

4.2   RESEARCH APPROACH

Based on the research topic, the appropriate research approach was quantitative research approach. The research explored and quantified factors that may influence the utilisation of the EAP statistically, which may result in an increase in the utilisation of EAP services afterwards. The quantitative research approach was appropriate because the study focused on empirical facts from an outsider's perspective (Welman, Kruger & Mitchell, 2005:79).

Creswell (2009:150); Kumar (2005:12) and Leedy and Ormrod (2010:95) emphasizes the following characteristics of a research approach which are relevant to this study which explains why the researcher chose this approach:

- It is used to answer questions about relationships among measured variables with the purpose of explaining, predicting and controlling phenomena, with the intention of establishing, confirming or validating relationships and developing generalisations.

44

- In following a quantitative research approach, the researcher was able to use a questionnaire (which is a standard procedure) to collect numerical data and used a statistical procedure to analyse the data and drew conclusions from the data.

- The researcher was able to choose methods that allowed her to objectively measure variables of interest and also to remain detached from the research participants in order to draw unbiased conclusions.

- The quantitative research approach was relevant to this study as it is structured and everything that forms the research process is predetermined.

The researcher was able to draw a large sample size randomly selected from the larger population and was able to generalise the results to this population.

4.3 TYPE OF RESEARCH

The appropriate type of research for determining the factors that influence the utilisation of EAP services was applied research because the focus of such research is on its application and the solving of problems in practice (Welman et al., 2005: 25). Basically, applied research addresses immediate problems facing the professional in practice. The goal of applied research as outlined by Welman et al. (2005:26) is to improve the effectiveness of the organisation.

4.4   RESEARCH METHODOLOGY

4.4.1 Research Design

For the purpose of this study, a non-experimental design in the form of a randomised cross-sectional survey was used, as this is most widely used in the social sciences. The researcher developed a questionnaire guided by an existing questionnaire used in a study conducted by Manzini (2005: 93) which is similar to the one that the researcher conducted.

Creswell (2009:145), maintains that "a survey design provides a quantitative or numeric description of trends, attitudes or opinions of a population by studying a sample of that population". In this study, the researcher attempted to study the attitudes, trends and opinions of the employees in the waste management company in order to explore the factors affecting the use of the EAP service.

The survey design was appropriate for this study, because investigation through a survey design involves only the relationship between variables, whilst the influence (causality) of a variable on another (effect/result) is not investigated. Furthermore, there is no planned intervention and random assignment of research participants to groups.

4.4.2 Research population and sampling

This waste management company has a workforce of about 5000 employees and comprises three sectors, namely: the North, South and Central sectors. Each sector has four depots located within the same area.

For the purpose of this research, the researcher focused on the South sector, which is referred to as Sector B in this study. Sector B comprises the Avalon Depot, the Central Camp depot, the Roodepoort Depot and the Zondi Depot. Each depot has about 320 employees. There are four managers, 10 supervisors and 306 general workers per depot. The total size of the four depots was 1280 employees. The researcher focused on Sector B because she was not directly involved in rendering services to the employees in that Sector.

Because the company has a large number of employees, it would be both impractical and uneconomic to involve all the employees in the study. The researcher drew a sample from Sector B, which comprised 1280 employees as a population sample. The researcher drew a sample of 10% from the population of 1280 employees, amounting to 128 participants, that is; 32 participants per depot.

The researcher made use of probability sampling, whereby it was possible to determine the probability that any element or member of the population could be included in the sample. She had a list of all the employees in Sector B, which she used to select participants for the study. There are three organizational authority levels in each depot (management, supervisors and general workers).

Once the sample was determined, the researcher used a combination of systematic and stratified random sampling to select target respondents. In order to select respondents from the three different levels or strata, the researcher used stratified random sampling. From the 320 employees per depot, three separate lists were drawn up and participants were selected separately.

In order to select a sample from the general workers, the researcher used systematic random sampling, whereby an element was drawn from the first 10 on the list, in an alphabetical order. Following this, every 10th element of the residue was selected until the target was reached.

Supposing the number of the 1st element randomly drawn was five. The numbers of the elements subsequently selected was 15 (obtained by 5+10) then 25,35,45,55 and so on until the expected target was reached (Welman & Kruger, 2001:59).

The sample comprised 32 participants per depot. Of the 32 participants, two were managers, five were supervisors and 25 were general workers. The three different strata did not have the same number of employees, so 50% of the managers and supervisors were selected, while 10% of the general workers was selected.

The sample further comprised a total of eight managers, 20 supervisors and 100 general workers, which made a grand total of 128 participants. The different strata were not meant

to compare response per stratum but rather to have a representative from management to employee level.

4.4.3 Data collection

As this research study was quantitative in nature, the researcher collected information on factors that may affect the use of EAP services based on numbers and statistics. The questionnaires were used to help the researcher to gain information from a large number of participants at the same time. Welman et al. (2005:152) indicate that survey questionnaires are the most commonly used method of collecting data in non-experimental designs.

In addition to questionnaires, the researcher conducted structured interviews schedules (De Vos et al; 2011:186) which is the kind of data specifically suitable in cases where respondents have a low literacy rate or find it difficult to read and write or complete the questionnaire. (Which was the case in the waste management company under study). In this format, either the researcher or the field worker read questions to the respondents as they appear on the questionnaire and records the respondents' response on the questionnaire while interpreting the questions using the language that the respondent understands or is more comfortable in. This method worked well as some employees could not read or write even in their own language.

Advantages of survey questionnaires

- The researcher was able to describe some samples in terms of simple proportion and percentages of people who would respond in the same way to different questions.

- The researcher was able to collect data simultaneously from large samples of employees. For example, she was able to administer questionnaires to the four depots within 2 days with the help of the field workers that were hired and trained.

- Questionnaires were quicker to administer than other forms of data collection, especially due to questions being close-ended.

48

- Anonymity was ensured, as the respondents were requested not write their names on the questionnaire.

Disadvantages of survey and questionnaires

- One of the most common disadvantages of survey questionnaires is that they often have a low return rate (Leedy & Ormrod, 2010:212).

- People tend not to return questionnaires if they are long and cumbersome.

- Respondents may also show bias towards some questions in a questionnaire.

- The ability to read well or not may also be an issue for those who respond to surveys (Leedy & Ormrod, 2010:212).

- Some respondents may not have an opinion on a certain item and may leave it blank, which could cause problems for the data collection process (Neumann, 2005:25).

Ways of overcoming the barriers to use of questionnaires

- To overcome the above disadvantages, the researcher hired two field workers who were trained thoroughly and deployed to the four selected depots and the questionnaires were distributed on the 13th and 14th of August 2015.

- The field workers assisted by administering questionnaires to the selected respondents, waited for respondents to fill in the questionnaires and assisted in clarifying questions. For those respondents who were illiterate, the researcher conducted a structured interview. The field workers were also responsible for collecting completed questionnaires, deposited them in a sealed box that was placed at the reception for those who would fill in the questionnaire at a later stage.

- Respondents were requested to answer questions as honestly as possible.

Welman et al. (2005: 165) describe structured interviews as a collection of questions that are taken from previously compiled questionnaires. They are given to respondents who

49

are unable to read or write, usually in a face-to-face interview, and responses are recorded.

The questionnaire comprised a combination of both open and close-ended questions so that respondents could formulate their responses without difficulty. The majority of questions were close-ended with only 4 open-ended questions.

To simplify the answers, multiple-choice questions were used where respondents selected one or more responses that matched their thoughts on an item. There was a space where respondents could add a short answer of their own. The researcher used words and concepts that yielded straightforward answers.

Completed questionnaires were collected by the researcher from a central point in the reception area of each of the four participating depots where respondents deposited them into a sealed box allowing for submission but not for removal without breaking the seal.

Reliability and validity of the questionnaire

In order to ensure the reliability and validity of the questionnaire, the researcher made its content to be as relevant as possible and was designed in such a way that it addressed the research question as well as the goal and objectives of the research.

The questionnaire was designed to be easily understandable. No ambiguous words were be used. Most importantly, the researcher conducted a pilot study (De Vos et al; 2011:177) using the same questionnaire on a limited number of subjects, namely three (3) employees from the intended population, whose results are not included in the actual study.

To ensure content validity, the researcher submitted the questionnaire to an experienced researcher (her own supervisor) and to a professional statistician who assessed the questionnaire to ensure that the questions were clear and relevant and that the questions asked would measure what they were intended to measure (De Vos, et al, 2011:140). This process took place before the actual questionnaire was distributed to the respondents. The statistician assessed the questionnaire in order to discern any glaring flaws, which Welman and Kruger (2001:141) refer to as face validity.

Pilot Study

A pilot study was conducted before the actual study was undertaken. This pilot study was similar to the actual study, which enabled the researcher to address several issues that arose before conducting the actual study (De Vos et al., 2011:237).

Three (3) respondents (one from management, one from the supervisory level and one from the general workers) were included in the pilot study, but were later excluded from the actual study.

The researcher chose one respondent per depot, that is; one from Zondi, one from Central Camp and the last one from Roodepoort using simple random sampling. The researcher took the name list of all employees from each of the three depots excluding names of those respondents that were selected for the study, put the names in a hat and selected three names for the pilot study.

Data collected from the pilot study enabled the researcher to determine the following aspects that De Vos et al. (2011:237) also highlighted:

- Suitability of the sampling frame;

- Variability of the population;

- The estimated costs and length of the main investigation;

- Suitability of data collection methods and data analysis procedure;

- Evaluation of the results and ability to rectify mistakes.

The pilot study acted as a proper guideline in conducting the actual study, which enabled the researcher to plan carefully for this study.

4.4.4 Data Analysis

As soon as the data were collected, the analysis began following a coding process that categorised similar answers or information together. Welman and Kruger (2001:195) state that the researcher should make sense of collected data and identify variables that need to be analysed statistically. Once the coding was accomplished, it was easier to read the data and capture them into a computer.

The researcher made use of a private research statistician who analysed the data making use of IBM Statistical Package for the Social Sciences (SPSS) software version 23.0. Recommendations were made from the research findings after analyzing and interpreting the data collected.

4.5 ETHICAL CONSIDERATIONS

Ethical behaviour is important in research, especially when respondents are human beings or animals (Welman et al., 2005:181). This research study involved employees from the waste management company as respondents, so it was vital that certain ethical considerations were observed to ensure the safety of all the respondents. The researcher therefore observed and respected the following ethical considerations:

4.5.1 Informed Consent

The researcher drafted a consent form for each respondent, which they signed before they participated in the study. The participants were all eligible to utilise the EAP services. The study did not focus only on those participants who utilised the service individually. All participants had been exposed to EAP services either through individual sessions or through awareness campaigns.

 The researcher addressed all 32 of the respondents from each depot together at the same time, clearly explaining all the details pertaining to the research study. This included the goal of the study, the duration of the participants' involvement, the procedures to be followed during the study, the advantages and disadvantages of the participants' involvement in the study and the instructions pertaining to the questionnaire they were

52

going to fill. Participants were informed of the approval of the study and their access to the permission letter on request. They were also assured that their participation in the study would not jeopardize their performance at work or chances of promotion. They were informed that, should they wish to withdraw from the study at any given point, they were free to do so.

4.5.2 Avoidance of harm

The respondents were not subjected to any kind of harm in this study. A maximum of 35 minutes of their time was required to complete the questionnaire. There was no respondent who was affected emotionally while completing the questionnaire, therefore, debriefing and counselling was not necessary. Had it happened that debriefing was needed, the researcher would have offered it while counselling was going to be offered within seven days of reporting their concern by the practitioner allocated to serve Cluster B, namely Ms. Esther Moloi.

4.5.3 Voluntary participation

The respondents were informed beforehand that their participation was voluntary and that they were not be forced to participate in the study.

It was only required of them to inform the researcher that they were not interested in participating in the study. They were also requested to inform the researcher in advance that they do not wish to complete the questionnaire.

None of the respondents indicated that they were not interested but 27 respondents did not return the questionnaires, which may be assumed that they were not interested but were unable to inform the researcher on request.

4.5.4 Violation of privacy, anonymity and confidentiality

The personal privacy of all respondents was maintained at all times. De Vos et al. (2011:119) explained privacy as the element of personal privacy, while confidentiality indicates that information will be handled in a confidential manner. The completed consent forms and questionnaires will be submitted and kept safely at the University of Pretoria for a period of 15 years as required by the UP policy in this regard. No one else will have access to the documents besides the researcher and the field workers who were assisting in the administration of those documents. To ensure the respondents' anonymity, the respondents were informed and instructed not to write their names on the questionnaire. To safeguard the privacy and identity of the respondents, consent forms and questionnaires were distributed, administered and collected separately.

Respondents were instructed to hand in completed consent forms and questionnaires to the field workers who were trained to administer questionnaires. Alternatively, the questionnaires could be deposited in a sealed box that was provided and put in the reception area where it was be collected the next day after the questionnaires were distributed.

4.5.5 Compensation

The respondents were not compensated for participating in this research but were allowed to complete the questionnaires during working hours.

4.5.6 Publication of findings

On completion of the study, the researcher promised to make one copy of the final document available at the Pikitup archive so that respondents and any other person involved in the study may access the findings of the study at any given time.

4.6   STATISTICAL PROCEDURES

This study used IBM SPSS version 23.0 as the statistical software for data analysis. According to Coakes (2009:282), SPSS is a software for performing statistical procedures in the Social Sciences. SPSS is among the most widely used programmes for statistical analysis in Social Sciences. It is a complete statistical package that is based on a point and click interface. SPSS offers a variety of statistical features available and is widely used by researchers to perform quantitative analysis.

4.7   PRESENTATION OF DATA

Data obtained from the questionnaires were summarised, analysed, interpreted and the results are illustrated using tables, and charts. In this chapter, data is discussed on a question-by-question basis. Results are also compared to existing empirical evidence to benchmark against existing trends.

Information from the questionnaire was grouped into 5 sections, namely:

Section A: Demographic Information

Section B: Awareness of EAP services

Section C: Utilisation of EAP services

Section D: Location of EAP offices

Section E: Employees' perceptions on EAP services

4.7.1 Section A: Demographical information

Question 1: Gender of respondents

There was a need to determine the gender of respondents in order to enable the researcher to make demographic inferences concerning the respondents. Figure 1 below depicts the gender of respondents.

55

Figure 1: Gender of respondents   (N=100)
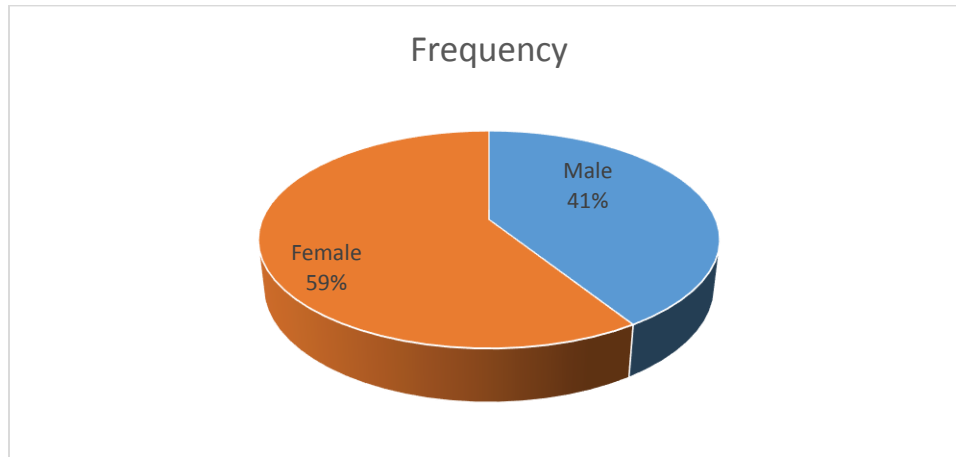
Discussion of Figure 1

The pie chart above shows that male respondents constituted 41 (41%) of the respondents while their female counterparts constituted the remaining 59 (59%).

Pikitup has majority of male employees compared to females, but contrary to the results presented, more females utilised EAP services than males. This notion is supported by Thomason et al. (1988:105) and Weiner & Craighead (2010:571) who found that EAP utilisation is higher among women than men.

Question 2:   Age distribution of respondents

It is very important to be aware of the age distribution of the respondents. This enables the researcher to know whether the respondents are old or young (Zindiye, 2008:150). Table 1 below shows the age categories of the respondents.

Table1: Age of respondents in years   (N-100)

Age	Frequency	Percent
20 -30 years	4	4.0
31 -40 years	17	17.0
41 -50 years	40	40.0
51 -60 years	35	35.0
60 +	4	4.0
Total	100	100.0

Discussion of results on Table1

A majority of respondents were between the ages of 41 and 50 years accounting for 40%, followed by those whose ages were between 51 and 60 years accounting for 35% of the respondents. These two categories grouped together constituted 75% and therefore it can be concluded that Pikitup has an ageing workforce. Due to the fact that the workforce is aging, the assumption can be made that older workers are more vulnerable to certain risks such as infectious diseases and musculoskeletal disorders, accidents and injuries due to loss of strength, endurance and flexibility which correlates with the views noted by the International Labour Organisation (2010). The 61% (see Table 16) of respondents who utilised the EAP service falls within the 41 and 60 age group. To enhance utilisation within this age-group, it means EAP have to take into account their unique needs by having programmes such as pre-retirement workshops.

Question 3: Marital status

Table 2:   Marital status of the respondents   (N=100)

Marital Status	Frequency	Percent
Single	43	43.0
Married	39	39.0
Living together	9	9.0
Divorced	3	3.0
Widowed	4	4.0
Separated	2	2.0
Total	100	100.0

Discussion of results on Table 2

The majority of respondents in this study were single, accounting for 43%, followed by 39% of respondents who were married. On the contrary, a study by Thomason (1988:105) found that younger married females tended to utilise the EAP services more than other groups. Thomason's findings (1988:105) can also hold true in this study as there was a high percentage (39%) of married respondents in this study.

EAP services in the waste management company need to focus on programmes that will address the needs of single employees as well as those that will address the needs of married couples in order to enhance utilisation and to render services that are need-based as the company has a high percentage of both single and married employees.

Question 4: Respondents' home language

Table 3: Home Language   (N=100)

Home language	Frequency	Percent
English	3	3.0
Zulu	41	41.0
Tsonga	12	12.0
Sotho	16	16.0
Afrikaans	3	3.0
Other	25	25.0
Total	100	100.0

Discussion of results on Table 3

A high number of respondents (41%) spoke IsiZulu as their home language and (41%) of these respondents preferred to be counselled in IsiZulu. There were 3 EAP practitioners at Pikitup and none of them spoke IsiZulu but were conversant in all the African official languages. In this study, language may not have been a barrier factor that influenced utilisation. However, employees may have chosen not to utilise the EAP service because if employees are aware that EAP practitioners at Pikitup do not speak IsiZulu as their

58

home language, they may feel that they cannot be clearly understood when they express themselves in their own language. Afrikaans and English were found to be the languages used the least by the respondents. All EAP projects or programmes were prepared in English but presented mostly in isiZulu or Sesotho to accommodate black employees. EAP practitioners were able to conduct counselling in any language that the employee required.

Question 5: Your highest educational qualification

Table 4: Highest educational qualification   (N=100)

Qualification	Frequency	Percent
Below Standard 10 (Grade 12)	68	68.0
Standard 10 (Grade 12)	23	23.0
Post Matric Diploma / Certificate	6	6.0
Bachelor's Degree(s)	3	3.0
Total	100	100.0

Discussion of results on Table 4

From Table 4 above, it is clear that a majority of respondents (68%) had qualifications below grade 10 with only 3% having a Bachelor's degree. Simmons-Welburn and McNeil (2004:53) found out that the level of qualifications plays an important role in determining the utilisation of EAP services in that employees with low qualifications utilise EAP services more that those with higher qualifications.

Since a majority (68%) of respondents had qualifications lower than grade 12 with 61% of such respondents indicating that they had utilised EAP services, it can be concluded that the level of education affects utilisation of EAP services. The level of qualification in this instance affected the utilisation of services in a positive way since 61 % have utilised the service.

Question 6: Occupational sector

Table 5: Occupation

N=100	Frequency	Percent
General worker	**74**	**74.0**
Supervisor	23	23.0
Manager	2	2.0
Others	1	1.0
Total	100	100.0

Discussion of results on Table 5

Table 5 represents the job classification of 100 respondents. General workers had the highest percentage (74%). This figure was arrived at using the stratified random sampling, taking 10% of each stratum.

Simmons-Welburn and McNeil (2004:53) argue that employees with low paying positions tend to utilise EAP services more that those with high paying positions assuming that those in high positions are usually more educated than the ones with low paying positions.

On the contrary, the Standard Committee of EAP SA (2009: 16) reports that employees who are more educated usually have higher utilisation rate than the less educated population.

The researcher agrees with the view that less educated employees utilise the EAP services more than those in higher paying positions do. In the waste management company, the majority of employees who utilised EAP services were general workers as compared to those working in offices.

It can be concluded that general workers utilised EAP services more than the managers and supervisors - which translates to the fact that the level of job category affects utilisation of EAP services.

Question 7: Length of employment at Pikitup

Table 6: Length of employment at Pikitup

N=100	Frequency	Percent
1 - 10 years	**52**	**52.0**
11 - 20 years	23	23.0
21 - 30 years	19	19.0
31+ years	6	6.0
Total	100	100.0

Discussion of results on Table 6

Table 6 shows the distribution of respondents' length of employment at Pikitup with the majority of respondents (52%) having 1-10 years of working experience within the current organisation and only 6% having 31 years and more in the same organisation. This simply implies that the respondents were loyal to the company. There is no evidence that supports that the length of employment affects utilisation of EAP service. It can only be concluded that respondents knew about the service and may have utilised it or got exposed to it through other means.

4.7.2 Section B: Awareness of EAP Services

Question 1: Are you aware of EAP Services at Pikitup?

Table 7: Awareness of EAP Services at Pikitup

N=100	Frequency	Percent	Valid Percent
No	2	2.0	2.0
Yes	**98**	**98.0**	**98.0**
Total	100	100.0	100.0

61

Discussion of results on Table 7

From Table 7 it is clear that a majority (98%) of respondents were aware of the EAP service at Pikitup. This is a positive gesture for Pikitup. It may be concluded that they have a good marketing strategy that need to be maintained. Pikitup needs to work on ensuring that the 2% that was not aware of EAP services do become aware.

Awareness of the EAP services includes the following:

- Visibility of the EAP within the company.
- Employees' understanding of what services are available through the EAP.
- Employees' familiarity with what procedures on how to use the EAP.
- Employees' concern about confidentiality of the EAP services.

Attridge et al. (2009: 49) support this view by stating that regular communication with employees and their families promotes the EAP service.

Antonellis (2012:233) concurs with the above researchers and believes that there is a correlation between EAP awareness, training and utilisation rate. He further stated that the more active an EAP is in providing awareness training, the greater the utilisation rate would be. He stressed that the foundation of EAP is rooted in the education and awareness of its services.

It can be concluded that awareness of the EAP services affects utilisation of EAP services as the utilisation and survival of the EAP services depend highly on awareness.

Question 2: How did you first learn about EAP at Pikitup?

Table 8: First knowledge of EAP at Pikitup

N=100	Frequency	Percent
EAP marketing	16	16.0
EAP Road Shows	25	25.0
Colleagues	9	9.0
During Wellness Day	43	43.0
During HIV/AIDS Campaigns	5	5.0
During Health Promotion Months	2	2.0
Total	100	100.0

Discussion of results on Table 8

The Table above indicates that a majority of respondents (43%) learned for the first time of EAP services during wellness days conducted at Pikitup, one of various marketing strategies which may enhance awareness and thus utilisation of EAP services.

Question 3: What are the services rendered by EAP at Pikitup? (You may choose more than one answer).

Table 9: Services rendered by EAP at Pikitup. (You may choose more than one answer).

N=100	Frequency	Percent
Family Issues	40	40.0
Relationship Issues	10	10.0
Bereavement	13	13.0
Financial Matters	39	39.0
Substance Abuse	57	57.0
Job Related	27	27.0
Incapacity	31	31.0
Trauma and Stress Management	21	21.0

Discussion of results on Table 9

Respondents were allowed to choose more than one answer to illustrate their understanding of the scope of service rendered by EAP at Pikitup. The results shows that 57% of respondents believed that the EAP at Pikitup mainly dealt with substance abuse issues, with bereavement least selected as service being rendered by EAP.

While a majority of respondents (98%) were aware of EAP services, they were not clear of the scope of services rendered by the EAP. The researcher expected that all respondents would tick all the services listed on Table 9 as all those services form part of the services rendered by EAPs.

Question 4: Do you think Pikitup should render EAP services to its employees?

Table 10: Necessity for Pikitup to render EAP services to its employees

N=100	Frequency	Percent
Yes	100	100.0

Discussion of results on Table 10

All respondents (100%) believed that Pikitup should render EAP services to its employees. This clearly shows that the respondents saw the necessity and were aware of the benefits of the EAP services at Pikitup. IT further shows that all respondents valued the EAP services.

In his study on factors that hinder the utilisation of Employee Assistance Programme in the Department of Labour (Manzini, 2005:62) also found out that 100% of his respondents at the time believed that the Department of Labour should offer EAP services to employees.

Question 5: On which day of the week does the EAP come to your depot?

Table 11: The day of the week in which the EAP come to the depot

N=100	Frequency	Percent
Monday	7	7.0
Tuesday	20	20.0
Thursday	37	37.0
Friday	**1**	**1.0**
I am not sure	**35**	**35.0**
Total	100	100.0

Discussion of results on Table 11

Table 11 indicates whether respondents knew the day in which the EAP practitioner came at their depot as the EAP practitioners went once a week at the depot. If it happened that an employee missed an appointment with the EAP practitioner on the allocated day, it

65

meant he or she would have to wait for another week to meet the EAP Practitioner. Unless in a matter of a crisis; alternative arrangements would have to be made for the employee to access the EAP at another depot other than his/hers.

It is worrying that **36%** of respondents did not know when the EAP practitioner visited their depot. This was 36% because 1% indicated that the EAP practitioner visited on a Friday at the depot, which was not true. It was easy for the employees not to access or utilise the services because they were not aware of the day the practitioner visited their depot to render them EAP services.

It is the prerogative of EAP practitioners to clearly inform employees of the day in which they are available at the depot. A notice should be displayed in a place where it is visible for all employees to see.

Question 6: Do you think EAP services are well marketed at Pikitup?

Table 12: Marketing of EAP services at Pikitup?

N=100	Frequency	Percent
No	9	9.0
Yes	**88**	**88.0**
No response	3	3.0
Total	100	100

Discussion of results on Table 12

Table 12 above indicates that 88% of respondents believed that EAP services were well marketed. This justifies the reason why 98% of respondents in Table 7 indicated that they were aware of EAP services at Pikitup. Furthermore, this is the reason why there were 61% of respondents (Table15) who indicated that they had utilised the service. This result shows that there is a correlation between marketing and high utilisation of EAP services.

According to Taute and Manzini (2009:2), marketing of EAP services encourages the utilisation of EAPs by supervisors, managers, labour unions, peers, employees and family members. Marketing contributes positively toward the following areas:

- Marketing increases employee knowledge of the EAP and its services.
- Marketing increases familiarity and comfort with EAP operations which in turn enhances acceptance and utilisation of the EAP services by all stakeholders in the company.
- Marketing increases utilisation of the EAP programme at all levels throughout the organisation.
- Marketing enhances the integration of the EAP within the host and contract organisation and promotes the sense of ownership by managers and employees.
- Marketing also maintains the visibility of the EAP and its presence as a vital contributor to the organisation.

Question 7: Do you know where to access the EAP services?

Table 13: Knowledge of accessibility of EAP services

N=100	Frequency	Percent
I don't know	5	5.0
I access it at my depot	**92**	**92.0**
No response	3	3.0
Total	100	100.0

Discussion of results on Table 13

A majority of the respondents (92%) on Table 13 above knew where to access the EAP services. This is a positive outcome that could enhance utilisation of EAP services.

Question 8: Do you know the procedure to access EAP services?

Table 14: Knowledge of procedure to access EAP Services

N=100	Frequency	Percent
No	16	16.0
Yes	81	81.0
No response	3	3.0
Total	100	100.0

Discussion of results on Table 14

It is clear from Table 14 above that 81% of respondents had knowledge on how to access EAP services, which is also a positive outcome that would lead to high utilisation of EAP services. However, attention should be given to the 16% of respondents who indicated that they did not know the procedures on how to access EAP services.

4.7.3 Section C: Utilisation of EAP Services
Question 1: Utilisation of EAP services

Table 15 (Question 1-5)   N=100

Questions	No	Yes	No response	Not applicable
1. Have you ever utilised EAP Services?	36%	61%	3%	0
1.1. If not, would you consider utilising EAP services when necessary?	0%	36%	3%	61%
2. If you have utilised the EAP services, how was your experience?	**(See Table 16)**			
3. Would you use the service again?	0%	61%	0%	36%
4. Do you feel confident about the confidentiality of EAP services at Pikitup?	4%	91%	5%	0
5. Would you recommend EAP services to anyone?	0%	97%	3%	0

68

Discussion of results on Table 15

Table 15 above shows that 61% of respondents utilised the EAP service at Pikitup, and further indicated that they will utilise the service again when necessary. Thirty six percent of those who had not utilized the service indicated that should the need arise; they would utilise the service.

Ninety one per cent (91%) of the respondents trusted the EAP service and perceived it to be confidential. This is a very positive outcome as confidentiality determines the utilisation of EAP services. Scanlon (1991:113 states that confidentiality may contribute to employees' acceptance and usage of the programme. According to Bruhnsen (1994:11), the reputation of an EAP rests upon how well it protects private information. Storm-Gottfried (2000:1) argued that unless employees are sure that their names and problems are kept confidential, they would not utilise the EAP service.

Ninety seven (97%) of the respondents indicated that they would recommend the service to other people. These findings clearly show that the respondents were comfortable with the EAP service.

It is clear that confidentiality is the core to the success of the EAP and the utilisation thereof.

Question 2: If you have utilised the EAP services, how was your experience?

Table 16: Experience of utilising EAP services

N=61	Frequency	Percent
Good /Positive Experience	57	57.0
Bad Experience	1	1.0
No response	3	3.0
Total	61	61.0

Discussion of results on Table 16

Table 16 illustrates that 57% of respondents who utilised the EAP service had a positive experience, while only 1% indicated that the experience was bad but did not explain further on how the experience was or what really happened.

Having good and positive experience enhances positive attitudes and guarantees utilisation again should the need arise. It also gives room for one to recommend the service to the next person.

One's experiences, good or bad has impact on one's decision to utilise or not to utilise the service. It is therefore of vital importance for EAP practitioners to serve the employees to the best of their ability.

Question 5: To whom will you recommend EAP services?

Table 17   Recommending EAP services

N=100	Frequency	Percent
My Colleagues	16	16.0
My Family	8	8.0
Both my colleagues and my family	**73**	**73.0**
No response	3	3.0
Total	100	100.0

Discussion of results on Table 17

Table 17 shows that 73% of respondents could recommend EAP services to both their colleagues and family. This result shows that the respondents were happy and satisfied with the EAP service as it only make sense that one would recommend a service that s/he trusts and believes in.

Question 6: What will motivate you to utilise EAP services? (More than one option could be selected)

Table 18 Motivation to utilise EAP services

N=100	Frequency	Percent
Accessibility	10	1.0
Confidentiality	30	30.0
support and referral by supervisor	5	5.0
If one experiences a problem	22	22.0
if the EAP comes to the depot everyday	2	2.0
good and user-friendly service	15	15.0
Knowledge that my problems will be resolved	11	11.0
No response	7	7.0

(More than one option was selected).

Discussion of results on Table 18

From Table 18 above, it is clear that 30% of respondents indicated that confidentiality remains the most crucial aspect that would motivate them to utilise EAP services. This proves that confidentiality is the core of success and utilisation of EAPs.

According to Bruhnsen (1994:11), the reputation of an EAP rests upon how well it protects private information. Storm-Gottfried (2000:1) argued that unless employees are sure that their names and problems are kept confidential, they would not utilise the EAP service. Panszczyk et al. (2004: 298) state that confidentiality may contribute to employees' acceptance and usage of the programme. They further argued that practitioners must ensure and maintain confidentiality at all times in order for employees to trust and use the programme with confidence.

Winston and Winegar (2014:66) support the above statement by maintaining that protecting and preserving the confidentiality of client information whether transmitted orally, in hard copy form or electronically, should be high priority for practitioners.

71

Question 7: What could stop you from using EAP service?

Table 19 What may stop you from using EAP services?

N=100	Frequency	Percent
I don't know what EAP is all about	4	4.0
My Supervisor doesn't allow me access	17	17.0
I am scared of being stigmatised	16	16.0
The service is not easily accessible	5	5.0
The service is not confidential	2	2.0
My Colleague didn't receive adequate assistance	3	3.0
I am scared of being stigmatised, since the service is not confidential	2	2.0
Other	39	39.0
No response	12	12.0
N=100	100	100.0

Discussion of results on Table 19

Table 19 indicates that 17% of the respondents could not utilise the service or had not utilised the service because their supervisor could not allow them permission or access to utilise the EAP services. Supervisors play an important role in the referral of employees to EAP. Winston and Winegar (2014:100) share the same sentiments, confirming that supervisors are the key players in implementing EAP services in that it is their responsibility to inform employees about the availability of assistance for personal and work related problems and to encourage the utilisation of services such as EAPs among employees.

It is clear that supervisors may be a hindrance or a positive influence to employees in the utilisation of EAP services.

Question 8. In your opinion, who is eligible to utilise EAP services?

Table 20 Eligibility to utilise EAP services?

N=100	Frequency	Percent
Supervisor	1	1.0
General workers	4	4.0
Labour Union	2	2.0
Peer Educators	11	11.0
All Employees	76	76.0
Managers and general workers	1	1.0
Supervisors and Managers	1	1.0
No response	4	4.0
Total	100	100.0

Discussion of results on Table 20

Table 20 shows that the majority of respondents (76%) understands and believes that all employees are eligible to utilise the EAP services as compared to 1% who indicated that it is either only managers, supervisors or general workers only that are eligible for utilising EAP services.

4.7.4   Section D: Location of EAP offices

Question 1: Does the location of the EAP offices influence your decision to access the programme?

Table 21: Location of the EAP offices on influence of utilisation of EAP services

N=100	Frequency	Percent
No	26	26.0
Yes	68	68.0
No response	6	6.0
Total	100	100.0

Discussion of results on Table 21

Table 21 shows that 68% of the respondents were influenced by where the EAP offices were located in order for them to utilise EAP services. The EAP offices in this study were located within the different depots. Since 61 % (**see Table 15**) of the respondents utilised the EAP services, it may be concluded that the easy accessibility of EAP offices have a positive influence on employees' utilisation of EAP offices. The majority of the respondents (92%) on Table 22 below indicate that they preferred EAP offices to be located within the depot.

Question 2:   Where would you prefer the EAP offices to be located?

Table 22: Personal preference for the location of EAP offices

N=100	Frequency	Percent
Within the depot	92	92.0
Head Office	2	2.0
Off site (away from Pikitup)	2	2.0
No response	4	4.0
Total	100	100.0

Discussion of results on Table 22

Table 22 shows that a majority of respondents (92%) preferred the EAP offices to be located within their depots for easy accessibility. Sixty one percent of the respondents were able to utilise the service because it was provided within their respective depots. They did not have to travel to other places and spend money to access the EAP service or had to wait until the weekend when they were off duty to access the service. Hence, they were able to utilise the service during office hours when they were at work.

Panszczyk et al. (2004:297) states that the physical location of the EAP office can also be crucial in the usage of EAP services. Therefore, organizations need to be strategic in locating the office of the EAP. The above information proves that the location of the EAP office plays a major role in influencing employees to access and utilise the EAP services.

Question 3: Would you prefer your counselling session to be conducted in a particular language?

Table 23 Personal preference of counselling language

N=100	Frequency	Percent
No	4	4.0
Yes	93	93.0
No response	3	3.0
Total	100	100.0

Discussion of results on Table 23

Table 23 clearly shows that 93% of the respondents preferred that their counselling sessions be done in a language that they were most comfortable with. It is therefore important that when organisations recruit EAP practitioners, they should ensure that the practitioners are able to speak the language that the majority of employees speak within that environment. Employees will feel confident when they realise that the EAP practitioner knows their language and this may encourage them to utilise the service as they will be able to easily express themselves during the consultation process. Only 4% of the respondents indicated that they did not mind the language used during their counselling sessions. This may have been so because the respondents understood more than one language and could also express themselves in other languages as well.

If yes which language will you prefer?

Table 24: Preferred counselling language

N=100	Frequency	Percent
English	14	14.0
Zulu	41	41.0
Tsonga	11	11.0
Sotho	13	13.0
Afrikaans	1	1.0
Others	18	18.0
No response	2	2.0
Total	100	100.0

Discussion of results on Table 24

Table 24 shows that 41% of the respondents preferred that their counselling sessions be conducted in isiZulu. This correlates with information on Table 3 in that 41% of respondents reported that they spoke isiZulu as their home language.

Question 4: Would you prefer an EAP practitioner of a particular age?

Table 25:   EAP practitioner of a particular age?

N=100	Frequency	Percent
No	51	51.0
Yes	47	47.0
No response	2	2.0
Total	100	100.0

Discussion of results on Table 25

Forty seven percent (47%) of the respondents from Table 25 reported that they prefer an EAP Practitioner of a particular age to attend to them, while 51% of respondents on the other hand didn't mind the age of the EAP Practitioner who assist them.

If yes, which age group would you prefer an EAP practitioner to be?

Table 26 Age-group of a preferred practitioner   (N=47)

Years	Frequency	Percentage
20 -30	9	19.0
31 – 40	14	30.0
41 – 50	15	32.0
51 – 60	8	17.0
60+	1	2.0
Total	47	100.0

Discussion of results on Table 26

Fifteen percent (32%) of the respondents on Table 26 indicated that they preferred to be assisted by an EAP practitioner whose age is between 41-50 years. The reasoning behind this preference might be that they considered a person of that age to be mature.

The age of the EAP practitioner may have an impact in the utilisation of EAP services in that older employees may not feel comfortable discussing their marital problems with a younger and single EAP practitioner who is of the employees' children age group. In addition, younger employees may prefer to be served by younger EAP practitioners considering that older practitioners are usually old fashioned and may not understand the contemporary context that affects young people.

Therefore the practitioner's age may have an influence on employees' decisions to utilise or not to utilise the EAP services.

Question 5: Would you prefer to be served by an EAP practitioner of a particular gender?

Table 27: Gender preference of EAP Practitioner

N=100	Frequency	Percent
I prefer to be served by a female practitioner	44	44.0
I prefer to be served by a male practitioner	15	15.0
Not applicable	37	37.0
No response	4	4.0
Total	100	100.0

Discussion of results on Table 27

Table 27 shows that 44% of the respondents preferred to be served by a female practitioner. The reason behind that is not known. It can only be assumed that since the inception of the EAP at Pikitup, there have been female practitioners only. It is only recently that a male practitioner was appointed. Only 15% of the respondents preferred to be served by a male practitioner.

77

Question 6:   How did you access the EAP services?

Table 28: EAP referral system

N=100	Frequency	Percent
Self-referral	35	35.0
Colleague	12	12.0
Family	5	5.0
Peer Educators	24	24.0
Formal referral (Supervisor)	10	10.0
Not applicable	11	11.0
No response	3	3.0
Total	100	100.0

Discussion of results on Table 28

Table 28 above it is clear that a majority of the respondents (35%) had accessed the EAP service through self-referral. It was only 10% of the respondents who accessed the EAP service through their supervisors. Supervisors need to be trained in order for them to refer employees they identify to be having challenges that affect their performance.

Peer educators on the other hand encouraged 24% of the respondents to access EAP services. This proves that peer education at Pikitup played a crucial role in referring employees to EAP more than what the supervisors did.

Question 7:   Which type of counselling do you prefer?

Table 29 Type of counselling preferred

N=100	Frequency	Percent
Face to Face	97	97.0
Telephonic	1	1.0
No response	2	2.0
Total	100	100.0

78

Discussion of results on Table 29

Ninety seven percent (97%) of the respondents on Table 29 preferred face-to face counselling. This further explains the reasons behind 92% of respondents (see Table 22) who indicated that they preferred the EAP to be located within their depot (that is in-house EAP). External EAP services are usually conducted telephonically which may not be suitable for Pikitup clientele as a majority of employees prefer in-house EAP. Manzini (2005: 70) also found out that 90% of his respondents preferred face-to-face counselling. This shows that the type of counselling rendered by EAP influences the decision of employees to utilise or not to utilise the EAP service. It can therefore be argued that face–to-face counselling offered to employees at Pikitup contributed to the 61% high utilisation of EAP services.

Question 8: How often would you prefer your EAP practitioner to be physically available at your depot?

Table 30: Preference of availability of EAP practitioner at the depot

N=100	Frequency	Percent
Once a week	44	44.0
Once a month	5	5.0
Everyday	46	46.0
No response	5	0.0
Total	100	100.0

Discussion of results on Table 30

Table 30 shows that 46% of respondents preferred an EAP practitioner to be available every day at their depot as opposed to a situation where an EAP practitioner reported once a week to the depot. If the visiting day fell within a public holiday, then it would mean that the employees would not have access to the services of the EAP practitioner as he/she would be visiting another depot on the day after the holiday.

Pikitup should make provision for EAP practitioners to be available at the depots on a daily basis as (60%) of respondents on Table 31 below indicated that an EAP practitioner came once a week, a tendency that influenced their decision in utilising EAP services.

Question 9: Does the fact that your EAP practitioner comes once a week at your depot influence you to utilise EAP services?

Table 31: Frequency of EAP practitioner and the influence on utilisation of EAP service

N=100	Frequency	Percent
No	38	38.0
Yes	60	60.0
No response	2	2.0
Total	100	100.0

Discussion of results on Table 31

Sixty percent (60 %) of the respondents on Table 31 indicated that the fact that the EAP came once at their depots affected their utilisation of EAP services. Forty three percent (43%) of the respondents, as further highlighted on Table 32 below, were badly affected by the fact that the EAP practitioner came once a week at their depot.

4.7.5 Section E: Employees' perceptions of the EAP Service

Question 1-5: Employees' perceptions about the EAP

Table 32   Employees' perceptions of the EAP service   N=100

Item No	Questions	No	Yes	No response
E1	1. Are there any benefits in utilising the EAP services?	4%	93%	3%
E2	2. Are there any disadvantages for utilising EAP services?	88%	6%	6%
	If yes, please explain	**(See Table 33)**		
E3	3. In your opinion, do you think EAP increases productivity?	4%	91%	5%
E4	4. In your opinion, what is the purpose of EAP?	**(See Table 34)**		
E5	5. Do you think Pikitup Management / Supervisor support the EAP?	5%	92%	3%

Discussion of results on Table 32

Table 32 illustrates that 93% of the respondents believed that there were benefits in utilising the EAP services, while 4% believed that there were no benefits. The reason behind the 4% who were negative about the benefits of EAPs might have been as a result of the bad experience they encountered when they were utilising the EAP service. Six percent (6%) of the respondents believed that there were disadvantages in utilising EAP services stating the reasons discussed under Table 33.

Ninety one percent (91%) of the respondents thought that EAP services do increase productivity. If employees' challenges or problems were resolved as stated on Table 16 where 57% of the respondents reported that they had a good and positive experience when utilising EAP services, then there is a likelihood that their performance was enhanced due to their positive encounter with EAP services.

Ninety two percent (92%) of the respondents believed that Pikitup management and supervisors supported the EAP services. Top management buy-in determines the success and the utilisation of EAP services.

81

According to Scanlon (1991:113), the support from top management plays a very important role in making the EAP to become a success. He further argued that EAP credibility starts with an endorsement from management through the formulation and distribution of a corporate policy statement.

The U.S. Department of Labour (1995:10) supports this view in that they also affirm that top management is the prime mover in launching an EAP and maintains its credibility and usefulness. The buy-in to EAP by top management can give the EAP high visibility and promote its smooth integration and acceptance within the organisation. Programme acceptance and utilisation are directly related to the amount of support from top management and involvement of supervisors, management and unions (Ruiz, Strain & Langrod, 2007:453). Panszczyk et.al. (2004:297) and Scanlon (1991: 113) argue that the most important factor that determines the usage of the EAP is when employees trust and accept the programme. But further than that, the employee's perception of the EAP as an advocacy for employees rather than a management tool is very important. The EAP also depends to a great deal on how it is perceived by the organisation which is shaped by the importance the management places on the EAP function.

If there are any disadvantages, Please explain,

Table 33: Disadvantages of utilisation of the EAP.

N=6	Frequency	Percent
I may be dismissed	2	2.0
Stigmatised for using the service	1	1.0
If the EAP practitioner is not experienced enough	1	1.0
There is no confidentiality	2	2.0

Discussion of results on Table 33

Table 33 shows that 6% of the respondents perceived EAP negatively in that they thought that if they utilised the EAP services, they may be dismissed, stigmatised or confidentiality of their information would be compromised. Respondents indicated that if the aspects mentioned on Table 33 are due to utilisation of EAP services, then it would be

82

disadvantageous for them to utilise the EAP service. Colaprete (2007:44) also believes that stigma and discrimination play a vital role in employees' using EAP services.

Gatchel and Schultz (2012:447) argue that despite the availability of the EAP at no cost to employees and frequent communication and promotion of EAP, stigma and discrimination against employees who use EAPs can dampen EAP use. This may have negative effects on many employees who could potentially benefit from using the EAP, as they will develop fears from discrimination and embarrassment from others in their workplace.

Text opinions on the purpose of EAP? (You may select more than one answer)

Table 34: The purpose of EAP

N=100	Frequency	Percent
Improve productivity	50	50.0
Promote wellness	59	59.0
Reduce health risk	49	49.0
Resolve management problems	19	19.0
Act as a disciplinary tool	13	13.0
Cover for troubled employees	21	21.0

(More than one response was selected).

Discussion of results on Table 34

Table 34 shows that 59% of respondents understand that the purpose of EAP is to promote wellness, while 13% think that EAP is used as a disciplinary tool. Ninety two percent (92%) from Table 32 confirmed their belief that the EAP at Pikitup is supported by management.

4.8   SUMMARY

The main results of this study have been discussed in this chapter. The next chapter presents study findings, conclusions and recommendations of the study.

CHAPTER 5

KEY FINDINGS, CONCLUSIONS AND RECOMMENDATIONS

5.1 INTRODUCTION

In this chapter, the researcher summarizes the findings of this study and presents recommendations to be implemented at Pikitup in order for the company to maintain a high utilisation rate of EAP services. The main aim of this study was to explore the factors that influence the utilisation of EAP services in the waste management company. Therefore, it is recommended that a follow-up research be done; to explore the nature of the identified factors that affect utilisation of EAP services especially in the waste management industry.

The discussion of study findings follows the same format of the sections within the questionnaire.

5.2. DEMOGRAPHICAL INFORMATION

5.2.1 Key findings on demographical information

- Seventy-eight per cent (78%) of respondents participated in this study.
- Majority of respondents were females comprising 59% of the total sample.
- Majority of respondents were single constituting of 43 % of the sample
- Forty-one per cent (41%) of respondents speak isiZulu.
- Most respondents (40%) were aging, falling within the range of 41-50 years of age.
- As regards their education, 68% had qualifications below grade 12.
- Fifty-two per cent (52%) of the respondents had between 1 and 10 years work experience within the current organisation.
- Majority of respondents (74%) were general workers.

5.2.2 Conclusions on demographical information

It can therefore be concluded that a majority of Pikitup employees were single females, isiZulu speaking, aged within a developmental life stage, with qualifications below grade 12 and were general workers loyal to Pikitup waste management company.

5.2.3 Recommendations on demographical information

Since it has been noted that a majority of employees were single, isiZulu speaking, in the developmental stage, with qualifications below grade 12 and loyal to Pikitup, it is therefore recommended that:

- EAPs make special provision for the needs of woman focusing on workshops that will address women issues such as life skills for single persons, single parenting and women empowerment.
- EAPs make provision for the aging workforce by providing workshops that will address issues such as mid-life crises, retirement, wills and estates as well as healthy lifestyle programmes.
- EAPs assist and encourage employees to participate in programmes such as (Adult Basic Education and Training) and apply for internal study assistance to improve their qualifications.
- EAPs should advocate on behalf of loyal employees for recognition events within the company such as long service awards and employee retention strategies.
- The isiZulu language should be a priority when addressing employees' challenges and that the EAP should ensure that their EAP practitioners' are conversant in isiZulu language.

5.3 AWARENESS OF EAP SERVICES

5.3.1 Key findings on awareness of EAP Services

- From the information gained through the questionnaire, it was clear that EAP service was well marketed as 100% of the respondents were aware of the EAP at Pikitup.
- A majority of the respondents became aware of EAP services for the first time during the wellness days. Wellness days prove to be the best mode of EAP marketing at Pikitup.
- However, not all the respondents were aware of the scope of services rendered by EAPs.
- A majority of the respondents believed that there was a need for EAP services and that Pikitup should continue to render such services to its employees.
- Not all respondents were aware of the day in which their EAP practitioner came at their depot.
- There was a certain percentage of respondents who did not know how to access EAP services and also did not know what procedures to follow in order to access EAP services.

5.3.2 Conclusion on awareness of EAP Services

With the findings presented above, it can be concluded that the majority of Pikitup employees were well aware of the EAP services at Pikitup. Furthermore, a significant number of the employees affirmed that the EAP service was needed and that it should be rendered to all Pikitup employees. It can also be concluded that while a majority of employees were aware of EAP services, they lacked more information with regard to the day in which the EAP Practitioner came at their depot. This was exacerbated by lack of information regarding the scope of services rendered by the EAP, where and how to access the EAP services.

5.3.3 Recommendations on awareness of EAP Services

- It is recommended that EAPs continue with their marketing strategy, capitalizing on the wellness days as they work best in making employees to be aware of EAP services.
- During wellness days, the EAP should have its own table where information about internal EAP is displayed and available for everyone to see and have pamphlets and posters about the internal EAP.
- More effort should be focused on educating employees about the scope of the EAP within Pikitup.
- Employees should be educated on how and where to access EAP services.
- The day in which the EAP practitioner comes at the depot must be displayed in a place where every employee will see and know when to access the EAP service.
- The name of the EAP practitioner should be displayed on the door of his/her office in all the depots.

5.4 UTILISATION OF EAP SERVICES

5.4.1 Key findings utilisation of EAP Services
- A majority (61%) of respondents utilised the EAP services and reported that they were happy with the service where their challenges were attended to and resolved.
- The respondents indicated that because of the excellent service that they received, they would utilise the service again and would recommend the EAP service to their colleagues and family.
- A majority of the respondents trusted the EAP service and believed that the service was confidential.
- Accessibility, excellent and positive service rendered and confidentiality were cited as the good motivations for the utilisation of EAP services, while Stigmatisation and supervisors' lack of support were cited as demotivation to use of EAP services.
- A majority of the respondents knew and understood that all employees were eligible to utilise the EAP services.

88

- A majority of the respondents had a concern about the number of days that the EAP practitioner came to their depots. The respondents felt that coming to see them once in a week was not enough and therefore felt that the frequency of the EAP practitioner's visits contributed to the irregular utilisation of the EAP services. Most of them stated that they experienced problems every week and wished to have an EAP practitioner who would address their challenges more consistently as they experience them.

5.4.2 Conclusions on utilisation of EAP Services

From the findings presented above, it can be concluded that a majority of the employees at Pikitup were satisfied with the EAP services rendered to them.

It can also be concluded that a majority of the employees' wished to have an EAP practitioner available on a daily basis at their depot since problems may arise at any given day.

It can also be concluded that a small number of respondents felt that Stigmatisation and lack of Supervisor's support demotivated them from utilising the EAP services.

5.4.3 Recommendations utilisation of EAP Services
- Since the respondents cited supervisors' lack of support as demotivation factor for not utilising the EAP service, it is therefore recommended that the EAP should focus on conducting supervisory training in order to empower supervisors to be able to support employees through EAP services.
- Employees should also be assured that they are not stigmatised for utilising EAP services.
- Since a majority of the employees stated that they wished to have EAP practitioners on a daily basis at their depots, Pikitup should pay attention into capacitating the EAP department in order to address the employees' plea of having EAP practitioners on a daily basis at their depots as this affects their ability to utilise the EAP service effectively.

5.5 *LOCATION OF EAP OFFICES*

5.5.1 Key findings on location of EAP offices

- A majority of respondents cited the location of EAP offices as having an influence on the utilisation the EAP service. Most of them preferred in-house EAP service with EAP offices within each depot.

- A majority of the respondents preferred face-to face counselling to be conducted in their home language.

- Some respondents preferred EAP practitioners of a particular gender and age, but this was not the demotivating factor to utilise the service as it was further noted that as long as the practitioner was knowledgeable, respondents would be satisfied with the service.

- An overwhelming number of the respondents accessed the EAP service through self -referral as opposed to referral by the supervisor.

- Peer educators at Pikitup played an important role of referring employees with challenges for EAP services.

5.5.2 Conclusions on location of EAP offices

From the information gathered above, it can be concluded that a majority of employees preferred in-house EAP services with face to face type of counselling conducted in the respondents' home language.

It can also be concluded that a majority of employees had voluntarily accessed the EAP services with peer educators playing a huge role in encouraging them to utilise EAP services as opposed to their supervisors.

It can further be concluded that a minority of employees preferred an EAP practitioner of a particular gender and age.

5.5.3 Recommendations on location of EAP offices

- Pikitup should always ensure that the location of EAP offices are within the depots as this encourages employees to utilise the service when it is easily accessible. Therefore, an in-house EAP service is recommended.

- Since a majority of Pikitup employees are Africans, the company should ensure that the EAP practitioners employ are conversant with more than 4 African languages to accommodate majority of employees who prefer counselling to be conducted in their own languages.

- There should be males and female practitioners since some of the respondents have preferences to be serves by an EAP practitioner of a particular gender.

- Peer educators should be empowered and encouraged to continue the good work.

- Supervisory training should be a priority at Pikitup within the wellness department.

5.6 EMPLOYEES' PERCEPTION OF EAP SERVICES

5.6.1 Key findings on Employees' perception of EAP Services

- An overwhelming majority of respondents had a positive perception of EAP services at Pikitup.

- A majority of the respondents perceived EAP services as necessary and beneficial to employees and also as a tool to increase productivity.

- -A minority of the respondents viewed the EAP as a disciplinary tool or service that shield troubled employees.

5.6.2 Conclusion on Employees' perception of EAP Services

It can be concluded that a majority of Piktup's employees perceived EAP services as positive, beneficial, necessary to all employees and an enhancer to productivity.

5.6.3 Recommendations on Employees' perception of EAP Services

- Since there were a minority of employees that perceived the EAP as a disciplinary tool that shield troubled employees, it is recommended that EAP should educate employees on the scope of its services and the benefits that it comes with.

5.7 SUMMARY

In view of the above mentioned key findings, conclusions and recommendations, the study has highlighted the factors that influence the utilisation of EAP services in the waste management industry with special reference to Pikitup. As such it can be concluded that the goal of the study was achieved

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Annexure A: Authorisation letter for the research

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To   : Ms Tokai Mundalamo

From   : Mr Jonathan Thekiso
             Executive Director: Corporate Services

Date   : 05 March 2014

Subject   : Request for Permission to conduct research in Pikitup

Dear Ms Tokai Mundalamo

Permission has been granted for Ms Tokai Mundalamo to conduct a research study entitled "Factors which influence utilisation of EAP services" at Pikitup.

Mr Jonathan Thekiso
Executive Director: Corporate Services
Date:

Annexure B: Letter on Ethical clearance

Faculty of Humanities Research Ethics Committee

12 August 2015

Dear Prof Lombard

Project: Factors affecting the utilisation of EAP services in a waste management company

Researcher: **T Mundalamo**

Supervisor: **Prof L Terblanche**

Department: **Social Work and Criminology**
Reference number: **10551884 (GW20150714HS)**

Thank you for your response to the Committee's correspondence 3 August 2015.

I have pleasure in informing you that the Research Ethics Committee formally approved the above study at an *ad hoc* meeting held on 12 August 2015. Data collection may therefore commence.

Please note that this approval is based on the assumption that the research will be carried out along the lines laid out in the proposal. Should your actual research depart significantly from the proposed research, it will be necessary to apply for a new research approval and ethical clearance.

The Committee requests you to convey this approval to the researcher.
We wish you success with the project.

Sincerely

Prof. Karen Harris

Humanities UNIVERSITY OF
PRETORIA

Annexure C: Informed consent letter

UNIVERSITEIT VAN PRETORIA
UNIVERSITY OF PRETORIA
YUNIBESITHI YA PRETORIA

Faculty of Humanities

Department of Social Work &
Criminology

15 July 2015

Our Ref: P r o f Terblanche

Tel. 0124 203292
Fax. 0866287488
Email: lourie.terblanche@up.ac.za

INFORMED CONSENT FORM

Title of the study 'Factors affecting the utilisation of Employee Assistance Programme Services in a Waste Management Company'

Principal Researcher: Tokai Mundalamo – Pikitup

I volunteer to participate in a research study conducted by Tokai Mundalamo
an EAP practitioner at Pikitup and registered master's student at the
University of Pretoria.

I understand that:

1. The research study is designed to gather information with the purpose of exploring factors that influence utilisation of EAP services at Pikitup.
2. My participation involves completing a questionnaire that will take approximately 30-45 minutes to complete.
3. I will not be paid for taking part in this research study, however Pikitup will award me time during office hours to complete the questionnaire.

105

4. My confidentiality as a participant will be secured and that the information that I will provide will be treated in a confidential manner.

5. My participation is voluntary and that I am free to withdraw and discontinue participation at any time without penalty.

6. There are no known physical and/or emotional harm associated with this research study, but should it happen that I experience such harm, professional assistance will be provided to me when approaching the researcher for such purposes. A referral will then be made to the in-house EAP offices of Pikitup.

7. For more information I am free to contact the researcher at 0834135659 during office hours.

8. That data collected during this study will be stored at the University of Pretoria for a period of 15 years.

I confirm that I have read and understood the information sheet for the above study and have had the opportunity to ask questions. I agree to take part in this study. I have been given a copy of this consent form.

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PARTICIPANT   Date   Signature

------------------------------   -----------------   -------------------------
RESEARCHER   **Date**   **Signature**

PROF L S TERBLANCHE

SUPERVISOR

Annexure D: Cover letter and Questionnaire

I am Tokai Mundalamo, a Masters in EAP student at University of Pretoria. I am conducting an academic research which seeks to investigate factors that affect utilisation of EAP services in the waste management company. This research will be used for academic purposes only and please be assured that the responses from respondents will be kept confidential. If you need any assistance in answering the questions, please do not hesitate to ask. Your cooperation and participation in this research and answering questions honestly will be greatly appreciated. Please submit your complete questionnaire to the field worker (Nokuthula Slango or Ellesen Motloutsi) who gave you the questionnaire immediately after completing it. Please do not write your name on this questionnaire.

Thank you in anticipation of your cooperation.

PLEASE ANSWER THE FOLLOWING QUESTIONS BY PUTTING A TICK (√) SIGN ON THE APPROPRIAE BLOCK.

A.   SECTION A: DEMOGRAPHIC INFORMATION

1.   Gender

Male	1
Female	2

2.   Age

20 – 30	1
31 – 40	2
41 – 50	3
51 – 60	4
60+	5

3.   Marital Status

Single	1
Married	2
Living together	3
Divorced	4
Widowed	5
Separated	6

4. **Home Language**

English	1
Zulu	2
Tsonga	3
Sotho	4
Afrikaans	5
Other (Specify)	6

5. **Highest Educational Qualification**

Below Standard 10 (Grade 12)	1
Standard 10 (Grade 12)	2
Post Matric Diploma / Certificate	3
Bachelor's Degree(s)	4
Honours Degree(s)	5
Masters Degree(s)	6
Doctorate	7

6. **Occupational Sector**

General Worker	**1**
Supervisor	**2**
Manager	**3**
Other, specify below	**5**

…………………………….

7. **Length of employment at Pikitup**

Less than 1 year	**1**
1 - 10	**2**
11 - 20	**3**
21 – 30	**4**
31+	**5**

SECTION: B   AWARENESS OF EAP SERVICES

1. **Are you aware of EAP Services at Pikitup?**

NO	1
YES	2

If you answered "Yes" please answer the
following question. If you answered 'No' – please move to Question 4

2. **How did you first learn about EAP at Pikitup?**

EAP Marketing	1
EAP Road Shows	2
Colleagues	3
During Wellness Days	4
During HIV/AIDS Campaigns	5
During Health Promotion Months	6
Other, please specify below	7

3. What are the services rendered by EAP at Pikitup. (You may choose more than one answer).

Family Issues	1
Relationship Issues	2
Bereavement and Grief	3
Financial Matters	4
Substance Abuse Matters	5
Job related Maters	6
Incapacity	7
Trauma and Stress Management	8

4 Do you think Pikitup should render EAP services to its employees

NO	1
YES	2

5.   On which day of the week does the EAP come to your Depot

Monday	1
Tuesday	2
Wednesday	3
Thursday	4
Friday	5
I am not sure	6

6.   Do you think EAP Services are well marketed at Pikitup?

NO	1
YES	2

7.   Do you know where to access the EAP services?

I don't know	1
I access it at my depot	2
I access it at head office only	3

8.   Do you know the procedure to access EAP Services?

NO	1
YES	2

SECTION C: UTILISATION OF EAP SERVICES

1. Have you ever utilised EAP Services?

NO	1
YES	2

1.1.   If not, would you consider utilising EAP services when necessary?

NO	1
YES	2

2. If you have utilised the EAP services, how was your experience? Please Explain

....

....

....

....

3. Would you use the service again?

NO	1
YES	2

4. Do you feel confident about the confidentiality of EAP services at Pikitup?

NO	1
YES	2

5. Would you recommend EAP services to anyone?

NO	1
YES	2

- **If your answer is 'yes' chose the appropriate box below.**
- **If your answer is' No', you may proceed to question 6.**

To whom will you recommend EAP services to?

My Colleagues	1
My Family	2
Both my colleagues and my family	3

6. What will motivate you to utilise EAP services?

Please Explain

....

....

....

....

7   What stops you from using EAP services?

I don't know what EAP is all about	1
My Supervisor doesn't allow me access	2
I am scared of being stigmatised	3
The service is not easily accessible	4
The service is not confidential	5
My Colleague didn't receive adequate assistance	6
Other	7

113

8. In your opinion, who is eligible to utilise EAP services? You may tick more than one box

Supervisors	1
Managers	2
General Workers	3
Labour Union	4
Peer Educators	5
All Employees	6

SECTION D: LOCATION OF EAP OFFICES

1. Does the location of the EAP offices influence your decision to access the Programme?

NO	1
YES	2

2. Where would you prefer the EAP offices to be located?

Within the depot	1
Head Office	2
Off site (away from Pikitup)	3

3. Would you prefer your counselling session to be conducted in a particular language?

NO	1
YES	2

If yes which language will you prefer?

English	1
Zulu	2
Tsonga	3
Sotho	4
Afrikaans	5
Other (Specify)	6

114

4. Would you prefer an EAP Practitioner of a particular age?

NO	1
YES	2

If yes, which age group will you prefer an EAP Practitioner to be?

20 – 30	1
31 – 40	2
41 – 50	3
51 – 60	4
60+	5

5. Would you prefer an EAP of a particular gender?

I prefer to be served by a female Practitioner	1
I prefer to be served by a male Practitioner	2

6. How did you access the EAP services?

Self -referral	1
Colleague	2
Family	3
Labour Union	4
Peer Educators	5
Formal referral (Supervisor)	6

7. Which type of counselling do you prefer?

Face to Face	1
Telephonic	2
E-mail	3

8. **How often would you prefer your EAP Practitioner to be physically available at your depot?**

Once a week	1
Once a month	2
Everyday	3

9. **Does the fact that your EAP Practitioner comes once a week at your depot influence you to utilise EAP services?**

NO	1
YES	2

If yes, please Explain

....
....
....
....

SECTION E: EMPLOYEE'S PERCEPTION OF AN EAP SERVICE

1. **Are there any benefits in utilising the EAP services?**

NO	1
YES	2

2. **Are there any disadvantages for utilising EAP services?**

NO	1
YES	2

Please Explain

....
....
....

3. In your opinion, do you think EAP increases productivity?

NO	1
YES	2

4. In your opinion, what is the purpose of EAP? (You may choose more than one answer).

Improve productivity	1
Promote Employee Wellness	2
Reduce Health Risks	3
Resolve Management problems	4
Act as a disciplinary tool	5
Cover for troubled employees	6

5. Do you think Pikitup Management / Supervisor support the EAP?

NO	1
YES	2

THANK YOU FOR YOUR CO-OPERATION IN COMPLETING THIS QUESTIONNAIRE

Annexure E: Data storage form

FACULTY OF HUMANITIES

RESEARCH PROPOSAL AND ETHICS COMMITTEE

Declaration for the storage of research data and/or documents

I/ We, the principal researcher(s)   Tokai Mundalamo
and supervisor(s)   Prof L S Terblanche
of the following study, titled   Factors affecting the utilisation of EAP

services in a waste management company … … … … … … … … … … … …

will be storing all the research data and/or documents referring to the above-

mentioned study in the following department: Social Work and Criminology

We understand that the storage of the mentioned data and/or documents
must be maintained for a minimum of 15 years from the commencement of
this study.

Start date of study: _January 2014
Anticipated end date of study: _October 2015
Year until which data will be stored: _October 2030

Name of Principal Researcher(s)	Signature	Date
Ms T Mundalamo		30 October 2015
Name of Supervisor(s)	**Signature**	**Date**
Prof L S Terblanche		30 October 2015
Name of Head of Department	**Signature**	**Date**
Prof A Lombard		30 October 2015