FACTORS THAT HINDER THE UTILIZATION OF THE EMPLOYEE ASSISTANCE PROGRAMME IN THE DEPARTMENT OF LABOUR.

by

Kelly Phumzile Manzini

Submitted in partial fulfillment of the requirements for the degree

in

MSD (Employee Assistance Programme)

in the

Faculty of Humanities

in the

Department of Social Work and Criminology

of the

University of Pretoria, Pretoria

Study Leader: Dr. F.M. Taute

November 2005
DEDICATION

I dedicate this work to my parents, my late father Phambani, and my mother Zilper Manzini for being my inspiration and making me believe that I can achieve great things in life.
ACKNOWLEDGEMENTS

I would like to express my sincere gratitude and give recognition to the following persons, without whose assistance and support this study would not have been possible:

- My supervisor, Dr. F.M. Taute, for her guidance, support, patience and encouragement throughout the study. Her commitment has encouraged me to complete the study, as she always believed in me, even when I no longer believed in myself.

- The friendship and support of Tshifhiwa Mamaila, Godfrey Chabalala, Allie Mnisi, Manini Radebe and my study group buddies from the “class of 2003”.

- All my colleagues in the Department of Labour, who took their time to participate in the study.

- My colleagues in the Employee Assistance Programme for their support.

- My wife Augustinah for her patience and unwavering support throughout my studies.

- My sons, Lulamile and Nikelani, who inspired me to complete the study.

- My family for their encouragement and support.

- Liezl Stieger, Information Specialist from the University of Pretoria, who assisted me with my research.

- The Department of Labour for financial assistance and permission to conduct the study in the organisation.

- Last, but not least I give praise and glory to God almighty for the guidance and strength He gave me in every step of the study.

“Xikwembu Xa Matimba – Tshikweni!”
DECLARATION

I hereby declare that this research report, entitled, “Factors That Hinder The Utilization Of The Employee Assistance Programme In The Department Of Labour”, is my own work and that the report has not been previously submitted by me for a degree at any other university.

I have given full acknowledgement to the sources I have used in the research.

______________________________

Kelly Phumzile Manzini
ABSTRACT

The utilisation rates of Employment Assistance Programmes (EAP) are influenced by various factors cited in literature. The existence of written policy and its broad distribution, adequate staffing levels, and provision of training for supervisors predicts higher levels of programme utilisation (Weiss, 2003:61). Other recommended features, including maintenance of client confidentiality, accessibility may also be related to utilisation.

This quantitative study was conducted with employees from the Department of Labour, in Pretoria. Fifty-five employees from all levels in the Department formed the research sample. The purpose was to investigate factors that hinder the utilisation of Employee Assistance Programme (EAP) within the Department of Labour. The investigation focused on awareness, attitudes, accessibility and purpose of the EAP services.

Questionnaires were hand delivered to respondents and this minimised cost despite the extension of the geographical areas covered by the researcher. This technique was appropriate for this study since the researcher intended to include 55 employees of the Department of Labour in various labour offices across Gauteng North, Pretoria.

Findings indicate that there are various factors influencing employees not to consult the EAP, ranging from concerns about confidentiality, accessibility and reporting protocols of the programme.

The limitation of the study is that the sample was drawn from a population which is presented with a variety of health care solutions within their environment. This is argued in light of the fact that other employees of the Department of Labour are situated in areas with minimal environmental health care facilities due to their remote locations.
# TABLE OF CONTENTS

<table>
<thead>
<tr>
<th>CHAPTER ONE : GENERAL INTRODUCTION AND RESEARCH METHODOLOGY</th>
<th>PAGE</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.1 INTRODUCTION</td>
<td>1</td>
</tr>
<tr>
<td>1.2 PROBLEM FORMULATION</td>
<td>3</td>
</tr>
<tr>
<td>1.3 PURPOSE, GOAL AND OBJECTIVES OF THE STUDY</td>
<td>4</td>
</tr>
<tr>
<td>1.4 RESEARCH QUESTION</td>
<td>6</td>
</tr>
<tr>
<td>1.5 RESEARCH APPROACH</td>
<td>7</td>
</tr>
<tr>
<td>1.6 TYPE OF RESEARCH</td>
<td>8</td>
</tr>
<tr>
<td>1.7 RESEARCH DESIGN AND METHODOLOGY</td>
<td>8</td>
</tr>
<tr>
<td>1.8 PILOT STUDY</td>
<td>10</td>
</tr>
<tr>
<td>1.9 RESEARCH UNIVERSE, POPULATION, BOUNDARY OF THE SAMPLE AND THE SAMPLING METHOD</td>
<td>11</td>
</tr>
<tr>
<td>1.10 ETHICAL ISSUES</td>
<td>12</td>
</tr>
<tr>
<td>1.11 DEFINITIONS</td>
<td>15</td>
</tr>
<tr>
<td>1.12 CONTENTS OF RESEARCH REPORT</td>
<td>16</td>
</tr>
<tr>
<td>1.13 LIMITATIONS OF THE STUDY</td>
<td>17</td>
</tr>
</tbody>
</table>
1.14 SUMMARY  

CHAPTER TWO: CREATING A CONTEXT FOR EAP’S  

2.1 INTRODUCTION  

2.2 THE EAP RATIONALE  

2.2.1 BASIC MOTIVATION FOR EMPLOYER ASSISTANCE TO EMPLOYEE  

2.2.2 RATIONALE FOR EAP’S  

2.3 BENEFITS OF EAP  

2.4 GOALS OF EAP  

2.5 FUNCTIONS OF EAP  

2.6 EAP AND PRODUCTIVITY  

2.7 MARKETING THE EAP  

2.8 SUPERVISORS AND THE EAP  

2.8.1 Types of Referrals  

2.8.2 Supervisors Reluctance To Refer  

2.9 CONFIDENTIALITY  

2.9.1 Informed Consent / Breach  

2.9.2 Kinds Of Confidentiality
<table>
<thead>
<tr>
<th>Section</th>
<th>Title</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>2.10</td>
<td>INFLUENCE OF GENDER AND RACE ON EAP</td>
<td>42</td>
</tr>
<tr>
<td>2.11</td>
<td>INFLUENCE OF EAP MODELS ON REFERRALS</td>
<td>43</td>
</tr>
<tr>
<td>2.12</td>
<td>INGREDIENTS OF AN EFFECTIVE EAP</td>
<td>47</td>
</tr>
<tr>
<td>2.13</td>
<td>EAP EVALUATION</td>
<td>48</td>
</tr>
<tr>
<td>2.14</td>
<td>SUMMARY</td>
<td>52</td>
</tr>
<tr>
<td></td>
<td><strong>CHAPTER THREE: EMPIRICAL STUDY,</strong></td>
<td></td>
</tr>
<tr>
<td></td>
<td><strong>ANALYSES AND INTERPRETATIONS</strong></td>
<td></td>
</tr>
<tr>
<td>3.1</td>
<td>INTRODUCTION</td>
<td>53</td>
</tr>
<tr>
<td>3.2</td>
<td>DESCRIPTION OF THE EMPIRICAL SURVEY</td>
<td>53</td>
</tr>
<tr>
<td>3.3</td>
<td>PRESENTATION OF DATA</td>
<td>55</td>
</tr>
<tr>
<td>3.3.1</td>
<td>SECTION A: Demographic Details</td>
<td>55</td>
</tr>
<tr>
<td>3.3.2</td>
<td>SECTION B: Awareness Of EAP Services</td>
<td>60</td>
</tr>
<tr>
<td>3.3.3</td>
<td>SECTION C: Attitudes Towards The Use Of EAP</td>
<td>62</td>
</tr>
<tr>
<td>3.3.4</td>
<td>SECTION D: Accessibility Of The EAP (Preferences)</td>
<td>67</td>
</tr>
<tr>
<td>3.3.5</td>
<td>SECTION E: Purpose Of An EAP</td>
<td>71</td>
</tr>
<tr>
<td>3.4</td>
<td>SUMMARY</td>
<td>74</td>
</tr>
</tbody>
</table>
CHAPTER FOUR: CONCLUSIONS AND RECOMMENDATIONS

4.1 INTRODUCTION

4.2 AWARENESS ON EAP SERVICES

4.3 ATTITUDES TOWARD THE USE OF EAP

4.4 ACCESSIBILITY OF EAP

4.5 PURPOSE OF AN EAP

4.6 SUMMARY

BIBLIOGRAPHY

APPENDIXES
A: Letter Of Permission
B: Informed Consent Form
C: The Questionnaire
LIST OF FIGURES

Figure 1: Age Distribution Of Respondents 55
Figure 2: Gender Details Of Respondents 57
Figure 3: Work Components 59

LIST OF TABLES

Table 1: Home Language 56
Table 2: Marital status 57
Table 3: Number Of Years Of Service At The DOL 58
Table 4: Educational Level 58
Table 5: Employee Knowledge About the EAP 60
Table 6: Nature of EAP Services Provided By The DOL 60
Table 7: Contact with the EAP 61
Table 8: Perception About The Target Groups For EAP 61
Table 9: Employee’s Perception Of The Need For EAP 62
Table 10: Contact With EAP Counselling 62
Table 11: Voluntary Or Involuntary Attendance 63
Table 12: Value Of The EAP 63
Table 13: Probability Of Future Utilisation 63
Table 14: Privacy about EAP consultations 64
Table 15: Employee recommendation about EAP 64
Table 16: Contemplation To Utilise The EAP 65
Table 17: How Employees View The EAP 65
Table 18: Motivation To Consult 66
Table 19: Demotivation to consult 66
Table 20: Influence of Location 67
Table 21: EAP Location 68
Table 22: Language in counselling 68
Table 23: Age Of Counsellor 69
<table>
<thead>
<tr>
<th>Table</th>
<th>Title</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>24</td>
<td>Gender Of Counsellor</td>
<td>70</td>
</tr>
<tr>
<td>25</td>
<td>Accessibility Of Programme</td>
<td>70</td>
</tr>
<tr>
<td>26</td>
<td>Forms Of Counselling</td>
<td>70</td>
</tr>
<tr>
<td>27</td>
<td>Knowledge About The EAP Processes</td>
<td>71</td>
</tr>
<tr>
<td>28</td>
<td>Advantages in EAP</td>
<td>71</td>
</tr>
<tr>
<td>29</td>
<td>EAP Beneficiaries</td>
<td>72</td>
</tr>
<tr>
<td>30</td>
<td>Disadvantages In EAP</td>
<td>72</td>
</tr>
<tr>
<td>31</td>
<td>EAP Impact On Productivity</td>
<td>74</td>
</tr>
<tr>
<td>32</td>
<td>EAP Intention</td>
<td>74</td>
</tr>
<tr>
<td>33</td>
<td>Management Support</td>
<td>74</td>
</tr>
</tbody>
</table>
CHAPTER ONE

GENERAL INTRODUCTION AND RESEARCH METHODOLOGY

1.1 INTRODUCTION

In order for the Department of Labour (DOL) to realise its commitment to promote employee well being, the department needs to ensure high levels of EAP utilisation. To achieve high levels of EAP utilisation and subsequently staff well being, it is imperative that the DOL dedicates effort and resources in dealing with specific factors hindering high levels of Programme utilisation. According to the EAP manager at the DOL, Mr. Zwe Ndlala, by only ensuring the ingredients of an effective EAP is not sufficient, but focus should be determined through research to guide the process of programme promotion and effective utilisation.

The utilisation rates of Employment Assistance Programmes (EAP) are influenced by various factors cited in literature. The existence of written policy and its broad distribution, adequate staffing levels, and provision of training for supervisors predicts higher levels of programme utilisation (Weiss, 2003:61). Other recommended features, including maintenance of client confidentiality, accessibility may also be related to utilisation.

According to the EAP Digest (1985:07) it is estimated that 18% of the workforce is affected by personal problems that can impact on their job performance, 12% have an alcohol and/or drug related problem and 6% have emotional related problems. Addressing these problems directly implies high EAP utilisation levels.

The Department of Labour (DOL) offers Employee Assistance Programmes to help employees with their personal problems and as a custodian and an enforcement agent of the majority of labour legislations in South Africa, strives to ensure that all its employees receive effective and efficient EAP services. The Department, through its affiliation with the International Labour Organisation (ILO), adopted and implemented the principle of “Decent Work”. The goal of Decent Work is to connect people with their hopes to obtain productive work in conditions of freedom, equity,
security and human dignity. It is both a personal goal for individuals and a development goal for countries - work for all people everywhere. Work is a means of sustaining life and of meeting basic needs (ILO, 2001:4). It is through the implementation of the EAP that the DOL demonstrates its commitment to the concept towards its employees.

The Department relies on supervisors to identify and refer troubled employees to the EA programmes. According to the EAP practitioner at DOL, Ms F. Kganyago, supervisors have been trained in early detection of problems and the correct referral procedures, but this was ineffective since EAP utilisation rates remains low. The researcher contemplates that programme promotion also has a direct impact on programmes. A study by Willbanks (1999:1) found that the following variables were constantly related to referral; degree of management support for the EAP, gender of supervisors, gender of subordinates, existence of supervisor network, occupational category of the employees supervised, social distance between supervisor and troubled employee, supervisor’s attitude and knowledge about EAP.

Apart from programme implementation factors, supervisory training and levels of staff awareness, issues of gender are also related to EAP utilisation. It was found that there is a gender-based difference in referral type and type of problem referred to the EAP. According to Brodzinski and Goyer (1987:1) women are more likely to self-refer than men, and women generally use EAP for less-intrusive problems than men.

According to the researcher, the dynamics of gender in relation to programme utilisation extends to include other factors of preference in consultation. The Department should also cater for diversity in ethnicity, race, religion and language to ensure complete accessibility of services to employees.

Documentation reviews of previous marketing efforts utilised by the DOL since 2001, which included awareness workshops and pamphlets, indicated that most EA marketing services rendered were limited to information on management of chronic illnesses or problems addressed through the EAP. The researcher established that minimal emphasis was placed on marketing empowerment and educational
programmes, and this factor is critical in influencing perceptions and stigmatisation of users of which is another variable that may hinder programme utilisation.

This study was therefore aimed at investigating factors that hinder utilisation of the Employee Assistance Programme in the Department of Labour, Gauteng North (Pretoria). The study took into cognisance the fact that efforts to train supervisors, increase EAP awareness amongst employees and improve programme accessibility through an outsourced and decentralised service proved less effective. This study enabled the researcher to make recommendations to DOL on specific factors that need to be addressed to ensure optimal and effective utilisation of the EAP. Furthermore, the findings broadened knowledge development for other EAP professionals within similar organisational environments.

1.2 PROBLEM FORMULATION

The research problem is the foundation of a study. If one wants to solve a problem one must generally know what the problem is. It can be said that a large part of the problem lies in knowing what one is trying to do (Kerlingers, cited in Kumar 1996:36). Therefore to solve a problem, a thorough study has to be done.

Mason and Bramble cited in Carlier, Voerman and Gersons (2000:88) argued that problems are special kinds of questions that arise for which knowledge is needed. Bless & Higson-Smith (2000:29) offered more detail in that they refer to the research problem as a general question about a relationship between two or more variables that is stated in a form of a question.

Provision of EAP services is strongly based on an assumption that the employees’ problems are private unless they cause job performance to deteriorate. EA Practitioners respond to problems by taking into account both the productivity and financial effects on the company and also the human cost factors on the employees such as job, dignity and sense of well being (Balgopal & Patchner, 1988:95).

According to the EAP practitioner Ms F. Kganyago (2004) despite efforts to promote “decent work”, improve productivity and employee wellness, the Department of
Labour still experiences an escalation in misconduct cases relating to substance abuse, fraud, and workplace violence and bullying, whilst referral to EAP either voluntary or mandatory remains low.

The DOL prioritises the provision of EAP services to reap the direct benefits for both the employer and the employee. In addition to promoting the health and productivity of employees, EAP’s also aim to strengthen the relationship between groups of employees, management, labour unions and the local community. With these goals in mind, it is important to evaluate if EAP’s are effectively achieving them (Balgopal & Patchner, 1988:95).

Based on the aforementioned benefits of implementing EAP and the fact that strategies were implemented to improve utilisation of the EAP through various marketing mediums, outsourcing counseling services and improving accessibility to maximise or promote high levels of EAP utilisation, the Department of Labour needs to investigate and deal with identified factors that hinder utilisation.

The extant literature indicates reasons for higher or lower levels of the EAP utilisation has focused on the main characteristics of supervisors, rather than of the programme itself (Weiss, 2003:61). Furthermore, efforts to evaluate EAP’s has been limited to products, limited efforts have been dedicated to the process. To explore the utilisation of EAP at DOL, this study would include an investigation of the referral procedures, confidentiality, professionalism and accessibility. Despite vivid efforts being made to improve the utilisation rate of the EAP, the programme continues to be under-utilised.

1.3. PURPOSE, GOAL AND OBJECTIVES OF THE RESEARCH STUDY

There are various contrasting views on the distinction between purpose, goals and objectives of social research. According to Fouché (2002a:107) the terms goal, purpose and aim are used interchangeably, that is as synonyms for one another. On the other hand, De Vos, Schurink and Strydom (1998:9) state that exploration; description and explanation are the objectives of social research while basic and applied researches are broad goals of research.
1.3.1 Purpose Of Study

According to Fouché (2002a: 107) purpose is the one dream that the research endeavors to attain. The Advanced Learner’s Dictionary (2001:948) connotes the same meaning that the purpose is the intention, aim or function of the thing that is supposed to be achieved.

According to Mouton and Marias (1996:43) the goal in explorative studies is the explanation of a relatively unknown research question about which little is known. On the other hand descriptive research attempts to describe systematically a situation, problem, phenomenon, services or programme as provides information about, say the living conditions of a community or describes attitude towards an issue (Kumar, 1996:9).

The researcher adopted descriptive and explorative research in this study, to describe the end results of the explored situation. By describing the end results, the rate and extant of the factors influencing employees not to utilise the EAP will be known. The factors explored will be described and enable DOL EA practitioners to improve EAP utilisation in future.

1.3.2 Goal Of Study

The Advance Learner’s Dictionary (2001:430) defined both goals and objectives as the end toward which effort or ambition is directed. On the other hand Fouché (2002a: 108) regards the goal of research as being either basic or applied. The author further states that applied research is aimed at solving specific policy problems or helping practitioners accomplish tasks. Therefore the goal of this study was applied research because findings of the study were anticipated to broaden knowledge development for the Department of Labour to employ strategies against hindrances limiting EAP utilisation.

The goal of this study was:

- To explore factors that hinders the utilisation of the Employee Assistance Programme at the Department of Labour.
1.3.3 Objectives of the study

According to Kumar (1996:175) objectives indicate the central thrust of the study whereas the sub-objectives identify specific issues that the researcher proposes to examine. On the other hand, Fouché (2002a: 107) explained that an objective denotes the more concrete, measurable and more speedily attainable conception of such end toward which effort is directed.

Therefore, objectives are the “how” of the goal, the basic steps to be undertaken to achieve the goal. The objectives of the study were set as follows:

- To describe through a literature study factors preventing the utilisation of EAP in the workplace.
- To explore and describe through an empirical study factors hindering utilisation of EAP services at DOL.
- To make recommendations to the management regarding strategies to improve EAP utilisation at DOL.

1.4. RESEARCH QUESTION

Since the purpose of this study was exploratory, a research question instead of a hypothesis was utilised. According to Huysamen (1994:10) in the case of a relatively new area that lacks established theories or research findings, specific research hypothesis may not be feasible. In such instances a question about the relationship between the variables may be passed.

According to Neuman (2000:142) a research question refers to the relationship between one, or a small number of variables generalisable to a specific universe. Furthermore, Neuman (2000:142) argued that research projects are designed around research problems or a question, focusing on specific research problems within a broad topic, that is, what is it about the topic that is of greatest interest.
Marshall and Rossman (1999: 17) on the other hand elaborated that studies generated by researchers themselves usually involve an initial idea or topic, which then evolves into personal theories developed through systematic review of existing theory. As the process unfolds, the idea begins to be formed as more specific questions arise. Ritchie and Lewis (2003:48) concluded that the researchers become clearer about the intellectual puzzle about what exactly it is they want to describe and explain, and about the more detailed question they will need to address.

There is much discussion within the wider literature about the role of existing theory and research in shaping research questions in quantitative research studies. Hammersley and Atkinson (1995:127) argued that it is not helpful to go into data collection burdened with preconceived theories and ideas. At the same time, the study can be informed by building on existing knowledge or ideas.

Based on the aforementioned, the research question for this study was formulated as follows:

**What Are The Factors Hindering Employees Of Department Of Labour From Utilising The Employee Assistance Programme?**

### 1.5. RESEARCH APPROACH

The research approach in this study was of a quantitative nature. According to Mouton and Marais in De Vos, Schurink and Strydom (1998:15) the quantitative approach is that approach used in the social science that is more highly formalised, more explicitly controlled and which in terms of method is relatively close to the physical sciences.

On the other hand, Kumar (1996:10) argues that if a researcher wants to quantify the variation in a phenomenon, situation, problem or issues, if information is gathered using predominantly quantitative variables and if the analysis is geared to ascertain the magnitude of the variation, the study is classified as a quantitative study.

As the researcher intended to explore the factors that hinder the utilisation of the EAP through a questionnaire, it was thus deemed appropriate to follow the quantitative
approach as the researcher wanted to establish a statistical knowledge base. According to Grinnell (1997:74) this approach is based on the objective measurements of the real world and not on someone’s opinion, beliefs or past experiences.

1.6 TYPE OF RESEARCH

The most appropriate type of research for this study was applied research. The goal of applied research is most often the scientific planning of induced change in a troublesome situation in order to develop solutions for problems and applications in practice (Fouché, 2002a: 108). Patton (2002:217) concurred in that, he viewed the purpose of applied research as being to contribute to knowledge that will help people understand the nature of a problem in order to intervene, thereby allowing human beings to more effectively control their environment.

According to Kumar (1996:8), research can be classified from three perspectives, the application, the objectives in undertaking the research and the type of information sought. Contrary, Neuman (2000:22) stated the use of research in the degree of direct practical applications inherent in the findings. Therefore the distinction between theoretical results and practical results marks the principal difference between pure and applied research studies (Fouché, 2002a:109). It is thus that Denzin and Lincoln (2000:851) and Fouché (2002a:109) classified research as either basic or applied.

As the researcher intended to explore factors hindering utilisation of EAP, applied research became most appropriate since it is aimed at helping practitioners understand the nature of the problem and thereby allowing better control or accomplishment of tasks.

1.7 RESEARCH DESIGN AND METHODOLOGY

Research design

According to Babbie (2001:89) a research design addresses the planning of scientific enquiry and designing a strategy for finding out something. Mouton (2001:55) defined a research design as a blueprint or detailed plan on how a specific study is to be
conducted. Fouché and De Vos (2002:138) preferred to use research design only for those groups of small, worked-out formulas from which prospective quantitative orientated researchers can develop one or more suitable to their specific research goals and objectives. In quantitative research, the design determines the researcher’s choice and actions, while in qualitative research; the researcher’s choice and action will determine the design or strategy (Fouché 2002b: 272).

Data Collection method
The researcher surveyed a quantitative-descriptive design. According to Fouché and De Vos (2002:142) these designs require questionnaires as a data collection method. The researcher explored the factors hindering the employees of DOL from utilising EAP services through a questionnaire with close and open-ended questions as a method of data collection. According to Kumar (1996:110) a questionnaire is a written list of questions, the answers to which are recorded by respondents. The New Dictionary for Social Work (1995:51) defined a questionnaire as a set of questions on a form, which is completed by the respondent in respect of a research project. According to Delport (2002:179), the open question has advantages when a variable is relatively unexplored or unknown to the researcher, and the closed question is advantageous when a substantial amount of information about a subject exists. However, using closed questions can result in important information being missed.

The questionnaire was hand delivered to respondents and this minimised cost despite the extension of the geographical areas covered by the researcher. This technique was appropriate for this study since the researcher intended to include 55 employees of the Department of Labour in various labour offices across Gauteng North, Pretoria. Furthermore, according to Delport (2002:174) the respondents enjoy a high degree of freedom in completing the questionnaire and information obtained from a large number of respondents within a brief period of time. These questionnaires were returned within seven working days.

Data Analysis
To facilitate mechanical data analysis and interpretation, the researcher divided the questionnaire into different sections and thus improving the eventual processing of data, with aid from electronic facilities. In view of the comprehensive work involved
in classifying and analysing data collected in large investigations, mechanical and electronic facilities are utilised as far as possible (Delport, 2002:177). Therefore the data gathered was analysed, interpreted and presented graphically using pie charts, histograms as well as in numerical format and tables that comprehended and projected overviews of the findings.

1.8. PILOT STUDY

According to Strydom (2002a: 213), a pilot study takes place when, apart from the study of the relevant literature and interviews with experts, it is also necessary to obtain an overview of the actual, practical situation where the prospective investigation will be executed. On the other hand, Kingry in Neuman (2000:47) described a pilot study as the process whereby the measuring instrument is tested on a small number of persons having characteristics similar to those of the target group of respondents.

The researcher piloted the questionnaire by hand-delivering it to two employees of the DOL at Head Office. The completed questionnaires were collected within five working days and evaluated to check if instructions were clear and followed questions understandable and answered. The pilot study assisted the researcher clarify and reconstruct a few unclear questions. The employees involved in the pilot-testing were not included in the main study.

Probability did not play a role in the pilot study since it was not the aim of the researcher to generalise the findings of the study at that moment. However, the pilot study must take all heterogeneous factors into consideration. Rubin and Babbie (2001:102) identified the following issues to be discussed on introspection into the feasibility of the study:

- Fiscal costs: The researcher noted the minimal costs of administration such as typing, photocopying and binding of the dissertation since the study was commissioned at the workplace.
• The scope of the study: the researcher explored factors hindering utilisation of the EAP at the DOL where he is employed. This minimised difficulty in obtaining permission and cooperation in the study.

• Ethical consideration: The respondents’ personal information and identities were kept confidential, though the overall outcome of the study was presented to the EAP Manager at the DOL to inform the re-alignment of the strategic implementation of EAP as necessary.

• Permission from employer to conduct the study: Permission to conduct this study was granted from the DOL (See appendix A).

1.9 RESEARCH UNIVERSE, POPULATION, BOUNDARY OF THE SAMPLE AND THE SAMPLING METHOD

1.9.1 Research Universe And Population

Strydom and Venter (2002:198) draw a distinction between the terms universe and population. Universe, they write refers to all potential subjects who possess the attributes in which the researcher is interested. Population on the other hand, is a term that sets boundaries on the study units. In simple terms, Strydom & De Vos (1998:190) defined research population as the total set from which the individual or units of the study are chosen.

Both the universe and the population of the study are fundamental in that they provide the scope and the level of generalisation of findings. Therefore in this particular study the universe consisted of all employees (1,100) of the Department of Labour in Gauteng North (Pretoria). The population of this study consisted of all employees of the Department of Labour in Gauteng North, specifically at Head Office, Compensation Fund and Unemployment Insurance Fund.

1.9.2 Boundary Of the Sample

A sample to quote Bless and Higson-Smith (2000:25) is a representative of a whole. The objective of any sampling design is to minimise within the limitations of cost, the group between the values obtained from your sample (Kumar 1996:19). From the
research population, the researcher drew a sample. Graziano and Raulin (2000:133) defined a sample as a small proportion of the total set of objectives, events or persons that together comprise the subject of the study. The sampling sub-groups were drawn consisting of the DOL employees in Gauteng North Pretoria, three strata being the Unemployment Insurance Fund (UIF) Compensation Fund (CF) and Head Office. From the research population, the researcher selected a sample of 55 employees of the DOL in Gauteng North (Pretoria). The sample included men and women of all age groups from all levels of employment in the organisation, irrespective of past experience, in utilising the EAP.

1.9.3 Sampling Method

Probability sampling was utilised in this study wherein each person in the population had the same known probability of being selected with a stratified random sampling method (Strydom & Venter, 2002:203). Stratification consists of the population being divided into a number of strata. According to Strydom and Venter (2002:205) this means drawing each sample according to the number of persons in that stratum that is, larger samples from larger strata, and smaller samples from smaller strata. According to Patton (2002:240), stratified samples are samples within samples. From each stratum, respondents were selected systematically, that is according to particular numerical intervals.

Strydom and Venter (2002:205) argued that using proportionate sampling will ensure that the different groups of the population acquire sufficient representation in the sample. Five percent of the employees from each of the three strata were systematically selected to comprise the research sample of 55 employees of DOL in Gauteng North (Pretoria) through making use of a table of random numbers, wherein every fifth number in the table was selected.

1.10. ETHICAL ISSUES

Social research as a scientific process is equitable to laboratory, clinical or natural science research guided by ethics. The fact that human beings are objects of the study,
and have rights presents ethical dilemmas that researchers should be mindful of. The researcher endeavored to consistently adhere to and observe the following relevant ethical issues identified by Strydom (2002b:63) including voluntary participation as identified by Babbie (2001:439).

1.10.1 Informed Consent

Obtaining informed consent implies that all possible or adequate information on the goal of the investigation, the procedure that will be followed during the investigation, the possible advantages, disadvantages and dangers to which the respondents may be exposed and the credibility of the researcher be rendered to potential subjects or their legal representatives (Strydom, 2002b: 65).

The selected DOL employees participating in the study were required to complete the informed consent forms individually. The consent form included a comprehension of the study (See appendix B). Furthermore, it was mentioned to participants that should they anticipate discomfort, or for any other reason, may withdraw from the investigation at any time.

1.10.2 Violation Of Privacy / Confidentially

The researcher safeguarded the privacy and identity of respondents. Neuman (2000:98) defines privacy as that which is normally not intended for others to observe or analyse. According to Strydom (2002b:67) privacy implies the element of personal privacy, while confidentiality indicates the handling of information in a confidential manner when they probe into beliefs, background and behaviors that reveal intimate personal details.

The researcher therefore did not require personal details from respondents when completing questionnaires. Furthermore the researcher who is ethically bound to
maintain confidentiality conducted data analysis. The same principle was observed when compiling a report.

1.10.3 Emotional Harm

Emotional harm to respondents is often more difficult to predict and to determine than physical discomfort, but often has far reaching consequences for respondents (Strydom 2002b: 64). The researcher exercised caution and delegacy to establish and eliminate beforehand the potential impact of the investigation by interviewing respondents from the pilot study.

1.10.4 Actions And Competence Of Researcher

Strydom (2002b: 69) argued that researchers are ethically obligated to ensure that they are competent and adequately skilled to undertake the proposed investigation. Babbie (2001:440) mentioned that even well-intended and well-planned research can fail or can produce invalid results if the researcher and or fieldworkers are not adequately qualified and equipped, and if there is not adequate supervision of the project.

The researcher successfully completed formal theoretical training in research methodology and worked closely with highly qualified professionals and a research committee to ensure that the professional ethics and appropriate conduct of the researcher was ensured.

1.10.5 Release Of Publication Of The Findings

The findings of the study must be introduced to the reading public in written form, otherwise even a highly scientific investigation will mean very little and will not be viewed as research (Strydom, 2002b:71). A copy of the findings will be available for public consumption and to both the respondents and DOL as a sanctioning organisation. The findings will be formulated and conveyed clearly to minimise misappropriations by subjects, the general public and colleagues.
1.11 DEFINITIONS

1.11.1 Employee Assistance Programmes

According to Bruce (1990:4) an Employee Assistance Programme refers to a Programme designed to meet specific needs or problems of troubled employees by utilising professional human services and personnel on a contractual or an employment basis.

“An EAP is a worksite-based Programme designed to assist in the identification and resolution of productivity problems associated with employees impaired by personal concerns including but not limited to: health, mental, family financial, alcohol, drug, legal, emotional, stress or other personal concerns which may adversely affect employee job performance” (Standards Committee of EAPA SA, 2005).

The primary function of the EAP is the prevention and treatment of psychological and social dysfunction (such as alcohol and drug dependency, marital and family malfunctioning and emotional and behavioral malfunctioning), which has a negative impact on the employee’s job satisfaction as well as the efficiency and quality of work rendered by officials employed by the organisation. According to the researcher an EAP is a programme aimed at helping the employees deal with their social, emotional and psychological problems that may impair job performance.

1.11.2 Department Of Labour.

The researcher defines the Department of Labour through its vision as a state organisation responsible for ensuring sound labour market which is conducive to economic growth, investment and employment creation and is characterised by rising
skills, equity, sound labour relations, respect for employment standards and worker rights.

1.11.3 Hinder

The shorter Oxford English Dictionary (1977:244) defines hinder as to do harm, to keep back, to deter. According to the Advanced Learner’s Dictionary (2000:398) hinder refers to an obstruction, prevention or obstacle. The researcher defines hinder as a synonym to impede or causing delay or preventing access to particular required service.

1.11.4 Utilisation

The shorter Oxford English Dictionary (1977:965) defines utilise as to make useful of or turn to account. The Advanced Learner’s Dictionary (2000:930) utilisation refers to make use of or turn to account. The researcher explains the meaning of utilisation as referring to making use of service. Utilisation of the EAP refers to supervisory consultations, formal referrals, telephonic enquiries and physical consultations.

1.12 CONTENTS OF RESEARCH REPORT

The research report was a structured document that had sub-divisions in the form of chapters. A particular sequence was provided when reporting to enable a systematic understanding of the research process.

**Chapter 1:** General Introduction And Research Methodology

**Chapter 2:** Literature Study On the context of EAP’s

**Chapter 3:** Empirical Study, Analyses And Interpretations

**Chapter 4:** Conclusions And Recommendations
1.13 LIMITATIONS OF THE STUDY

The study was only limited to sample some of the respondents in the Pretoria area. This might have a bearing on the results of the study as Pretoria is a well resourced area wherein employees of the Department of Labour are presented with an abundance of accessible alternatives towards the management of workplace challenges. Therefore the generalisation of results required caution as other employees within the various provinces experience different access to alternatives.

1.14 SUMMARY

This chapter focused on the process of scientific data collection, including the analysis and reporting. The next chapter will focus on the theoretical framework derived from literature that forms the basis of this research.
CHAPTER TWO

CREATING A CONTEXT FOR EAP’S

2.1 INTRODUCTION

Employee Assistance Programmes have been established for a variety of reasons, from keeping alternative ways of managing poor performance with an emphasis on programme cost effectiveness, to giving expression to the concept of internal social responsibility (Harfer cited in Maiden 1992:105). The business impact of EAP’s is often perceived as a secondary factor in motivating for an EAP. Alker and Mchugh (2000:4), concurs as he argues that the primary factor for the introduction of EAP tend to fall more in the area of humanistic concerns.

In South Africa, EAP’s are an important component of workplace development as they provide much needed clinical and non-clinical interventions for organisational employees. EAP’s have been an important source of support for employees when they are in personal or organisational crises (Fisher: 2001:1).

The researcher experiences that in our multi-cultural society, managements and employees not only have to deal with an increasingly globalised market, but also have to face many multi-cultural conflicts that exist in the workplace. EAP’s used to focus only on personal crises, such as marriage counseling and substance abuse that is, on big and major issues that employee’s face. However programmes have now been adapted to deal with the traumas of every day life experienced at the workplace such as discrimination, cultural alienation, HIV & AIDS and stress. In South Africa, it is very important to offer programmes that reflect the diverse cultural, language and racial make-up of the population.

The change in a programme focus clearly occurs, to a certain extent, in response to the major transformation in South African governmental and non-governmental organisations. The introduction of a legislature like the Labour Relations Act (No. 66 of 1995), the Employment Equity Act (No. 58 of 1998) and the Unfair Discrimination Act (No. 4 of 2000), made it necessary for the employer to investigate, diagnose and assist employees with problems relating to substance abuse or incapacity.
Despite the aforementioned, the researcher notes that it seems if employers continue to see the EAP as part of their social responsibility, rather than as part of a sound business strategy aimed at reducing the impact of personal problems on productivity. Harper (1999:2) points out that, to date EAP infrastructure has not been perceived by most South African companies’ decision makers as an integral and initial part of human resource management. Harper (1999:2) continues to argue that the aforementioned perception threatens the viability of the EAP and runs the risks of the EAP being viewed as a disposable cost centre. Peters (1999:84) concurs with Harper and argues that the EAP need to know how to generate value through its activities and will have to constantly justify their services to customers. The researcher deduces that EAP’s are yet to prove their direct input towards enhanced performance, peak productivity and profits.

It is therefore imperative that EAP’s are evaluated to provide feedback and justify their existence to management. Myers (1984:122) states that the evaluative process determines the degree to which EAP contributed to goals of the organisation such as profitability, customer service, employee satisfaction and growth and social responsibility. Emener and Yegidis (1988:245) maintain that good, high quality, efficient and effective programmes should be continually striving for improvement. The researcher therefore strongly suggests that EAP’s needs to be resilient and should continually strive to mainstream its services with core management / corporate functions such as organisational development and performance management.

Supervisor and employee opinions are regarded as important subjects for EAP evaluations. Myers (1984:297) further states that topics that could be used to measure attitude includes support for the EAP, participation in prevention programming and commitment to problem identification and correction.

Emener and Yegidis (1988:193) identify utilisation evaluation as a task that provides a programme with data concerning who is using what services and to what extent. The aim is to check if the target population of the programme has been reached and whether different aspects of the EAP are over- or under-utilised. Wrich (1982:72) maintains that utilisation of a programme is affected by many factors and regards
access as a major one. On the other hand Dong Soo (1987:176) states that the first measure of success or failure of EAP in any organisation is the extent to which the target population actually uses the programme as designed in the programme planning stage. Whilst Ligon & Yegidis (1988:194) identifies a potential barrier as lack of access to data due to employee confidentiality, this could be resolved by coding data to eliminate any identification information. Unfortunately, few researches have examined factors influencing employees to utilise or not utilise EAP’s.

To conceptualise this study, the researcher undertook a comprehensive review of EAP, the rationale and goal of the programme, various EAP models and influence of various types of referrals, as well as similar evaluative studies, as pertaining to this project.

The purpose of this chapter is to offer succinct description of what was uncovered, with the intention of placing the problem in theoretical perspective, identifying alternative theories for understanding the problem and to identify central concepts. It will briefly describe the rationale, goal and objectives of the EAP, the essential core elements and the need to utilise evaluation elements, marketing and supervisory training, with the intention of providing a theoretical framework for the study.

2.2 THE EAP RATIONALE

According to Roman cited in Sonnenstuhl and Trice (1986:6) a question of, why EAP’s are adopted stimulated a lot of discussion. But, the answer to the above mentioned question is very simple, organisations simply adopted EAP primarily on the ideological grounds.

Ross and Altmaier (1994:16) argued that the EAP is primarily found in the ideological ground. Some organisations have an Employee Assistance Programme for 20 years. Initially, like most EAP’s, the focus was on alcohol abuse in the workplace. Therefore, the ultimate goal of EAP was to identify employees with alcohol or drug abuse problems. These employees were troubled presenting too many absences, inability to work, or even worse, doing such a poor job that customers and the public were at risk.
The researcher supports the above viewpoints in the sense that each company is unique in terms of the way it does business, and also faces unique problems that affect the workforce, thus each company’s EAP is designed and developed to suit a particular need. It is very important to include a bit of historical background in the discussion in order to facilitate an in-depth understanding of the EAP rationale. Considering the history, EAP’s existed to address alcohol or drug abuse problems. Today, EAP’s help employees with problems ranging from substance abuse to non-specific emotional problems arising from the job or home. According to Ross and Altmaier (1994:16), recently there has been a shift in focus, now EAP offer services to a wide variety of problems (broad-brush approach).

Klarreich, Francek and Moore (1985:7) contend that the rationale for introducing EAP in the workplace is diverse, ranging from the need to create a job position for a relative or friend (qualified or not), to well planned programmes based upon “needs assessment”, inquiry, research, and study. The researcher argues that the aforementioned argument leads to the compromised quality of EAP services rendered, resulting in a loss of trust in the service and ultimately impacting on EAP utilisation. The rationale for a programme influences the type of EAP model a company decides to use.

The researcher agrees very strongly that the EA programmes are very attractive and effective in dealing with alcohol and drug problems, hence organisations prefer the programme.

2.2.1 BASIC MOTIVATION FOR EMPLOYER ASSISTANCE TO EMPLOYEES

There are two basic motivations for employer assistance to employees. One is humanitarian and the other economic (Myers 1984:4). Oher (1999:37) supports this view by clearly stating that developing an EAP reflects an institutional commitment to the human and economic concerns of both individuals and organisation. The researcher believes that the perceived motive of implementing the EAP has an impact on programme utilisation.
Humanitarian Motive

Sonnenstuhl and Trice (1986:6) contend that humanitarians believe that EA programmes are adopted because employers believe that helping employees solve their personal problems is good business undertakings and demonstrates social responsibility.

The researcher agrees very strongly with the above-mentioned view and is also of the opinion that there is nothing that can improve productivity more than a healthy workforce. Therefore, assisting employees regardless of the motive seems to be beneficial to the long-run interests of both the organisation and society.

The humanitarian motive is further supported by the data from national surveys reported by Roman (1982) cited in Sonnenstuhl and Trice (1986:6-7) using both quantitative and qualitative methods to indicate that employers concerned about their employees’ welfare and those concerned about social responsibility to the community are more likely to adopt EAP’s than, employers who do not express this sentiments.

The researcher finds the above view to be true, which makes good business sense to invest in the development of human resources. Therefore, monetary returns on investment can be realised, absenteeism decreased, work attendance improved; hospitalisation, and other medical costs reduced.

Economic Motive

The economic-motivated employer very often suggests that companies adopt EA programmes because they are cost effective (Collins cited in EAPA-Exchange 1998:16). Collins as cited in EAPA-Exchange (1998:16) contend that a well-executed EAP cost / benefit analysis provides a compelling statement about why employers implement EAP, as well as the return on investment and how it adds value to the organisation. EAP has measurable effects from which a monetary benefit can be calculated.
It is the researcher’s opinion that, Employee Assistance Programmes have gained momentum, and that it saves a company a great deal of money, because the company’s staff turnover decreases and replacements costs for employees with alcohol and drug problems are reduced. The company can just refer the troubled employee to the EAP for job performance problems.

When conducting the cost / benefit analysis and studying the effects of treatment on workers productivity, it remains clear that the benefits are more than the costs incurred during the EA process. Conducting the cost / benefit analysis ideally should be a significant component of every EAP business plan, and it is for this reason that the employer can weigh the pros and cons of implementing EAP (Collins cited in EAPA-Exchange 1998:16).

The above two basic motivation for employer assistance to employees should be regarded as cornerstones, however, there are so many reasons that exist to justify why EAP are introduced.

2.2.2 RATIONALE FOR EAP’S

According to Dickman, Challenger, Emener, & Hutchison (1988:3) there are five major reasons for the implementation of comprehensive Employee Assistance Programmes (broad-brush). These are:

**Reduction Of Costs**

The reduction of costs means that an EAP presents the employer with an opportunity to drastically reduce the enormous dollar burden that the workplace now bears (Dickman, Challenger, Emener, & Hutchison ,1988:3).

Finney cited in EAP-Digest (1985:59) presented a preceding argument to the above point in that businessmen, labor leaders, and government officials have been amassed by the estimate EAP professionals provide as the total-cost factor of troubled employees in their organisation and the potential cost savings attained by EAP’s. The tremendous cost of alcoholism and other problems in the workplace is offset by
increased productivity and a decrease in health care cost for successful rehabilitated employees.

Blair and Buke (2001: 14) support this view in that when the cost of EAP is weighed against the benefit, the benefit is very high. The benefit is that high level of absenteeism due to alcoholism and other problems drop, cost of medical and hospitalisation are reduced and ultimately, productivity increased.

Dickman et al., (1988:3) contend that the above-mentioned objective can be realised through the following way:

- The containment of health care costs through early identification and treatment prior to a crisis situation.
- The possible prevention of potential problems through training and education of all employees.
- Potential for an increase in productivity for a minimum investment.

Rehabilitation Rate

Comprehensive Employee Assistance Programmes have high rehabilitation rate, thus it is capable of retaining 70 to 80% of the troubled employee population (Blair and Buke, 2001:14-15). The researcher is of the opinion that organisations with a comprehensive EA Programme in place retain a huge number of troubled employees through rehabilitation. This saves an organisation a lot from losing staff through retrenchment, dismissal or hospitalisation.

Dickman et al., (1988:3) contend that the capability of retaining huge numbers of the troubled employee population can be realised:

- Through family coverage and involvement; the opportunity to reach into the homes for domestic problems.
- Through utilisation of improved and sound economical treatment modalities; maintain a high-level recovery value.
- Provision of support for the use of self-help groups.
Enhancement Of Labour / Management Relations

Employee Assistance Programmes present to the organisation with an ample opportunity for labour and management to tackle jointly the problems that affect both of them. Employee Assistance Programmes can help in areas where employee personal concerns and employer productivity concerns overlap. (Blair and Buke, 2001:14-15). A well-implemented EAP can offer consultation on wide variety of problems affecting all the parties involved.

The researcher supports the above point of view in that, a good EAP can help to improve a better relationship between management and the employee. Therefore, through consultation, a good rapport is established which is built on trust. However, both management and employees must show commitment in a joint operation to deal with issues that threatens productivity, as well as employee’s well-being.

No-Lose Situation

Employee Assistance Programmes are seen by many organisations as a means to create opportunities to provide a benefit to employees and families that returns more than its cost. As reflected on the cost / benefit analysis sheet and studying the effects of treatment on workers productivity, evidence reflect good returns to the investing companies. The returns include a healthy workforce, a decrease in health care cost, less number of sick leaves, absenteeism drop and good work attendance. Both employee and the employer benefit from EAP, therefore, a win-win situation leaving all concerned parties with a happy smile. (Finney cited in EAP-Digest 1985:59).

Blair and Harper (2002:29) argue to support the above view point that time and money invested in ensuring the quality of life of all employees (most important asset) and their immediate families, leads to an increased output from employees in the form of increasing productivity and ultimately profit to the company.
Humane Aspects

Employee Assistance Programmes present to the employer an ample opportunity of projecting a caring image internally and externally (Dickman et al., 1988:3).

It is the researcher’s opinion that caring for employee remains a central issue in today’s business dealings. Amalgamated Banks of South Africa (ABSA) bank is well-known with its Employee Well-Being Programme in place, the Careways Group with its well executed call centre, and the Chamber of Mines (COM) with its comprehensive Employee Assistance Programme. All of this effort by the aforementioned institutions demonstrates commitment towards caring for their staff locally and internationally.

Conflict – Avoiding Devices

Shain and Walden all cited in Sonnenstuhl and Trice (1986:7) contend that management adopts EAP’s as “conflict-avoiding mechanism”. Based on fair employment laws and labor contracts, the amount of discretion that employers can use in hiring, supervising, and firing employees is often restricted. For instance, some labour arbitrators have ruled that dismissal and punitive discipline are inappropriate for employees with alcohol, drug, and emotional problems, and they have recommended that employers provide help for troubled employees as promulgated in the Labour Relation Act. In this context, rehabilitation is seen as a first step in helping employees to cope, and dismissal is considered a last resort to be used when all else fails.

Bruniquel (2001:10) supports the above viewpoint by stating that discipline and dismissal have long been a source of conflict in the South African workplace. The problem lies in a management perception that when employees deviate from the norm, disciplinary action is necessary. The corrective disciplinary requirements of the Labour Relation Act are, more often than not, seen as a tedious - a set of steps that are followed in order to dismiss a problem employee.
The researcher regards the above argument to be true because, what exacerbate the situation is that the old disciplinary codes still applies to many organisations, and this codes encourage managers to jump to conclusion (disciplinary sanctions) before they identify the problem. The good news is that many employers have recognised the need to have EAP that is carefully integrated with Employment Relations in order to deal with labour issues.

Enhanced Employee Morale

According to Sutherland and Cooper (2000:224) the Employee Assistance Programme enhances the employee morale. If an employee sees the effort by management in helping to solve the problem, their level of motivation increases as well as their attitude toward the job change positively. EAP is seen as a tool of bringing a positive change and hope to the lives of employees.

According to Bruce (1990:122), the utilisation of an EAP demonstrates to employee that their organisation cares about them and is willing to go the extra mile. This cannot help but foster employee loyalty.

In addition, organisational change is viewed as the dominant factor in the introduction of an EAP. The introduction of new working procedures, rules, regulation, new structures and new working practices, all of these factors have forced so many organisations to introduce EAP shortly following the period of change. The EAP was then introduced in a hope that it will assist individuals to cope with stress emanating from organisational change (Bruce, 1990:122).

The researcher would like to agree that, due to uncertainties, loss of hope, and lack of knowledge regarding what the organisational change process may bring, or what the future holds for the employees, there is great likelihood that change might cause stress in the lives of many employees. Therefore, EAP is seen as a mechanism and an effective tool of helping employees to cope with change related stress.
2.3 BENEFITS OF THE EAP

The researcher observes that a trend towards EAP services in South Africa is on the increase, thus suggests that all employees must start using the service. The benefits include:

- Improved psychological health (less anxiety and depression).
- Improved self-esteem.
- Tendency to engage in more adaptive stress coping behaviours, such as yoga, exercise, and deep breathing, rather than maladaptive behaviours noted prior to attendance at EAP.
- Decrease in absences due to sickness.

An Employee Assistance Programme’s structure is also used to help identify problem employees in an early stage of their lowering performance, whether it is due to:

- Lack of training
- Wrong placement; or

An Employee Assistance Programme’s structure can, however, be utilised in the case of lowered performance resulting from other social problems including family problems (Kizer, 1987:34-35). Thereafter, remedial steps are taken to assist the employee with a problem.

2.4 GOALS OF AN EAP

Mojer and Gaylord all cited in EAP-Digest (1984:20) contend that EA programmes may differ in size and scope, ranging from alcoholism-specific programmes to more comprehensive (broad-brush) programmes. However, the goals of EAP’s remain constantly the same, irrespective of those differences.
Tanner (1991:73) supports the above viewpoint and maintains that the goals of EAP’s may vary but that in general, EAP’s hope to achieve the following common goals:

- To increase productivity (to restore the employee to maximum productivity)
- To contribute towards increased stability of the workforce
- To enhance the general well-being of employees
- To foster a positive relationship between employees, unions and employers
- To enhance social functioning of employees.

The researcher is also of the opinion that the above-mentioned points form the main goals of EAP’s.

### 2.5 FUNCTIONS OF THE EAP

Employee Assistance Programmes are designed to handle personal, as well as work-related employee’s problems severe enough to interfere with productivity, thus EAP serve the following essential functions:

#### Early Identification Of Problem Employees

Bruce (1990:125) contends that the ideal EAP will provide for early identification of problem workers. Early identification of problem workers should be regarded as an important function of an EAP, because problems can be dealt with before it is too late.

Ross and Altmaier (1994:225) also supports the above viewpoint by saying that an EAP is valuable because it gives the employer a mechanism for identifying problem workers. Furthermore, the advantage of early identification would be that, at the early stages of the problem, prognoses are usually good and the chances of successful intervention are greatly increased.

Googins and Godfrey (1987:133) maintain that an EAP practitioner can identify problem workers through monitoring job performance. The above-mentioned authors
suggested that problems regarding job performances are manifested through signs such as absenteeism, sickness, tardiness, and poor work attendance.

The researcher is of the opinion that it is due to this function of monitoring job performance that management prefer to implement EAP as a quick method of identifying troubled employees.

Assessment

According to Blair and Harper (2002:28) the objective of EAP assessment is to identify, document and evaluate the client’s strength, weaknesses, problems and needs. This enables the EAP practitioner to lay the groundwork for a plan of action. Ross and Altmaier (1994:225) suggest that assessment requires that there should be knowledge of community resources.

The researcher is of the opinion that EAP assessment is one of the important functions that attracted many employers to introduce or implement the programme. EAP is a quick method of helping troubled employees by assessing their problems and offer help or referral. The comprehensive nature of EAP assessment offer hope to many employers.

Treatment

The qualified and registered professionals from specialising disciplines carry out the treatment function. These professionals include psychologist, nurses, social workers, medical practitioners and other mental health professionals. The researcher contends that, the nature and extent of the client’s problem will dictate who should work on it, with careful considerations of professional ethics and qualifications. The available treatment methods include but are not limited to, medical treatment, counselling, therapy and debriefing. The researcher suggests that, it is this multi-disciplinary approach which makes the EAP more attractive to many employers.
Referral

As outlined in the above paragraph on assessment, it should also include available community resources. Referral is highly dependent upon assessment in that one cannot refer an employee without a proper understanding of the problem. EAPA (2005:17) contend further that referral should be based on the unique needs of the client, as revealed by the assessment and supported by observation and documentation.

The comprehensive EA Programmes remained attractive to many employers due to the referral resources that are available. If the employee’s concerns cannot be addressed by the available EAP structures within the organisation, then the troubled employee is referred to the outside helping resources.

Follow-Up

The follow-up function of EAP is considered by Mooney as cited in EAPA-Exchange (1992:34), as one of the important functions. EA professionals do not assess, refer and forget. Follow-up is done on all cases including all psychiatric, chemical dependence and management referral cases. Furthermore, follow-up should facilitate rapid contact between client and resources as far as possible in order to support recovery and behavior change.

The researcher supports the above points of view, and argues that EAP remain different from other professions in that regular contact is maintained to ensure recovery.

2.6. EAP AND PRODUCTIVITY

EAP’s are said to increase productivity when employees’ concerns are addressed successfully. Employers reported that EAP provide opportunities to venture in business by accelerating employees’ job performances (Berridge and Cooper cited in Sutherland and Cooper 2000: 224).
Ultimately the outcome of the EAP is to improve job performance in addition to:

- Improving the challenges of employee retention, with savings in recruitment, training costs and expertise protection.
- Reducing managerial work load resulting from problem employees shared with EAP.
- Disciplinary and dismissal issues being treated more precisely, constructively and humanely.
- Improving financial control of labour costs.
- Enhancing employee morale.

(Berridge and Cooper cited in Sutherland and Cooper 2000: 224)

The researcher would like to agree that EAP’s reduce managerial workload resulting from troubled employees. It appears to the researcher that management can be involved in the identification and referral of troubled employees. Management is freed from other issues except managerial ones, because EAP has a pool of experts who handle troubled employees.

Furthermore, EAP has freed the management from dealing with disciplinary issues on their own. The EAP sounds more effective and efficient in dealing with a problem employee than as a purely disciplinary method.

The researcher suggests that management now should start accepting EAP as a method that can be used to deal with Labour issues in a fair manner. The EAP should not be seen by management as means to get rid of problem employees.

Organisations have started implementing EAP, but the move is very slow, hence the programme is not being utilised to the fullest. This can be attributed to the fact that some managers have not realised the value of the programme yet.
2.7 MARKETING THE EAP

According to EAPA SA (2005:21), EAP’s will ensure the availability and use of promotional materials and educational activities, which encourage the use of the programme by supervisors, managers, worker representatives, peers, employees and family members.

The goal of this standard is to ensure that the EAP is highly visible and presented in a positive light to encourage members of the organisation to fully utilise the programme services. Archambault, Doran, Matlas, Nadolski & Sutton- Wright (1982:57) assert that programme publicity is necessary in order to ensure that there is an optimum amount of information about the programme so that referrals will be made when appropriate and to ensure that there is sufficient levels of trust in the programme so that if a referral is made, the employee is likely to accept it. The researcher is of the opinion that every company, which has an EAP, must ensure continuous marketing and promotion to ensure programme success. EAPA SA (2005:21) sets out the following objectives for marketing:

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

It is imperative that an EAP identifies its goals for the overall marketing campaign and its objectives for any specific marketing or promotional activity. Oher (1999:92) mentions that the key to an Employee Assistance Programme’s successful internal marketing plan is rooted not only in the knowledge of where the programme currently is, but where the organisation wants it to go. Oher (1999:92) mentions that the goals and objectives of any EAP marketing campaign can be summarised in five primary areas:
To increase employee’s knowledge of the EAP and its services, activities, and key components.

To increase familiarity and comfort with the EAP’s operations and to enhance the acceptance and use of the service by employees, managers, labour representatives, and the organisation’s leadership.

To increase utilisation of the programme at all levels throughout the organisation.

To enhance the integration of the EAP within the host or contract organisation and to promote a feeling of ownership for the programme on the part of the organisation and its managers and employees.

To maintain the visibility of the EAP and its presence as a vital contributor to the organisation’s productivity and efficiency and to the well being and general work life of the employees and managers.

2.8. SUPERVISORS AND THE EAP

Supervisors are essential to the EAP, since they are the first to notice any drop or change in work performance of an employee, and the early identification of problems are the key to the success of an EAP. First line supervisors are the EAP’s most significant link to the company’s employees, since they are in a position both to refer troubled employees and to support employees who voluntarily make use of the service. Service providers would do well to heed this fact and to make a concerted effort to ensure that supervisors are allies.

Peters (1999:96) describes the supervisor’s primary function as “to ensure employees are productive”. As a result, the author states the EAP is dependent on the supervisor’s training, sight and referral.” Supervisors who have insight into the functioning of the EAP and who believe in the benefits of the programme will access the services of the EAP and refer appropriately.

Myers (1984:250) emphasises that “supervisory referrals are considered the most important because they result from the confrontation process in performance appraisals.” Cohen (1985:188) agrees describing the relationship between supervisor and employee “as one based on a system of accountability, [which is] ...best
mechanism for aiding a troubled employee”. The natural hierarchy of organisations provides EAP’s with valuable consumers, in the form of the supervisors.

The most effective way to gain supervisor support is through supervisory training programmes design to create awareness of the EAP, its principles, to clarify the role of the supervisor within the context of the EAP and to provide adequate procedures for referral. To cite the standards set by EAPA-SA (2005:20) “the EAP will provide training for supervisors, management and union representatives in order to give them an understanding of the EAP”. Supervisory training is clearly considered to be a fundamental requirement should the EAP wish to be successful. Many other authors have maintained a similar position in the previous two decades.

Romano (1995:50) claims “[supervisory] training is essential to maintaining the health and vitality of EAP’s”. Dayoff (1999:629) is in agreement stating that a highly effective EAP must “take time to train and consult supervisors, to develop trust and confidence in the EAP”. A sentiment expressed also by Cohen (1985:118) as far back as the mid eighties “training supports the notion that it is all right to ask for help and that no one is expected to have all the answers to all of the employees problems ... and is an effective means of enhancing supervisory understanding and utilisation of the EAP”.

2.8.1 Types Of Referrals.

Referrals can, however, be obtained from more that one source. Wright (1985:18-21) explains that there are three ways for the EAP to receive referrals.

- **Voluntary referrals.** Voluntary assistance is provided to any employee or his immediate family.
- **Suggested referrals.** If a supervisor has reason to believe that the employee has a personal problem that may be contributing to his poor performance, the supervisor may suggest that the employee arrange for an interview with the employee assistance counsellor.
- **Mandatory referrals.** The mandatory referrals procedure is an option available to management to use during the later stages of the discipline procedure, and
management may refer an employee facing dismissal or seeking re-instatement, to a counsellor on a mandatory basis as a condition of employment.

Alternatively, Myers (1984:231) describes six types of referrals:

- Self-referrals
- Family referrals
- Peer referrals
- Co-worker referrals
- Union referrals
- Supervisor referrals

Although Myers describes a much broader referral network than Wright (1982), they are of the same mind that supervisors and self-referrals are key referral resources. However, supervisors appear to be somewhat resistant to taking up this role. Myers (1984:251) maintains that the problem with supervisory referrals is the tendency of supervisors to avoid confrontation and referral due to a lack of skill and various rationalisations. He believes, however, that effective training can increase supervisory effectiveness and EAP referrals. Stanley, Murphy and Peters (1998:233) concur with Myers and “developed an extensive supervisory training package... provides supervisors with training regarding issues of performance management and the methodology of using the EAP as a management resource.”

The other significant type of referral, also described by both authors is that of self-referrals. These are also indicative of a successful EAP, since they offer insight into the general employee’s awareness of the programme. Myers (1984:239) contends “the rate of self [referral] to total referral is a good indicator of EAP success.” He states further that reducing stigma [of using the EAP] and assuring anonymity [and confidentiality] can increase self-referrals. The Department of Labour ensured that both anonymity and the promotion of confidentiality are assured through the EAP policy.

2.8.2 Supervisors Reluctance To Refer

The training of the supervisor with regard to EAP’s is clearly recognised as an
essential function of an EAP, in literature. The training supervisory personnel in EAP procedures are essential if supervisors are to appropriately utilise the EAP. This will help to develop them into a key referral resource. Referrals are in turn the lifeblood of the EAP. Myers (1984:231) maintains, however, that supervisors have not met their responsibilities. This raised a debate into why supervisors were reluctant to refer employees to the EAP. Supervisors often appear to be reluctant to refer employees to the EAP.

According to Myers (1984:234) supervisors’ resist referring workers to the EAP because of the following reasons:

- Supervisors may fear referring employees to the EAP, will be interpreted by the troubled employee as a judgment against him, especially if the employee is in denial.
- Supervisors may avoid confrontation since they fear employees will initiate a discrimination charge against them.
- They may fear management will not support their decision.
- Supervisors may want acceptance from employees and may fear referral to the EAP may jeopardise this.
- They may lack information about the EAP and its procedures.

In their referrals agent handbook (year unknown: 25), the Centre for Human Development, the external EAP contractor, explains that the reluctance on the part of supervisors to refer employees is often on the following myths:

- A sense of betrayal: Supervisors may hold the belief that they are doing the wrong thing when “turning in” the employee and referring him to the EAP.
- A fear of harm to a valuable employee: Supervisors may want to protect a valuable employee and consider referring the employee to the EAP to be placing the employee at risk.
- A feeling of personal responsibility: Supervisors sometimes feel that they should be able to assist employees, if they have a personal problem, and regard their inability to help as a personal failure.
- Esprit de Corpse: Often the misconception is held that the problem should remain
and be taken care of within the group/the department.

- Concerns about confidentiality: Supervisors are often concerned about whether or not the EAP will fulfill its principle of confidentiality, and that information may be passed on.
- Personal reactions: Supervisors are often reluctant to address employee problems, because they fear their personal reaction may affect their own performance.

Many fears govern the behavior of the supervisor, and although these fears maybe real and need to be acknowledged, many of them are based on myths and a lack of understanding and insight into the functioning of the EAP. Many of these myths can be debunked and fears worked through, during intensive, effective training of supervisors into the functioning of the EAP, its procedures and the clarification of the role of the supervisor in the EAP process. Whatever the supervisor’s reasons for resisting referral, the EAP needs to address these issues up front, if the company is to draw full value from the programme.

2.9. CONFIDENTIALITY

Social workers, Psychiatrists, Psychologists, Physicians and others have no longer argued that absolute trust is essential between client and helping professionals if the treatment process is to be effective. Trust cannot be fully achieved unless all personal information shared during the counselling process is kept confidential.

According to Wilson (1978: 1), confidential information has been defined as the personal fact of conditions pertaining clients life, which he has communicated to the agency for definite purposes relating to the service he is requesting or receiving from the agency. It is the client’s right and expectation that such information will be respected and safe guarded by the agency and all of its personnel: professional, administrative, secretarial, and clerical staff including field work researchers or volunteers. It is therefore the responsibility of the EAP practitioner to discuss with the client during the initial contact circumstances whereby there might be a statutory need for sharing of selected information. It is essential to always ensure that the client signs the consent form with the EAP relating to the sharing and management of information.
There is widespread recognition of the need to keep certain information confidential. In the researcher’s opinion, the recognition is usually hindered by the lack of acknowledgement of the obligation to maintain confidentiality. It is thus that the EAPA–SA (2005:14) standards on confidentiality attests that a written policy shall include a clause on confidentiality consistent with professional standards and ethics and which adheres to other regulations that may apply to information in the possession of the EAP.

In the researcher’s opinion, the fact that maintaining confidentiality in an EAP relationship will be embedded as a policy directive, will definitely promote the credibility and utilisation of the programme.

2.9.1 Informed Consent / Breach

Wilson (1981: 2) argues that it is not unusual for social workers to confuse confidentiality with privileged communication and assume that, because they believe in the principle of confidentiality, they also have legal protection from having to disclose confidential material. The same can happen with clients assuming that since confidentiality is a policy directive, they are protected from authorised disclosures.

During the initial contact and upon establishing trust with the client, clients need some assurance that they will be protected from unauthorised disclosures. EAP professionals / counselors are expected ethically and legally to discuss with their clients the circumstances that might affect the confidential relationship (Loewenberg and Dolgoff, 1996: 75).

The general requirement that counselors keep information confidential does not apply when disclosure is required to prevent clear and imminent danger to the client or others or when legal requirements demand that confidential information be revealed (Elliot, 1993: 52).

Elliot (1993: 53) continues to say that when circumstances require the disclosure of confidential information, only essential information is revealed. To the extent
possible, clients are informed before confidential information is disclosed. When
counselling is initiated, it is important during contracting to inform clients of the
limitations of confidentiality and identify foreseeable situations in which
confidentiality must be breached.

2.9.2 Kinds Of Confidentiality

It would be nice to know that when one talks of keeping something confidential, it
means just that no one else will ever find out what was communicated. However, this
is not necessarily realistic or desirable in actual practice (Wilson: 1978:3). It is thus
that Wilson (1978) identifies two kinds of confidentiality that must be considered;
absolute and relative.

Absolute Confidentiality

The security of information is absolute when data learned or observed by a social
worker stay with that individual and is never shared in any form. This situation is
extremely rare, since considerable intra-organisation sharing of information is
necessary for functioning of most service delivery systems.

In the researcher’s opinion, absolute confidentiality is not ideal for application in an
EAP environment. This is argued in view of the fact that the EAP component is seen
as part of / or is an initiative towards organisational development. Therefore limited
communication is necessary with management to initiate growth / changes and or
development especially pertaining to trends and risk-behaviors other than information
on the individual’s therapeutic process.

Relative Confidentiality

According to Wilson (1978: 3), relative confidentiality allows for the communication
between clients and the social worker to be shared with others in the system as part of
the service – delivery process. For example researchers and employees share details
with supervisors as they seek guidance, this is done of course under the impression
that the information shared within this professional relationship would still be treated as confidential.

Practitioners are usually uncomfortable assuring their clients that confidentiality is maintained when in reality intra-agency sharing occurs. It is an error to assume that the persons served are aware that this sharing occurs, in fact, many are not aware and should be informed of it during their initial contact with the agency. According to Loewenberg and Dolgoff (1996: 3), confidentiality is a problematic issue that is often oversimplified in a practical model. The reality however is much more complex because most often there are many participants in the social work action system, each of whom makes conflicting demands for confidential information. These participants include:

- Other social workers
- Colleagues from other fields
- Administrative records
- Insurance companies
- Police

By virtue of the EAP counselling being short term, the EAP practitioner relies heavily on referral to render long-term therapeutic services and often need to provide some background information to the external service provider to ensure continuity of service and progress by sharing some of the diagnostic information gathered.

There are however many arguments for and against the opening of case records to the clients as an ethical decision. According to EAPA SA (2005:14), record keeping ensures quality and continuity of care through a system that is regularly updated and accessible to stakeholders in a structured manner. Organisational EAP policies often provide specific and clear directives on the management of confidentiality. For example, the EAP policy at DOL specifies that EAP clinical documents should only be accessible to EA practitioners and must be kept within lockable cabinets. The above clause within the EAP policy of DOL is in compliance with the statutory prescripts of the South African Council of Social Service Professions (SACSSP).
2.10. INFLUENCE OF GENDER AND RACE ON EAP

A study by Willbanks (1999:1) found that the following variables were constantly related to referral: degree of management support for the EAP, gender of supervisors, gender of subordinate, existence of supervisor network, occupational category of the employees supervised, social distance between supervisor and troubled employee, supervisor’s attitude and knowledge about EAP.

Apart from programme implementation factors, supervisory training, levels of staff awareness and issues of gender are also related to EAP utilisation. Brodzinski and Goyer (1987:1) found that there is a gender-based difference in referral type and type of problem referred to the EAP. According to Brodzinski and Goyer (1987:1) women are more likely to self-refer than men, and women generally use EAP for less-intrusive problems than men. Brodzinski and Goyer (1987:4) argue further that men and women are equally troubled, but women were twice as willing to seek help.

According to the researcher, the gender and race of the EAP professional also may encourage or deter employees from utilising the EAP. The dynamics of gender in relation to programme utilisation extend to include other factors of preference in consultation, including but not limited to, language, culture and religion of the practitioner. For example, according to Moema as cited in Maiden (1997: 48) in most South African cultures sex is taboo and this poses problems when discussing sex-related issues with a troubled employee. Where the practitioner is of a much younger age, and of the opposite sex, further barriers are created for the EAP treatment. The implementing organisation or Department should cater for diversity in language, race, religion and ethnicity to ensure complete accessibility of services to employees.
2.11 INFLUENCE OF EAP MODELS ON REFERRALS

Christie (1994:18) advises that while both external and internal models have both pros and cons, there is a greater need for EAP’s to prove their scope beyond the individual case level. EAP’s needed to expand their focus beyond managed care and, instead, intensify their focus in such areas as workplace consultation. Risk management, re-employment planning, wellness issues and human resource policy development are some of the focus areas to explore. None of these opportunities is the exclusive domain of one EAP model. If anything, Christie sees the future as creating opportunities for internal -and external models to collaborate in delivering services to sponsoring companies. The one model can play on the strengths of the other to achieve the desired results. EAPA SA (1999:8) identifies the following:

- Internal programme which offer services delivered by EAP professionals employed by the organisation.
- External programme, which offer services delivered by EAP professionals under contract with the organisation.
- Union based programme, which offer service delivered by trained union personnel to union members.
- Combined programme offer some services delivered by EAP professionals employed by the organisation and other services by EAP professionals under contract with the organisation.
- Consortia of smaller organisations that jointly contract with an EAP.

The EAP model implemented influences utilisation rates as models are directly responsible for ensuring accessibility, anonymity and credibility of service.

In-house Model

According to Cagney (1999:64) the earliest EAP’s and many in large corporations are structured as an internal department of the employer. Masi (2000:407) sees an internal model as “one in which the entire EAP staff is employed by the company”. A
company manager supervises the programme’s personnel, approves policy and finalises all procedures. Dickman et al., (1988:335) also view an in-house EAP as located on the company’s premises. Both authors nevertheless state that efforts may or may not be made to make it become visible through marketing.

Advantages Of In-House Model.

According to Cagney (1999:64) one of the unique strengths of an internal model is that the EAP would possess an understanding and knowledge of the organisation more than the external vendors will, and as a result high quality services designed for that specific organisation, will be delivered. Programme can be designed to fit any need within the organisation. Therefore accessibility is another advantage of in-house EAP’s. Due to its link with other parts of the organisation, a valuable relationship is build between the EAP and management, supervisors and union representatives in a non-threatening environment.

Disadvantages Of An In-House Model.

Cagney (1999:64) states that the weakness of this model is that “it may be too closely identified with any particular department, group, or person in the organisation and that the confidentiality of employee problems may be difficult to protect”.

Harper (2000:319) indicated that initially the preferred EAP model was the in-house model, but recently the trend has now moved toward the outsourcing of EAP’s or a combination of in-house and outsourcing contracting features. Another disadvantage that authors (compare Phillips & Older, 1988:134 and Myers, 1984:92) agree upon is that in-house EAP’s can be expensive due to salary, administrative support and logistical costs.

However, Myers (1984:92) states that employing part-time staff can minimise expenses if the workload is not high. Phillips & Older (1988:134) state that the disadvantage of employing a part-time person for smaller organisations will mean an inadequately trained person with insufficient time. The EAP professional may not have diversity of training or experience to handle multiple presenting problems.
**External Model / Off-Site Models**

Phillips & Older (1988:26) call this the “Service Centre” (SC) Programme, which is an external or off-site model where the organisation enters into a contractual agreement with an independent EAP service provider.

**Advantages Of An External Model**

According to Harper (2000:407) the external model provides better accountability, lower legal liability, ease of the starting of the Programme and implementation. Companies prefer a contractual approach because they believe an outside vendor can foster an employee’s confidence in the confidentiality of the Programme. Confidentiality of the Programme is more easily perceived and maintained, since the service centre is outside the structure of the work organisation and the counselling sessions may be held away from the work site.

Myers (1984:88) mentioned accessibility, flexibility, confidentiality, competes counselling venues, both union and employee acceptance and organisational knowledge by the contractor, as advantages. Most authors agree with most of these advantages (compare Phillips & Older, 1988:136; Harper, 2000:407; Cagney, 1999:66). Phillips & Older (1988:136) further state that it is more cost effective for small and medium size employers. Cagney (1999:66) further states that the external service provider model reduces potential conflict of interest for practitioners, which may occur with internal models.

**Disadvantages Of An External Model**

Phillips & Older (1988:136) identified a few disadvantages of this type of model. Firstly, they state that usually there is no on-site counselling possibility. Secondly there is no ownership of the programme and in the researcher’s viewpoint; this is the reason why some supervisors are reluctant to deal with ‘outsiders’.

Unlike Myers (1984:89) who regards organisational knowledge as an advantage for external vendors, Phillips & Older (1988:136) argue in contrast by saying there is lack
of knowledge by external vendors about the organisation. Myers (1984:89) adds to these disadvantages mentioning that the service provider models are generally more expensive for employers. The researcher is of the opinion that the affordability of service provider EAP depends on the size of the organisation and number of sites that requires servicing.

Hotline Model

Myers (1984:82) describes this model as an external model that operates on a local or long distance telephone assessment and referral service.

Advantages of Hotline Models

Myers (1984:83) mentions accessibility, confidentiality, and anonymity, cost effectiveness and trouble free termination of services without impacting the organisation. Harper (2000:319) supports this view and adds the value of professional call-centers is that they provide a cost-effective means of making quality, multi-lingual, multicultural professional counselling services available and accessible to families and business in non-urban as well as urban areas.

Disadvantages of Hotline Models

According to Myers (1984:82) the primary disadvantage of this model is that an accurate assessment is highly dependent on the caller’s ability to communicate clearly and the assessor’s ability to understand the employee’s problem. Another disadvantage as stated by Myers (1984:83) is that the community resources in which the employee is referred to is not always appropriate and available, as circumstances may change in the community networks. He further claims that although hotline service providers include crisis intervention as part of their services, in reality a crisis situation is more complex and requires face-to-face communication.

Employee assistance programme can be designed and implemented in such a way that they strike a balance and satisfy both individual employee and organisational needs (Oher, 1999:68).
2.12. INGREDIENTS OF AN EFFECTIVE EAP

The issue of EAP effectiveness has been extensively discussed. Dickman et al., (1988) suggested the following eleven “ingredients” of an effective EAP. These succinctly stated dimensions have heuristic value for both practitioners and evaluators, and are worth noting. Furthermore, they are included here because the evaluation of these ingredients independently or as a group may provide the effectiveness of an EAP from the dual perspective of service delivery and utilisation.

i. Management endorsement and active involvement of the highest level of the corporate structure is necessary if an EAP is to be successful.

ii. Labour endorsement is crucial when the industry involved is union organised.

iii. Policy statement: Every industry utilising an EAP needs a clear policy statement of the intention of the philosophy of the programme.

iv. Confidentiality: All employees have the right to ask for help for their problems and to known that their problems will be kept in strict confidence.

v. Supervisor and Labour Steward Training: It is recommended that training occur at least once a year, and some of the suggested content for such training are; alcoholism awareness; family and other problems; drug abuse, referral procedures, importance of early interventions and enabling behaviour.

vi. Financial Aspects and Insurance Coverage: When employees are clear that participating in the EAP may cost them something but that it will not break them, they will be more apt to accept a referral or to refer themselves. Therefore, company insurance coverage is an essential part of the programme.

vii. Professional Personnel: The EAP coordinator requires knowledge and expertise in many areas, as well as the needed access to competent resources. Some of these areas are; alcoholism and substance abuse, marriage and family counselling, general emotional problems, financial and legal problems, and basic interviewing and counselling techniques.

viii. Broad service to a wide variety of employees’ problems and needs.

ix. Accessibility: Employees need to be able to access EAP sites quickly, conveniently, and in a confidential manner.
EAP Awareness: To be effective, the EAP needs constant marketing at all levels of the organisation.

Programme Evaluation: It is crucial for the organisation and the EAP to know if the programme is working and if it is doing what its suppose to do.

2.13. EAP EVALUATION

Ligon & Yegidis, (1988:193) identify five different types of evaluations as follows:

1. Utilisation Evaluation
   
   This type of evaluation provides the programme with data concerning who is using what service and to what extent. The aim is to check if the population of the programme has been reached and whether different aspects of the EAP are over or under utilised. Wrich (1982:72) maintains that utilisation of a programme is affected by many factors and regard access as a major one. He further states that access has its own factors, primary of which are the source that refers employees to the programme and the proximity of the workforce to the programme staff. Usually access routes to the programme are through self-referrals, supervision or management, the unions, medical department if any, family and peers.

   Dong Soo (1987:176) states that the first tangible measure of success or failure of the EAP in any organisation if the extent to which the target population actually uses the programme as designed in the programme planning stage. Poor participation in the Programme as well as no deliverance or poor deliverance of the programme may make EAP meaningless and its outcome invalid. Ligon & Yegidis, (1988:194) identify a potential barrier as lack of access to data due to employee confidentiality that could be resolved by coding data to eliminate any identify information.

2. Satisfaction Evaluation.
   
   Satisfaction evaluation is about the determination of the level of satisfaction employees have with the services received. A Client Satisfaction Questionnaire is the instrument that is usually used to measure satisfaction with EAP services. According
to Stoer-Scaggs, (1999:49) the objective of the client satisfaction survey includes the following:

- Determine the extent of staff awareness regarding availability of EAP service and define a profile of individuals who were aware of services versus those who were not.
- Examine employees' perception of whether or not the EAP is a viable resource for themselves and their co-workers.
- Assess effectiveness of the EAP by identifying whether clients received the services they needed, as well as level of client's satisfaction with quality of services and appropriateness of referrals.
- Identify possible areas of improvement in services.
- Indicate whether respondents perceive the EAP as successful and be able to handle confidential issues such as racial and sexual harassment.

The researcher believes that Client Satisfaction Survey can provide a lot of information in support of the efficiency and need for expansion of services. Ligon & Yegidis, (1998: 194) state that the difficulty in obtaining completed instruments is a potential barrier and can be addressed through the assurance by anonymity, by eliminating any personal identification, and by providing a secure method of collection such as a reply envelope mailed to an off-site address.

Outcome Evaluation

Dong Soo (1987:177) states that outcome evaluation assesses to what degree the EAP impacted on the outcome variables identified at the onset of the programme such as the level of absenteeism, the number of grievances filed and number of workplace accidents. It is concerned with measuring the extent to which a programme affects real differences in a desired direction. Outcome evaluation is concerned with the extent to which it can be demonstrated that a programme has had effects that translate into organisational benefits and improvements in the health status of participants.
Sloan, Gruman and Allegrante (1987:128) support Dong Soo by stating that it is a very important stage of evaluation in regard to programme effectiveness concerned with measuring the extent to which the programme has produced changes in awareness, knowledge, attitudes, beliefs, skills behavioural intentions and actual behaviour. In this type of evaluation the EAP participant group is evaluated after or before-and after receiving services. Such evaluation addresses the question of whether the programme actually produces change towards the desired objectives and / or intended direction and whether some or all changes can be attributed to some alternative process other than the programme (Dong Soo, 1987:170).

Questions such as the following are asked, “Was knowledge or beliefs changed during the programme?”; “Were proper skills developed for participants to change their behaviour?” Such evaluation addresses the question of whether the programme actually produces change toward the desired objectives and / or intended direction and whether some or all changes can be attributed to some alternative process other than the programme (Dong Soo, 1987:170).

According to Stoer-Scaggs (1999:45), Masi discusses outcome evaluation in quantitative and qualitative terms. Quantitative evaluation determines the cost effectiveness of the EAP based on factors such as absenteeism, disability claims, health claims, sick leaves, accidents and leave without pay. It determines whether there is a change in the afore-mentioned factors. For example, fewer sick leaves or reduced disability claims.

Qualitative evaluation determines the effectiveness of the EAP based on feedback from clients, supervisors, unions, peers and families. This feedback could be through the observation by the mentioned role players about the changed behaviour of the employees. Ligon & Yegidis (1988:194) identify the inability to obtain data from external resources (such as health insurance providers) as the primary obstacle.
Cost Benefit Evaluation.

Jerrel and Rightmyer (1988: 264) state that the focus of this evaluation is to determine programme strategies that maximise the desired benefit within particular cost restraints. Ligon and Yegidis (1988:194) add that this type of evaluation involves summing the programme’s cost, determining savings to the organisation on all outcome measures, then calculating a ratio of the cost to the benefits to reflect the cost worthiness. Dong Soo, (1987:172) calls this type of evaluation economic efficiency, the author regards this evaluation as a tangible way of calculating economic efficiency of the programme in terms of cost benefit or cost effectiveness analysis. The author further states that questions asked is how much each service unit costs and benefit compare and whether the programme is an efficient use of resources compare with other approaches.

Ligon & Yegidis (1988) state that barriers, to cost benefits analysis, include difficulties in determining costs and savings. Dong Soo, (1987:182) split economic efficiency evaluation into two namely, cost benefit analysis and cost effectiveness analysis. Cost benefit analysis is based on total monitory input and outputs of the programme. According to Dong Soo (1997:183), all the resources invested in the EAP’s are computed in dollar costs, covering all allocation personnel, facilities, materials, equipments and participant inputs. The author further states that all benefits accrued such as decrease of absenteeism and accidents, increase in productivity, reduction of health claims, recruitment and training costs, have to be tabulated and priced in dollar amounts.

Cost effectiveness is regarded as a more realistic technique for the EAP efficiency assessment where more benefits are intangible. Benefits of an intervention programme cannot be specified in monetary terms. EAP’s may for example produce certain impacts on employees and the organisation in terms of work satisfaction, better relationship among colleagues, high morale, good health, enriched lifestyles as well as more tangible benefits such as productivity. Dong Soo (1983:184) further states that cost effectiveness analysis requires quantifying programme costs and benefits, but benefits do not have to be calculated into monetary terms as with cost benefit analysis.
Process Evaluation

Sloan et al., (1987:128) mentioned process evaluation as another type of evaluation and her concern with measuring the quality of the programme, and the extent to which it is implemented, Carey and Perrey, (1987:156) supports her by stating that it focuses upon how the programme functions not "whether" goals are met but "what" is done to meet them. Questions such as the following could be asked: “How many participants were attracted to the programme, was the programme perceived as being helpful, did the programme meet the needs of participants?”; “Were the location and time of the programme convenient for participants?” (Sloan et al., 1987:128).

Sloan et al., (1987:128) maintain that answers to those kinds of questions are essential for refining and further developing a programme. Such questions should not only be asked at the end of a programming activity but also should be asked throughout. Besides collecting data form participants in a programme, process evaluation may include a review of programme goals, procedures and methods using panels of outside experts during the formative stages of the programme prior to implementation. This kind of process evaluation (sometimes referred to as formative) evaluation can serve to assure a minimal level of quality even before the programme begins.

2.14 SUMMARY

This chapter focused on developing a theoretical framework from which the study was based. The literature assisted in providing conditions suggested by various authors that influence the utilisation of EAP.

The following chapter will investigate, through scientific research, various factors suggested by literature as influencing the utilisation of EAP at the Department of Labour.
CHAPTER THREE

EMPIRICAL STUDY, DATA ANALYSIS AND INTERPRETATIONS

3.1. INTRODUCTION

In this chapter research results gathered from the empirical survey at the Department of Labour in the Pretoria area, as well as an analysis and the interpretation of the data, will be presented. The data assisted the researcher in delineating the actual facts that hinder employees at the Department of Labour from utilising the Employee Assistance Programme.

3.2 DESCRIPTION OF THE EMPIRICAL SURVEY

The questionnaire was developed after the in-depth review of literature on EAP and used as a measuring instrument for a survey amongst employees at the Department of Labour in Gauteng North (see appendix C). The first page of the questionnaire was used to explain the aim of the research study and to provide guidance on how to respond to questions. An assurance of the respondent’s confidentiality was also provided, as this may have been an issue of concern for the respondents.

The selection of respondents was only limited to a sample employees of the Department of Labour in Gauteng North, whom received hand delivered questionnaires. The questionnaire consisted of the following sections:

- Section A: Demographical Details
- Section B: EAP Services (Awareness)
- Section C: EAP Utilisation (Attitude)
- Section D: Accessibility Of The EAP (Preferences)
- Section E: Purpose Of The EAP

The questionnaire was pilot tested amongst two staff members at the Department from Head office, and the respondents within the pilot test did not form part of
this study. The procedure that was followed during the pilot testing was duplicated in the actual collection of the data. A combination of close- and open-ended questions was used in the questionnaire. With regard to the close-ended questions, care was taken to furnish all possible options from which respondents could indicate their choice by making an “X” in the column provided. In other instances the respondents were required to elaborate on the answers they provided.

The researcher selected a sample of fifty-five employees from the research population. The sampling sub-groups were drawn consisting of the DOL employees in Gauteng North Pretoria, three strata being the Unemployment Insurance Fund (UIF) Compensation Fund (CF) and Head Office. The sample included men and women of all age groups from all levels of employment in the organisation irrespective of past experience in utilising the EAP. Five percent of the employees from each of the three strata were systemically selected from a table of random numbers to comprise the research sample of fifty-five employees.

Written permission to conduct the study at DOL was requested and subsequently granted (See Annexure A). The Policy Research and Monitoring (PRM) unit assisted in providing a comprehensive list / table from which respondents were selected.

The questionnaires were distributed on the 30 June 2005 to fifty-five respondents with a request that they should be returned by 8 July 2005. Not all respondents complied with the agreed return date and thus an extension until 22 July was granted. The researcher continued to analyse the data with 44 questionnaires returned.

Total Sample: 55 subjects.

Total responses: 44 (80%).
3.3 PRESENTATION OF DATA

The data collected from respondents was collected and analysed for presentation in this section. The research findings are presented in the sequence as that of the questionnaire (See Annexure C). Throughout this section the research findings are presented in the form of figures and or tables followed by a discussion and analysis of the information as presented.

3.3.1 SECTION A: DEMOGRAPHIC DETAILS

Age Distribution Of Respondents.

The aim of presenting this section was to draw a profile of the employees that participated as respondents in this study, and furthermore, to gather data on the personal detail of the respondents.

Figure 1: Age Distribution Of Respondents

The ages, of the responding employees, ranged between 20 and 46, and above years with the majority of the respondents (50%) falling within the 26 to 35 years age group. The reason for the higher response rate from this age category might be a direct translation of the most average ages of staff members within the Department. The lower response rate is from the 20 – 25 years old staff members,
and this again is a reflection of the general distribution of the age percentage of staff. There cannot be a further deduction on the age distribution since sampling was randomised and involuntary.

Home language

Table 1: Home Language

<table>
<thead>
<tr>
<th>Home Language</th>
<th>Frequency (N = 44)</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>English</td>
<td>5</td>
<td>11%</td>
</tr>
<tr>
<td>Afrikaans</td>
<td>12</td>
<td>27%</td>
</tr>
<tr>
<td>Zulu</td>
<td>4</td>
<td>9%</td>
</tr>
<tr>
<td>Xhosa</td>
<td>4</td>
<td>9%</td>
</tr>
<tr>
<td>Tswana</td>
<td>11</td>
<td>25%</td>
</tr>
<tr>
<td>Others</td>
<td>8</td>
<td>18%</td>
</tr>
</tbody>
</table>

The language distribution illustrates that the home language of the majority of the respondents is Afrikaans. The second highest home language is Tswana, whilst the least home languages indicated is both Xhosa and Zulu. Home languages often suggest a cultural dispensation of the respondents. Interestingly, African cultures are often described as attaching least value towards professional therapeutic interventions.

For example, according to Moema as cited in Maiden (1997: 48) in most South African cultures sex is taboo and this poses problems when discussing sex related issues with a troubled employee thus further barriers are created for the EAP treatment. This will receive further interrogation when analysing the findings in light of the percentage of respondents who preferred a counselor of a particular gender.
Gender Details Of Respondents

Figure 2: Gender Details Of Respondents

The number of females who participated in this study is relatively high and accounted for 79% of the respondents and may be an indication that there are more females than males in the Department of Labour in the Pretoria region. According to Brodzinski and Goyer (1987:1) women are more likely to self-refer than men, and women generally use EAP for less-intrusive problems than men. Brodzinski and Goyer (1987:4) argue further that men and women are equally troubled, but women were twice as willing to seek help.

Marital status

Table 2: Marital status

<table>
<thead>
<tr>
<th>Marital Status</th>
<th>Frequency (N = 40)</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Married</td>
<td>21</td>
<td>53%</td>
</tr>
<tr>
<td>Divorced</td>
<td>3</td>
<td>8%</td>
</tr>
<tr>
<td>Widowed</td>
<td>1</td>
<td>3%</td>
</tr>
<tr>
<td>Single</td>
<td>15</td>
<td>38%</td>
</tr>
<tr>
<td>Living together</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Separated</td>
<td>0</td>
<td>0</td>
</tr>
</tbody>
</table>

A total of four respondents did not indicate their marital status as requested on the questionnaire. The total distribution of percentages shows that the majority of the
respondents (53 %) are married. There is uncertainty as to whether the marital status of respondents could influence self referral of the troubled. It is however interesting to note that the majority of the respondents indicated a willingness to utilise the EAP as and when need arises (See Table 13).

Number Of Years Of Service At The DOL

Table 3: Number Of Years Of Service At The DOL

<table>
<thead>
<tr>
<th>Years at the DOL</th>
<th>Frequency (N = 24)</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 year</td>
<td>3</td>
</tr>
<tr>
<td>5 years</td>
<td>9</td>
</tr>
<tr>
<td>6 years</td>
<td>7</td>
</tr>
<tr>
<td>8 years</td>
<td>5</td>
</tr>
<tr>
<td>29 years</td>
<td>1</td>
</tr>
</tbody>
</table>

Only twenty-four respondents out of forty-four indicated number of years of service at the DOL. The length of service reported by the respondents ranged between one and twenty-nine years of service. From the vast range of experience it could be postulated that this is enough time for most respondents to become exposed to the existence and utilisation of the EAP.

Educational Level

Table 4: Educational Level

<table>
<thead>
<tr>
<th>What is your highest qualification</th>
<th>Frequency N = 42</th>
<th>%</th>
</tr>
</thead>
<tbody>
<tr>
<td>Below grade 12</td>
<td>4</td>
<td>9%</td>
</tr>
<tr>
<td>Grade 12</td>
<td>15</td>
<td>36%</td>
</tr>
<tr>
<td>Diploma</td>
<td>15</td>
<td>36%</td>
</tr>
<tr>
<td>Degree</td>
<td>4</td>
<td>9%</td>
</tr>
<tr>
<td>Post graduate</td>
<td>4</td>
<td>9%</td>
</tr>
</tbody>
</table>

Only two respondents did not indicate their highest educational level. The level of education of all of the respondents ranged between a Grade 12 and a postgraduate degree, with the majority of the respondents having Grade 12 and a completed Diploma. The level of education enhances the ability to understand job performance challenges that may be addressed by the EAP, therefore the more
educated the employee, the better equipped to comprehend problems and activate EAP.

Work Components

Figure 3: Work Components

The above figure indicates the distribution of respondents with regard to their work components. The majority of the respondents were from the Compensation Fund (39%) followed by Head Office (36%), and the Unemployment Insurance Fund (25%). From the aforementioned figures, it can be deduced that 36% of the respondents have direct interaction with the EAP, which is also located at Head Office.

The location of EAP could influence the decision whether they utilise the EAP or not. This argument follows Cagney (1999:64) who states that the weakness of this model (in-house) is that it may be too closely identified with any particular department, group, or person in the organisation and that the confidentiality of employee problems may be difficult to protect.
3.3.2 SECTION B: AWARENESS OF EAP SERVICES

This section focuses on employee awareness of EAP services.

Employees knowledge about the Employee Assistance Programme (EAP)

Table 5: Employee Knowledge About the EAP

<table>
<thead>
<tr>
<th>Do you know about EAP?</th>
<th>Frequency N = 44</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Yes</td>
<td>38</td>
<td>86%</td>
</tr>
<tr>
<td>No</td>
<td>6</td>
<td>14%</td>
</tr>
</tbody>
</table>

The table above indicates that 86% of the respondents know about the EAP, whilst only 14% indicated not knowing about the EAP. A study by Willbanks (1999:1) found that the following variables were constantly related to referral, degree of management support for the EAP, gender of supervisors, gender of subordinate, existence of supervisor network, occupational category of the employees’ supervised, social distance between supervisor and troubled employee, supervisors’ attitude and knowledge about EAP. Following Willbanks argument, the larger the percentage of employees knowing the EAP, the higher the referral and utilisation rates.

Nature of EAP Services Provided By The DOL

Table 6: Nature of EAP Services Provided By The DOL

<table>
<thead>
<tr>
<th>What is the nature of service that is provided by the DOL?</th>
<th>Frequency N = 52</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Counselling</td>
<td>31</td>
<td>60%</td>
</tr>
<tr>
<td>HIV &amp; AIDS Testing</td>
<td>2</td>
<td>4%</td>
</tr>
<tr>
<td>Stress Management</td>
<td>7</td>
<td>13%</td>
</tr>
<tr>
<td>Disciplinary Action</td>
<td>8</td>
<td>15%</td>
</tr>
<tr>
<td>Financial Assistance</td>
<td>4</td>
<td>8%</td>
</tr>
</tbody>
</table>

Respondents selected more than one option to indicate the nature of EAP services provided by the DOL. From this table, the majority of respondents (60%) viewed EAP as a counselling service, while 15% viewed EAP as a disciplinary service. This may imply lack of knowledge about the service or a strong identification of EAP and productivity (management tool).
The frequency in responses identifying EAP with Stress Management and Financial Assistance is encouraging since EAP’s used to predominantly focus only on personal crises, such as marriage counselling and substance abuse. However, programmes have now been adapted to deal with the traumas of everyday life experienced at the workplace such as discrimination, cultural alienation, HIV & AIDS and stress. The researcher suggests that, it is because of the multi-disciplinary approach that makes the EAP more attractive to many employees.

Employee Initial Contact Or Exposure To The EAP

Table 7: Contact with the EAP

<table>
<thead>
<tr>
<th>In what way have you been informed for the first time about EAP?</th>
<th>Frequency N = 35</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>EAP Orientation</td>
<td>18</td>
<td>51%</td>
</tr>
<tr>
<td>Marketing of EAP</td>
<td>6</td>
<td>17%</td>
</tr>
<tr>
<td>From Colleagues</td>
<td>11</td>
<td>31%</td>
</tr>
</tbody>
</table>

The majority of employees (51%) were first informed of the EAP through orientation programmes. This percentage supports the argument of Ms F. Kganyago, the former EA practitioner at the DOL, that the programme has been vigorously marketed through orientation programmes, awareness workshops and posters.

Perception About The Target Groups For EAP

Table 8: Perception About The Target Groups For EAP

<table>
<thead>
<tr>
<th>Which staff member can utilise the EAP?</th>
<th>Frequency N = 44</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Supervisor</td>
<td>2</td>
<td>5%</td>
</tr>
<tr>
<td>Clerks</td>
<td>0</td>
<td></td>
</tr>
<tr>
<td>Senior Managers</td>
<td>2</td>
<td>5%</td>
</tr>
<tr>
<td>Inspectors</td>
<td>0</td>
<td></td>
</tr>
<tr>
<td>All staff</td>
<td>40</td>
<td>90%</td>
</tr>
</tbody>
</table>

This table indicates that a high percentage (90%) of the respondents understands the EAP as a programme that can be utilised by all staff. A low percentage of the respondents see the programme as only available to supervisors (5%) or senior
managers (5%) for utilisation.

**Employee’s Perception Of The Need For EAP**

<table>
<thead>
<tr>
<th>Do you believe the Department should be offering these services?</th>
<th>Frequency N = 44</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Yes</td>
<td>44</td>
<td>100%</td>
</tr>
<tr>
<td>No</td>
<td>0</td>
<td></td>
</tr>
</tbody>
</table>

This table is a clear indication that all of the employees believe that the Department should be offering EAP services. There are various reasons cited for this need: 25% explained that through this programme the employer would demonstrate that it cared for its employees; 18% elaborated to say the department will improve productivity through the programme; 9% saw the need for EAP to assist in stress management and workload, whilst 4% needed EAP because they could not afford therapy.

### 3.3.3 SECTION C: ATTITUDES TOWARDS THE USE OF EAP

This section provides data that evaluate attitudes towards the use of the EAP.

**Contact With EAP Counselling**

<table>
<thead>
<tr>
<th>Have you ever received EAP Counselling?</th>
<th>Frequency N = 44</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Yes</td>
<td>6</td>
<td>14%</td>
</tr>
<tr>
<td>No</td>
<td>38</td>
<td>86%</td>
</tr>
</tbody>
</table>

The above table indicates that only 14% of employees have received EAP counselling. According to the EAP Digest (1985:07) it is estimated that 18% of the workforce is affected by personal problems that can impact on job their performance. Comparatively, the EAP at the Department is under-utilised.
Voluntary Or Involuntary Attendance

Table 11: Voluntary Or Involuntary Attendance

<table>
<thead>
<tr>
<th>Did you attend the sessions voluntarily or were you referred?</th>
<th>Frequency N = 6</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Referred</td>
<td>1</td>
<td>17%</td>
</tr>
<tr>
<td>Voluntarily</td>
<td>5</td>
<td>83%</td>
</tr>
</tbody>
</table>

The frequency of responses to the above question is six, which reflects the number of respondents who have received EAP counselling. The above table provides a picture that 83% of respondents voluntarily sought EAP intervention. This may indicate failure on the part of supervisors to identify and refer employees needing EAP interventions; this is argued in light of the escalating performance based disciplinary sittings. Alternatively, the above statistic may be an indication of employees trust in the programme.

Value Of The EAP

Table 12: Value Of The EAP

<table>
<thead>
<tr>
<th>Did you find the service beneficial?</th>
<th>Frequency N = 6</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Yes</td>
<td>4</td>
<td>67%</td>
</tr>
<tr>
<td>No</td>
<td>2</td>
<td>33%</td>
</tr>
</tbody>
</table>

From the above table, 67% respondents that utilised the EAP felt that the programme was beneficial.

Satisfaction In Using The EAP

Table 13: Probability Of Future Utilisation

<table>
<thead>
<tr>
<th>Did you find the service beneficial?</th>
<th>Frequency N = 6</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Yes</td>
<td>4</td>
<td>67%</td>
</tr>
<tr>
<td>No</td>
<td>2</td>
<td>33%</td>
</tr>
</tbody>
</table>

From the above table, 67% of the respondents indicated that they would use the service again. The few (33%) that indicated that they would not use the service again cited problems relating to uncertainty about confidentiality and limited privacy due to progress reports that are prepared for supervisors. The researcher attributes the uncertainty about confidentiality to the reporting protocols at the
DOL, which privileges supervisors to progress reports even though they did not make the referral.

Confidence about the confidentiality of EAP consultations

Table 14: Privacy about EAP consultations

<table>
<thead>
<tr>
<th>Did you feel confident about the confidentiality of EAP consultations?</th>
<th>Frequency N = 44</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Yes</td>
<td>28</td>
<td>64%</td>
</tr>
<tr>
<td>No</td>
<td>16</td>
<td>36%</td>
</tr>
</tbody>
</table>

From the above table, 64% of respondents felt confident about the confidentiality of EAP consultations. This deduction correlates with Table 13, whereby 67% of respondents felt that they would use the service again. Ligon & Yegidis (1988:194) identified a potential barrier to EAP utilisation as lack of employee confidentiality. As the majority of respondents are confident about the confidentiality of EAP, the test then becomes whether if that will translate to higher utilisation rates as suggested by literature.

Recommendation of EAP services to your colleague, or family

Table 15: Employee recommendation about EAP

<table>
<thead>
<tr>
<th>Would you recommend EAP services to your colleague, or family?</th>
<th>Frequency N = 44</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Yes</td>
<td>41</td>
<td>93%</td>
</tr>
<tr>
<td>No</td>
<td>3</td>
<td>7%</td>
</tr>
</tbody>
</table>

The above table strongly indicates an expression by respondents that they would recommend EAP services to their colleagues and families. This table studied together with Table 13, signals positive feedback and inputs of EAP in employee’s work life. The above suggests that employees at the DOL are seeing the benefits for utilising the EAP. The above table (Table 15) raises concerns to note that 7% of the respondents would not recommend EAP services to their families and colleagues.
In Table 13, an average of 33% of employees indicated that they would not use the EAP again. The main reasons cited by the respondents not to recommend the EAP where predominantly relating to mistrust. That is, as one respondent put it, “EAP is often used as a management tool employed in preparation to punishing employees.” The other reason cited by a respondent was that “the EAP compromises privacy as supervisors receive feedback reports on employee consultations.” This concern suggests that employees are not properly educated about the EAP reporting protocols for supervisors at the DOL, since feedback is only limited to confirmation of appointments, attendance and participation.

### Consideration To Consult The EAP When Necessary

**Table 16: Contemplation To Utilise The EAP**

<table>
<thead>
<tr>
<th>Would you consider consulting the EAP when necessary</th>
<th>Frequency N = 44</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Yes</td>
<td>41</td>
<td>93%</td>
</tr>
<tr>
<td>No</td>
<td>3</td>
<td>7%</td>
</tr>
</tbody>
</table>

The above table indicates that 93% of the respondents would consider consulting the EAP when necessary. This clearly indicates that employees see value in EAP services as indicated in Table 28 wherein 99% of respondents felt that there is a benefit in utilising the programme. Respondents constituting 7% of the sample indicated that they would not consider consulting the EAP due to discomfort regarding privacy and confidentiality.

### Perception About The EAP

**Table 17: How Employees View The EAP**

<table>
<thead>
<tr>
<th>How do you view the EAP?</th>
<th>Frequency N = 44</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Helping hand to assist troubled employees</td>
<td>27</td>
<td>61%</td>
</tr>
<tr>
<td>As a Programme that stigmatise the employee</td>
<td>1</td>
<td>2%</td>
</tr>
<tr>
<td>As the Programme that enhances productivity</td>
<td>16</td>
<td>37%</td>
</tr>
</tbody>
</table>

The above table indicates that 61% of respondents view EAP as a helping hand to
assist troubled employees, 37% view EAP as a Programme that enhances productivity whilst 2% view EAP as a Programme that stigmatises employees. The main deduction from this table is that a combination of 98% of employees has positive perceptions about the EAP. In the above table, only 2% of respondents viewed EAP negatively, just as in Table 16 wherein only 7% of respondents indicated that they would not consider consulting EAP.

Factors Influencing Consultation As A Troubled Employee

Table 18: Motivation To Consult

<table>
<thead>
<tr>
<th>Which from the list influences you to consult as a troubled employee?</th>
<th>Frequency N = 44</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Helping hand to assist troubled employees</td>
<td>32</td>
<td>73%</td>
</tr>
<tr>
<td>As a Programme that stigmatise the employee</td>
<td>0</td>
<td></td>
</tr>
<tr>
<td>As the Programme that enhances productivity</td>
<td>12</td>
<td>27%</td>
</tr>
</tbody>
</table>

From the above table, it is evident that the majority of respondents (73%) consult EAP due to personal motivation to get help, whilst 27% are influenced to consult as a means to enhance productivity. The principal intention of implementing the EAP appeals to management, that is, to improve or maintain employee productivity (EAPA, 1999). Employees as reflected in the above table are interested in the humanitarian approach that ensures their wellbeing. This may suggest that the programme is likely to be abused by employees lacking access to psycho-social services.

Factors Not Influencing Consultation As A Troubled Employee.

Table 19: Demotivation to consult

<table>
<thead>
<tr>
<th>Which, from the list, influences you not to consult as a troubled employee</th>
<th>Frequency N = 44</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Helping hand to assist troubled employees</td>
<td>0</td>
<td></td>
</tr>
<tr>
<td>As a programme that stigmatise the employee</td>
<td>41</td>
<td>93%</td>
</tr>
<tr>
<td>As the programme that enhances productivity</td>
<td>0</td>
<td></td>
</tr>
</tbody>
</table>

Three respondents did not select from the above list a factor which demotivates them not to consult as a troubled employee. The above table clearly indicates that
the main factor influencing employees not to consult is the stigma that is associated with the programme. Again, this is largely due to, as Cagney (1999:64) states, the weakness of this model (in-house) is that it may be too closely identified with any particular department, group, or person in the organisation, and that the confidentiality of employee problems may be difficult to protect. In Table 14, a total of 36% of respondents indicated no confidence about the confidentiality of EAP consultations.

3.3.4 SECTION D: ACCESSIBILITY OF THE EAP (PREFERENCES)

This section focuses on the accessibility of the EAP.

Accessibility of EAP (Centralisation)

Table 20: Influence of Location

<table>
<thead>
<tr>
<th>Does the location of the EAP (Head Office) influence your decision to access the programme?</th>
<th>Frequency N = 40</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Yes</td>
<td>25</td>
<td>63%</td>
</tr>
<tr>
<td>No</td>
<td>15</td>
<td>37%</td>
</tr>
</tbody>
</table>

The frequency in the above is 40 due to no response on this question by four respondents. This table provides an indication that the location of the EAP influences 63% of the decision to access the programme. According to Harper (2000:319) various EAP models suggest the location of the EAP which in turn influences accessibility. Only 37% of the respondents are not influenced by the location of the EAP at Head Office to access the service. This argument may not necessarily suggest that employees at regional offices are least affected by the EAP location at Head Office.
Preferred EAP Location

Table 21: EAP Location

<table>
<thead>
<tr>
<th>Where would you prefer the EAP services to be located?</th>
<th>Frequency N = 42</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Onsite (the workplace)</td>
<td>25</td>
<td>59%</td>
</tr>
<tr>
<td>Onsite (by consultants)</td>
<td>3</td>
<td>7%</td>
</tr>
<tr>
<td>Offsite (away from the workplace)</td>
<td>7</td>
<td>17%</td>
</tr>
<tr>
<td>Offsite (by an outside consultant)</td>
<td>7</td>
<td>17%</td>
</tr>
</tbody>
</table>

The majority of respondents (59%) prefers the EAP to be located onsite and managed by the workplace. On the other hand, 34% prefer offsite EAP location either employing internal staff or consultants, whilst only 7% of the respondents prefers the EAP to be located onsite and be managed by consultants. According to Oher (1999:66) the location of EAP influences whether an employee can access the EAP or directly access treatment providers who are part of the network.

Preferred Counselling Language

Table 22: Language in counselling

<table>
<thead>
<tr>
<th>If attending a counselling service, would you prefer it in any particular language?</th>
<th>Frequency N = 40</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Yes</td>
<td>32</td>
<td>80%</td>
</tr>
<tr>
<td>No</td>
<td>8</td>
<td>20%</td>
</tr>
</tbody>
</table>

The majority of respondents (80%) prefer attending a counselling service that would be in a particular language. Only 20% of the respondents are less concerned about the language of the therapist. This is an interesting finding in the light of the fact that as indicated in Table 4, at least 91% of the respondents are considered literate and multilingual by virtue of having obtained Grade 12.

The researcher notes that in South Africa, as suggested by the above table, it is very important to offer programmes that reflect the diverse cultural, language and racial make-up of the population. The business language at the DOL is English, however when receiving counseling, employees prefer their own language. The motivation by respondents for language of choice was mainly an aid for easier
expression, better communication and help establish rapport.

**Age Of The EAP Counsellor**

Table 23: Age Of Counsellor

<table>
<thead>
<tr>
<th>Would you consider an EAP counsellor of a particular age?</th>
<th>Frequency N = 42</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Yes</td>
<td>13</td>
<td>31%</td>
</tr>
<tr>
<td>No</td>
<td>29</td>
<td>69%</td>
</tr>
</tbody>
</table>

From the above table, only the minority of the respondents (31%) would consider an EAP counsellor of a particular age, the majority of the respondents (69%) are inconsiderate of the age of the counselor. This may strongly be influenced by the high literacy levels and being better equipped to accepting diversity.

According to Moema as cited in Maiden (1997: 48) in most South African cultures sex is taboo and this poses problems when discussing sex-related issues with a troubled employee. Where the practitioner is of a much younger age, and of the opposite sex, further barriers are created for the EAP treatment. The table above does not support the argument by Moema (1997) that puts age as often a limitation, and this can be partly due to the fact that as indicated in Table 1, 36% of the respondents are not of an African culture as deduced from their mother language.

The 31% of respondents who preferred a counsellor of a particular age, motivated that “older counsellor’s have better maturity and are culturally easy to relate to.” Furthermore their motivation indicated a need for “a counsellor who has experienced life and not a theoretical, inexperienced fresh from varsity counselor”.


Gender Of The EAP Counselor

Table 24: Gender Of Counsellor

<table>
<thead>
<tr>
<th>Would you consider an EAP counsellor of a particular gender?</th>
<th>Frequency N = 39</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Yes</td>
<td>6</td>
<td>15%</td>
</tr>
<tr>
<td>No</td>
<td>33</td>
<td>85%</td>
</tr>
</tbody>
</table>

Table 24 above indicates that only a minority (15%) of the respondents would consider an EAP counsellor of a particular gender. The majority (85%) of respondents are not considerate of the gender of the EAP counsellor.

The minority of respondents that considered the gender of an EAP counsellor based their choice on the notion that it was “better to speak to a counsellor of the same sex and that the choice will depend on the issue that is being discussed”.

Direct Access To EAP

Table 25: Accessibility Of Programme

<table>
<thead>
<tr>
<th>Can you access the EAP directly (on your own) without your supervisor’s knowledge?</th>
<th>Frequency N = 40</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Yes</td>
<td>31</td>
<td>77%</td>
</tr>
<tr>
<td>No</td>
<td>9</td>
<td>23%</td>
</tr>
</tbody>
</table>

From the above table, 77% of the respondents indicated that they can access the EAP directly without the supervisor’s knowledge. Only 23% of respondents indicated that staff cannot access EAP directly without the supervisor’s knowledge.

Preferred Forms Of Counselling

Table 26: Forms Of Counselling

<table>
<thead>
<tr>
<th>Which way of counselling do you prefer?</th>
<th>Frequency N = 40</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Face-to-face</td>
<td>36</td>
<td>90%</td>
</tr>
<tr>
<td>Telephonic</td>
<td>1</td>
<td>2%</td>
</tr>
<tr>
<td>Email</td>
<td>3</td>
<td>8%</td>
</tr>
</tbody>
</table>
From the above table, 90% indicates that the most preferred form of counselling is face to face (personal). Email counselling received 8% responses, therefore it is the second preferred, whilst telephone counselling is the least preferred with only 2% of respondents. The preferred personal counselling poses challenges for the Department of Labour since it only employs two full-time EAP practitioners based at Head Office in Pretoria.

**Knowledge On EAP Policy And Procedures**

**Table 27: Knowledge About The EAP Processes**

<table>
<thead>
<tr>
<th>Do you understand the policy and procedures of the EAP?</th>
<th>Frequency N = 39</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Yes</td>
<td>23</td>
<td>59%</td>
</tr>
<tr>
<td>No</td>
<td>16</td>
<td>41%</td>
</tr>
</tbody>
</table>

The above table indicates an average response of 59% of respondents who attests to understanding the policy and procedures of EAP. A concerning response of 41% of respondents indicated that they do not understand the policy and procedure of EAP, while on the other hand Table 5 indicates that 86% of respondents know EAP. This may suggest that in as much as the EAP has been marketed, the policy and procedures are not thoroughly taught to the respondents.

**3.3.5 SECTION E: PURPOSE OF AN EAP**

This section focuses on the purpose of the EAP.

**Benefit of the EAP**

**Table 28: Advantages in EAP**

<table>
<thead>
<tr>
<th>Is there a benefit in utilising the EAP?</th>
<th>Frequency N = 40</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Yes</td>
<td>39</td>
<td>99%</td>
</tr>
<tr>
<td>No</td>
<td>1</td>
<td>1%</td>
</tr>
</tbody>
</table>

The table above clearly indicated that 99% of the respondents saw a benefit in utilising the EAP. This correlates with Table 17 wherein a total of 99% of employees saw the EAP as a helping hand in improving productivity. Only 1% of
the respondents did not see the benefit of utilising the EAP and this researcher links with concerns about reporting and confidentiality of the programme.

If yes, who benefits?

Table 29: EAP Beneficiaries

<table>
<thead>
<tr>
<th>Who benefits from the Programme?</th>
<th>Frequency N = 46</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Employees</td>
<td>37</td>
<td>80%</td>
</tr>
<tr>
<td>Management</td>
<td>7</td>
<td>15%</td>
</tr>
<tr>
<td>Unions</td>
<td>2</td>
<td>5%</td>
</tr>
</tbody>
</table>

The frequency in the above table is 46 as respondents had the liberty to choose more than one beneficiary. The above table indicates that 80% of respondents felt that employees benefited from the programme, this perception correlates with Table 9 above wherein 100% of employees believed that management should be offering these services. On the other hand 15% of respondents indicated that management benefits as illustrated by EAPA SA (1999) and only 5% felt that unions benefited.

Disadvantages in EAP

Table 30: Disadvantages In EAP

<table>
<thead>
<tr>
<th>Are there disadvantages for utilising the EAP?</th>
<th>Frequency N = 36</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Yes</td>
<td>5</td>
<td>14%</td>
</tr>
<tr>
<td>No</td>
<td>31</td>
<td>86%</td>
</tr>
</tbody>
</table>

Table 30 projects that a majority (86%) of respondents indicated that there are no disadvantages for utilising EAP. A minority (14%) of respondents indicated that there are disadvantages for using the EAP. The minority of respondents that saw disadvantages in utilising the EAP motivated their responses by stating that “EAP was a management tool abused as a punitive measure and that there was too much risk of confidentiality and privacy”. The aforementioned statement has a potential of negatively influencing EAP utilisation.
**EAP and Productivity**

**Table 31: EAP Impact On Productivity**

<table>
<thead>
<tr>
<th>Do you think the EAP increases productivity?</th>
<th>Frequency N = 39</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Yes</td>
<td>36</td>
<td>92%</td>
</tr>
<tr>
<td>No</td>
<td>3</td>
<td>8%</td>
</tr>
</tbody>
</table>

A large percentage constituting 92% of the respondents think that EAP increases productivity. This percentage reassures management that the programme is aligned towards realising its primary intention. Only a minority (3%) of respondents did not think that EAP increases productivity and this may be linked to Table 30 wherein 14% of respondents saw disadvantages in the EAP that harm the users of the programme.

**Purpose Of EAP**

**Table 32: EAP Intention**

<table>
<thead>
<tr>
<th>What is the purpose of the Employee Assistance Programme?</th>
<th>Frequency N = 99</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Reduce health risk</td>
<td>26</td>
<td>26%</td>
</tr>
<tr>
<td>Resolve management problems</td>
<td>15</td>
<td>15%</td>
</tr>
<tr>
<td>Dismiss staff</td>
<td>2</td>
<td>2%</td>
</tr>
<tr>
<td>Promote employee wellness</td>
<td>29</td>
<td>29%</td>
</tr>
<tr>
<td>Improve employee production</td>
<td>27</td>
<td>27%</td>
</tr>
</tbody>
</table>

The main purpose of an EAP as indicated in the above table was to promote employee wellness (29%), followed by an increase in productivity (26%). The third ranked purpose of an EAP is to reduce health risk (26%), and then fourthly, to resolve management problems (15%). The lowest ranked purpose of an EAP was to dismiss staff, which received 2% of the responses. The above analyses indicate only 2% of responses associated with a negative purpose of the EAP. This suggests that the intention of the EAP as perceived by employees would not negatively impact on programme utilisation.
Programme Support From Management

Table 33: Management Support

<table>
<thead>
<tr>
<th>Do management / supervisors support the programme?</th>
<th>Frequency N = 38</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Yes</td>
<td>26</td>
<td>68%</td>
</tr>
<tr>
<td>No</td>
<td>12</td>
<td>32%</td>
</tr>
</tbody>
</table>

The above table illustrates that 68% of responses felt that management supports the EA programme, and only 32% felt that management did not support the programme. Interestingly there were 4% of respondents who indicated through footnotes on the questionnaire not being sure of management support or the lack thereof. The 68% response indicating management support is encouraging towards successful programme implementation as management support is a key ingredient of a successful programme.

3.4 SUMMARY

This chapter managed to provide the research findings collected through a questionnaire. The findings were presented following the sequence of the questionnaire wherein the data was presented into five sections that focused on the demographic details, awareness, and attitudes towards utilisation, accessibility and purpose of the EAP.

The following chapter will present the research results with an objective of drawing conclusions regarding the findings of the study. The chapter will also present recommendations to assist the Department of Labour in improving the utilisation and the implementation of the EAP.
CHAPTER FOUR

CONCLUSIONS AND RECOMMENDATIONS

4.1 INTRODUCTION

In this chapter the researcher presents the research results and indicates how the results relate to the overall objectives of the study. The main purpose of this study was to investigate factors that hinder the utilisation of Employee Assistance Programme at the Department of Labour. Based on the research data presented in the previous chapter, certain conclusions and recommendations will be made in this chapter. This chapter is structured following the same sequence of the sections within the questionnaire and in each section the researcher presents the conclusions and thereafter present recommendations.

4.2 AWARENESS OF THE EAP SERVICES

Conclusions

- The majorities of respondents know and are aware of the EAP. This argues in contrast to the argument by the inhouse practitioner at DOL that most staff members are not aware of the service thus the eminent low utilisation rates (see Chapter 1).

- The EAP is predominantly viewed as a counselling service and this may pose limitations of the service as it will be associated with chronic treatment of troubled employees.

- There is an association of the EAP with the disciplinary process, this often suggests that staff would not trust the programme as it is viewed as a management tool.

- The orientation programme is proving to be the most effective means to market the service. This, however, has limitations because it only targets newly appointed staff. The EAP is encouragingly perceived as a service that is available for all staff to utilise and most importantly staff members expressed the need for management to continue providing the service.
**Recommendations**

- There is a need to develop continuous and innovative marketing strategies to ensure utilisation of the programme. The contents or approach of marketing the EAP should be strongly aligned towards mainstreaming the service by placing emphasis on the personal benefits of the programme.

- Although counselling is the main mode of service delivery within the EAP, the department should begin to place enormous emphasis on the wellness component EAP services. This can be achieved by developing and communicating structured wellness programme with an educational/preventative approach.

- An emphasised communication regarding the key principles of the EAP such as voluntary participation and neutrality needs to be integrated within the sanctions of the disciplinary hearing. Common understanding and trust needs to be developed on initial contact specifically when consulting with clients referred through disciplinary process.

- The marketing of the EAP requires not only an once-off workshop session but regular initiative that will enhance visibility of the programme; such initiatives should include marketing the programme through the presence and impression by an EAP professional. This could take the form of either an onsite counselling service or an assessment and referral service or if not that, then having a designated person onsite, who visits on a regular basis to provide updated information and training.

- It is further recommended that the marketing strategies aimed at promoting the EAP, be not combined with other promotional activities, until such time that EAP has an established identity of its own.

- To ensure that the service indeed is accessible to all staff, more interactive and personal approaches to marketing in the form of small group educational workshops are recommended. This strategy will assist in dealing with the
limitations of the over-utilised print media and electronic marketing approaches.

4.3 ATTITUDE TOWARDS THE USE OF EAP

Conclusions

• The majority of staff that has consulted the EAP is mostly self-initiated referrals who find benefits in the service and are prepared to consult again.

• The research found that respondents feel confident about the privacy of the EAP and will recommend the service to colleagues and family.

• A weakness identified within the study relating to the professional management of the programme is access of supervisors to feedback reports.

• The EAP is perceived as a helping hand to troubled employees and thus most respondents are prepared to consult when the need arises. Unfortunately stigma is found to be the single most factor discouraging employees from seeking help.

Recommendations

• A dedicated initiative towards the provision of supervisory training is essential. This training programme should go beyond the identification of problematic behavior and place emphasis on the organisational impact of effective supervisory referrals against delayed or ignored supervisory referrals. Furthermore this model should encompass identification of signs of poor performance, interpersonal skills and skills on fulfilling a supportive role.

• To continue fostering an integrated approach to Employee Wellness, policy provisions that identify with the EAP, catering for the wellness of employees and their families, needs to be emphasis during programme promotions. This can be achieved through a comprehensive and detailed policy statement that
will be visible to all staff; furthermore a home mailing initiative that addresses spouses and partners about the EAP can be initiated.

- The Department of Labour should develop a reporting template that is limited to demographic or statistical information reported. Again reports to supervisors should delineate clinical information and be limited to recommendations to enable the supervisor fulfill a supportive role. Clearly this matter has to be addressed during marketing programmes and thoroughly taught to all staff.

- A key strategy to dealing with stigma is through the provisions of the policy that protects staff and discourages discrimination; again there is a need to market the policy and conduct workshops for staff on the policy provisions that protects their interests.

- A culture of consultation should be encouraged wherein the EAP is not only viewed as a service predominantly dealing with psychosis. The marketing of the programme should be more biased towards wellness programmes that emphasis self-empowerment through life skills interventions.

4.4. ACCESSIBILITY OF EAP (PREFERENCES)

- Conclusions

- The majority of employees preferred onsite counselling service manned by workplace consultants.

- The majority of respondents preferred counselling in their own language of choice. Contrary to common belief, the study did not find age and gender of a counselor being factors that influences accessibility of the service.

- Staff members are aware that they may access the EAP without routing through the supervisor and this indicated that staff members understood the
policies and procedures of the EAP.

- The most preferred form of counselling is personal / face-to-face counselling.

**Recommendations**

- Since the EAP is centralised at Head office, there is a need to have at least dedicated Employee health & wellness practitioners at provincial office levels who will be responsible for the coordination of EAP and Wellness Programmes. The proposed provincial coordinators should be limited to assessment, referral and follow up.

- The combined EAP model utilised by the Department of Labour should be strengthened to cater for the diverse needs of staff through the expansion of the current national service provider’s list / database.

- The Department of Labour should ensure that it caters with older counselors through the external service provider database.

- It is important to ensure that during supervisory training and marketing, the three forms of referrals are discussed. A strong emphasis on self-referral should be made since an employee is best suited to know if he / she is in need of professional EAP interventions.

- The combined EAP model for the department is proving to be the most effective since it allows for face-to-face consultation with both internal and external counselors. To ensure accessibility this model needs to be coupled with the establishment of dedicated provincial employee Health and Wellness coordinators.

- The Department of Labour should ensure that it caters for gender sensitive programme by having a gender balance amongst coordinators and counselors through the external service provider database
4.5. PURPOSE OF AN EAP

Conclusions

- The majority of staff members regarded employees as primary beneficiaries within the EAP. Most employees saw benefits in utilising the EAP that did not carry disadvantages.

- Management and supervisors support the programme.

Recommendations

- Success cases / stories of EAP interventions needs to be constantly communicated to all staff, and this can be encouraged through a column in the staff newsletter wherein employees can voluntarily provide such feedback.

- Case studies to demonstrate return on investment for managers and supervisors needs to be presented wherein the rand and cents savings of the EAP can be shown.

4.6. SUMMARY

This study was aimed at identifying factors that hinder the utilisation of the EAP at the Department of Labour, through a scientific study wherein data collection, presentation and analysis were scientifically conducted.

The goals and objectives of the study were reached since the study managed to describe the theoretical framework of factors preventing the utilisation of the EAP in the workplace. The study successfully explored and scientifically described the factors hindering the utilisation of EAP services at the DOL. Furthermore the study presented recommendations for management consideration regarding strategies to improve EAP utilisation at the DOL.
BIBLIOGRAPHY


75. Strydom, H. 2002b. Ethical aspects of research in the social sciences and human services profession. In De Vos (ed). *Research at grassroots. For the


APPENDIX A

LETTER OF PERMISSION BY EMPLOYER

P O BOX 347
KAGISO
1754

12 FEBRUARY 2005

EXECUTIVE MANAGER: HRM
DEPARTMENT OF LABOUR
Private Bag X117
Pretoria
0001

Dear Mr. Ndlala

REQUEST TO CONDUCT RESEARCH BY AN EAP MASTERS STUDENT AT THE DEPARTMENT OF LABOUR

Kindly receive this request by K P Manzini for permission to conduct research at the Department of Labour as required by the University of Pretoria in pursuing his final year in masters studies (Dissertation 2005).

The research topic is: FACTORS THAT HINDER THE UTILIZATION OF THE EMPLOYEE ASSISTANCE PROGRAMME IN THE DEPARTMENT OF LABOUR. The research will be done under the mentorship of Dr. F.M. Taute from the Department of Social Work at the University of Pretoria. The researcher is well orientated towards better understanding of the Department by virtue of employment. The research findings will be availed to the Department of Labour and may provide valuable recommendations for effective Programme implementation.

Thanking you in anticipation

Yours Faithfully,

Kelly P Manzini

Permission Granted.

Mr. A Z Ndlala
Executive Manager: HRM
APPENDIX B

EXAMPLE OF LETTER OF CONSENT

Participant’s Name: …………………………………...   Date: ………………

Principal Investigator:  Kelly Phumzile Manzini
Department of Labour
215 Schoeman Street
Pretoria

Informed Consent

1. **Title of Study:** Factors that hinder the utilisation of the Employee Assistance Programme in the Department of Labour

2. **Purpose of the Study:** To explore Factors that hinder the utilisation of the Employee Assistance Programme in the Department of Labour

3. **Procedures:** I will be asked to complete a questionnaire that will contain questions related to the utilisation of the EAP at the Department of Labour. The completion of the questionnaire will take approximately 1 to 2 hours. All appointments will be scheduled at my convenience.

4. **Risks and Discomforts:** There are no known emotional / psychological risks or physical discomforts associated with this project, although I may experience fatigue and/or stress during the investigation. I will be given as many breaks as I want during the investigation session.

5. **Benefits:** I understand there are no known direct medical benefits to me for participating in this study. However, the results of the study may help researchers gain a better understanding what are the factors influencing the utilisation of EAP at the Department of Labour.

6. **Participant’s Rights:** I may withdraw from participating in the study at any time.

7. **Financial Compensation:** I will be not be reimbursed for my participation.

8. **Confidentiality:** In order to record exactly what I say in the investigation, all responses will be recorded on the spaces provided in the questionnaire. The questionnaire will not contain my personal identification details and will be accessed only by the Principal Investigator and authorised members of the research team at the University Of Pretoria. I understand that the results of testing will be kept confidential unless I ask that they be released. The results of this study may be published in professional journals or presented at professional conferences, but my records or identity will not be revealed unless required by law.

9. If I have any questions of concerns, I can call Kelly Phumzile Manzini at (012) 309-4864 at any time during the day or night.

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

_______________________________  ________________________
Subject’s Signature      DATE

_______________________________
Signature of Investigator
APPENDIX C

THE QUESTIONNAIRE

Department of Labour
Pretoria
0001
20 June 2005

To all respondents

Dear Sir/Madam

The student is registered for the Masters of Social Work in EAP (MSD EAP) at the University of Pretoria. The title of research is “factors that hinder the utilization of Employee Assistance Programme in Department of Labour” The goal of the research project is to explore factors that hinder the utilisation of the Employee Assistance Programme in the Department of Labour (DOL)

The researcher would like to use 20 minutes of your precious time in completing this research questionnaire. The questionnaire is prepared for completing the Masters of Social Work in Employee Assistance Programmes and also helping the EAP UNIT at the Department of Labour to know what factors hinder employee from utilising the EAP.

Every response given in this study will be highly appreciated, and it will benefit the researcher, management services and employees who encounter psychosocial and work-related problems.

Interested participants who wish to have feedback from this study will get the results from the EAP practitioner at the Department of Labour: Mr Kelly Manzini.

Signed: K P MANZINI
Researcher.
INSTRUCTIONS: Do not omit any question.
Please mark the appropriate box with an X.

SECTION A: GENERAL INFORMATION

1. Age of respondent
   - 20-25
   - 26-35
   - 36-45
   - 46 and above

2. Home language
   - English
   - Afrikaans
   - Zulu
   - Xhosa
   - Tswana
   - Others

3. Gender
   - Male
   - Female

4. Marital status
   - Married
   - Divorced
   - Widowed
   - Single
   - Living together
   - Separated

5. Number of years at the DOL ____________ years.

6. What is your highest qualification?
   - Below grade 12
   - Grade 12
   - Diploma
   - Degree
   - Post graduate

7. Work Component
   - Head Office
   - UIF
   - Compensation (CC)
SECTION B: EAP SERVICES (AWARENESS)

This section focuses on employee awareness of EAP services. Please mark the appropriate block with a cross.

1. Do you know what an Employee Assistance Programme (EAP) is?
   - Yes
   - No

2. What is the nature of service that is provided by the DOL?

<table>
<thead>
<tr>
<th>Service</th>
</tr>
</thead>
<tbody>
<tr>
<td>Counselling</td>
</tr>
<tr>
<td>HIV &amp; AIDS Testing</td>
</tr>
<tr>
<td>Stress Management</td>
</tr>
<tr>
<td>Disciplinary Action</td>
</tr>
<tr>
<td>Financial Assistance</td>
</tr>
</tbody>
</table>

3. In what way have you been informed the first time, about EAP?

<table>
<thead>
<tr>
<th>Information Method</th>
</tr>
</thead>
<tbody>
<tr>
<td>EAP Orientation</td>
</tr>
<tr>
<td>Marketing of EAP</td>
</tr>
<tr>
<td>From Colleagues</td>
</tr>
</tbody>
</table>

4. Which staff member can utilize the EAP?

<table>
<thead>
<tr>
<th>Staff Member</th>
</tr>
</thead>
<tbody>
<tr>
<td>Supervisor</td>
</tr>
<tr>
<td>Clerks</td>
</tr>
<tr>
<td>Senior managers</td>
</tr>
<tr>
<td>Inspectors</td>
</tr>
<tr>
<td>All staff</td>
</tr>
</tbody>
</table>

5. Do you believe the department should be offering these services?

   - Yes
   - No

Please explain.

........................................................................................................................................
........................................................................................................................................
........................................................................................................................................
........................................................................................................................................
........................................................................................................................................
SECTION C: USE OF EAP (ATTITUDE)

This section consists of questions that evaluate attitudes towards the use of EAP?

1. Have you ever received EAP Counselling?
   Yes
   No

2. If not skip to question 5. If yes, did you attend the sessions voluntarily or where you referred?
   Referred
   Voluntarily

3. Did you find the service beneficial?
   Yes
   No

4. Would you use the service, again?
   Yes
   No

4.1 Please motivate …………………………………………………………………………………………
   …………………………………………………………………………………………
   …………………………………………………………………………………………

5. Do you feel confident about the privacy of EAP consultations?
   Yes
   No

6. Would you recommend EAP services to your colleague, or family?
   Yes
   No

6.1 If not, please motivate …………………………………………………………………………………………
   …………………………………………………………………………………………
   …………………………………………………………………………………………
7. Would you consider consulting the EAP when necessary?

Yes
No

7.1 If no, please motivate ………………………………………………………………………………………………………………………………………
………………………………………………………………………………………………………………………………………………
………………………………………………………………………………………………………………………………………………

8. How do you view the EAP?

Helping hand to assist troubled employees
As a Programme that stigmatise the employee
As the Programme that enhances productivity

8.1 Which from the above list influences you to consult as a troubled employee?
………………………………………………………………………………………………………………………………………………
………………………………………………………………………………………………………………………………………………
…………

8.2. Which from the above list influences you not to consult as a troubled employee?
………………………………………………………………………………………………………………………………………………
………………………………………………………………………………………………………………………………………………
………………………………………………………………………………………………………………………………………………

SECTION D: ACCESSIBILITY OF EAP (PREFERENCES)

This section focuses on the accessibility of the EAP.

1. Does the location of the EAP (Head Office) influence your decision to access the Programme?

Yes
No

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

<table>
<thead>
<tr>
<th>Location</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>On site (the workplace)</td>
<td></td>
</tr>
<tr>
<td>On site (by consultants)</td>
<td></td>
</tr>
<tr>
<td>Off site (away from the workplace)</td>
<td></td>
</tr>
<tr>
<td>Off site (by an outside consultant)</td>
<td></td>
</tr>
</tbody>
</table>

3. If attending a counselling service, would you prefer it in any particular language?

Yes
No
3.1 Motivate your answer………………………………………………………………………………
………………………………………………………………………………
………………………………………………………………………………
………………………………………………………………………………

4. Would you consider an EAP counsellor of a particular age?
Yes
No

4.1 If yes, please motivate your answer………………………………………………………………………………
………………………………………………………………………………
………………………………………………………………………………
………………………………………………………………………………

5. Would you consider an EAP counsellor of a particular gender?
Yes
No

5.1 If yes, please motivate your answer………………………………………………………………………………
………………………………………………………………………………
………………………………………………………………………………
………………………………………………………………………………

6. Can you access the EAP directly (on your own) without your supervisor’s knowledge?
Yes
No

7. Which way of counselling do you prefer?
Face to face
Telephonic
Email

8. Do you understand the policy and procedures of the EAP?
Yes
No

SECTION E: PURPOSE OF AN EAP.

This section focuses on the purpose of the EAP.
1. Is there a benefit in utilizing the EAP?
   Yes
   No

1.1 If yes, who benefits from the Programme?

   Employees
   Management
   Unions

2. Are there disadvantages for utilizing the EAP?
   Yes
   No

2.1 If yes please explain.

   ……………………………………………………………………………………
   ……………………………………………………………………………………
   ……………………………………………………………………………………

3. Do you think the EAP increases productivity?
   Yes
   No

4. What is the purpose of the Employee Assistance Programme? (You can tick more than one answer)

   Reduce health risk
   Resolve management problems
   Dismiss staff
   Promote employee wellness
   Improve employee production

5. Does management / supervisors support the Programme?
   Yes
   No

Thank you for your participation.

Kelly Phumzile Manzini
EAP Professional