

**The influence of an Employee Assistance Programme on the organisational
culture in the National Department of Human Settlements**

by

Sizwe Victor Nkosi

in partial fulfilment of the requirements for the

Masters Degree in Social Work (Employee Assistance Programme)

in the

Department of Social Work and Criminology

FACULTY OF HUMANITIES

University of Pretoria

Supervisor: Prof Dr L S Terblanche

October 2011

UNIVERSITY OF PRETORIA

FACULTY OF HUMANITIES

DEPARTMENT OF SOCIAL WORK & CRIMINOLOGY

DECLARATION

Full Name: Sizwe Victor Nkosi

I declare that this mini-dissertation is my own work and it is based on my own practical experience in the EAP field. All secondary material used was carefully acknowledged and referenced in accordance with University requirements.

Mr S V Nkosi
University of Pretoria

Dedication

This Masters dissertation is dedicated to “my mother, Mrs M C Nkosi; father Mr B P Nkosi; Grandmother Mrs F Mthembu; Grandfather Mr M R Mthembu and my sister Ms L Nkosi”

Acknowledgements

I would like to express my sincere gratitude and give recognition to the following:

- My Heavenly Father for the mighty wisdom he gave me.
- My grandparents Mrs F Mthembu and Mr M R Mthembu for their upbringing, guidance and support.
- My dearest mother Mrs M C Nkosi who use to say: “ufunda uze ufe!!!” Thank you for your support and encouragement during difficult times.
- My humble father Mr B P Nkosi for his presence.
- My dearest sister Ms L Nkosi who was always willing and keen to support me in all respects.
- My aunts, uncles, and cousins for their support.
- My classmate Mr V Baloyi for his encouragement and support during my studies.
- My former Senior Managers Mr C Zingitwa; Mr H Deacon; Mr L Jolobe; Mr M MaClean and Ms Y Mbane for their support and guidance.
- My colleagues Ms T Nkonyane; Ms D Muthubi; Mr T Mgobo; Ms H Winkler; Mr X Dube and Mr T Madonsela.
- My Peer Educators: Ms M Pine; Ms M Rakomana; Ms V Marian; MsH Khoza; Ms J Mokolo; Ms M Pine; Ms B Dire; Ms K Sehlapelo and Mr P Motsepa.

Your positive contribution and efforts towards EAP and support shown will
always be remembered!!!

Abstract

Organisational culture is different from the societal culture. However, both cultures share common elements which are values. Any organisation has a culture that is determined by its leadership; nature of business and its operation. However, organisational culture is influenced by its external trends, which are political; environmental; social; technological; legal and economical factors which changes from time to time. These determinants have direct and indirect impact on the organisational culture of the organisation.

Organisational culture is powerful influence on organisational behavior of the employees and it has norms that dictate how members of the organisation should behave. Moreover, it has a meaning why members of the organisation should or behave the way they do. There is a greater need of the EAP to understand to organisational culture of the organisation as it has an impact on employees' wellbeing and the productivity of the organisation. EAP professional should understand the organisational culture and its impact on the members of the organisation should be able to design appropriate interventions to help its members to cope and adapt on the organisational culture.

Though organisational cultures differ from one organisation to the other, but organisational culture is essential for the successful operation of the organisation. It is also essential for both successful organisational change and change management; and improving the value of the workforce. The researcher believes that EAP is one of the labour management support system that can be used by organisations to influence the culture of the organisation through its core technologies. These can be proven through the literature review and empirical study testing the degree of the EAP influence on the organisational culture in the National Department of Human Settlements.

The premise of this research is based on the exploring the relationship between the EAP and organisational culture as well as the influence of the EAP on the organisational culture in the National Department of Human Settlements. More importantly this study seeks to enquire the EAP and organisational culture and their influence on each other through the following objectives:-

- To describe the organisational culture through the literature review;
- To describe trough he EAP through the literature review;
- To explore the culture that exists within the National Department of Human Settlements through an empirical study;
- To explore the relationship and the integration of the EAP on the organisational culture within the National Department of Human Settlements through an empirical study;
- To formulate conclusion and recommendations regarding the influence of an EAP on the organisational culture of the National Department of Human Settlements; and
- To develop a guideline to enhance organisational culture through the means of the EAP.

The literature study has shown that EAP has a role on the organisational culture through its core technologies such as: training and development, marketing, case management, consultation with work organisation, networking and monitoring and evaluation. It has been revealed that there is a limited literature the integration of the EAP and the organisational culture. However, through literature review there were common elements between EAP and organisational culture that revealed the relationship between these two concepts. This study has revealed that there is knowledge gap on the integration of the EAP with the organisational culture. On the other hand, it has revealed that there is extensive information regarding organisational culture including its; key features, levels, types, factors contributing towards its formation and its determinants in the organisation.

The empirical findings obtained from a sample of employees from the Department of Human Settlements (supervisors, managers and employees) have revealed the core aspect of the study through the quantitative research method. The researcher had applied the quantitative approach, since observations were systematically undertaken in a standardized statistical procedure. Data were presented by means of exact figures gained from precise measurement. This methodology was to explore the degree of the utilization of the EAP in the Department, the type of organisational culture that exist in the Department, the degree of the EAP influence on the organisational culture and the position of the EAP on the organisational culture in the Department.

The findings and its analysis revealed that the Department has different organisational cultures and there are dominant cultures as well as the subcultures. They also revealed the degree of the EAP utilization in the Department, the influence of the EAP on different types of organisational culture and the position of the EAP on the organisational culture in the Department. The research conclusions and recommendations served as a basis of developing the guideline to enhance organisational culture through the EAP in the National Department of Human Settlements. These guidelines seek to assist the management of the Department to promote the organisational culture that yields better organisational performance and its productivity, development and empowerment, enhance management support and the entire staff well-being in the Department.



“Every human being, created in the image of God, is endowed with a power akin to that of the Creator-individuality, power to think and to do...It is the work of true education to develop this power, to train the youth to be thinkers, and not mere reflectors of other men’s thought.” (Ellen G. White)

“Education is the great engine to personal development. It is through education that the daughter of a peasant can become a doctor, that the son of a mine worker can become the head of the mine; that the child of farm workers can become the president of a great nation. It is what we make of what we have, not what we are given, that separates one person from another.” (Nelson Mandela).

TABLE OF CONTENTS

CHAPTER 1 INTRODUCTION TO THE STUDY

1.1	Introduction	1
1.2	Problem formulation	7
1.3	Goal and objectives of the study	8
1.3.1	Goal	8
1.3.2	Objectives	9
1.4	Research question of the study	10
1.5	Research approach	11
1.5.1	Quantitative research approach	11
1.6	Type of Research	11
1.7	Research design and methodology	12
1.7.1	Research design	12
1.7.2	Data-collection method	12
1.7.3	Data-analysis	13
1.8	Pilot study	13
1.8.1	Feasibility of the study	14
1.8.2	Testing of measuring instrument (questionnaire)	14
1.9	Description of the population, sample, and sampling method	15
1.9.1	Population	15
1.9.2	Sample	15
1.9.3	Probability sampling method	16
1.10	Ethical Issues	16
1.10.1	Avoidance of harm	17
1.10.2	Informed consent	18
1.10.3	Non-violation of privacy/anonymity/confidentiality	19
1.10.4	Actions and competence of researchers	19
1.10.5	Deception of subjects and/or respondents	20

1.10.6	Release or publication of the findings	20
1.10.7	Debriefing of respondents	21
1.11	Definitions of concepts	21
1.11.1	Employee Assistance Programme	21
1.11.2	Organisational culture	22
1.11.3	Perception	23
1.12	Limitations of the study	23

CHAPTER 2: LITERATURE ON ORGANISATIONAL CULTURE

2.1	Introduction	25
2.2	Background of the Department of Human Settlements	25
2.3	Description of the organisational culture	27
2.3.1	Subcultures	29
2.3.2	Countercultures	29
2.4	Factors contributing to the organisational culture in the Department of Human Settlements	30
2.4.1	Political factors	32
2.4.2	Economic factors	32
2.4.3	Social factors	33
2.4.4	Technological factors	34
2.4.5	Environmental factors	35
2.4.6	Legal factors	35
2.4.6.1	Constitution of the Republic of South Africa, 1996 (Act No. 108 of 1996)	36
2.4.6.2	The Housing Act 1997 (Act No. 107 of 1997)	36
2.5	Levels of organisational culture	36
2.5.1	Artifacts	37
2.5.2	Values	38
2.5.3	Basic Assumptions	39

2.6	Types of organisational culture	39
2.6.1	The market and achievement culture	39
2.6.2	Mercenary culture	40
2.6.3	The adhocracy culture	41
2.6.4	The hierarchy and bureaucratic culture	41
2.6.5	Fragmented and person culture (low on sociability, low on solidarity)	42
2.6.6	Communal culture and support (high on sociability, high on solidarity)	43
2.6.7	Role culture	44
2.6.8	Task culture	45
2.6.9	Power culture	45
2.7	Conclusion	46

CHAPTER 3: LITERATURE ON THE EMPLOYEE ASSISTANCE PROGRAMME

3.1	Introduction	47
3.2	Rationale of the EAP in the organisation	47
3.3	Objectives of the EAP in the Department of Human	
3.4	Settlements	49
3.5	EAP Model	50
3.5.1	Integrated or combined model	51
3.6	Relationship between the Employee Assistance Programme and the organisational culture	52
3.6.1	Differences between the EAP and organisational culture	54
3.5.2	Functions of the organisational culture and the EAP	54
3.5.2.1	Functions of the organisational culture	55
3.5.2.2	EAP core technologies	55
3.5.2.2.1	Training and development	56
3.5.2.2.2	Marketing	56

3.5.2.2.3	Case management	56
3.5.2.2.4	Consultation with work organisation	57
3.5.2.2.5	Networking	57
3.5.2.2.6	Monitoring and evaluation	57
3.5.3	Common elements of the EAP and organisational culture	59
3.5.3.1	Definitions	59
3.5.3.2	Leadership and Management	59
3.5.3.3	Communication and consultation	60
3.5.3.4	Motivation	61
3.5.3.5	Internal integration and adaptation	61
3.5.3.6	Productivity	62
3.5.3.7	Behaviour change mechanism	62
3.5.3.8	Induction and orientation	63
3.5.3.9	Workplace	64
3.5.3.10	Organisational planning	65
3.5.3.11	Data management	66
3.5.3.12	Diversity Management	67
3.6	Conclusion	67

Chapter 4: INTEGRATION OF THE EMPLOYEE ASSISTANCE PROGRAMME AND THE ORGANISATIONAL CULTURE

4.1	Introduction	69
4.2	The influence of an EAP on the organisational culture of the Department of Human Settlements	69
4.2.1	The influence of the EAP on the different types of organisational culture	71
4.2.1.1	The influence of the EAP on market and achievement culture	72
4.2.1.2	The influence of the EAP on mercenary culture	72
4.2.1.3	The influence of the EAP on adhocracy culture	73

4.2.1.4	The influence of the EAP on hierarchy culture	74
4.2.1.5	The influence of the EAP on fragmented and person culture (low on sociability, low on solidarity)	74
4.2.1.6	The influence of the EAP on communal support and clan culture (high on sociability, high on solidarity)	75
4.2.1.7	The influence of the EAP on role culture	76
4.2.1.8	The influence of the EAP on task culture	77
4.2.1.9	The influence of the EAP on power culture	77
4.2.2	The influence of the EAP's goals on the corporate mission	78
4.2.3	The influence of the EAP on leadership of the organisation	79
4.2.4	The influence of the EAP on recruitment and selection	80
4.2.5	The influence of the EAP marketing on induction and orientation	81
4.2.6	The influence of the EAP planning on business planning and decision-making	82
4.2.7	The influence of the EAP policies and programmes on organisational structure and resources	84
4.2.8	The influence of the EAP role in training and development	85
4.2.9	The influence of the EAP role in occupational health and safety	86
4.2.10	The influence of the EAP role in employee discipline	86
4.2.11	The influence of the EAP values on business values	88
4.2.12	The influence of the EAP role in corporate communication and degree of interaction	90
4.2.13	The influence of the EAP interventions on motivation and reward	92
4.2.14	The influence of the EAP's diversity on business diversity	93
4.2.15	The influence of the EAP ethics on business ethics	94
4.2.16	The influence of the EAP in the organisational culture	96
4.3	Conclusion	97

CHAPTER 5 EMPIRICAL INVESTIGATION ON THE INFLUENCE OF THE EAP ON THE ORGANISATIONAL CULTURE IN THE NATIONAL DEPARTMENT OF HUMAN SETTLEMENTS

5.1	Introduction	99
5.2	Data collection instrument (questionnaire)	100
5.3	Description of empirical survey	101
5.3.1	Procedure	101
5.3.2	Target group	101
5.3.3	Sampling method	101
5.3.4	Sample size and response	102
5.3.5	Data processing	102
5.3.6	Measurements	104
5.3.6.1	Levels of measurement	104
5.3.6.1.1	Nominal level of measurement	104
5.3.6.1.2	Interval level of measurement	104
5.3.6.1.3	Ordinal level of measurement	105
5.3.6.2	Validity	106
5.3.6.3	Reliability	106
5.4	Presentation of data	107
5.4.1	Section 1: Demographic Information	107
5.4.1.1	Demographic information	107
5.4.1.2	Race of respondents	108
5.4.1.3	Age of respondents	109
5.4.1.4	Branches of respondents	110
5.4.1.5	Position of respondents	111
5.4.1.6	Length of service in the Department	112
5.4.2	Section 2: Level of utilization of an Employee Assistance Programme (EAP) in the Department	113
5.4.2.1	Generally employees (including managers) are aware of EAP roles in the Department	113

5.4.2.2	Employees (including managers) use EAP when they have personal and work-related issues	114
5.4.2.3	Managers refer troubled employees to EAP for assistance	115
5.4.2.4	Union representatives use EAP to assist troubled Union members	116
5.4.2.5	Family members of the staff utilize EAP to address their issues	117
5.4.2.6	EAP is utilized as a critical tool to support the workforce	118
5.4.2.7	Employees are aware of the internal EAP Practitioners in the Department	119
5.4.2.8	Employees are aware of the EAP Service Provider's services in the Department	120
5.4.3	Section 3: Organisational culture of the Department of Human Settlements	121
5.4.3.1	The Department is more concerned about productivity, performance, competencies, skills, and service delivery outcomes than about the wellness of the staff members	121
5.4.3.2	The Department allows employees to be autonomous to enhance its service delivery	122
5.4.3.3	The Department is concerned about about the clarity of the roles and responsibilities of the individual employees	123
5.4.3.4	The Department is regulatory, it complies with its set rules, regulations, protocol, and policies, and decisions and regulations are made out of factual information and regulatory framework	124
5.4.3.5	The Department is authority-driven to reach its goal	125
5.4.3.6	The Department is more concerned about individual performance than about the wellness of staff members	126
5.4.3.7	The Department is concerned about employee support to achieve its desired goal	127

5.4.3.8	Employees are determined to meet their operational goals, with a zest for getting things done quickly	128
5.4.3.9	The Department always assembles the right people with the right resources through task teams and executive structures to enhance service delivery	129
5.4.4	Section 4: Influence of EAP on the organisational culture in the Department of Human Settlements	130
5.4.4.1	EAP plays a role in clarifying employees' roles and responsibilities in the Department	130
5.4.4.2	EAP is a tool to motivate employees to achieve the desired goal	131
5.4.4.3	EAP is used to help troubled employees manage their jobs	
5.4.4.4	The Department is concerned about the employees' personal issues and shows support through EAP	132
5.4.4.5	EAP attends to employees who are treated inhumanely	134
5.4.4.6	EAP empowers employees to be autonomous to achieve their goals	135
5.4.4.7	EAP plays a role in assisting employees to comply with the rules and regulations of the Department	136
5.4.4.8	EAP is for individual employees who need support	
5.4.4.9	EAP assists the Department by advising on necessary resources and structures to enhance service delivery	137
5.4.5	EAP on the key ingredients of the organisational culture	138
5.4.5.1	Influence of EAP goals on the organisational goal	139
5.4.5.1.1	EAP goal assists the Department to enhance staff well-being, productivity, and performance to achieve the Department's goals	139
5.4.5.1.2	One of the Department's corporate goals is to ensure a healthy and productive workforce through EAP	140
5.4.5.2	Influence of the EAP on the leadership of the Department	141
5.4.5.2.1	Virtually all managers can identify and articulate the care	

	and well-being values	141
5.4.5.2.2	Managers are committed to use EAP for staff well-being	142
5.4.5.3	Influence of the EAP on recruitment and selection	143
5.4.5.3.1	Selection criteria reflect concern for employee well-being by matching employees to fit into the culture of the Department	144
5.4.5.3.2	Employees' problems are reduced through effective placement that matches their job specifications	144
5.4.5.4	EAP marketing during induction and orientation	145
5.4.5.4.1	Influence of the EAP during induction and orientation	145
5.4.5.4.2	Influence of the EAP in introducing the organisational culture of the Department to newcomers	146
5.4.5.5	Influence of the EAP planning on business planning and decision-making	147
5.4.5.5.1	EAP in the Department to achieve its goal through management consultation	147
5.4.5.5.2	Influence of the EAP on the business plans of the Department	148
5.4.5.6	Influence of the EAP policies and programmes on the organisational structure and resources	149
5.4.5.6.1	Influence of the EAP policies on the Departmental resources	149
5.4.5.6.2	Influence of the EAP policies on the Departmental programme	150
5.4.5.7	EAP and training and development	151
5.4.5.7.1	EAP training to enhance employee performance	151
5.4.5.7.2	Information sessions and workshops empowers staff members to manage work-related issues	152
5.4.5.8	EAP and the Occupational Health and Safety	153
5.4.5.8.1	EAP on occupational health promotion programmes	153
5.4.5.8.2	EAP and health hazards in the Department	154

5.4.5.9	Influence of the EAP on employee discipline	155
5.4.5.9.1	Employees are referred to EAP during disciplinary action to re-focus themselves on their jobs	155
5.4.5.9.2	EAP is used as a constructive corrective measure to manage employees with issues	156
5.4.5.10	EAP values on business values	157
5.4.5.10.1	EAP values and the Department's values	157
5.4.5.10.2	Employee issues are treated with confidentiality in the Department	158
5.4.5.11	Influence of the EAP on the corporate communication and degree of interaction	159
5.4.5.11.1	EAP uses internal communication system to communicate its services to the staff	159
5.4.5.11.2	EAP enhances staff interaction within the Department	160
5.4.5.12	EAP interventions in corporate motivation	161
5.4.5.12.1	EAP is a critical means to motivate staff within the Department	161
5.4.5.12.2	EAP is one of the programmes that can retain staff in the Department	162
5.4.5.13	EAP's influence on business diversity	163
5.4.5.13.1	EAP attends to employees' issues from a multicultural background	163
5.4.5.13.2	EAP professionals are from different backgrounds	164
5.4.5.14	EAP ethics influence business ethics	165
5.4.5.14.1	EAP is a Departmental programme that helps establish morally acceptable behaviour by articulating ethical values within the Department	165
5.4.5.14.2	Professional conduct of EAP staff shows concern about the well-being of employees served	166
5.4.6	Section 5: EAP philosophy's influence on the organisational culture	167

5.4.6.1	EAP philosophy is a very strong component of the Department's culture	167
5.4.6.2	EAP philosophy is a strong component of the Department's culture	168
5.4.6.3	There is a vague presence of EAP philosophies in the Department's culture	169
5.4.6.4	EAP is peripheral to the Department's culture	170
5.5	Conclusion	171

CHAPTER 6 CONCLUSIONS AND RECOMMENDATIONS

6.1	Introduction	172
6.2	Utilization of the EAP in the National Department of Human Settlements	173
6.3	Organisational culture of the National Department of Human Settlements	176
6.4	The influence of the EAP on different organisational cultures	182
6.5	The influence of the EAP as key ingredients of the organisational culture	188
6.6	EAP philosophy on the organisational culture	194
6.7	General conclusion	196
6.8	General recommendation	196
6.9	Guideline to enhance organisational culture through the EAP	197
6.10	Recommendations for future research study	199
6.11	Conclusion	200

LIST OF REFERENCES 202

ANNEXURE A Permission to conduct the study

ANNEXURE B	Informed Consent
ANNEXURE C	Questionnaire
ANNEXURE D	Research Ethics Committee Approval

LIST OF FIGURES

Figure No	Title	
Figure 2.1	Framework for organisational culture	31
Figure 2.2	Culture iceberg	37
Figure 4.1	The influence of the EAP on the organisational culture	70
Figure 5.1	Gender of respondents	107
Figure 5.2	Race of respondents	108
Figure 5.3	Age of respondents	109
Figure 5.4	Branches of respondents	110
Figure 5.5	Position of respondents	111
Figure 5.6	Length of service of respondents	112
Figure 5.7	Awareness of the EAP roles in the Department	113
Figure 5.8	Utilization of the EAP	114
Figure 5.9	Referral of troubled employees by managers	115
Figure 5.10	Union representatives use EAP to assist troubled Union members	116
Figure 5.11	Family members of the staff utilize EAP to address their issues	117
Figure 5.12	EAP support workforce	118
Figure 5.13	Employees are aware of the internal EAP Practitioners in the Department	119
Figure 5.14	Employees are aware of the EAP Service Provider's services in the Department	120
Figure 5.15	Performance orientated and market culture	121
Figure 5.16	Adhocracy culture	122
Figure 5.17	Role culture	123
Figure 5.18	Hierachical and bureacratic culture	124
Figure 5.19	Power culture	125
Figure 5.20	Person and fragmented culture	126

Figure 5.21	Communal and support culture	127
Figure 5.22	Mercenary culture	128
Figure 5.23	Task culture	129
Figure 5.24	EAP on the role culture	130
Figure 5.25	EAP on the performance and market culture	131
Figure 5.26	EAP on the power culture	132
Figure 5.27	EAP on the support and clan culture	133
Figure 5.28	EAP on the mercenary culture	134
Figure 5.29	EAP on the adhocracy culture	135
Figure 5.30	EAP on the bureaucratic and hierachical culture	136
Figure 5.31	EAP on the person and fragmented culture	137
Figure 5.32	EAP on the task culture	138
Figure 5.33	EAP goal on the Departmental goal	139
Figure 5.34	EAP on the corporate goals	140
Figure 5.35	Virtually all managers can identify and articulate the care and well-being values	141
Figure 5.36	Managers are committed to use EAP for the staff well-being	142
Figure 5.37	EAP on recruitment and selection process	143
Figure 5.38	EAP on the job placements	144
Figure 5.39	EAP plays a marketing role during induction and orientation	145
Figure 5.40	EAP in introducing the organisational culture to the newcomers	146
Figure 5.41	EAP assist the Department through management consultation	147
Figure 5.42	EAP is part of the business plans of the Department	148
Figure 5.43	EAP policies as part of the Departmental resources	149
Figure 5.44	EAP policies are part of the Departmental programme	150
Figure 5.45	EAP training empowers employees	151
Figure 5.46	EAP workshops empowers staff members	152
Figure 5.47	EAP on OHS	153

Figure 5.48	EAP on health hazards	154
Figure 5.49	Employees are referred to EAP during the disciplinary action	155
Figure 5.50	EAP is used as a constructive measure	156
Figure 5.51	EAP values influence the Department's values	157
Figure 5.52	Employees' issues are treated confidentially	158
Figure 5.53	EAP uses internal communication system	159
Figure 5.54	EAP enhances staff interaction	160
Figure 5.55	EAP as a means to staff motivation	161
Figure 5.56	EAP on staff retention	162
Figure 5.57	EAP on a multicultural environment	163
Figure 5.58	EAP professionals are from different backgrounds	164
Figure 5.59	EAP on Departmental ethics	165
Figure 5.60	EAP professionals show concern to staff	166
Figure 5.61	EAP is a very strong part of the culture	167
Figure 5.62	EAP is a strong component of the culture	168
Figure 5.63	Presence of EAP philosophies on the Department's culture	169
Figure 5.64	EAP is peripheral to the Department's culture	170
Figure 6.1	Utilisation of the EAP	173
Figure 6.2	Types of the organisational cultures	177
Figure 6.3	EAP on different organisational cultures	182
Figure 6.4	EAP on the key ingredients of the organisational culture	188
Figure 6.4	Philosophy of the EAP and organisational culture	195

LIST OF TABLES

Table No	Title	
Table 3.1	Differences between the EAP and organisational culture	52

CHAPTER 1

INTRODUCTION OF THE STUDY

1.1 INTRODUCTION

The aim of this study is to explore the influence of an Employee Assistance Programme (EAP) on the organisational culture of the National Department of Human Settlements in Pretoria (This Department is formerly a National Department of Housing). The researcher believes that an EAP is one of the organisational resources that has an influence on the organisational culture, only if it exists and utilized in the organisation. According to Attridge, Herlihy and Maiden (2005:3), EAP can be defined as a “work organisation’s resource, that utilizes specific core technologies to enhance employee and workplace through prevention, identification and resolution of personal and productivity issues.” According to the researcher, EAP is one of the organisational resources which can be utilized to improve employees’ productivity and organisational performance; it may also be regarded as one of the elements that may have an impact on the organisational culture. EAP can also be defined as the “organisational assistance resource programme developed to address the employees’ specific behavioral and emotional needs and problems which hampers their productivity and job performance, with an aim to improve employees’ job performance and enhance working environment, thus promoting and maintaining a productive workplace” (EAPA SA 2005:8). EAP deals with the well-being of the workforce at an individual level, hence it is utilized to “enhance employees’ well-being” and to improve organisational productivity, and it contributes to “promote the productivity of the organisation.” Both definitions carry an element of enhancing employee’s well-being, job performance and organisational productivity. This implies that if an organisation has an EAP operating within, that organisation has a culture of support to its employees to enhance its production.

Some organisations have undefined organisational cultures; some find it difficult to form their own. However, some organisational cultures can be determined by their business environment; and some can be determined by business leaders; customers;

stakeholders and / or employees. Some can be determined by the nature of their business; which can be profit-driven; service-driven; or network-orientated. Organisational culture can be defined as, “the system of shared values and beliefs that actively influence the behavior of organisation members. Culture consists of the customs of a firm, such as being helpful and supportive toward new employees and customers” (Dubrin, 2006: 277). Organisational culture is normally based on the values and beliefs that exist within the organisation. Moreover, those values and beliefs can be shared and taught in an organisation. According to Nelson and Quick (2009: 550), “organisational culture is a pattern of basic assumptions that are considered valid and that are taught to new members as the way to perceive, think, and feel in the organisation” Organisational culture is based on how things are done in an organisation and they can be shared with new members so that they can be identified with the organisation. Organisational culture is about shaping human behavior to match the expectations of the organisation, even though they may vary from one organisation to the other. According to Kane-Urrabazo (2006:188), “culture represents the personality of an organisation, having a major influence on both employee satisfaction as well as the organisational success. It expresses shared assumptions, values and beliefs, and it is the social glue that holds an organisation together. Culture in an organisation is very important, playing a large role in whether or not the organisation is a happy and healthy place in which to work.” Organisational culture has a direct influence on how employees behave within an organisation as it is formed by norms, values and basic assumptions.

The core and the rationale of this study are based on exploring the influence of the Employee Assistance Programme (EAP) through its technologies and core practices. According to Berridge et al (1997: 56), EAP competencies are identified as follows: - “training and consultation; problem identification and assessment; constructive confrontation; referral for diagnosis, treatment and assistance; consultation to work organisation; consultation with work organisation for health benefits; and evaluation.” These technologies will be integrated with the EAP core practices as some carry similar elements. Wellness core practices are identified as follows: “Programme mission and employee support; strategic planning; health screening and risk stratification; risk-

related health management interventions; and evaluation and metrics (Mulvihill, 2003: 15).

EAP technologies and core practices serve as a comprehensive system from which employees can obtain assistance in addressing personal problems which may affect their work performance and these practices have impact on the organisational culture. On the aspect of organisational culture, the researcher will use the key features of the organisational culture to research the influence of the EAP.

According to Ashanasy, Wilderom and Peterson (2000: 141) the following are identified as the key dimensions of the organisational culture:- leadership, design and structure, systems and technology, innovation, job performance, planning, corporate communication, business environment, employee development, orientation and induction and workplace environment. These key dimensions are core elements of the research and the empirical study was covered by these elements when exploring the impact of the EAP technology of them. The researcher will explore the influence of the EAP on the organisational culture by applying each EAP competency and core practice on the appropriate key dimensions of the organisational culture in the Department, for instance the influence of the EAP management consultation on the leadership of the Department.

The study took place in the National Department of Human Settlements (Head Office only, excluding Provinces and Municipalities). The National Department of Human Settlements is a government Department which has a mission to establish and facilitate a sustainable process that provides equitable access to adequate housing for all. It aims to do so within the context of affordability of housing, services, access to social amenities and economic opportunities. The National Department of Human Settlements provides a comprehensive EAP to its workforce. The Department realizes that the successful administration of its EAP can only be achieved if it continues to value and care for its employees, and if the management of employees is taken seriously within the Department. The EAP within the Department is regarded as a strategic intervention

designed to produce individual and organisational benefits by identifying and proactively managing employees' personal, health and work related concerns and challenges (National Department of Housing, 2008).

Since 2004 the Department has been using an integrated EAP model and there are Employee Assistance Professionals that are positioned within the Department to provide proactive and effective assessment of problems on a broader range of personal; health and work related issues, thereby adding tangible value to both the individual and the Department. The EAP also plays a significant role in assisting the Department of Human Settlements (former Department of Housing) towards achieving corporate social accountability and organisational culture. The influence of EAP implies the roles, functions, operations and impact of the EAP on the culture of the Department.

Different experts within and outside the Department understand and explain organisational culture differently. Some explain it from the behavioral point of view; some from the structural and some from the legalistic point of view. Senabe (2009) who is an Employee Health and Wellness General Manager in the Department of Public Service and Administration in the Employee Health and Wellness defines organisational culture as "part of the organisational strategy. In fact organisational culture should come from the organisational strategy. When an organisation develops its organisational strategy, organisational culture should come out of the strategy. The manner, in which the strategy will be implemented in the organisation, tends to determine the type of organisational culture that will be appropriate for that particular organisation. He believes that the existence of the organisational culture in an organisation is determined by the systems, structure, reward, strategy, processes and procedures". He says that, culture can shape individuals' organisational behavior either positive or negative. Organisational culture has impact on the operation and production of the organisation. The degree of organisational productivity and success depends on the type of culture that the organisation has. However, the researcher would like to believe that EAP is a supportive organisational resource that may have positive influence on the culture of the organisation.

Nkabelane (2009) who is the Organisational Development Specialist in the National Department of Human Settlements defines culture as “set norms of the organisation which condition[s] its employees in a manner in which they should behave to achieve the desired goal. The culture of the organisation is determined by its leadership. If managers and supervisors are supportive the organisation tends to have a positive culture, but if managers and supervisors are not supportive the organisation tends to have a negative culture”. An expert regards corporate culture as a determinant of the behavioral patterns of the employees within an organisation. He argues that organisational culture is determined largely by the type of leadership and its role on employees within the organisation. It is true that the culture of the organisation is determined by the leadership of the organisation, and if the organisation is not strong in leadership, it is likely to have a weak culture and / or undefined culture.

Madima (2009), who is a Strategic Management Specialist in the National Department of Human Settlements, argues that “corporate culture does not exist in a vacuum, but [it] emanates from South African pieces of labour legislation which seek[s] to regulate the employer-employee relationship, that is; [the] Employment Equity Act which promotes the culture of non-discrimination in the workplace; [the] Basic Conditions of Employment Act which promotes the culture of reward and remuneration; [the] Labour Relations Act to promote the culture of fair labour practices; The Republic of South African Constitution to promote the culture of [the] freedom of expression; organisational policies and practices such as performance management policy; promotion policy; leave policy; human resource development policy and labour relations policy. The type of corporate culture is determined by the type of leadership style in executing and enforcing the above pieces of legislative framework, policies and practices within the organisation.

The following are key elements that signify the organisational culture, that is employee innovation and creativity; staff morale and motivation; empowerment and development; the degree of autonomy and freedom; work relationship; leadership; performance

management practices and productivity and work ethics.” Mr Madima argued that the scope in which the corporate culture emanates and operates from the pieces of legislation, policies and practices. He further stated that there are variables that can be utilized to define the type of culture that exists in an organisation. He emphasized that the type of leadership in an organisation determines the type of culture of the organisation.

According to Tladi (2009) who is a legal expert, “the Department has a diversified culture since it has a diverse workforce from different race groups and background and these results into the different sub-cultures within the Department.” He further mentioned that “corporate culture is determined by the leaders of the organisation, who have a responsibility to inculcate culture by enforcing principles and customs which make the organisation unique from others.” He explained corporate culture from the point of diversity and cultural background from individual employees. He said these are critical elements that form corporate culture in an organisation and he also emphasized that leadership is one of the critical determinants of culture in an organisation. Organisations tend to ignore leadership style and its impact on the culture and operations of the organisation. It is true that managers have a responsibility to inculcate culture within the organisation by enforcing policies and principles.

The researcher’s motivation to pursue this research study is based on his work experience; literature search; workplace observations and experiences on the organisational culture of the National Department of Human Settlements in South Africa. The following are organisational cultural factors that were critically considered during this research study: organisational goals, leadership of the organisation, recruitment and selection, induction and orientation, business planning and decision-making, organisational structures and resources, training and development, occupational health and safety, discipline; business values, corporate communication and degree of interaction, corporate motivation, business diversity, organisational change and business ethics. Through exploring these factors as the determinants of culture and the

influence of the EAP thereof within the National Department of Human Settlements the researcher believes that the research is worth conducting.

1.2 PROBLEM FORMULATION

According to Bless, Higson-Smith and Kagee (2006:30), the formulation of a problem introduces the necessity of defining clearly all the concepts used and of determining the variables and their relationships. In formulating the problem the researcher will identify the unit of analysis (Fouche, 2002:107). The formulation of the research problem is based on the influence of the EAP on the value judgment of the culture of the National Department of Human Settlements. When a problem is specific and focused, it then becomes a more answerable research question than if it remained general and unfocused (Bless *et al*, 2006:24). The researcher will explore each critical element of the research topic, which are: the EAP and its utilization within the Department; the organisational culture of the Department; and the integration of the EAP and its impact on the culture of the Department.

Many organisations tend to overlook the role of the Employee Assistance Programme on the organisational culture of the organisation. Most organisations with the EAP might have not yet realized the role and impact of the EAP on its organisational culture. Part of the research problem has been necessitated by the outcomes of the climate survey that was conducted in 2006 within the Department. The objective of this survey was to explore the climate and to assess the employees' risk behavior and the working environment of the Department. That survey was not purely focusing on the organisational culture, but there were elements of the organisational culture that prevailed on analysis. The objectives of that climate survey were to assess the status on employees' well-being and the working environment of the Department. The rationale of that survey was to assess employees' risk behavior and the working environment of the Department and thereafter implement the proposed intervention to improve the EAP services to influence the working environment of the Department. The researcher outline the outcomes selectively that triggered his interest on this study and

that have elements of the organisational culture, those outcomes were that 20, 1% of the staff experience poor workplace communication; and 34% of staff experience lack of empowerment and development within the Department.

The analysis of these indicated outcomes from the climate survey were presented as follows: there were inconsistencies in promotion, inefficiencies on workplace communication processes, low employee motivation and morale, poor working relationships between managers and employees, poor interpersonal relationships among employees, inconsistencies in performance appraisals, lack of involvement of employees in decision-making, inconsistencies in management practices and lack of recognition of employees' skills and talents (National Department of Housing: Climate Survey, 2007).

The researcher believes some of these shortcomings on the organisational culture and the working environment of the Department can be addressed through the utilization of the EAP. The researcher believes that EAP is one of the organisational resources that can be utilized to influence the organisational culture in the National Department of Human Settlements.

The problem under investigation is based on the lack of knowledge about the EAP and its influence on the organisation culture within the Department of Human Settlements. This problem results into the EAP not being constructively utilized to contribute to the enhancement of the organisational culture of the Department.

1.3 GOAL AND OBJECTIVES OF THE STUDY

1.3.1 Goal

According to Babbie (2005:88), the research goal should contain the following: three research-based concepts: exploration, description, and explanation. 'Goal' refers to the broader ambition desired to be achieved by the researcher. The goal is exploratory as it

seeks to explore the specific details of the situation, social setting and relationships that are between two variables (Fouche 2002a:109). This study is explorative as it seeks to explore the relationship between an EAP and organisational culture and the influence of one to the other. Therefore, the goal of this study is to explore the influence of the EAP on the organisational culture of the National Department of Human Settlements.

1.3.3 Objectives

The research objectives are regarded as the steps towards reaching the research goal. The most common types of research objectives are exploration, description, and explanation. Exploration is the attempt to develop an initial, rough understanding of a phenomenon, whereas description is the precise measurement and reporting of the characteristics of the population or phenomenon under study. Explanation is the discovery and reporting of relationships among different aspects of the phenomenon under study (Babbie & Mouton 2001: xxvi). The objectives of the study are as follows:-

- To describe the organisational culture through the literature review;
- To describe the EAP through the literature review;
- To explore the culture that exists within the National Department of Human Settlements through an empirical study;
- To explore the relationship and the integration of the EAP on the organisational culture within the National Department of Human Settlements through an empirical study;
- To formulate conclusion and recommendations regarding the influence of an EAP on the organisational culture of the National Department of Human Settlements; and
- To develop a guideline to enhance organisational culture through the means of the EAP.

1.4 RESEARCH QUESTION OF THE STUDY

According to Fox and Bayat (2007:13) a research question “involves narrowing down the general interest in a research topic and focusing within the topic on a specific research problem that is small enough to be investigated. Research questions are about what the researcher wants to specifically understand by conducting that specific study. Research questions serve to assist the researcher in twofold: -

- It helps the researcher to focus on the study; and
- It gives guidance on how to conduct the study.”

The researcher will focus on exploring the influence of the EAP on the organisational culture of the National Department of Human Settlements. It gives a guide to explore the relationship between the EAP and the organisational culture within the Department. It will also serve as guide on how to integrate the relationship between the EAP and the organisational culture.

According to Maree (2007:30), the following need to be borne in mind when one identifies research questions: -

- Research questions relate directly to the statement of purpose.
- They are connected logically.
- They are linked conceptually through key terms which appear in each.

The conceptual framework of the study is about the relationship of the two concepts and the environment which are: EAP and the organisational culture within the National Department of Human Settlements. The connection appears to be the linked between the EAP and the organisational culture within the National Department of Human Settlements. They are self-explanatory and clear to outside readers, and can stand on their own as researchable questions. The following research question will assist the researcher to be focused on the study:

- What is the influence of the EAP on the organisational culture of the National Department of Human Settlements?

1.5 RESEARCH APPROACH

1.5.1 Quantitative Research Approach

The researcher had applied the quantitative approach, since observations were systematically undertaken in a standardized statistical procedure. Data were presented by means of exact figures gained from precise measurement. The researcher used the quantitative research approach as a vehicle to investigate the influence of EAP on the culture of the Department of Human Settlements. According to Babbie and Mouton (2001: 49), the following themes are important to qualify the study on this approach: -

- An emphasis on the quantitative measurement was based on measuring the knowledge and experiences of employees regarding the organisational culture of the National Department of Human Settlements.
- The research study considered variables in describing and exploring facts pertaining to the culture of the National Department of Human Settlements.

The researcher developed a research plan by designing research procedures, data collection methods, and types of measurement before the actual research takes place. In the quantitative research approach, data collection procedures were applied in standardized pattern whereby all participants are requested to answer the same written questionnaires. Data was analyzed through a quantifiable measurement, (Strydom & Delpont, 2005:73).

1.6 TYPE OF RESEARCH

According to Fox and Bayat (2007:10), applied research aims to find a solution or an answer to a specific problem or question. The goal of applied research is to do scientific planning of induced change in a troublesome situation. In this instance, it is the organisational culture of the Department of Human Settlements which has an impact on its employees' wellbeing and organisational productivity. Therefore, the researcher

seeks to use EAP to influence the culture of the Department – after completion of this study. The type of research for this study is applied research because the findings may probably require a practical improvement of the EAP technologies to influence the culture of the Department of Human Settlements.

1.7 RESEARCH DESIGN AND METHODOLOGY

1.7.1 Research design

The researcher used the quantitative descriptive survey design; therefore questionnaires were utilized as a data collection method. (Fouche & De Vos 2005: 137). The researcher must always design a plan before he/she can commence with a research process. Mouton (2001:55) defines research design as a blue print or detailed plan on how a specific study is to be conducted. According to Durrheim (1999:29) research design is a framework for action that serves as a bridge between research questions and the execution or implementation of the research. Research design also provides a plan that specifies how the research is going to be executed in such a way that it answers the research question.

The researcher made use of the quantitative descriptive survey design. Fouche & Delport (2005:137) state that quantitative descriptive survey designs are often of a more quantitative nature, requiring questionnaires as data collection method. The respondents were selected by means of randomized sampling method.

1.7.4 Data-collection method

The researcher utilized the structured questionnaire to obtain data on the influence of the EAP on the organisational culture of the National Department of Human Settlements. According to Jupp (2006:253) “a questionnaire is a set of carefully designed questions given in exactly the same form to a group of people in order to collect data about some topics in which the researcher is interested.” The

questionnaires were completed by respondents in respect of the research project. The nature of the questionnaire aimed to obtain facts and experiences from the respondents on the EAP's influence on the organisational culture of the National Department of Human Settlements and EAP.

The researcher also used group administered questionnaire to collect data from the respondents. The researcher had requested the respondents to meet in the boardroom at a specific time and distributed the questionnaire to all respondents for them to complete. Each respondent completed his/her questionnaire in the presence of the researcher, who provided certain instructions and cleared up uncertainties amongst the respondents (De Vos, Schulze & Patel 2005:16).

1.7.5 Data-analysis

Since this research was based on the quantitative approach, the researcher used quantitative techniques (i.e. statistical techniques) to analyze data. According to Kruger, De Vos, Fouche and Venter (2002:223), data analysis in the quantitative paradigm entails that the analyst breaks data down into constituent parts to obtain answers to research questions and to test research hypotheses. Data analysis in the research study focused on determining the relationship, which were, correlation between variables measured and establishing frequencies and percentages of the responses.

Babbie and Mouton (2001:411), indicate that there are many computer Programmes today that serve specifically to analyze social science data. In order to interpret and analyze data for this study, the researcher made use of graphic presentations through the bar charts, pie charts, and diagrams.

1.8 PILOT STUDY

According to Strydom (2002a: 213), a pilot study should obtain an overview of the actual, practical situation where the prospective investigation was executed. Neuman

(2000:47) describes a pilot study as a process whereby the measuring instrument is tested on a small number of persons having characteristics that are similar to those of the possible respondents. The researcher conducted the pilot study before the actual study, to test the data collection instrument.

1.8.1 Feasibility of the study

According to Strydom (2005: 209) “a feasibility of study is a very valuable way of gaining practical knowledge of and insight into a certain research area.” The researcher had schedules of appointment with the respondents in Department of Human Settlements’ venue to collect data. The researcher was not in a position of authority over the respondents and as such no pressure could be exercised on those employees to participate, should they prefer not to do so. Strydom (2005: 208) further state that, the feasibility study is especially important with a view to the practical planning of the research project, for instance transport, finance and time factors. There were no costs involved in this study as the researcher had easily accessed the respondents. The researcher has formally requested permission from his principals to conduct the investigation that will take place during office hours between 07h30 and 16h00, on weekdays. The researcher utilized resources in the Department such as boardrooms to organize the respondents for group administered questionnaire. Permission to conduct the research has been granted by the Director General of the National Department of Human Settlements (refer to Annexure A).

1.8.2 Testing of measuring instrument (questionnaire)

The researcher designed questionnaire related to the research study with assistance from the research supervisor, and pilot those questionnaire. The researcher chose three employees, to answer questions related to influence of the EAP on the culture of the Department. Pilot study is the testing of a measuring instrument (questionnaire) with possible respondents, in order to ensure the effectiveness and relevancy of the instrument in relation to the study. Therefore, the data collection method was tested

before the actual research study. This serves to determine whether the relevant data could be collected from the respondents. (De Vos 2002:337)

1.9 DESCRIPTION OF THE POPULATION, SAMPLE AND SAMPLING METHOD

1.9.1 Population

According to Bless *et al.* (2006: 99), “a target population is the set of elements that the research focuses upon and to which the results obtained by testing the sample should be generalized.” According to Singh (2007: 88), “a population is a group of individuals, objects or items from among which samples are taken for measurement.” The target population of this research study was 249 permanent employees who have matric and more than two years working experience in the National Department of Human Settlements. The population was located according to the rank structure of the Department, i.e. Chief Directors 13, Directors 25, Deputy Directors 50, Assistant Directors 57, Administrative Officer and Secretaries 94, and Security Officers 10.

1.9.2 Sample

According to Blanche, Durkheim and Painter (2006:133), a sample is a representative of a population when elements in the sample have been randomly selected from a ‘sampling frame’ listing everybody in the population, that were permanent employees with more than two years within the Department of Human Settlements and with a minimum of matric qualification. According to Singh (2007:88), “a sample can be defined as a set of target respondents selected from a larger population for the purpose of a survey.” According to the researcher, sampling is a process of selecting a representative group from the larger population for the purpose of the investigation. The sample for this research study was fifty permanent employees with more than two years of working experience within the National Department of Human Settlements and with a minimum of matric qualification. The researcher proportionally selected fifty respondents

per rank structure and the sample is presented as follows: there were (3) Chief Directors, (5) Directors, (10) Deputy Directors, (11) Assistant Directors, (19) Administrative Officer and Secretaries, and (2) Security Officers.

1.9.3 Probability sampling Method

Stratified sampling technique was used to ensure that the respondents from different segments of the population acquire sufficient representation in the sample, in this instance it was different levels of the rank structure; gender and race groups of the National Department of Human Settlements. "This means drawing each sample according to the number of persons in that stratum, i.e. the larger the samples from larger strata and smaller samples from smaller strata" (Strydom, 2005: 200). The researcher used stratified random sampling method to select a maximum of fifty respondents with a minimum of matric qualification and more than two years of working experience within the National Department of Human Settlements. The researcher had randomly selected 20% from the population of 249 employees each rank structure will be represented proportionally, i.e. 20% from Chief Directors; 20% from the Directors; 20% from the Deputy Directors; 20% from the Assistant Directors; 20% from the Administrative Officer and Secretaries; 20% from the Security Officers.

1.10 ETHICAL ISSUES

Ranjit (2005: 212) defines ethics as "principles of conduct that are considered correct, especially those of a given profession or group." The researcher defines ethics within the research field as principles of conduct that governs the researcher's behavior in the field of study. According to Strydom (2005:57) "Ethics is a set of moral principles which is suggested by an individual or group, is subsequently widely accepted, and which offers rules and behavioral expectations about the most correct conduct towards experimental subjects and respondents, employers, sponsors, other researchers, assistants and students."

Research ethics are principles that seek to regulate researchers to conduct the research in a manner that will protect respondents and regulate the research process effectively. According to Payne and Payne (2005: 66) “ethical practice is a moral stance that involves conducting research to achieve not just high professional standards of technical procedures but also respect and protection for the people actively consenting to be studied.” Ethical practices help researchers to adhere to the set principles when conducting the investigation.

The researcher will consistently adhere to and uphold to the following ethical issues. According to Punch (2006: 56) “a researcher’s ethical responsibilities includes the overarching principles of academic integrity and honesty, and respect for other people.” The researcher will comply with the university’s research requirements and ethical standards when conducting the study. Ethical issues apply when the researcher plan and execute the study.

1.10.1 Avoidance of harm

The researcher was responsible to safeguard the respondent’s emotional and psychological discomfort during the investigation. “The responsibility for protecting respondents against harm reaches further than mere efforts to repair, or attempt to minimize, such harm afterwards” (Strydom, 2005:58). The researcher further upheld the principle of avoiding triggering respondent’s sensitive emotions on matters related to the culture of the National Department of Human Settlements. According to Ranjit (2005: 214), when the researcher collect data from respondents or involve subjects in an experiment, he/she needs to examine carefully whether their involvement is likely to harm them in any way. The researcher provided full information about the study to all his respondents about the potential negative impact that might have occurred when investigating facts regarding the influence of EAP on the culture of the Department. By so doing the researcher empowered the respondents to make informed decisions in participating to the research study.

1.10.2 Informed consent

According to Ranjit (2005: 212) “informed consent implies that subjects are made adequately aware of the type of information you want from them, why the information you want from them, why the information is being sought, what purpose it will be put to, how they are expected to participate in the study, and how it will directly or indirectly affect them.” The researcher asked consent from the respondents by briefing them about the research subject. According to Flick (2007: 69) “informed consent means that no one should be involved in research as a participant without knowing about this and without having the chance of refusing to take part.” The researcher had thoroughly discussed research information about the study with possible respondents by indicating the following critical areas before they signed the consent forms: -

- Procedures that will be followed during the investigation;
- The possible advantages and disadvantages to which respondents may be exposed to;
- The researcher ensured that respondents get correct and complete information about the research processes and the subject, consequently to enable participants to make informed decisions to voluntarily participate in the study (Strydom, 2005:60). Flick (2007: 69) further emphasizes the importance of informed consent by stating that “participants should be informed of the nature of the investigation; be informed about the procedures that will be followed; and have consented to give their cooperation.”

The target group for this research study was employees of the National Department of Human Settlements, who were competent to give consent and understand the agendas and respect the freedom of potential participants to decide for themselves. Respondents were informed that all raw data will be stored at the University of Pretoria for a period of 15 years.

1.10.3 Non- violation of privacy/anonymity/confidentiality

According to Flick (2007: 69), “participants’ privacy should be respected and confidentiality should be guaranteed and maintained.” The researcher safeguarded the respondent’s privacy and confidential information by treating the personal issues of the respondents in a sensitive manner. According to Ranjit (2005: 213), the researcher need to be careful about the sensitivities of the respondents when collecting data, for instance marital status, income and age are considered to be an invasion of privacy by some. The researcher made sure that the sources of collected data were not revealed. “The privacy of subjects can also be ensured when proper, scientific sampling is used. It ensures that no subjects is involved in the investigation merely because the researcher knows, or do not know the person, or because it is merely convenient for the researcher to involve certain persons, or to exclude them” (Strydom 2005:62).

1.10.4 Actions and competence of researchers

According to Strydom (2005: 57), “ethically correct actions and attitudes for every specific research project should be considered under all circumstances by the competent researcher and should be part and parcel of his/her equipment as a researcher.” The researcher was competent to undertake the proposed investigation objectively by making value judgments on the information provided by the respondents. According to Bless & Higson-Smith (2006:145), “the researcher has an ethical obligation to develop well designed project and execute them with care. A research project that is badly designed or executed will yield results that are of little scientific value.” The researcher was equipped to deal with sensitive issues which are cross-cultural during the investigations and he was aware of the cultural background of the target population where the research was conducted.

1.10.5 Deception of subjects and/or respondents

“Deception occurs when the researcher intentionally misleads subjects by way of written or verbal instructions, actions of other people, or certain aspects of the setting. The following are reasons why subjects may be deceived: -

- To disguise the real goal of the study;
- To hide the real function of the actions of the subjects;
- To hide the experiences that subjects will go through.” (De Vos *et al* 2005:61).

According to the researcher, deception of the subject or respondents can occur through any means of communication either intentionally or through omission and negligence. According to Strydom (2005:60), “deception involves withholding information or offering incorrect information in order to ensure participation of subjects while they would otherwise possibly have refused it.”

The researcher made sure that there is no deception occurring during the course of the study. He further ensured that the study is relevant to the topic without any deviation in order to achieve the study goal and objectives. He guided respondents with correct and relevant written and verbal instructions during data collection.

1.10.6 Release or publication of the findings

According to Flick (2007: 69), “accuracy of the data and their interpretation should be the leading principle, which means that no omission or fraud with the collection or analysis of data should occur in the research practice.” The researcher made sure that the collected data was compiled accurately and interpreted correctly, so that anyone can understand and evaluate it correctly. The research report has been produced in written format in a form of dissertation and will be publicized in the University Library, Library of the National Department of Human Settlements and in the electronic system of the University on PDF format. The research subject will be informed of the findings objectively without additional details.

1.10.7 Debriefing of respondents

Due to the neutral nature of the topic under research, the researcher has not made any arrangements for counseling of respondents, as the need for such counseling was most unlikely to exist. “The objective of the debriefing is to ensure that all respondents are able to cope in case the research study triggered their emotions and sensitive feelings” (Strydom, 2005:67). The researcher had a contingency plan to assist respondents to minimize possible harm which may have occurred during the research study.

1.11 DEFINITIONS OF CONCEPTS

1.11.1 Employee Assistance Programme

According to EAPA-SA (2010: 6), “...Employee Assistance Programme’ (EAP) is a workplace program designed to assist work organisations in addressing productivity issues, and ‘employee clients’ in identifying and resolving personal concerns, including health, marital, family, alcohol, drug, legal, emotional, stress, or other personal issues that may affect job performance.” EAP is more concerned about the productivity of the individual employees and productivity of the organisation; hence its role is to assist work organisations to address issues that may hamper service delivery in the organisation. On the other hand EAPA-SA (2010: 6) standard define EAP as, “...a set of professional services specifically designed to improve and/or maintain the productivity and healthy functioning of the workplace and to address a work organisation’s particular business needs through the application of specialized knowledge and expertise about human behavior and mental health.” EAP is an organisation’s resource designed to promote a healthy and productive working environment through its core competencies such as organisation’s leadership; promotion of the EAP services to employee’s family members; timely identification of employee’s issues; constructive confrontation; referral for diagnosis, treatment and assistance; managing effective relations with service

providers; encourage employees to make use of medical health benefits; evaluation of the EAP services for the organisation and individual (EAPA-SA, 2010: 6).

According to Davies (2002:2), EAP is an organized systematic Programme of counseling, advice and assistance operating within organisations, funded by the employer and designed to help employees with personal and work-related problems. The ultimate concern is with identifying, preventing and treating problems that adversely affect job performance.

According to the researcher EAP is the organisational assistance resource developed to address the employees' specific behavioral and emotional needs and problems which hamper their productivity and job performance, with an aim to improve employees' job performance and enhance working environment, thus promoting and maintaining a productive workplace.

1.11.4 Organisational Culture

According to Dubrin (2006:277), "organisational culture is the system of shared values and beliefs that actively influence the behavior of organisation members. Culture consists of the customs of a firm, such as being helpful and supportive toward new employees and customers." Organisational culture is a system with shared meanings utilized by shared meanings through language, dress, and patterns of behavior, value system, feelings, attitudes and interactions.

According to Schermerhorn, Hunt and Osborn (2008:364) organisational culture is the system of shared actions, values, and beliefs that develops within an organisation and guides the behaviour of its members. According to the researcher, organisational culture is the recognized pattern of practices, procedures, and work ethics which consequently develop a shared behavioral pattern of the members of the organisation. It is also the set of customs of an organisation or the manner in which things are done in an organisation.

1.11.5 Perception

Perception is a common concept that may be defined according to the personal background and the way one perceives things around. According to Gibson; Ivancevich and Donnelly (2000: 97), “perception is a process by which an individual gives meaning to the environment. It involves organizing and interpreting various stimuli into a psychological experience.” According to the researcher perception is a psychological concept with a meaning that emanates from the interpretation of feelings and attaching the meaning thereof. According to Robbins (2007: 135), “perception is a process by which individuals organize and interpret their sensory impressions in order to give meaning to their environment.” These definitions explain perception by referring to the individual’s feelings, or sensory impressions and their interpretation to the environment.

1.12 LIMITATIONS OF THE STUDY

- This research study focuses on the EAP within the context of its influence on the organisational culture in the National Department of Human Settlements. The study only focuses on the Head Office of the Department of Human Settlements in Pretoria, excluding the Provincial and Local Offices.
- The respondents for this research study are only fifty permanent employees with more than two years of working experience within the National Department of Human Settlements and with a minimum of matric qualification. The limited numbers – although sufficient for a mini-dissertation of this nature – could be seen as a limitation when considering to generalise the findings.
- The study also focuses on the different organisational cultures in the National Department of Human Settlements and those types of organisational culture are: task culture, role culture, performance culture, market culture, adhocracy culture, mercenary culture, hierarchical culture, bureaucratic culture, fragmented culture, person culture, power culture, clan culture, communal culture and support culture.

- It also focuses on the influence of the EAP on key ingredients of the organisational culture which are: the organisational goals; leadership of the organisation; recruitment and selection; induction and orientation; business planning and decision-making; organisational structures and resources; training and development; Occupational Health and Safety (OHS); discipline; business values; corporate communication; and degree of interaction; corporate motivation; business diversity; organisational change; and business ethics.
- The other limitation of this study is that there is limited literature on the integration of the EAP and the organisational culture – especially South African literature.

CHAPTER 2

LITERATURE REVIEW ON ORGANISATIONAL CULTURE

2.1 INTRODUCTION

Organisations tend to generally regard culture as a “soft issue” both in the public and private sector. Generally managers don’t consider culture as an important aspect in the operation of the organisation. Hence they do not pay serious attention to the culture of the organisation. Instead, they concentrate on processes, systems, procedures and policies to run the organisation, and least considering the fact that it is people who implement those policies to deliver services. “Technology, process and systems-based solutions on their own are essential but not sufficient to make organisations function optimally. Culture balances contrasting contributions and operates as a self-steering system that learns from feedback” (Hampden-Turner, 1990: 12). Organisational systems; processes and procedures are not enough to improve the production of the organisation. But organisational culture determines the performance of the organisation and its successes in achieving its goals.

It is people who make or break service delivery through their work ethic, ethos, attitudes, behaviors, beliefs. Hence it is important to address the issue of organisational culture in a systemic fashion. In this chapter the focus will be on reviewing literature on the organisational culture and the brief background of the National Department of Human Settlements based on its legislative mandates. It also covers the background, key elements, sources and levels, factors that influence and shape it, functions, characteristics and types of organisational culture.

2.2 BACKGROUND OF THE DEPARTMENT OF HUMAN SETTLEMENTS

The core existence of the National Department of Human Settlements (formerly known as Department of Housing) is based on the South African Constitution and other South

African Housing legislations. The overall purpose of the Department is encompassed in its vision and mission.

“Vision: A nation housed within sustainable human settlements with access to all necessary socio-economic infrastructures.

Mission: To establish and facilitate a process that is sustainable, which provides access to affordable homes within the context of sustainable human settlements and economic opportunities for all” (National Department of Housing, 2008).

After the review of the Reconstruction and Development Programme (RDP) policy and housing delivery analysis that was conducted pre-2004, there were numerous shortcomings and huge housing backlogs that were identified in housing delivery. Government came up with a comprehensive plan to address those shortcomings. In September 2004 Government approved a Comprehensive Plan for the Creation of Sustainable Human Settlements which is commonly known as Breaking New Ground (BNG). The objectives of the BNG policy are based on: - creating quality living environments; needs oriented approach; building a non-racial and integrated society; unblocking delivery constraints; building capacity and rooting out corruption and mal-administration.

The plan was developed in conjunction with all role players in the housing delivery value chain who agreed to: - dedicate themselves to work tirelessly to remove or improve every slum in the country and house the homeless; create human settlements that give back people’s dignity, house the homeless and ensure that their homes are assets which create wealth for them; increase access to mortgages and other suitable forms of housing finance irrespective of the location of the home; ensure that homes delivered will be of a minimum approved standard and ensure that each person in the housing delivery chain understood their obligations and that these obligations were respected. These changes gave emphasis to the concept ‘human settlements,’ hence the Department has over time transformed from the housing concept to the human settlements concept. The researcher considers this element as a critical element in this research.

2.3 DESCRIPTION OF THE ORGANISATIONAL CULTURE

Shermerhorn, Hunt and Osborn (2008: 364), says that “Organisational culture is the system of shared actions; values; and beliefs that develops within an organisation and guides the behavior of its members” and, Brown and Harvey (2000: 69) also defines organisational culture as, a “system of shared values and beliefs that interact with an organisation’s people, structure, and systems to produce behavioral norms (the way things are done around here)”. They further defines corporate culture as “an interdependent set of beliefs, values, ways of behaving, and tools for living that are so common in a community that they tend to perpetuate themselves, sometimes over a long period of time. The common element in these definitions is the “system of shared actions” which guides the behavior of the members of the organisation. According to the researcher, organisational culture is the underlying values, beliefs and practices that have direct influence on the operation and management of the organisation. According to Robbins, Odendal and Roodt (2003: 280), organisational culture refers to “a system of shared meaning held by members, distinguishing the organisation from others.”

These definitions share an element of developing a particular pattern of behavior to the members of the organisation. Organisational culture is the core value of the organisation which is shared by the members of the organisation and that consequently shape the character of the organisation, which make the organisation to be unique from other organisations. For instance, organisational culture of the Department of Human Settlements is not the same as any other government Department, due to its nature of business, unique core values, leadership, and pattern of behavior on its members.

Dubrin, (2006: 277), defines the organisational culture by saying: “organisational culture is the system of shared values and beliefs that actively influence the behavior of the members of the organisation.” All organisations have their own unique cultures which consist of customs and beliefs. Organisational culture is a system that is designed to influence behavior of the members of the organisation and new members who join the

organisation. Nelson & Quick define culture as the basic assumptions and perception as a way in which things should be done, they say: “organisational culture is a pattern of basic assumptions that are considered valid and that are taught to new members as the way to perceive, think, and feel in the organisation” (Nelson & Quick (2009: 550).

According to the researcher, organisational culture consists of norms, customs and values which are taught to new members of the organisation. Some new members adapt into the culture of the organisation and some oppose it and get de-motivated and demoralized. Organisational culture is referred to the norms; values and practices which may be referred to as ‘protocol’ in other organisation which guide the employees to perform and behave in a particular way which is acceptable in the organisation. Members of the organisation may easily learn the organisational culture if they are not taught. Newly appointed employees begin to learn the organisational culture from the orientation and induction programmes. However, they still learn the organisational culture as they interact amongst other employees who were there for sometimes. Customers tend to learn the organisational culture as they interact with members of organisation.

Brief description of the organisational culture:

- Members of the organisation are also members of the society; therefore organisational culture is something akin to societal culture;
- It is composed of values, beliefs, assumptions, perceptions, behavioral norms, artifacts and patterns of behavior of the members of the organisation;
- It is constructed through corporate interaction, it is unseen, and unobservable force behind organisational activities;
- It is a social force that guides the behavior of the members of the organisation;
- It is a common theme that provides meaning, direction, and purpose for the members of the organisation;
- It operates as an organisational control mechanism, informally approving or prohibiting behaviors, according to Ott (1989: 50).

The Department is using themes such as “we care, we belong, and we serve” as the unifying theme that provides meaning, direction and motivation to the members of the organisation when serving within the organisation and to the customers, which are South African Citizens (National Department of Human Settlements, 2009).

Though the organisation can have a dominant culture, there are subcultures, which share the same values with the dominant culture. However, there are also counter cultures which have different values and philosophies from the dominant culture.

2.3.1 Subcultures

Subcultures are unique patterns of values from the groups of individuals within the organisation having philosophies that are not inconsistent with the organisation's dominant values and philosophy (Shermerhorn et al 2008: 366). According to the researcher, subcultures develop where there are different units with different functions within the organisation. The National Department of Human Settlements has different units which serve as supportive structure and some have a direct influence on housing delivery. Task teams which are responsible for change and development in the organisation are used to have strong subculture which binds individuals of the team to work together intensely to bring about change in the organisation.

2.3.2 Countercultures

According to Shermerhorn et al (2008: 366), “countercultures are groups where the patterns of values and philosophies outwardly reject those of the larger organisation or social system.” Counter culture occurs when certain units have cultures and its values, philosophy and beliefs differ from that of the organisation. Countercultures can be demonstrated by the labour unions in the organisation, for instance, if the organisation has a culture that is adverse to the employees; labour union will oppose that culture with its own culture.

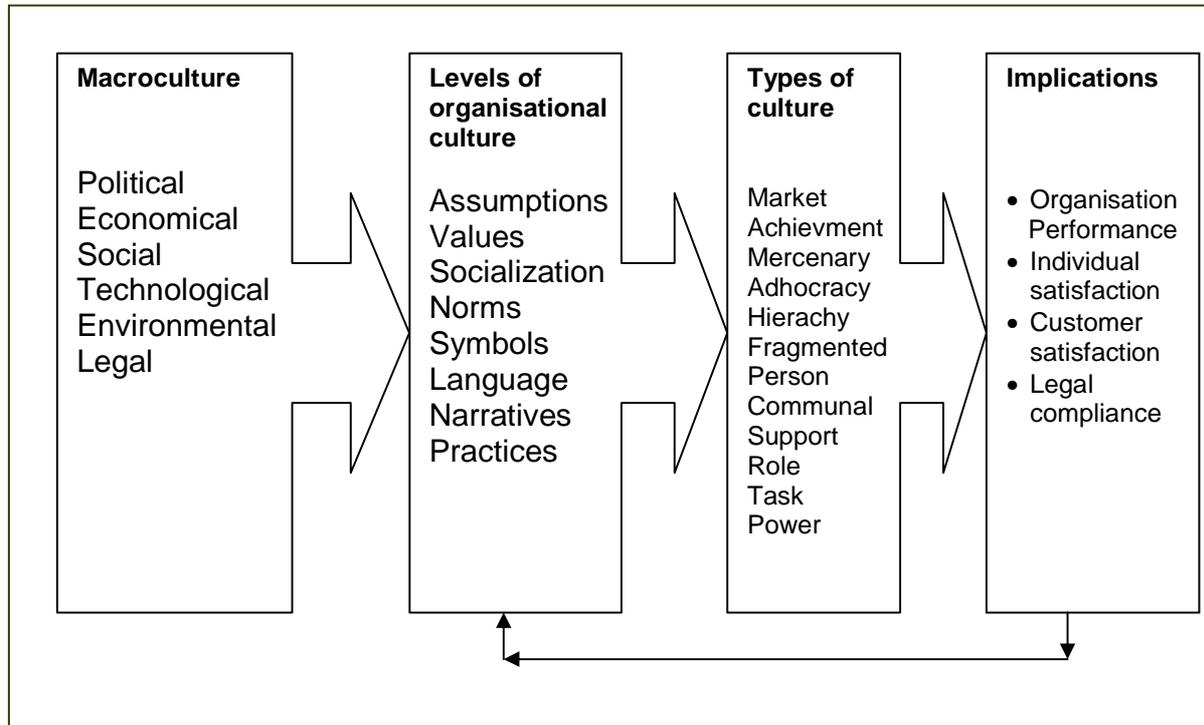
2.4 FACTORS CONTRIBUTING TO THE ORGANISATIONAL CULTURE IN THE DEPARTMENT OF HUMAN SETTLEMENTS

Business organisations do not operate in a vacuum, they operate in an environment which contributes to its business strategies. The contributing factors of the organisational culture are based on the external environment of the business and those factors have direct and indirect influence on the culture of the organisation. Those factors are from all spheres of the business environment, which are political, social, global, environmental, technological, legal, and economical factors. They provide a non-exhaustive number of potential influences of the environment on the organisation which have effects on the culture of the organisation. According to Carpenter, and Sanders, (2009: 133), “it helps managers to gain a better understanding of the opportunities and threats they face and consequently aids them in building a better vision of the future business landscape and how the firm might compete profitably.” It is critical that organisations understand the macro environment to ensure that their business strategy survive the external forces.

According to Swanepoel, Slabbert, Erasmus, and Brink (1999: 111), “the external environment entails influences or inputs from systems in the broader community, such as the political, economic, social, demographic, educational, and technological, systems, while the internal environment focuses on the influence of factors within the business organisation, such as the mission, vision, leadership and management style, culture, philosophy, policies, strategies, and objectives.” Both internal and external business environment have influence on each other, the values of the society have impact on the business ethics, and the business ethics has an impact on the values of the society. If the external environment is negative the working environment is likely to be negative.

The framework below seeks to illustrate the formation of the organisational culture and its implications within the organisation.

Figure 2.1 Framework for organisational culture



Source: Hellriegel, Jackson, Slocum, Staude, Amos, Klopper, Louw and Oosthuizen (2008: 381).

This serves to illustrate the manner in which organisational cultures develops and get shaped from the macro culture in the society and industry. Macro culture includes a combination of the values of the society and that of the industry in which the organisation operates (Hellriegel, et al 2008: 381). The macro culture entails various aspects of the society and industry, such as political, economical, social, technological, environmental and legal aspects. These aspects further determine the level of the organisational culture and types of organisational culture, and how do they impact on the operations of the organisation with due consideration of their implications such as performance of the organisation, employee satisfaction, customer satisfaction and legal compliance. Therefore organisational culture emanates from the macro culture of the society and industry which is the external environment of the organisation, and it

become part of the business environment. The following factors illustrate the influence of the external environment on the business environment.

2.4.1 Political factors

Political factors play significant role in business organisations, and they also impact of the customers' buy-in to the business products, and services. According to Carpenter and Sanders (2009: 133), "the political environment can have a significant influence on business as well as affect consumer confidence and business spending. Managers need to consider numerous types of political factors." Political factors to an extent shape the business strategy due to government mandate and societal demands in time, hence it is imperative that managers in business organisations should consider political forces as it has implications on the business. According to David, (2001: 85), "Political, governmental, and legal factors therefore can represent key opportunities or threats for both small and large organisations." The degree of political influence on the organisation impacts on the policies and strategies of the organisation and it somehow influence the organisational culture.

2.4.2 Economic factors

Organisations operate within available economic resources, some operate through their profits, revenues and returns, some through shareholders, and some through taxes and subsidies, these entirely depends on the country's economy. Swanepoel *et al.* (1999: 136), states that "the South African economy has performed poorly for a long time, with growth slow, exports weak and unemployment rising steadily. Central to the economy's poor record is the unemployment rising steadily." The South African economy had a negative impact on the rate of unemployment and these had effects on many companies in South Africa.

Carpenter and Sanders, (2009: 135) states that, "managers also need to consider the microeconomic factors that will have near- and long-term effects on the success of their

strategies. Factors such as inflation rates, interest rates, tariffs, the growth of the local and foreign national economies, and exchange rates are critical.” Microeconomic factors have short and long-term effects on the operations and business strategies of the business organisations, factors such as interest rates; inflation rates also have impact on workers’ lives. David, (2001: 79), concurs with the fact the economic factors have an impact on the business operations and strategic planning by mentioning that, “economic factors have a direct impact on the potential attractiveness of various strategies.” On one hand Pearson and Robinson, (2007: 84), are of the opinion that managers in organisations should consider availability of credit by stating that: “On both the national and international level, managers must consider the general availability of credit, the level of disposable income, and the propensity of people to spend. Prime interest rates, inflation rates, and trends in the growth of the gross national product are other economic factors they monitor.” These determine the parameters of the operation of the organisation.

2.4.3 Social factors

The formation of the organisational culture is also made out of the values, norms and customs of the society. Values such as respect, unity and employees’ cultural background, race, gender and ethnicity form part of the organisational culture. Pearson and Robinson, (2007: 85), says that, “The social factors that affect a firm involve the beliefs, values, attitudes, opinions, and lifestyles of persons in the firm’s external environment, as developed from cultural, ecological, demographic, religious, educational, and ethnic conditioning.” The societal factors such as beliefs and values determine the type of culture of the organisation. Carpenter and Sanders, (2009: 135), argues social factors depend on the type of business: “Depending on the type of business the firm operates, factors such as the local languages, the dominant religions, leisure time, and age and lifespan demographics may be critical.”

The South African government has put in place legislation to redress the past disparities against black people, women and persons with disabilities from access to employment,

promotion and education opportunities. An Employment Equity Act No 55 of 1998 provide for employment equity to redress imbalances of the past. The Act applies to all applies to all employers, workers and it protects workers and job seekers from unfair discrimination. Employment Equity Act has posed major social, cultural and demographic challenges in many companies, as it seeks to enforce compliance in terms of equality and diversity on the basis of gender, race, age, and culture. These factors are contributing on the diverse culture of the National Department of Human Settlements.

2.4.4 Technological factors

According to the researcher, technology has a positive role on the business of the organisations in a sense that, they improve the pace of productivity; profitability and service delivery. Pearson and Robinson (2007: 88), states that, “creative technological adaptations can suggest possibilities for new products or for improvements in existing products or in manufacturing and marketing techniques.” Technology in an organisation also improves the business products, marketing and marketing methodology. Carpenter and Sanders, (2009: 135), explain the impact of technology on business in questioning form, through the following questions: “Do technologies provide the opportunity for more innovative products and services, such as online stock trading, reduction in communications costs, and increased remote working?”

The Department has amongst others, internet, intranet and info-hub technologies as means of communication and access to information, thus minimizing paper work and time consumption. These have impact on the degree of interaction and values of the employees, managers and customers of the Department and consequently form part of the organisational culture.

2.4.5 Environmental factors

Business organisations are part of the community and they are located in an environment which has a reciprocal relationship between themselves and ecology. One of the valuable assets of the organisation are employees whose human lives depends on the basic needs such as water; and natural light; air to survive. According to Pearson and Robinson, (2007: 89), ecology is a critical factor on human survival: he states that, “ecology refers to the relationships among human beings and other living things and the air, soil, and water that support them.” The physical environment of the organisation has effect on the business products and services. Air pollution, municipal sewer system, industrial toxic waste, traffic congestion; and office space have impact on the productivity of the organisation. These affect employee’s values and manager’s expectation in the organisation and in the absence of the environmental regulations, companies may suffer on their production and services. Organisations are by law expected to introduce environmental regulations measures such as occupational health and safety measures, which will subsequently impact on the organisational culture.

2.4.6 Legal factors

Any company is governed by particular legislative frameworks which serve as a legal basis for its existence and they also serve as legislative foundation for its future operations. According to Carpenter and Sanders, (2009: 135), “Legal factors may include whether the rule of law is well established and how easily or quickly laws and regulations may change.” It may also include the costs of regulatory compliance.” The following are some of the legislations that govern the business operations of the National Department of Human Settlements:-

2.4.6.1 Constitution of the Republic of South Africa, 1996 (Act No. 108 of 1996)

Section 26(1) of the Constitution enshrines access to adequate housing as a basic right for all South Africans. The state is obliged to take reasonable measures to apply this constitution in ensuring that all South Africans enjoy this right.

2.4.6.2 The Housing Act (Act No. 107 of 1997)

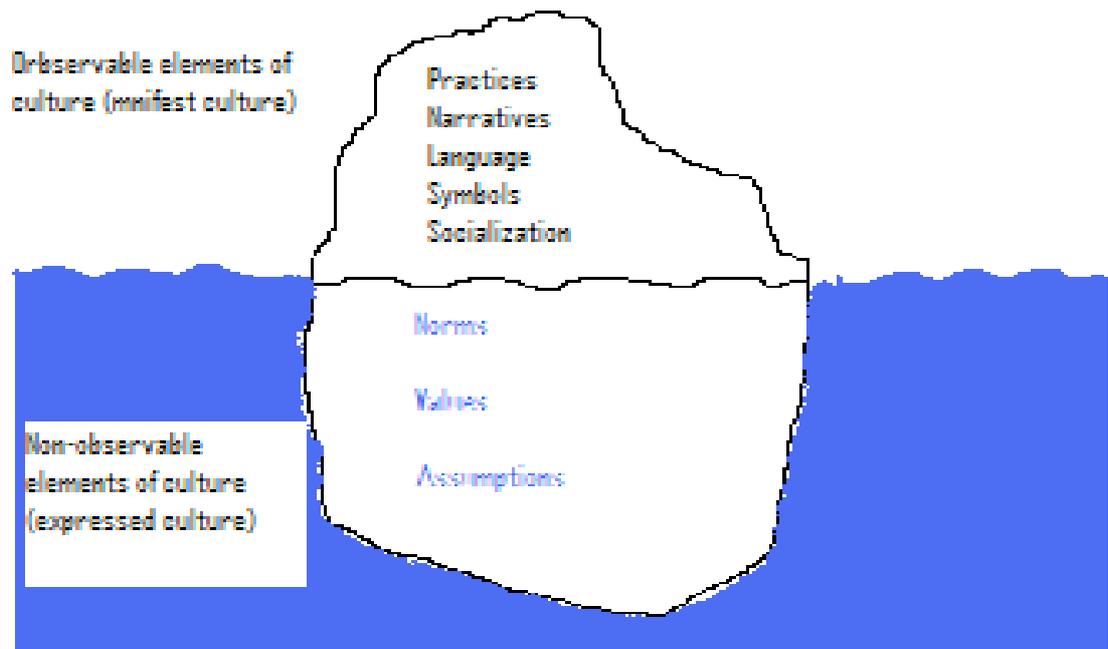
The Housing Act requires the Minister of Housing to determine national housing policy and programmes and negotiate funding for such programmes. The Department of Human Settlements is carrying out its legislative imperative as set out in the Housing Act, 1997 through existing legislation, and the Housing Code. Section 2 of the Housing Act, 1997 (Act No. 107 of 1997) compels all three spheres of government to give priority to the needs of the poor in the field of housing development (section 2(1) (a)).

However, legislations change over time and that affect the organisation significantly. The changes on legislation affect the business operation of the company and consequently its culture. David (2001: 85), concurs with the fact that changes in legislation affect the company's business, by saying, "changes in patent laws, antitrust legislation, tax rates, and lobbying activities can affect firms significantly." The manner in which things should be regulated through the legislation and national policies in an organisation determines the type of the organisational culture.

2.5 LEVELS OF ORGANISATIONAL CULTURE

The diagram below illustrate how can the culture be inferred from the unobservable elements to the observable elements.

Figure 2.1 Culture iceberg



Source: Hellreigel, Jackson & Slocum (2002: 373)

According to Cummings and Worley (1997: 513), there are three levels of the organisational culture from unobservable elements, (i.e. basic assumptions and values) and observable elements (i.e. artifacts). These three elements are basic assumptions, cultural values and artifacts.

2.5.1 Artifacts

According to Nelson and Quick (2009: 548), “artifacts refer to the symbols of culture in the physical social and work environment. Artifacts include personal enactment, ceremonies and rites, stories, rituals, and symbols” According to Mabey et al (1999: 460), explains the level of the organisational culture as per according to the schools of thoughts, by implying that: “artifacts focus on culture as systems of shared symbols

within organisations.” This level of culture is also referred to as a manifest culture, which has observable elements of the culture such as practices, narratives, language, symbols, and socialization. The element of corporate culture in this school of thought is based on the shared symbols in terms of the ways in which members of the organisation manage to understand and make sense of one another. Ceremonies and rites provide opportunities to reward and recognize employees whose behavior is congruent with the values of the company, for instance the Department of Human Settlements offers long service certificate to employees with 10; 20; 30 years of public service experience, to acknowledge their contributions to the Department.

The corporate identity of the Department is associated with the symbols with houses in the community and other social amenities on the logo and banners written: “we belong; we care; we serve”. The other aspect of artifacts is the slogans that the Department has developed to enhance the spirit of service delivery. Slogans are also part of the artifacts and they are part and parcel of the organisational cultural identity, for instance the slogan for the Department says “Are Ageng Mzansi” meaning let us build South Africa. Other slogans are “together beating the drums for service delivery” “we are proud to serve” (www.housing.gov.za 2009)

2.5.4 Values

According to Nelson & Quick (2009: 549), “values are often consciously articulated, both in conversation and in a company’s mission statement or annual report. However, there may be a difference between a company’s espoused values (what the members say they value) and its enacted values (values reflected in the way the members actually behave).” In summary cultural values represent the collective beliefs and feelings of the members of the organisation. According to Hellriegel, Scacum and Woodman (2001: 512), “cultural values might be very different in different organisations; in some, employees may care deeply about money, but in others, they may care more about technological innovation or employee well-being.” This is non-observable element of culture where culture explains itself and it is expressed in an organisation in the form of

language, practices, narratives, symbols, and socialization. The Department of Human Settlements adopted values to build a performance culture within the Department. These values were adopted within the context of the Public Service delivery which is Batho Pele principles. These values have been regarded as a source of the organisational culture of the Department and managers are expected to enforce and practice them, in order to form the organisational culture of the Department.

2.5.5 Basic Assumptions

According to Nelson and Quick (2009: 550), "...assumptions are the deeply held beliefs that guide behavior and tell members of an organisation how to perceive and think about things. The firm assumes that people who are treated with respect will respond by giving their best." It is often assumed that well performing members are rewarded better in the organisation. These beliefs are often unconscious and employees may not be aware of those assumptions. In this level of organisational culture, values are expressed amongst the members of the organisation. Members of the organisation may be reluctant to discuss those assumptions, for instance "competition helps individuals, teams, and firms raise their level of performance" (Nelson & Quick, 2009: 550). Another assumption that may be held by the members of the organisation is that "supportive working environment always enhance employees' performance." However, members of the organisation can similarly believe that more remunerative reward enhances better performance.

2.6 TYPES OF ORGANISATIONAL CULTURE

2.6.1 The market and achievement culture

This type of culture is classified as a performance-based culture. It is designed to pursue objectives using productivity and efficiency as the primary criteria of performance. Employees are encouraged to be aggressive, diligent and show initiative when performing tasks, thus improving the productivity of the organisation in order to be

competitive advantage. According Brown (1995: 72), “individuals are judged according to their tangible output and are encouraged to be achievement-oriented. The leadership style is directive, and goal-orientated, decision making is directive and the compliance of employees guaranteed by contractual agreement.”

According to Pheysey (1993: 17), this culture “emphasizes the importance of individual growth and the work that is done instead of the conformity with rules and regulations. Employees find their work stimulating and challenging and they have good qualifications and professional education.” Organisations with this type of culture promote its employees on the basis of their competencies, abilities and specialized knowledge and skills. This type of culture is direct, goal-orientated, performance focused and directive. It encourages employees to be dedicated and committed to their duties for productive outcomes. It also specializes by marketing its achievement and products.

According to Carroll (2002: 75), “the achievement culture concentrates on the work to be done rather than roles. Decisions in achievement organisations are made laterally rather than hierarchically as in the role culture. Individuals are driven and motivated by their enthusiasm for the job, or because they have a stake in the company.” This type of culture applies mostly to managerial kind of environment and professional organisations. “A results-driven organization focused on job completion. People are competitive and goal-orientated. Leaders are demanding, hard-driving and productive” (Schoonmaker, 2006: 1). Members of the organisation are encouraged to think independently and be creative in their ways of doing things. This type of culture enhances personal growth and development to the members of the organisation. Employees apply their efforts to achieve the organisational goal in a collaborative approach.

2.6.2 Mercenary culture

According to Robbins (2003: 392), this type of culture is called mercenary culture (low on sociability; high on solidarity). This type of culture exists in an organisation that is

determined and goal-focused. Employees are always determined to meet their operational goals and they have a zest for getting things done quickly. According to Robbins (2003:392), “this culture focus on goals and objectivity also leads to a minimal degree of politicking. The downside of this culture is that it can lead to an almost inhumane treatment of people who are perceived as low performers.” This culture is purpose driven and members of the organisation have a powerful sense of purpose and they are goal-orientated. There is a low level of social interaction and degree of engagement, yet high level of unity on performance and goal achievement.

2.6.3 The adhocracy Culture

According to Brown (1995: 72), “decisions are often taken as a result of intuition, leaders tend to be inventive and risk-oriented, and employee compliance is enforced by their commitment to organisational values” This culture is characterized by values of employees’ adaptability in the organisation, the degree of employees’ autonomy and innovation in the organisation. It is characterized by charismatic leadership style and the power which is associated with the organisational values. Employees are measured according to their efforts to grow, support and available resources more than achievement. According to Schoonmaker (2006: 1), adhocracy culture is characterized with, “a dynamic, entrepreneurial and creative place to work. Innovation and risk-taking are embraced by employees and leaders.” This type of culture exists in industries where business demands entrepreneurial way of doing things to increase production and profit. It is also characterized by growth, new products and acquiring new resources for the greater profit and production.

2.6.4 The hierarchy and bureaucratic culture

The leadership style on this type of culture is power-orientated. Leaders make decisions and execute regulations on the basis of factual information and technical knowledge. Brown (1995: 72) states that “the compliance of employees is maintained by surveillance and control, and they are assessed against formally agreed criteria and are

expected to value security. The values associated with this culture are formally, logic, obedience and orderliness.”

This culture is regulatory, power and authority driven. Members of this organisation are expected to comply with the set rules, regulations and policies of the organisation. This culture is also characterized by, “a highly structured and formal place to work. Rules and procedures govern behavior. Leaders strive to be good coordinators and organizers who are efficiency-minded” (Schoonmaker, 2006: 1). Decisions are made based on the existing regulatory frameworks. Leaders of this organisation only stick to the organisational rules and do not rely on external laws. This culture operates to dominate and overcome competition. According to Harrison (1993: 23), “leaders can use their authority to focus the energy and resources of the organisation in those areas that are critical to success, provided they have the competence and wisdom to know what these are.”

2.6.5 Fragmented and person culture (low on sociability; low on solidarity)

This culture emphasizes individual performance based on their areas of work with less identity of the organisation. There is a lack of support in the organisation to its members. According to Robbins (2003:392), in this type of culture “employees are judged solely on their productivity and the quality of their work. The major negatives in these cultures are excessive critiquing of others and an absence of collegiality.” Employees do not receive adequate support in their working environment, on the other hand they are judged on the basis of their performance.

The other aspect of this type of culture is person culture, which deal with the individual within the organisation. Managers can be concerned about particular individuals to acquire certain skills in order to survive in the organisation. One of the critical elements of this culture is mentorship programme which seeks to enhance junior employees in terms of their competencies and skills. The mentorship system further support employees to grow and develop in their fields of operations. Kane-Urrabazo (2006:

189), states that each person is gaining something from the situation. He further states that some actions may be promoting staff interests and growth, these are supported with hope that the ultimate will aid in the enhancement of the organisational goals. According to the researcher, this type of culture is more on developing individuals, thus achieving organisational goals.

2.6.6 Communal; clan and support culture (high on sociability; high on solidarity)

In this type of culture the organisation values both friendship and performance. Though members of the organisation may have a sense of belonging but they don't lose focus on goal achievement. This type of culture demands one's complete life. "Leaders of these cultures tend to be inspirational and charismatic, with a clear vision of the organisations' future. Their charismatic leaders frequently look to create disciples rather than followers, resulting in a work climate that is almost "cult-like" (Robbins et al 2003: 392). This culture has leaders with a clear vision of the organisation. It is balanced in terms of valuing relationships at work and performance.

The success of an organisation cannot be attributed to only one specific type of culture. Different types of culture are necessary for different tasks and one has to take the size of the organisation, industry, technology and history of the organisation into consideration.

An organisation with this type of culture values the relationship and support within the organisation, thus enhancing employees' job performance and collaborative working environment. According to Carroll (2002: 79), "individuals are trusted to do their work, and support systems are in-built to help employees do their jobs well and reduce stress. The strong support culture cares for its employees deeply and recognizes, not just in words, that they are the best assets of the company. It sets up support at all levels of the organisation so that individuals and teams can work effectively." In an organisation with support culture managers are concerned about employees' personal and work-

related issues, hence they introduce counselling resources within the organisation. This type of culture is concerned about the organisational social cohesion and staff morale. Leadership style of this culture is informal in the sense that it promotes a freedom type of environment.

According to Harrison (1993: 23), he classifies this type of culture as supportive culture by saying, “a supportive culture is characterized by joint decision making, autonomy, determination and association between employees.” Employees in an organisation with this type of culture have a sense of belonging; they feel that they can contribute to the success of the organisation and that their decisions are important and appreciated. According to Robbins (2003: 392), this type of culture is referred to as network culture (high on sociability; low on solidarity). This culture focuses much on friendship and relationship for support and assistance at work than performance. According to Schoonmaker (2006: 1) this culture is characterized by, “an open and friendly place to work, like an extended family. Leaders are considering mentors or parental figures. Group loyalty and sense of tradition are strong.” There is a strong social cohesion amongst staff members who are working in an organisation with support, clan and support culture. Employees are likely to stay longer in an organisation with such culture. “People willingly give assistance to others and openly share information. The major negative associated with this culture is that the focus on friendship can lead to a tolerance for poor performance and creation of political cliques” (Robbins, 2003:392). Both supportive and network culture values support and social cohesion within the organisation.

2.6.7 Role culture

According to Carroll (2002: 74), “the role organisation is characterized by the fact that “things get done around here” by people who take on roles and see others in role terms.” Employees in this organisation are categorized according to their areas of operations and functions and these determine the type of culture. This type of culture operates in an organisation which operates on rules and regulations to define and

maintain employees' roles. It is defined by the roles and responsibilities of the members of the organisation, and how things are done define the culture of the organisation.

2.6.8 Task culture

This culture focuses on the particular job and the functions on that job within the organisation. Task culture operates in an organisation with structures which specializes on particular matters to achieve the set objectives and goals. It is characterized by certain tasks which can be done at a particular timeframe and executed by certain specialized individuals within the organisation. Task culture may not be limited to professionals on a particular task, but it can also operate on different structures such as committee and tasks teams. Kane-Urrabazo (2006: 189) states that, "this may be in the form of action committee, which meet for a specific purpose and then disband when task is complete." It is about assembling group of expert for a particular assignment to achieve a desired goal. "This culture aims to assemble the right people with the right resources, so that a job can be accomplished." This culture applies in an organisation when there are task teams and committees formed for a particular goal. For instance the Department of Human Settlements has project teams which are formed before the events such as women or youth house build projects which seek to address the house backlogs and socio-economic empowerment to women. This forum has its own culture and this culture can be the subculture of the common culture in the Department.

2.6.9 Power culture

This type of culture operates in an organisation where leaders want all members of the organisation to follow their instructions and rules. This type of culture operates mostly in the militant organisations where the General or a Commander, issues instructions and commands to his/her members to act, irrespective of organisational rules and policies. This type of culture commonly operates in organisations such as South African Police Service and South African Defense Force. These organisations have a culture statement which says, "Comply and complaint later" and there is less feelings from

leaders to the members of the organisation. Leaders in these organisations are more concerned about the organisational goals more than the needs of their members. According to Carroll (2002: 78), “usually hierarchical leaders are seen as making key decisions, handling individuals without feeling, and keeping clear and tight control on what happens. Motivation is seen as extrinsic and rewards are often monetary or benefits.” The power of leadership is centralized to one person who issue instructions and orders. With this culture things get done through those orders.

2.7 CONCLUSION

Organisational culture encompasses how people in an organisation are likely to act in given situations both inside and outside the organisation. It includes a set of beliefs, a code of behavior and minimum standards of performance and ethics. It also influence service quality and the way in which people are treated, whether customers or clients. Its approach presumes that cultures in the organisations can be assessed, managed, constructed and manipulated in the pursuit of enhancing organisational effectiveness. The forms and values shared by the members of the organisation not only create consensus and unity but also generate appropriate behavior. Organisational culture integrates the organisation for appropriate operation and performance. Culture plays a positive role on organisational effectiveness and excellence because values can influence what people do. Management takes charge to shape these values to conform to the organisation and communicate the values within the organisation.

If organisations’ culture influences employees’ behavior, then manipulation of these cultures becomes a primary task for managers through shaping and enhancing values. If the organisational culture can be manipulated, the Employee Assistance Programme can play a major role in influencing the culture of the organisation positively. The influence of the EAP in the organisational culture will be determined by the type of the organisational culture in a particular organisation.

CHAPTER 3

THE INTEGRATION OF THE EAP AND ORGANISATIONAL CULTURE

3.1 INTRODUCTION

Employee Assistance Programme is the “work organisation’s resource, based on core technologies, to enhance employee and workplace effectiveness through prevention, identification and resolution of personal and productivity issues.” (EAPA-SA, 2010: 1). EAP aims to address the employees’ psycho-social needs from the negative perspective transforming towards positive perspective by improving employees’ performance; organisational productivity and maintaining a productive workforce. According to the researcher, the EAP has a significant impact upon organisational success, because it identifies and treats the problem of employees which cause losses through job deficiencies. The researcher through literature review explored critical factors that can be used to measure the role and influence of the EAP on the organisational culture in the Department of Human Settlements. However, this chapter is premised on the review the literature on the background of the EAP, rationale of the EAP, the objectives of the EAP within the Department of Human Settlements, EAP integrated model, the relationship between the EAP and the organisational culture, functions of the organisational culture and EAP, common elements of the EAP and organisational culture.

3.2 RATIONALE OF THE EAP IN THE ORGANISATION

The rationale of the EAP justifies and explains the existence of the EAP in the working organisations. According to the researcher, the prime rationale of the EAP in organisation is to prevent and treat psychological and social dysfunction (such as alcohol and drug dependency, marital and family malfunctioning including HIV & AIDS and TB) which has a negative impact on the employees’ job satisfaction, as well as the efficiency and quality of work rendered by officials employed by the organisation.

The rationale of the EAP is based on the following factors:

- “Incorporate early identification and intervention
- Provide proactive education and prevention
- Utilize quality yet economically price treatment” (Berridge et al 1997: 70).

By developing and maintaining a strong EAP, an organisation turns to significantly reduce many costs, financial and otherwise, that it would have incurred because of employees’ personal problems.

The following factors are based on the rationale of the EAP in the organisation:

- EAP is derived from the fact that employees are very important asset in an organisation and workplace serve as a platform to assist employees seeking help.
- Supervisors are playing a critical role to assist employees by referring to EAPs for professional help (Masi, 1992: 5) Supervisory training on EAP is critical, since they need to be able to identify employees who need help and they should master the skill of using confrontational approach.
- The level of employee’s job performance is critically important to diagnose employees’ through their performance shortcomings and further refer them for an appropriate treatment (Masi, 1992: 5)
- Workplace Peers and union stewards should be capacitated about EAP, in order to refer troubled employees for assistance, thus subsequently breaking denial barrier (Masi, 1992: 5). The joint training sessions seeks to empower the organisational relevant stakeholders on EAP.
- Job leverage is the key ingredient. EAPs should be able to work jointly with supervisors in order to enable EAP to resolve employees’ workplace problems (Masi, 1992: 5). According to the researcher the collaborative working relationship between supervisors, shop-stewards and EAPs will enable the EAP to be successful within the organisation.
- The scope of EAP is focusing on personnel issues and their job performance of the employees (Masi, 1992: 5). According to the researcher, it also focuses

on employees' health and well-being issues and its impact on employees' job performance.

- EAP cost-effectiveness should be considered by managers against the outputs of the EAP rendered to organisations' employees (Masi, 1992: 5). According to the researcher, managers should always evaluate the impact of the EAP based on the quality of work they produce at work and the status of their well-being.
- EAP should be knowledgeable about chemical dependency and they should be registered with the relevant professional bodies (Masi, 1992: 5). The researcher is of the opinion that, the EAP that is fully implemented by the trained and qualified EAPs has a significant impact in resolving employees' issues in the organisation.

3.3 OBJECTIVES OF THE EAP IN THE DEPARTMENT OF HUMAN SETTLEMENTS

The primary objective of the EAP in the Department of Human Settlements is to assist employees in identifying and effectively resolve problems that prevent them from functioning optimally in general life and rendering peak performance in the workplace.

The EAP objectives of the Department of Human Settlements are discussed as follows:

- To timeously identify, assess and refer employees experiencing personal problems or poor work performance to specialist treatment, either internal or external services, for successful reintegration into the work environment.
- To provide an EAP orientation and training Programme to management and supervisors to make them aware of their responsibilities within the Programme.
- To provide a service aimed at assisting performance impaired employees to improve their efficiency and quality of life.
- To prevent a decline of work performance from employees from normally satisfying job performance and potential.

- To render a confidential and constructive service to every employee who are experiencing any form of personal problems, be it physical illness, mental disorders (such as alcohol or other substance dependency, depression) emotional problems, family distress, financial, legal, and / or other problems.
- To establish and maintain a holistic approach to remedy physical illness, mental disorders (such as alcohol or other substance dependencies, depression) other psychological or emotional problems, family distress, financial, legal and / or other personal problems.
- To evaluate the Programme functions, policy, and procedures, and where necessary, making adjustments *EAP Document* (Department of Housing, 2005: 2)

According to the researcher the purpose of the EAP in the Department of Human Settlements is to support and improve the performance of the Department by helping its employees to deal with their personal and work-related problems and challenges. It also provides consultancy support and guidance for managers and supervisors to assist them with monitoring their employees' job performance and to take appropriate action, where necessary. The EAP services are extended to employees' immediate family members and it provide support for employees in managing the circumstances of domestic life before these begin to impact to their job performance and productivity.

3.4 EAP MODEL

There are different EAP models which have different elements and they are applied differently in different organisations. According to Myers (1984: 82), there are different types of EAP models which are; "hot-line model; consortium; contractor; external Programmes; combined model; employee model; union and union-employer models." These models have key elements such as personnel Department relationship; coordinator; counsellor; service providers; management commitment; supervisory support; union involvement; service components; client eligibility; payment provisions; utilization and Programme evaluation. These elements are applied in organisations

according to their needs. The Department of Human Settlements is using the combined model which is the integration of the external and internal model. Despite having internal EAP coordinators the Department is also contracted with an external EAP service provider, namely The Careways Group (known as 'Careways' from September 2011).

3.4.1 Integrated or combined Model

An integrated model applies to the employer who has an internal programme coordinator who is assigned either full- or part-time to the job, depending upon the size of the organisation. The Department of Human Settlements has internal coordinators who are responsible to coordinate the EAP within the Department. The EAP Coordinator establishes the communication and procedural links between the various units. The Department has both internal EAP Coordinators and EAP contractors that serve the Department on contract basis (i.e. Independent Advisory and Counselling Services (ICAS) and Careways on different terms respectively). The EAP contractor provides some policy and procedural guidelines to the Department on EAP matters. Union assistance is also required in formulating procedures and publicizing the programme. Employees are informed that they may either contact the contractor or alternatively utilize the internal EAP coordinator. Problem employees who are experiencing job deficiencies are encouraged to seek help through this model. However, there are advantages and disadvantages of the combined model. According to Phillips and Older (1988: 137), the following are summarized advantages and disadvantages: - advantages are that "EAPs inside the organisation gain ownership of the programme including the knowledge and understanding of the organisation." The disadvantage is that "the EAP is costly to the organisation."

3.5 THE RELATIONSHIP BETWEEN THE EMPLOYEE ASSISTANCE PROGRAMME AND THE ORGANISATIONAL CULTURE

There are differences between the EAP and organisational culture. Although these two concepts differ in terms of context in which they operate, one may influence the other in an organisation. For instance, the type of the organisational culture is one of the determinants of the EAP model in an organisation. The following are the differences between the Employee Assistance Programme and Organisational Culture.

Table 3.1 Differences between the EAP and organisational culture

Employee Assistance Programme	Organisational Culture
<p>EAP definition: Employee Assistance Programme is a worksite-based Programme designed to assist in the identification and resolution of productivity problems associated with employees impaired by personal concerns, but not limited to: health, marital, family, financial, alcohol, drug, legal, emotional, stress or other personal concerns which may adversely affect employee' job performance (EAPA-SA, 2005:17).</p> <p>It is a workplace based Programme that focuses on the individual needs "which may adversely affect employee' job performance" within the organisation with an aim to change individual behavior.</p>	<p>Organisational Culture definition: Organisational culture is the system of shared values and beliefs that interact with an organisation's people, structure, and systems to produce behavioral norms (the way things are done around here) (Brown & Harvey, 2000: 69).</p> <p>It focuses on the collectives including structure, and systems "system of shared values and beliefs" within the organisation with an aim to produce common behavioral norms.</p>



<p>Goals: EAP assist employees who are challenged with substance abuse, mental ill-health, by enabling them to cope with anxiety, fear and other emotions that develop from the reactions to the problems.</p> <p>Its goal is to assist employees to cope with their personal and workplace problems with a purpose to enhance productivity.</p>	<p>Goals: Organisational Culture guides the behavior of the members of the organisation; provides meaning, direction, and purpose for the members of the organisation; control mechanism, informally approving or prohibiting behaviors.</p> <p>Its goal is to guide (control mechanism: approving / prohibiting) the behavior of the employees, provide meaning, direction to the employees of the organisation.</p>
<p>It uses EAP principles (such as confidentiality, anonymity, neutrality, accessibility, voluntarism, impartiality, equal and dignified treatment, prevention of abuse, and a balanced Programme) to address and change individual employee's behavioral issues (Mannion, 2004: 74).</p>	<p>It uses organisational values, norms, beliefs, systems, structures, policies and procedures to change individual employee's behavior (Shermerhorn, Hunt & Osborn, 2008: 364)</p>
<p>It reinforces employees' behavior through identification and resolution of their issues to enhance productivity and good job performance.</p>	<p>It reinforces employees' behavior through norms, values and standards to conform to the</p>
<p>It is concerned about shaping employees' behavior to be responsive to perform at an optimum level for organisational performance benefits.</p>	<p>It is concerned about the consistency of organisational behavior and organisational identity.</p>

3.5.1 Functions of the organisational culture and the EAP

3.5.1.1 Functions of the Organisational Culture

Organisational Culture has a number of functions in an organisation; in some organisations it serves to enhance performance and productivity, and in some it promotes social cohesion for support. Its functions differ from one organisation to the other. Functions of the organisational culture are outlined as follows:

- It defines the boundaries in an organisation as to how should employees behave based on its nature of operation and business mandate. According to Robbins et al (2003: 382), the function of the organisational culture, “it is a boundary-defining role.”
- Organisational culture instills the sense of identity and belonging to its members. It influences employees to behave according to the cultural values of the organisation. Robbins et al (2003: 382) concurs by saying; “it conveys a sense of identity to organisation members.” Members of the organisation who identify themselves with the culture of the organisation tend to be more committed to its goal and mission. Nelson and Quick (2009: 550), states that, “it provides a sense of identity to members and increases their commitment to the organisation.”
- When members of the organisation know and identify themselves with the culture of their organisation, they tend to focus less on self-interest but they easily get committed to the mission of the organisation. According to Robbins et al (2003: 233), “it facilitates commitment to something larger than individual self-interest and it enhances organisational commitment and increases the consistency of employee behavior.”
- However, there are members in the organisation who do not conform to the organisational culture and these may affect their commitment and consistency of their behavior in the organisation. Nelson and Quick states that organisational culture can be used to discourage deviant members in the organisation. “It can be used as a powerful tool to discourage dysfunctional and deviant behaviors in organisations” (Nelson & Quick, 2009: 550).

- It binds the organisation by providing appropriate standards and enforcing norms and values to guide the attitudes and behavior of the members of the organisation. According to Nelson and Quick (2009: 550), “it serves as a control mechanism for shaping behavior; it reinforces the values in the organisation.” It tells the members of the organisation as how things are done in an organisation as a given time and available resources. Nelson and Quick (2009: 550) states that, “it provides the role clarity as to how members of the organisation should behave.”
- It assists members of the organisation to interpret meaning of the events that occur within an organisation. In most cases organisational events are in line with the mission and vision of the organisation, therefore they carry meaning and interpretation. According to Nelson & Quick (2009: 550), “it provides a way for employees to interpret the meaning of organisational events.” Organisational events should provide meaning to the members of the organisation.

3.5.2 EAP core technologies

According to EAPA-SA (2010: 1), the functions of the EAP are referred to as ‘core technologies’ which entail the following:

3.5.2.1 Training and development

Training and education seek to develop the troubled employees regarding their own issues, thus enhancing their business environment and improving their job performance. According to EAPA-SA (2010: 1), “training and development of, and assistance to, work organisation stakeholders (managers, supervisors, and unions) seeking to effectively manage the employee who is experiencing behavioral, emotional, and wellness issues; enhancing the work environment and improving employee job performance.”

3.5.2.2 Marketing

According to the researcher, marketing is to provide regular information to employees aimed at increasing their awareness on factors that affect their personal well-being and that of the organisation. Lamb et al (2008:77) define marketing as a process of planning and executing the conception, pricing, promotion and distribution of ideas, goods and services to create exchange that satisfy individual or organisational goals. Different authors can provide different meanings about the marketing, but the common factor is that any tool used to market seeks to promote the product. According to the EAPA-SA (2010: 1), “outreach and timely risk identification, assessment, motivation, short-term intervention, referral, monitoring, follow-up, reintegration and aftercare services for employees with personal and work-related concerns that may affect job performance.”

3.5.2.3 Case management

The management of case begins when the counsellor diagnose client’s problem. The nature of case management is determined by the nature of the problem, protocols in terms of work-life issues and the profile of the client and the service provider. According to Myers (1984: 72), “once a diagnosis is made, a service plan must be defined which includes making appointments for the delivery of needed services, determining service costs, and making arrangements to pay for those services.” In instances where an organisation opt for the service provider to EAP services to its employees, service costs and service level agreement become part of the case management. According to the EAPA-SA (2010: 1), “confidential and timely risk identification, assessment, motivation, short-term intervention, referral, monitoring, follow-up, reintegration and aftercare services for employees with personal and work-related concerns that may affect job performance.”

3.5.2.4 Consultation with work organisation

The creation of long-term macro-linkages between workplaces and service provider system in the community (Berridge *et al.*, 1997: 56). Some organisations establish and maintain effective relations with EAP service providers in order to render a successful EAP within the organisation. According to the EAPA-SA (2010: 1), “consultation with work organisations seeks to pro-actively address inherent trends which emanate from personal or organisational issues.”

3.5.2.5 Networking

One of the objectives of networking are: “to ensure that the EAP partners with both internal stakeholders and external resources respond to the needs of the work organisation, the employees and family members in a cost-effective manner” EAPA-SA (2010: 17). According to Dickman (1988:110), networking with executive management in meetings, providing feedback regarding the EAP and its effect on the organisation and making it an integral part of the organisation by networking with them, is paramount to the effective functioning of the EAP.

3.5.2.6 Monitoring and evaluation

Identification of the effects of EAP services on the work organisation and individual job performance. The evaluation of the EAP seeks to check whether employees’ job performances are improved as per the goals of the EAP (Berridge *et al.*, 1997: 56). The EAP reports serve assist the EAPs to identify the areas of improvement and recommend appropriate interventions. The objective of evaluation is to check whether the EAP services achieve the set objectives of enhancing social functioning and improve employees’ job performance. According to the EAPA-SA (2010: 1), monitoring and evaluation is about the value, success, impact of EAP services relating to the work organisation and individual job performance.

For an EAP to operate effectively in an organisation, it should have functions as stated above which should ultimately enhance the organisation's productivity and employee's well-being. However, in some organisations EAP goals are not realized and some do not have. In some cases EAP is regarded as a counselling service, yet one of its function is to improve productivity of the organisation. According to the Wellness Management Policy of the Department of Human Settlements, the following are functions of the EAP:

- It is designed to deal with employee problems that affect their work performance. Its function is to timeously identify, assess and refer employees experiencing personal problems or poor work performance to specialist for treatment, thus enhancing productivity and employees' job performance.
- It provides a service aimed at assisting performance impaired employees to improve their efficiency and quality of life. *Wellness Management Policy* (Department of Housing, 2005: 3). It is developed to such an extent that it changes the view of the workplace from that of a producer of problems to a source of help.
- It assist employees who are challenged with substance abuse, mental ill-health, by enabling them to cope with anxiety, fear and other emotions that develop from the reactions to the problems. It also establishes and maintains a holistic approach to keep employees in good shape.
- It serves as a valuable resource in developing employee policies, and it can help to address employees' emotional reactions as company develops its philosophy and policy surrounding new ideas.
- It can also assist organisations to interpret and implement legislation pertinent to employees. It also evaluates the Programme functions, policy, and procedures and making adjustments, where necessary (Masi, 1992: 1).
- It provides orientation and training programmes to employees, management and supervisors to make them aware of their responsibilities within the Department through the programme. *Wellness Management Policy* (Department of Human Settlements, 2010: 3)

The researcher would like to strongly believe that organisations that achieve the EAP functions are likely to have supportive and performance culture, which subsequently enhance employees' well-being and promote organisational productivity. Therefore, the researcher would like to believe that the functions of the EAP have influence on the culture of the organisation.

3.5.3 Common elements of the EAP and organisational culture

EAP and the organisational culture have differences and commonalities. One of the common elements on these concepts is that they both operate in an organisation and without an organisation they will not exist. The following key elements outline the commonalities about these two concepts in an organisation.

3.5.3.1 Definitions

Both EAP and organisational culture are work organisation's resource and worksite based. Both interact with an organisation's people, structure, and systems to produce behavioral norms. EAPA-SA (2005: 7), defines EAP as an organisational resource that serves "to improve organisational productivity" and Dubrin (2006: 277), defines organisational culture as "values and beliefs that actively influence the behavior of organisation members." The commonalities about these definitions are that, they both influence employees' behavior to conform to the norms of the organisation.

3.5.3.2 Leadership and Management

Both EAP and organisational culture can assist managers to constantly apply organisational policies and procedures. According to Dubrin (2000: 224), leadership involves influencing task objectives and strategies, influencing commitment and compliance in task behavior to achieve these objectives, influencing group maintenance; identification and influencing the culture of an organisation.

According to the researcher, both EAP and organisational culture can serve as management tool to identify and influence behavior to achieve organisational goals. Managers can be trained to understand EAP and organisational culture in order to apply them effectively in an organisation. In terms of the EAP there is a programme which is set to equip managers on how to deal with employees. However, managers are one of the key role players in socializing employees on the new organisational culture, but they can be influenced as well through the existing organisational culture.

According to Dubrin (2000: 224), “leaders are also influenced by the existing culture of a firm. It is part of their role to perpetuate a constructive culture.” When an organisation is confronted with the conflict of interest, crisis and difficulties, managers tend to refer to the organisational culture (how things are done during crisis) to clarify the situation. Both EAP and organisational culture can be used as organisational resources to assist managers to minimize conflict in the organisation.

3.5.3.3 Communication and consultation

The role of organisational culture is to promote communication, problem-solving and enhance interpersonal relationships. The communication role of the employees clarifies and reduces conflict within an organisation. According to Oher (1999: 423), “consulting with work organisations refers to the EAPs developing and maintaining working relation with the organisation and EAP service providers on matters of EAP.” Consultation is one of the commonalities between the EAP and organisational culture; from the EAP it is more on maintaining effective relations with employees through communication and service providers. Management consultation promotes the freedom of communication between employees and managers, and these apply to both EAP and organisational culture.

According to Harvey and Brown (2001: 432), “this aspect constitute the culture in an organisation whereby there is a wide extent built in terms of freedom of communication within. Direct two-way communication between management and employees, by means

of various communication channels should be used extensively.” Both EAP and organisational culture cannot operate effectively without effective consultation and communication.

3.5.3.4 Motivation

Organisational culture can also serve as a means of employee motivation. If an organisation has a consistent reward culture, it can motivate employees to perform well in an organisation and it can be part of the retention strategy. Motivation can either be through monetary or non-monetary reward, and these can be determined by the type of culture in an organisation. Though motivation can be from both EAP and organisational culture, managers are responsible to ensure that employees are motivated in the workforce. According to Myers (1984: 135), “supervisors can be trained and encouraged to give employee recognition for perfect attendance records, safety performance, and ideas to improve work efficiency.” Generally, organisations tend to overlook the motivating role to their employees, yet it is one of the determinants of high performance. Some organisations make strenuous attempts to motivate their employees by making use of rewards such as bonuses; promotions and salary increments. According to (Brown 1995: 58), “an appropriate and cohesive culture fosters beliefs and values which encourage employees to think of themselves as high performers doing worthwhile jobs which create feelings of belonging.”

3.5.3.5 Internal integration and adaptation

Internal integration helps the members of the organisation to develop a shared identity and enhance collective commitment. The impact of organisational culture in the organisation creates an identity and association amongst the members of the organisation. According to Schermerhorn et al (2008: 365), “internal integration deals with the creation of a collective identity and with finding ways of matching methods of working and living together.” Both EAP and organisational culture carry the function of assisting employees, especially newly appointed members by integrating them into the

culture and working environment of the organisation. The role of the EAP on integration is to assist employees through consultation, training and support to be part of the human resources and receive necessary benefits as others. According to Oher (1999: 428), “EAP is viewed as a corporate-driven programming effort that local sites must incorporate their cultures individually.”

3.5.3.6 Productivity

The role of the organisational culture in this instance is to promote productivity by motivating employees to focus on production and quality of service that they render to the customers. EAP focuses on productivity and job performance of employees through problem identification and resolution, thus improving the quality of work life and productive workforce. Both EAP and organisational culture aims to improve employees’ productivity and job performance through behavioral change intervention and behavioral norms. According to Harvey and Brown, there are organisational cultures that enhance productivity and high performance through innovation and risk-taking. According to Harvey and Brown (2001: 432), “this culture creates an environment whereby the employees of the organisation are encouraged to be innovative and risk taking.”

3.5.3.7 Behavior change mechanism

Both EAP and organisational culture serves as a control mechanism for shaping behavior. They serve as a meaningful control mechanism that guides the behavior of the employees. They influence employees to behave according to the values, norms and beliefs of the organisation. According to Shermerhorn, Hunt, Osborn (2008: 364), organisational culture “guides the behavior of its members.” EAP plays a critical role in modifying human behavior through counselling, health education and health behavior change. There are many means that organisations can use to change behavior; it can be through education, counselling, consultation, EAP interventions and organisational development interventions.” Both EAP and organisational culture use orientation and induction as a starting point to influence and change behaviors especially to newly

appointed members. The organisation can perpetuate peoples' patterns of behavior by reinforce their corresponding cultural beliefs, values, and assumptions. According to Brown & Harvey (2000: 69), organisational culture "...interacts with an organisation's people" it further "develops a particular pattern of behavior to the members of the organisation." EAP and organisational culture play a crucial role to change employees' behavior by addressing their specific behavioural needs.

3.5.3.8 Induction and orientation

Both EAP and organisational culture can be taught in an institution. Some of methods with which these two factors can be made known in an organisation can be through training, induction and orientation. Both EAP and organisational culture requires induction and orientation for them to be known and operate effectively in an organisation. Both can be presented during induction and orientation and EAP marketing sessions. According to Oher (1999: 428), "when training efforts are being designed, it is incumbent upon the EAP to provide information that other Departments may deliver. Marketing from within the EAP can be viewed as self-serving and promotional. If other Departments include EAP messages in their training efforts, the EAP begins to be institutionalized into the fabric of the business's daily operations." EAP can be made part and parcel of the organisation through orientation and induction. One of the EAP marketing means is through promotional items and messages, by so doing the EAP becomes known as part of the organisational resource. According to Drennan in Dombai (1999: 113), "organisational procedures and practices such as induction practices, promotion criteria, performance evaluation policies and disciplinary procedures have a major role to perpetuate the culture of the organisation." Both EAP and organisational culture can be made known through organisational procedures, practices and policies, especially human resource policies.

EAP and organisational culture can be taught during induction and orientation, when newly appointed employees join the organisation. Organisational culture can also be introduced when the organisation recruit and select right people for jobs and the

ultimately fit in the organisation. According to Robbins et al (2003: 386), recruitment and selection can be used; “to identify and appoint individuals who have the knowledge, skills and abilities to perform the jobs within the organisation successfully”. EAP and organisational culture can be realized and be internalized by members of the organisation during induction and orientation, as well as during recruitment and selection. For members to easily accept the culture of the organisation, it is critical that an organisation consider the type of people who are applying as to whether they will match by checking the required skills and knowledge the organisation needs. According to Oher (1999: 98), internal marketing is the systematic promotion of an EAP to a specified employee population. The programme is carefully tailored to meet the unique needs of the workforce.

3.5.3.9 Workplace

According to the researcher, both EAP and organisational culture affect the operation and production of the organisation. Both EAP and organisational culture are integral parts of the human resources in an organisation. EAP is one of the vital assets of the organisation which forms part of the culture of the organisation. Employees adapt their behavior to cope with the processes and procedures they have until it becomes the culture of the organisation. Both EAP and organisational culture operate in business units at different management levels with different leadership styles. EAP also forms part of the sub-cultures of the business units and these sub-cultures also make-up the broader organisational culture including EAP culture. EAP that operates within the structure of the organisation on strategic partnership level tends to make a significant impact in an organisation.

EAP is an organisational programme or resource and some of its definitions indicate that EAP “is the work organisation’s resource...” EAPA-SA” (2005: 7). Both EAP and organisational culture can be defined as “organisational intervention system....” EAPA-SA” (2005: 7), “worksite - based Programme.” EAPA-SA (2005: 7). In terms of the organisational culture, culture cannot survive without people and structures in an

organisation. According to Drennan in Dombai (1999: 113), “people who are part of a business adapt their behavior to cope with the structures and constraints they have to live with until it becomes part of the normal way of doing things, part of the culture.” These applies to the EAP, it cannot survive without people and structure in the organisation. Both EAP and organisational culture uses organisational structures such as committees, Peer Educators and union stewards including the Employment Equity forum to operate effectively in an organisation.

According to Masi (1992: 5), “workplace peers and union stewards should be capacitated about EAP, in order to refer troubled employees for assistance, thus subsequently breaking denial barrier. The joint training sessions seeks to empower the organisational relevant stakeholders on EAP.” Both EAP and organisational culture can use these structures to survive in an organisation. Managers and supervisors are also part of the structure to enable EAP to resolve employee’s workplace problems and this process can be influenced by the behavioral norms of the organisation.

3.5.3.10 Organisational planning

Both EAP and organisational culture play a critical role during business planning to the organisation and its business units as well as to the organisation’s union leadership. The alignment of the EAP on the business goal of the organisation will help EAPs to design the EAP training to be institutionalized and form part of the ongoing functioning of the organisation. Organisational culture helps employees to develop an understanding and how they contribute to the mission of the organisation. According to Oher (1999: 95), the degree to which decisions are made in an organisation by involving employees and other stakeholders as part of an individual or group process, ultimately influence the quality of those decisions. According to the researcher, in an organisation where employees are valued, decisions are made with due consideration of the culture of the organisation and type of people who are in that organisation. Decision-making in an organisation is influenced by the culture of the organisation, in some organisations decisions are made in a group or individual process and some are made at a

management level, and these also apply to the EAP. According to Oher (1999: 429), “the EA professional begins collecting available data to determine potential areas for strategic planning that will directly impact healthcare costs.” EAP which is part of the organisational planning becomes successful in an organisation. However, the survival of the EAP and its success in an organisation is also dependent on the type of the organisational culture in an organisation.

3.5.3.11 Data management

Both EAP and organisational culture can be audited in an organisation; EAP uses needs assessment and organisational culture uses culture audit methods. EAP can first get the required data on issues affecting employees’ wellbeing from human resources units such as reviewing leave records for to collect leave information; human resource planning can also assist EAP to set its data gathering plans; and EAP can also get relevant information from the management teams. “Data collection should include medical claims data on levels of payment by diagnostic categories, workers’ compensation claims, accident and injury rates, demographics, absentee information, aggregate health-risk appraisal data, and past EAP utilization rates by categories of presenting problems” (Oher, 1999: 429). Both EAP and organisational culture can use organisational diagnosis which involves the systematic analysis of the organisation’s problems and cultural effects. According to Harvey and Brown (2001: 132), “organisation diagnosis, then, involves the systematic analysis of data regarding the organisation processes and culture with the intention of discovering problems and drawing conclusions about action programmes for improvement.” Both EAP and organisational culture uses valid method to analyse its data from employee feedback. Audit and assessments help to identify and raise awareness of cultural differences within the organisations’ workforce. Both EAP and organisational culture can use job satisfaction surveys and interest groups to identify the type of the EAP needed and the type of culture that exists in the organisation.

3.5.3.12 Diversity Management

Both EAP and organisational culture consider the individual employee's cultural background including gender, race, culture and ethnic group. According to Oher (1999: 79), "when engaged in short-term counselling, a culturally competent EAP professional will value and enhance credibility and giving; will strive to attend to what will be meaningful for each client given his or her culture and ethnicity, will consider the dynamics of race in the formation of mental health symptomatology, and will appreciate the role of the culturally diverse aspects of the encounter." Both EAP and organisational culture value diversity to the employees through the EAPs and managers who should be sensible to their own cultures. Harvey and Brown (2001: 432), also states that, "support involves managers in teaching employees about the business of valuing diversity and makes them sensible to their own cultural assumptions and biases." Oher (1999: 80) recommends that, "the EAP must be able to offer a relevant variety of providers, to meet the multicultural needs of the employees. Each referral situation must be considered individually. The EAP can involve the employee in considering the features that would be considered in a therapist." According to the researcher, EAP is made up of EAPs who are from diverse culture and organisational culture is featured by members of the organisation who are from diverse cultural background and these has been balanced through Employment Equity. Both EAP and organisational culture are common in acknowledging cultural background and diversity to its customers and other role players.

3.6 CONCLUSION

The EAP core technologies and core practices are key elements that can be utilized to influence the organisational culture in the organisation. The effective utilization of the EAP core practices and technologies has positive impact on the culture of the organisation. The context in which EAP operates within the working environment has an impact on the culture of that particular organisation. However EAP can influence the culture of the organisation to a certain degree, since it operates within a context of

human relations for instance EAP is designed to identify and assist “troubled employees” and therefore it may be limited to influence the application of the organisational systems, processes, and policies for change. EAP that is utilized to its fullest degree has greater possibilities of influencing the culture of the organisation.

CHAPTER 4

THE INFLUENCE OF AN EAP ON THE ORGANISATIONAL CULTURE

4.1 INTRODUCTION

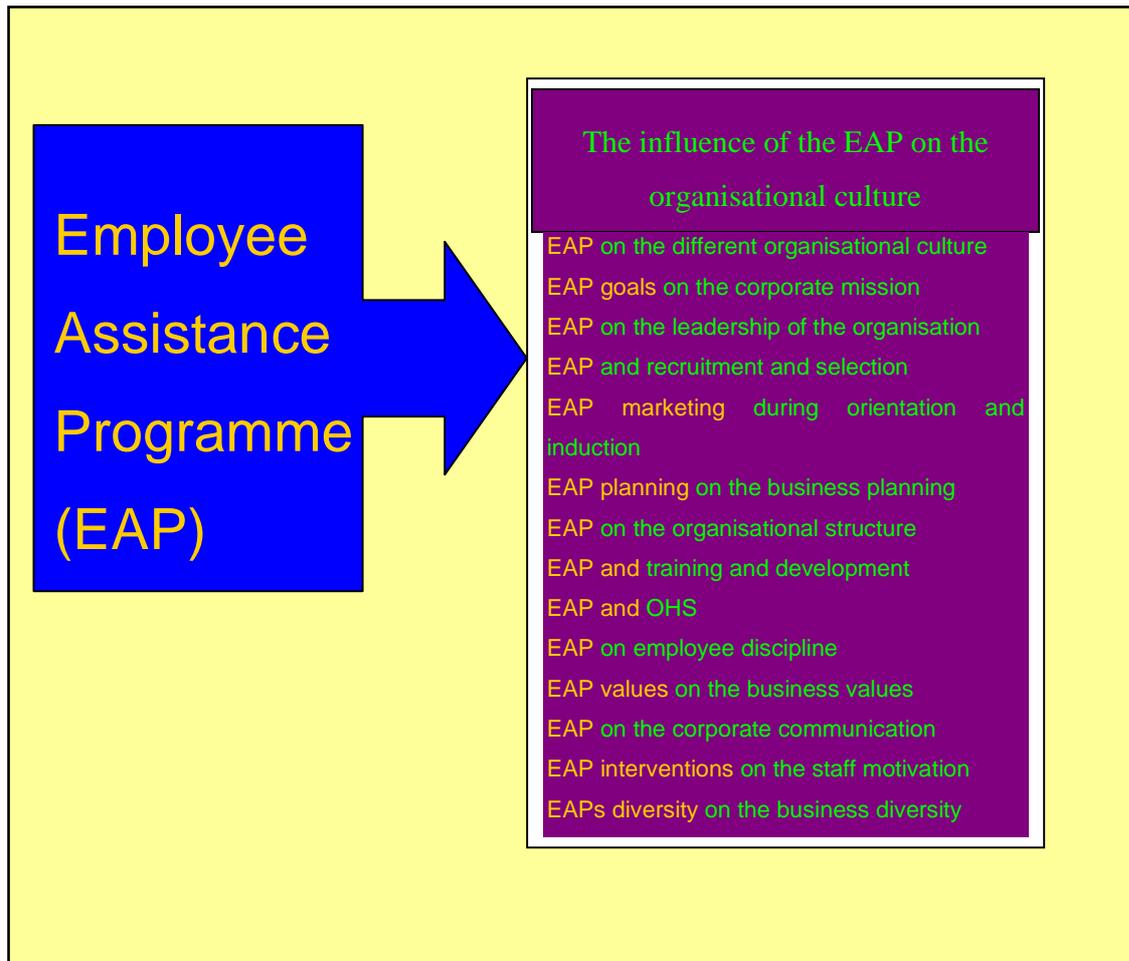
This chapter focuses on the influence of the EAP on the organisational culture within the working environment of the Department of Human Settlements. The research question has been triggered by the role of the EAP in the organisational culture of the Department of Human Settlements. EAP has various interventions in enhancing productivity and team work in the organisation. This chapter will therefore focus much on the role of the EAP on the organisational culture in the Department of Human Settlements. It will also cover the influence of the EAP on the organisational culture through the literature review and this is the fundamental base of this research study. The influence of the EAP on the organisational culture in the Department of Human Settlements will be based on the different types of organisational culture, corporate mission, leadership of the organisation, recruitment and selection, induction and orientation, business planning and decision-making, organisational structure and resources, training and development, Occupational Health and Safety (OHS), employee discipline, business values, corporate communication and degree of interaction, corporate motivation and support, business diversity, organisational change and business ethics. It will further cover the integrated consequences of the organisational culture and the EAP through literature review.

4.2 THE INFLUENCE OF AN EAP ON THE ORGANISATIONAL CULTURE OF THE DEPARTMENT OF HUMAN SETTLEMENTS

EAP needs to understand the activities on which EAP should be measured against to ensure success. According to Oher (1999: 95), “these are elements that become the benchmark against which the success of the organisation’s communications activities, and hence the EAP’s marketing plan and promotional efforts, can be measured.” EAP needs to further understand the key elements of the organisational success and

strategies that enhances organisational performance, through them EAP may be able to influence the organisational culture of the organisation for success. The diagram below illustrates the influence of an EAP on the organisational culture:-

Figure 4.1 The influence of the EAP on the organisational culture



According to Oher (1999: 95), “an EAP that understands these organisational determinants and taps into these cultural influences will have a better grasp of the strategies that are most likely to meet the EAP’s overall marketing goals and objectives.”

4.2.1 The influence of the EAP on the different types of organisational culture

In as much as EAP has different models which suit the organisation according to its culture, structure, location and size; organisational culture differs from organisation to organisation. The different EAP models suit different types of the organisational cultures, respectively. The researcher will take into consideration the types of organisational cultures when exploring the influence of an EAP on the organisational culture in the Department of Human Settlements. The researcher would like to believe that the Department has its unique type of organisational culture which is not similar to other organisations. However, it is critical to mention that organisations have the main dominant culture and they also have sub-cultures which may differ from one section of the organisation to the other. There are different types of organisational cultures which can be found in one organisation on its sub-cultures. From the EAP perspective it is critical for the EAP to understand the organisational culture because, “understanding the culture of an organisation, institution or even a group, gives valuable insights into why individuals within these groups act the way they do, the norms that dictate behaviour, and also help us devise interventions to help people who become ill, mentally or physically” (Carrol, 2002: 73). Therefore, organisational culture can cost individual behaviour the manner in which they should behave in an organisation; amount of time they spend in an organisation; its effects on their psych and attitude at work; and the degree to which their emotions are affected. “Work-life is about creating and embedding the culture in the organisation, that helps men and women better meet the competing demands of work and outside of work” (Coffey &Tombari, 2005: 1). The influence of the EAP through its core technologies can assist members of the organisation on work-life matters, in this context the members of the National Department of Human Settlements to cope with different types of organisational cultures that exists in the Department.

4.2.1.1 The influence of the EAP on the market and achievement culture

Employees in such kind of organisational culture are obliged to sign performance agreements with their managers to ensure that they work towards their organisational goal. The researcher is interested to explore the influence of the EAP on achievement of culture. In this type of culture, counselling is viewed as a means to enhance performance to employees in the organisation. Employees in this type of organisation are responsible to take action on their behavior. EAP is utilized to enable employees to be more productive and work towards achieving organisational goal. According to Emener *et al.* (2003: 59), helping workers through EAP toward being more fully functioning individuals will have a positive impact on productivity. According to the researcher, EAP can be regarded as useful counselling resource where employees are referred to in order to enhance their performance, thus improving organisational productivity. EAPA-SA (2010: 6) states that, "...consultation with, training of, and assistance to work organization leadership (managers, supervisors, and union officials) seeking to manage troubled employees, enhance the work environment, and improve employee job performance." EAPA-SA (2010: 6). In an organisation where counselling is part of the organisation's resource, the organisation's performance improve for better results.

4.2.1.2 The influence of the EAP on the mercenary culture (low sociability and high solidarity)

This type of culture exists in an organisation that is determined and goal-focused. Employees in this type of culture are expected to be goal orientated; mission driven; having sense of purpose and be high performers in order to achieve the desired goal of the organisation. According to Robbins *et al.*(2003: 392), employees are always determined to meet their operational goals and they have a zest for getting things done quickly and a powerful sense of purpose. The mercenary culture, "... focus on goals and objectivity also leads to a minimal degree of politicking. The downside of this culture is that it can lead to an almost inhumane treatment of people who are perceived as low

performers” (Robbins, 2003:392). Given the downside of this culture on the treatment of low performing employees with inhumane, EAP can play a crucial role to address the ‘inhumane treatment’ through the, “...use of constructive confrontation, motivation, and short-term intervention with employee clients to address problems that affect job performance; to improve and/or maintain the productivity and healthy functioning of the workplace and to address a work organization’s particular business needs” (EAPA-SA, 2010: 6). One of the goals of the EAP in the Department is, “...to prevent a decline of work performance from employees with normally satisfying job performance and potential.” *Wellness Management Policy* (Department of Human Settlements, 2010: 3). This implies that, one of the goals of the EAP is to enhance employees’ job performance and improve organisation’s productivity in the organisation.

4.2.1.3 The influence of the EAP on the adhocracy culture

This culture is characterized by values of employees’ adaptability in the organisation, the degree of employees’ autonomy and innovation in the organisation. It is characterized by charismatic leadership style and the power which is associated with the organisational values. According to Brown (1995: 72), “decisions are often taken as a result of intuition, leaders tend to be innovative and risk-oriented, and employee compliance is enforced by their commitment to organisational values.” The employees’ efforts to achieve organisational goal are based on the type of leadership and the degree of autonomy which employees are exposed to. Emener *et al* (2003: 68) state that, EAP should provide supportive role that will successfully deal with employees’ workplace problems and create working environment where employees can enjoy healthy work-life balance, and be become more productive; innovative; risk-taking and satisfied at work. This culture further seeks EAP intervention to enhance employees’ autonomy and risk-taking according to the organisational values to enhance their performance and productivity in the organisation.

4.2.1.4 The influence of the EAP on the bureaucratic and hierarchy culture

As it is stated in chapter 2, the leadership style on this type of culture is power-orientated. Leaders make decisions and execute regulations on the basis of factual information and technical knowledge. Brown (1995: 72) states that, “the compliance of employees is maintained by surveillance and control, and they are assessed against formally agreed criteria and are expected to value security. The values associated with this culture are formally, logic, obedience and orderliness.” In organisations with such culture, decisions are made based on the existing regulatory frameworks. Leaders of this organisation only stick to the organisational rules and do not rely on external laws. This culture operates to dominate and overcome competition. According to Harrison (1993: 23), “leaders can use their authority to focus the energy and resources of the organisation in those areas that are critical to success, provided they have the competence and wisdom to know what these are.” However, bureaucratic and hierarchical culture has a critical role to play in an organisation, in terms of accountability of the higher authorities of the organisation on organisational resources. The role of the EAP is to support employees who are working under such culture to be able to survive and deal with it positively in the organisation. “Learning to how to work with these, as well as dealing with the frustrations that are part of them, can be worthwhile skills for counsellors in organisational settings and, while not solving the problems, can at least make life more tolerable” (Carroll, 2002: 62).

4.2.1.5 The influence of the EAP on the fragmented and person culture (low on sociability; low on solidarity)

As it is indicated in chapter 2, this culture emphasizes individual performance based on their areas of work with less identity of the organisation. According to Robbins (2003:392), in this type of culture “employees are judged solely on their productivity and the quality of their work. The major negatives in these cultures are excessive critiquing of others and an absence of collegiality.” The other aspect of this type of culture is person culture, which deal with the individual within the organisation. Kane-Urrabazo

(2006: 189) states that each person is gaining something from the situation. He further states that some actions may be promoting staff interests and growth, these are supported with hope that the ultimate will aid in the enhancement of the organisational goals. In as much as this culture is concerned about the individual needs, the influence of the EAP is on the individual personal need and issues that affect his or her performance and productivity at work. EAP is a workplace programme designed to assist 'employee clients' in identifying and resolving personal concerns, including health, marital, family, financial, alcohol, drug, legal, emotional, stress, or other personal issues that may affect job performance (EAPA-SA (2010: 6). In this type of organisational culture EAP is more concerned about individual issues more than organisational productivity and performance. The other influence of the EAP on this organisational culture is the role of the EAP professional ethics which is confidentiality principle on individual problems. "All employees have the right to seek help for their problems and know that their problems will be kept in the strictest confidence." Emeneret *al.* (2003: 48).

4.2.1.6 The influence of the EAP on the communal; support and clan culture (high on sociability; high on solidarity)

The detailed discussions on the communal; support and clan culture under chapter 2 state that, this type of culture exists in an organisation that values both friendship and performance. Though members of the organisation may have a sense of belonging but they don't lose focus on goal achievement. This type of culture demands one's complete life. According to Carroll (2002: 79), "the support culture organisation stresses the value of relationships, mutuality, communication, and looking after its people. The emphasis is on collaborative work and rewards tend to be intrinsic: the satisfaction of working in the organisation. Individuals are trusted to do their work, and support systems are in-built to help employees do their jobs well and reduce stress." Individuals are trusted on their performance and the type of work they do. This type of culture enhances individual well-being, as it values relationship and reduce stress to the members of the organisation.

EAP works well in this type of culture, as it is concerned about individual well-being and support. According to Carroll (2002: 79), “counselling services are seen as a natural part of support cultures. People are expected to have personal and work-related problems and need a forum where they can work with these. The organisation will be eager to know what the problems are and how organisational structures can be changed to help with their problems.” Since this organisational culture evaluate individual performance on the basis of quality of relationships, cohesion and integration it is critical that EAP plays a supportive role to the members of the organisation to enhance workplace social cohesion and support.

4.2.1.7 The influence of the EAP on the role culture

The role culture is based on the belief of how things are done based on the roles of the individuals within an organisation. This type of culture operates in an organisation where individuals are identified according to their roles, for instance the Department of Human Settlements has Human Resource Management and there are employees who are working under that unit and they are identified as Human Resource Officials, because they play such role. According to Carroll (2002: 74), “the role organisation is characterized by the fact that “things get done around here” by people who take on roles and see others in role terms. Because people are defined in terms of their roles and responsibilities, these organisations tend to be somewhat hierarchical with rules and regulations to maintain roles.” According to Carroll (2002: 74), EAP through “counselling will be viewed as a way of moving employees back into role, of managing role conflict, solving role confusion and generally creating harmony by defining clear role boundaries.” EAP’s intervention is more on role clarification and conflict resolution on this type of culture. EAP intervention further seeks to assist employees to perform their duties according to their job description to minimize role conflict and confusion in the organisation.

4.2.1.8 The influence of the EAP on the task culture

The task culture has been discussed in chapter 2, but the researcher discusses this culture with special reference to the influence of the EAP on it in the National Department of Human Settlements. However, it is important to emphasize that, task culture operates in an organisation with structures which specializes on particular matters to achieve the set objectives and goals. Kane-Urrabazo (2006: 189), states that, “this may be in the form of action committee, which meet for a specific purpose and then disband when task is complete.” It is about assembling group of expert for a particular assignment to achieve a desired goal. “This culture aims to assemble the right people with the right resources, so that a job can be accomplished” (Kane-Urrabazo 2006: 189). This forum has its own culture and this culture can be the subculture of the common culture in the Department. EAP can influence the task culture through the EAP advisory committee in the organisation. According to EAPA-SA (2010: 8), “There shall be an advisory process within the organization which provides for the involvement of representatives of all key segments of the workforce. Those who participate in the advisory process must be educated in the scope, purpose and operation of the EAP so that they are able to communicate this information effectively to others in the organization.” The participation of others in this committee and the effective flow of information can be an influencing factor of the EAP on the task culture in the Department.

4.2.1.9 The influence of the EAP on the power culture

The power culture has been much discussed in chapter 2 that power culture operates mostly in organisations which are militant working environment; however, it can also operate in any organisation depending on its type of leadership. According to Carroll (2002: 78), “usually hierarchical leaders are seen as making key decisions, handling individuals without feeling, and keeping clear and tight control on what happens. Motivation is seen as extrinsic and rewards are often monetary or benefits.” The power of leadership is centralized to one person who issue instructions and orders. In this type

of culture employees of the organisation has minimal democratic element, decisions are mostly taken by leaders within minimal consultation and staff engagement in the organisation. “Employees are not expected to question authority or any changes brought in by management” (Carroll, 2002: 78). In this culture things get done through those orders and according to the leadership instructions. He further states that, “...counselling may be introduced to power organisations as a way of helping weaker employees manage their jobs. It can be allied to welfare with a number of roles – information, advocacy, medical services – or the counselling provision can be external to the organisation.”

4.2.2 The EAP goals on the corporate mission

According to Drennan, in Dombai (1999: 113), “the goals that a company sets and values it truly believes have more influence in transforming its culture than any other factor.” When employees start to believe that the company is really serious about its mission, they go to the great lengths to fulfill the company’s goals, for instance the goal of the Department is to “provide access to affordable homes within the context of sustainable human settlements” (<http://www.housing.gov.za> 2009).

Organisational vision, mission and core values provide parameters for actions and behaviors required by members of the organisation, for instance the mission of the Department is “to establish and facilitate a process that is sustainable...” <http://www.dhs.gov.za> (2009), “The mission of the Department is to establish and facilitate a sustainable process that provides equitable access to adequate housing...” (<http://www.housing.gov.za> (2009). Both vision and the mission of the Department of Human Settlements require human efforts to ensure the achievement of the organisational goal. However the mission of the organisation goes with values and values therefore have to be made real for every person in the organisation. The core values reflect the essence of the organisation. EAP’s goal is to assist organisations to enhance the organisation’s productivity and employees’ well-being. One of the EAP objectives in the Department of Human Settlements is “to prevent a decline of work

performance from employees with normally satisfying job performance and potential.” *Wellness Management Policy* (Department of Human Settlements, 2010: 3). The researcher seeks to explore the role of the EAP on corporate mission in the Department of Human Settlements.

4.2.3 The EAP’s influence on the leadership of the organisation

Leadership in an organisation is one of the key elements of the organisational culture in an organisation. The culture of the organisation to a certain degree depends on the leadership of the organisation. Leaders create a particular culture within their period of existence in the organisation and that culture last as long as their presence in the organisation. The Department of Human Settlements is the government organisation which is led by the political leaders and when new political leaders take over, the organisational culture of the Department changes. According to Drennan in Dombai (1999: 107), “such culture continues way beyond leaders’ lifetime and succeeding managers add to and develop its basic simplicity and common sense.” However, leaders has role to play to ensure that they work towards achieving the organisational goal by committing others to be involved in fulfilling due obligation. According to the researcher, leadership does affect the individual behavior, group dynamics and ultimately the organisational culture through the manner in which leaders exercise their powers and leadership role in the organisation.

EAP has a role to play to assist leaders and managers through management consultation and supervisory support interventions. Supervisory support is one of the critical EAP dimensions which can improve the EAP to operate effectively in an organisation. According to Myers (1984: 15), “most informed people in the field acknowledge the supervisor’s key role in an EAP operation.” EAP is one of the supervisory tools that can be used to identify, refer and support troubled employees in an organisation. The researcher seeks to explore the role of the EAP on leadership of the organisation in the Department of Human Settlements.

4.2.4 The EAP and the recruitment and selection

According to Swanepoel, Erasmus, Van Wyk and Scheink (2003: 280), selection is defined as “a process of trying to determine which individual will best match particular job in the organisational context, taking into account individual differences, the requirements of the job and the organisation’s internal and external environment.” According to the researcher, selection is a recruiting process which involves selection and predictors, as well as criteria in an attempt to determine a suitable candidate which will best suit a specific job within an organisation. Swanepoel’s definition takes into account the internal and external factors. Both factors have a bearing effect of the practices of recruitment and selection to potential employees.

According to Le Roux et al (1995: 157), “selection is the process by means of which the enterprise tries to choose the most suitable person for a specific post from a list of applicants” Both Le Roux and Swanepoel define recruitment and selection as a process, hence the analyst will analyze the performance of the recruitment and selection process within the Department of Human Settlements. For the organisation to fulfill its mandate and strategic objective it needs to have human capital and skills as well as competencies. According to Swanepoel *et al.* (2003: 259), “recruitment can be described as those activities in human resource management which are undertaken in order to attract sufficient job candidates who have the necessary potential, competencies and traits to fill job needs and to assist the organisation in achieving its objectives”. The Department has a recruitment and selection policy and the purpose of this policy is to provide guidelines to the Department of Human Settlements on a fair, consistent, transparent and efficient way of attracting, selecting, appointing and retaining the best suited candidates to enhance performance and service delivery.

Though EAP focus much on the productivity and the well-being of employees, it also has equal role to play in ensuring that employees entering the organisation will match the culture of the organisation as well as on the EAP culture. According to Myers

(1984:18), “personnel managers should give more consideration to ensuring employee-job congruence. Most researchers agree that employee problems are reduced through effective placement that matches the specifications and rewards in a job with an employee’s abilities and needs.” One of the EAP objectives in the Department of Human Settlements is “to timeously identify, assess and refer employees experiencing personal problems or poor work performance to specialist treatment, either internal or external services, for successful reintegration into the work environment.” *Wellness Management Policy* (Department of Human Settlements, 2010: 3). The role of the EAP in integrating employees into the working environment starts from the recruitment and selection process. Therefore, the researcher is interested to explore the impact of the EAP on the recruitment and selection or the role of the EAP during recruitment and selection process.

4.2.5 The EAP marketing during induction and orientation

The induction and orientation programmes are one of the critical opportunities to market the EAP and organisational culture. The researcher seeks to explore the impact of the EAP on the organisational culture during the orientation and induction and how the organisational culture can be perpetuated during the induction and orientation. Perpetuation of culture in organisations depends on the customs and traditions of the organisation, that is how things were done before and the degree of success it had with those endeavors. “An organisation helps new employees to adapt to its culture through orientation and induction programs” (Robbins et al, 2003: 386). The culture of the organisation can still be further persuaded by introducing new employees to the culture of the organisation through induction. According to Carroll (2002: 73), “organisational culture is a powerful influence on its members and newcomers are socialized into the prevailing culture very effectively. They learn, by osmosis, how to act and behave and relate and communicate and dress in ways that are accepted within the organisational context.” During the induction and orientation sessions newcomers learn how the practices and procedures of the organisation “how things are done” including how to communicate. However, some may adopt the organisational culture and some may not

accept it due to various reasons. This is a critical time of transforming newcomers to be part of the organisational culture.

EAP also plays a marketing role during induction and orientation. EAPs in the Department of Human Settlements during this period, conduct sessions to the newcomers, by presenting the goals, objectives, functions, core technologies and benefits of the EAP. EAP also presents the meaning of the EAP, its rationale and background to newcomers. Presentations also include the referral methods as to how employees should utilize the EAP and if it is the in-house model, how can they access it within the working environment. “Most organisations have employee handbooks that explain various employee benefits. The handbook should explain both the problems employees have and the EAP help that is available.” Myers (1984: 135). If some of the critical issues are not covered in the presentations, they are covered in the EAP workbooks which are normally presented to newcomers during orientation sessions. The researcher also seeks to explore as to how the EAP plays a role during orientation and induction in the Department of Human Settlements.

4.2.6 The influence of the EAP planning on the business planning and decision-making

Planning is one of the critical roles that organisations perform in order to achieve its desired goal. Organisational goals are defined during the planning process and the planning should be based on the organisational goal. However, plans can be short, medium and long-term depending on the goals of the organisation. An organisation can develop its objectives as short-term plans to achieve the broader desired goal. According to Myers (1984: 70), “planning means defining both long- and short –run purposes. Goals are the long-run plans and the EAP should help the organisation to achieve those goals. Short-run plans, also called operational or tactical plans, are policies and procedures.” The Department of Human Settlements has strategic plan which can be three to five years with its broader goal and it has operational plans that

are built into the strategic plan. These operational plans serve as means to achieve the broader organisational goal.

According to Myers (1984: 99), “strategic planning is the process of defining organisational goals and a sequence of plans to accomplish them. The decision to establish an EAP involves both goals and objectives. Policies and procedures are promulgated and disseminated throughout the organisation to determine how goals and objectives are to be achieved.” However, there are procedures and processes that need to be followed to ensure effective planning in an organisation.

Moreover, employees are part of the planning process and they need to be consulted for decision-making purposes. According to Oher (1999: 95), “the degree to which decisions is made as part of an individual or group process, ultimately influencing the quality of those decisions” The manner in which decisions are made in the organisation could be the involvement of employees in the decision-making process or decision-making is centralized to management of the organisation.

EAP has a role to play to assist an organisation to achieve its goal, may it be short, medium or long-term. According to Myers (1984: 70), “an EAP is established to help the organisation to effectively meet its long-term goals or purposes. To help achieve these goals, EAP policies, which are broad guidelines, must be established to explain, for example, how the EAP must operate. Procedures are prepared to specifically define daily details, such as how EAP referrals will be made and what reports will be required.” EAP should be part of planning process in an organisation and its policies should be integrated into the business plans of the units. However, planning cannot go alone there are other resources which are essential such as finance and human resources. According to Myers (1984: 70), “other subjects in the planning function are analyzing insurance coverage, conducting preliminary cost-benefit studies, and preparing evaluation procedures.” One of the critical functions of EAP during planning is cost-benefits analysis which is part of the evaluation exercise that serves as an assessment of the EAP on the organisation and its planning.

The Department of Human Settlements conducts its strategic planning sessions before the beginning of the financial year, and EAP is normally part of the planning through the leadership of the EAP Unit. As the Department plans its strategic objective, EAP plans are aligned to the Departmental strategic plans.

4.2.7 The influence of the EAP policies and programmes on the organisational structure and resources

EAP policies are part of the organisational useful resources which can assist managers to address employees' issues that affect their job performance and productivity at large. However, policies are not enough when relevant stakeholders are not empowered about them. Therefore, the influence of the EAP training on policies should be conducted to managers. According to Myers (1984: 72), "some key activities in these functions include training managers and employees in EAP goals, policies, and procedures. Consultation arrangements must be made to assist managers, supervisors, counsellors, and others with various problems that arise particularly during the first few months of the EAP's operations." It is important that managers are able to interpret EAP policies and be able to apply in the workplace.

In as much as the organisations have policies that seek to guide its operations, EAP should also be part of those policies. The organisation's procedures and policies have a direct impact in influencing and shaping the culture of the organisation, on the other hand these policies and procedures can cause frustration and alienation to employees. According to Drennan in Dombai (1999: 113), organisational procedures and practices such as induction practices, promotion criteria, performance evaluation policies and disciplinary procedures have a major role to perpetuate the culture of the organisation. The researcher is interested to explore the integration of the EAP policies on other Departmental policies as well as their application to enhance productivity and good governance.

4.2.8 The influence of the EAP and training and development

The culture of reward, development and performance is a positive reinforcement to the members of the organisation. Performance bonus and promotions reinforce positive behavior to those who are performing well in the organisation. According to Drennan in Dombai (1999: 113), “it is also important to realize that what gets measured becomes important. Those who wish to transform their company culture have to start measuring and rewarding what they want employees to treat as important”

The strength of the Department is that, its management maintains its culture of reward systems on performance bonus and compensation, thus reinforcing an opportunity for its employees to do progressively more on challenging work, and influence the set work priorities of the employees as well as the kind of behaviors they display. *Training and Development Policy* (National Department of Human Settlements, 2007: 7).

The National Department of Human Settlements has training and development policies, which seek to promote and enhance development on its employees. Therefore some of the elements of the culture of the Department are training and development. However, there is another side of training and development which involve EAP and this training seeks to empower employees and managers on how to utilize EAP to enhance their performance. According to Myers (1984: 135), “training and development communicate EAP benefits provisions through new-employee orientation and refresher training to existing employees and supervisors.” One of the responsibilities of the EAPs in the Department of Human Settlements is to develop EAP training manuals for the staff and supervisors that should be presented during training and information session in the Department. According to Myers (1984: 18), “high on the list of challenges will be the development of comprehensive training programmes for managers to prepare them for their roles in administering the EAP.” Through this key element the researcher seeks to explore the integration of the EAP training on other training programmes in the National Department of Human Settlements.

4.2.9 The EAP and Occupational Health and Safety (OHS)

Health and safe working environment should be created in the organisation as much as practically possible to prevent exposure and risks of transmission of HIV and TB. EAPs have a crucial responsibility to put measures in place to prevent the risks of occupational exposure to HIV and TB as well as other infectious diseases. However, the risk of transmitting TB in the work environment is limited to a certain degree. The greatest risk is for those people who share very confined office space. According to Swanepoel et al (1999: 117), “the common law principles which are fundamental to the contract of employment, have never been able to actively protect employees to cope with the phenomenon of occupational hazards at work.” According to the *Occupational Health and Safety Policy* (National Department of Human Settlements, 2009: 2), “occupational hygiene means the anticipation, recognition, evaluation and control of conditions arising in or from the workplace, which may cause illness or adverse health effects to persons.” Though occupational health and safety deals with number of issues in the workplace, but some of them which are relevant in the EAP field which are based on health issues such as possible contraction of diseases and ill-health at work due to occupational exposure.

According to Myers (1984: 149), “job duties should be structured to either eliminate hazards through procedural changes or reduce the risk exposure through better methods, such as installing safety devices and requiring protective clothing and equipment. A comprehensive safety programme that begins with identifying health and accident hazards through job analysis can benefit the organisation in several ways.” This is one of the critical key elements of exploring the role of the EAP on the Occupational Health and Safety in the National Department of Human Settlements.

4.2.10 The influence of the EAP role on the employee discipline

Employee discipline forms part of the key elements of the organisational culture. Disciplinary procedures and policies that are in place form part of the organisational

culture. According to Swanepoel et al (1999: 203), “the purpose of discipline is therefore to ensure that the employer achieves these objectives in an orderly fashion, ensuring a safe and stable workplace.” It is important to note that, though any organisation has discipline in its human resource function, but there are measures that have to be in place to ensure that it is applied objectively and constructively to employees to enhance productivity and good performance to staff members. Swanepoel et al (1999: 203), further states that, “the disciplinary code is a framework of rules which ensures that employees know and understand what the company is expecting of them and what the employees can expect. It serves as a guide to managers as it spells out the procedures that must be followed in applying discipline in the workplace.” Constructive and objective discipline is a discipline that seeks to direct employees to the right direction for performance and outlining what is expected of them in the organisation. Therefore the manner in which the organisation exercises discipline has a direct impact on the culture of the organisation.

Somehow disciplinary steps carry the element of EAP as corrective measure and managers formally refer employees to EAP before or after the disciplinary action has taken place. Normally after the EAP intervention managers seek the report from the EAP to check the progress and the determination of an employee on the issues at hand. According to Myers (1984: 135), “typically this requirement entails receiving the disciplinary file, preparing notices of proposed action, accepting the employee reply, and making discipline recommendations.” However, the Department uses EAP for counselling as a corrective measure to employees with labour cases and this is one of the steps of disciplinary process. For instance when an employee has an alcohol problem one of the steps that has taken before or and after warning from the misconduct, he or she get referred to the EAP for assistance. EAP is not a substitute of disciplinary actions against employees. Since discipline is part of the organisational culture, the researcher seeks to explore the impact of the EAP on the disciplinary process in the National Department of Human Settlements.

4.2.11 The influence of the EAP values on the business values

The EAP values are embedded on the EAP professional ethics which seeks to guide professional behavior and employee's protection. Some of the EAP professional ethics are: confidentiality, respect, neutrality, and voluntarism. EAP professional ethics are supported by the EAP policy statement which has the following summarized 14 key elements: 1) concern by organisation for its employees; 2) scope of the problems to be covered by EAP; 3) target group for the EAP; 4) job security and promotional opportunities of those participating in the Programme; 5) confidentiality of records; 6) job performance as the basis for supervisory recommendations; 7) voluntary nature of the Programme; 8) sick leave and insurance benefits; 9) relationship to other personnel and admin policies; 10) recognized need for the Programme; 11) support for the programme from both management and union; 12) willingness of organisation to commit time and resources to the EAP; 13) accessible points of contact for employee assistance and procedures to follow; 14) acceptable attitude about mental illness, alcoholism and family or marital problems (Mannion, 2004: 74). These elements of the policy statement also cover the EAP principles in them. The researcher would like to believe that these values impact on the business values.

The researcher further explains the policy principles as they are applicable on this key element of the organisational culture. The following are policy statement which customized into the wellness need within the Department of Human Settlements, namely: **neutrality**: which means that the Programme should not become enmeshed in the traditional interface between management and labour and it should not clash with existing administrative procedures and contractual agreements. **Accessibility**: that means all employees should have reasonable access to a decentralized service. **Timeous Intervention**: efforts should be made to ensure early identification and treatment of problems thus facilitating a good prognosis. **Voluntarism**: participation in the Programme should be voluntary without, however, denying management the prerogative of recommending employees for assistance. **Impartiality**: participation in the Programme should not prejudice an employee's job security or chances of

promotion. **Equal and Dignified Treatment:** employees treated should receive the same consideration as those with medical problems. **Confidentiality:** personal Information of employees utilizing the Programme should be treated in a confidential manner. **Prevention of Abuse:** the Programme should not be abused by any employee or participating party. **A balanced Programme:** a healthy balance between rehabilitative and preventative services should be maintained.

According to the researcher, internal EAPs carry the responsibility of ensuring professional ethics that protect themselves and employees who need assistance. Through the abovementioned EAP principles, EAP can manage to strike the balance between their professional ethics and EAP practices within an organisation. However, it is important to mention that there are challenges which EAP face in their respective organisations and some of them are affecting their confidentiality, disloyalty of clients, and challenges that the organisation is experiencing it can difficulties in dealing with change which affect its employees. According to Myers (1984: 149), “there is a growing awareness that many ethical problems face the workplace counsellors which are not applicable to counselling in other areas. Various ethical dilemmas rising from workplace counselling have been discussed in the literature.” It is critical to state that EAPs should at all time assist employees to be in good shape in order to achieve an organisational goal.

In as much as the EAP has its own values based on its principles, the organisation as a business environment has values too. The values of the organisation determine the type of the organisational culture. Through organisation’s values one can be able to define the organisational culture in that organisation. The values of the National Department of Human Settlements are informed by the type of service the Department renders, its customers and its mandate. The values of the Department of Human Settlements are based on the White Paper on the Transformation of the Public Service, published in 1995, which sets out eight transformation priorities that seeks to enhance effective service delivery in the Public Service. These eight priorities are based on the eight “Batho Pele principles” and these principles promote the total quality management that

serve as a means to achieve service excellence. The eight “Batho Pele” principles are: consultation, service standards, access, courtesy, information, openness and transparency, redress, and value for money.

These “Batho Pele” principles form the values of the Department and they are integrated into the business of the organisation. According to the Batho Pele handbook, (2003: 26), “the provision of housing should integrate subsidy applications, legal negotiations and housing delivery in one package, thereby helping the customer to **access** services holistically and not as fragmented and disjointed bits and pieces. Both the principles of consultation and setting standards contrive to promote service excellence in that it is only through consultation with end-users that relevant services and appropriate standards can be measured. When the performance against standards is published to ensure that customers have full **information**, service providers are compelled to acknowledge and address any shortcomings in their provision. The whole process of service delivery becomes **transparent** and **open**, subject to close scrutiny by the public, who will act as watchdogs, demanding redress for shoddy service and insisting that they receive value for money.”

In short the values of the Department of Human Settlements are: “transparency, accountability, fairness and equity, choice, quality and affordability, sustainability, innovation and the Batho Pele principles.” (Department of Human Settlements Strategic Plan 2008-2011: 12). Both EAP principles and ‘Batho Pele’ principles have impact of the organisational culture in the Department of Human Settlements. The researcher seeks to further explore the role of the EAP principles on the “Batho Pele” principles as one of the key elements of the organisational culture in the Department of Human Settlements.

4.2.12 The EAP and the corporate communication and degree of interaction

Corporate communication is one of the vehicles through which organisational culture can be realized. One can be able to define the type of culture the organisation has through different types of communication such as top-down; bottom-up and horizontal communication. The levels of communication within the organisation have effects on both the informal and formal channels of communication, which through it; information about organisational issues can be solicited from the staff. According to Ott (1989:97), “the most effective mediums for communicating important cultural assumptions, beliefs,

values, and behaviors include an organisation's language, jargon, metaphors, myths, stories, heroes, scripts, sagas, legends, ceremonies, celebrations, rites, and rituals." The Human Settlements' slogan which says "we care, we belong, we serve" perpetuate the culture of unity and team spirit to new members of the organisation.

The other crucial aspect that has impact on the culture of the organisation is technology on information management system as one of the means of model communication. Information management system of the organisation has an influence to shape the culture of the organisation. According to Drennan in Dombai (1999: 111), "computerized information and control systems have certainly had the biggest influence over the last decades in reshaping the structure and processes of companies in every kind of business." One of the means of communication in the Department of Human Settlements is through internal electronic media which is intranet. The Department is using intranet through the "Novell GroupWise System" as a means of communication. This system is utilized by staff to communicate internally (within the Department) and externally (outside the Department). This communication system has an impact on the culture of the organisation. "...corporate communication is the benchmark on the success of the organisation's communication's activities, and, hence EAP's marketing plan and promotional efforts, can be measured" (Oher, 1999: 95).

Communication is also a vehicle to unite and integrate business units. It also serves as a means to form teams and groups within the Department. According to Oher (1999: 95), the degree of cooperation and teamwork among individuals, work groups, Departments or organisational functions are part of the organisational culture. The level of interaction among employees within the Department is determined by the degree of communication amongst each other. Communication and interaction is critical in an organisation, especially during decision-making. Some of the decisions are based on the level of communication and interaction that exists in the organisation. The level of communication and interaction amongst employees within the organisation is determining the level of utilization of the EAP in the organisation. Through this key element of organisational culture, the researcher seeks to explore the role of the EAP

on the corporate communication and interaction in the Department of Human Settlements.

4.2.13 The influence of EAP interventions on the motivation and reward

One of the key important roles of the EAP is to motivate the workforce through its interventions. It is also a critical managerial role, where managers and supervisors are encouraging their employees to reach their target and perform optimally to achieve the organisational goal. One of the functions on which managers are taught is motivation and they receive this through EAP supervisory training. According to Myers (1984: 135), “supervisors can be trained and encouraged to give employee recognition for perfect attendance records, safety performance, and ideas to improve work efficiency.” According to the researcher, motivation occurs in various facets, and some of them are through recognition of employee’s job attendance, reward and performance. Some of the significant means of staff motivation in the Department of Human Settlements is when employees are rewarded performance bonuses after every end of the fiscal year and long service recognition after twenty and more of employee’s service in the Department and in the Public Service at large.

According to Brown (1995: 58), “an appropriate and cohesive culture can offer employees a focus of identification and loyalty, foster beliefs and values which encourage employees to think of themselves as high performers doing worthwhile jobs which create feelings of belonging.” The culture of motivation also carries the element of bringing staff together, if staff is motivated for high performance, they can develop an identity according to their level of motivation and performance. The other dimension of motivation is through leadership of the organisation by allowing its employees to be risk-taking, autonomous and innovative in carrying out duties. The researcher is interested to explore the role of the EAP on the corporate motivation in the Department of Human Settlements.

4.2.14 The influence of EAPs diversity on the business diversity

Diversity can be defined from the diverse perspectives. It can be defined as a significance of differences which can be due to categorized backgrounds such as race, gender, religion, ethnicity, age including perceptions and attitudes or it can be defined from the learning and educational point of view. According to Sonnenschein (1997: 3), “diversity is the significance of differences and similarities among people, with special focus on race, culture, gender, sexual orientation, age and physical abilities.” It can further cover the diverse learning and educational backgrounds and these are also part of the employment setting.

According to Cox Jr and Beale (1997: 1), “diversity is the mixture of people from different backgrounds in one social system with distinct differences, and social group affiliations such as gender, nationality, age cohort, levels, and types of physiological abilities and disabilities, racio-ethnic identity and religion. Diversity in a social system context is significant since people mix from different countries, cities, organisations and work teams.”

Since the dawn of democracy, the South African government has put in place legislation to redress the past discriminative laws and practices that were inherited from the apartheid system. These laws and practices discriminated against black people, women and people with disabilities from access to equal opportunities for employment, promotion and education. An Employment Equity Act No 55 of 1998 was established to provide for employment equity to redress imbalances of the past. Through this legislation organisations are able to deal with diversity in the workplace, to address individual employee’s differences.

Oher (1999: 80) recommends that, “the EAP must be able to offer a relevant variety of providers, to meet the multicultural needs of the employees. Each referral situation must be considered individually. The EAP can involve the employee in considering the features that would be considered in a therapist.” EAP ought to be competent in their

EAP interventions to deal with diverse workforce. EAP interventions should be able to address the needs of the employees from the multicultural backgrounds within a working environment. According to Oher (1999: 79), “when engaged in short-term counselling, a culturally competent EAP professional will value and enhance credibility and giving; will strive to attend to what will be meaningful for each client given his or her culture and ethnicity, will consider the dynamics of race in the formation of mental health symptomatology, and will appreciate the role of the culturally diverse aspects of the encounter.” EAPs that are from diverse backgrounds are more likely to be in a better position to deal with diverse issues that affect employees from their cultural backgrounds. EAP who are competent to address multicultural issues tend to earn credibility in their working environment. Harvey and Brown (2001: 432) also states that, “support involves managers in teaching employees about the business of valuing diversity and makes them sensible to their own cultural assumptions and biases.” Managers who understand diversity can be able to teach their employees as to how to value diversity in the organisation and these can assist managers to effectively manage diversity in the organisation. Through this element of organisational culture, the researcher seeks to explore the role of the EAP on the diversity of the Department of Human Settlements.

4.2.15 The influence of the EAP ethics on business ethics

Most organisations do not have Code of Ethics or the standard of conduct for their employees, yet they are crucial for the success and productivity of the organisation. According to Rassouw (2004: 4), “business ethics as about identifying and implementing standards of conduct that will ensure that, at a minimum level, business does not detrimentally impact on the interests of its stakeholders. At an optimum level, business ethics is about standards of behavior that will enhance the interests of all who are affected by business.” One of the objectives of ethics is to establish and maintain integrity on employees in an organisation. Business ethics also cover the organisations in terms of Human Resource practices. An organisation with ethics obligation tend to concern itself with acquiring, nurturing, developing, supporting and retaining its staff to

attain organisational vision and mission. Rossouw (2004: 173), concurs by saying, “organisations, through those who are responsible for the practice of human resource management, have an ethical obligation to both the organisation and people.” Rossouw (2004: 216), summarizes the purpose of the code of ethics by saying, “they raise ethical awareness and expectations by establishing morally acceptable behavior; prevent unethical behavior; promote ethical behavior by articulating the ethical values; provide guidance in ethical decision-making; promote organisational integration and coordination through specific ethical values.”

The Code of ethics on the EAPs are more relevant and applicable to EAPs who are qualified and trained on EAP, since they are trained on client’s behavior and how to deal with issues at hand. According to the EAPA-SA Code of Ethics (2005: 1), “the ethical behavior and conduct of an EAP professional is concerned with the well-being of individuals served and this Code extends to activities and relationships with employers, colleagues, unions, professionals from other disciplines, the local community and society as a whole.” The Code of EAP ethics includes the following Codes; public responsibility, confidentiality, professional competence, record keeping, client protection, hiring, business practices, and complaints procedure. The public responsibility of the EAP is to co-operate in a professional community and precludes fraudulent or misleading advertising practices, and requires that professional qualifications be presented to the public in an accurate and truthful manner (EAPA-SA Code of Ethics, 2004: 2). EAP also carries the professional responsibility of maintaining confidentiality to protect client’s issues in the workplace. One of the clauses under professional competence states that, “EAPA-SA members should refrain from practice when their physical, emotional, or psychological condition, whether as a result of alcohol, drugs, illness, personal stress or other condition which would impair their abilities and or professional judgment.” EAPA-SA (2004: 3). EAP also have the ethical responsibility to keep the records of the troubled employees in a confidential area. “Disposal of records must be undertaken in a manner to ensure complete confidentiality as required by professional standards and law” (EAPA-SA 2004: 4).

In terms of the client protection, EAPA-SA members are expected to treat their clients according to the principles of the Constitution of South Africa and clauses indicated in the Employment Equity Act which protect clients from non-discrimination. “EAPA-SA members should not give or receive financial consideration for referring clients to particular therapist or treatment programmes.” EAP-SA (2004: 4). When EAP appoint service providers they shall abide with the principles of equal opportunities (EAPA-SA 2004: 4). The Code of Ethics in terms of hiring is aligned with the Constitution, Labour Relations Code of Good Practice and other legislative mandates. The Code of EAP ethics (2004: 4) further indicates that: “EAPA-SA members must consider their professional conduct relating to the business of their EAP. EAPA-SA members will conduct supplier/vendor relationship so that there are no personal obligations, actual or implied, which might affect business decisions in awarding the business.” The complaints matters of the EAPA-SA members shall be dealt with in accordance with the EAPA-SA Board Ethics Committee from investigation to disciplinary action.

The EAP Code of Ethics is related to the business ethics, they both carry the element of professional conduct. The researcher is interested to briefly explore the impact of the EAP ethics on the business ethics in the Department of Human Settlements.

4.2.16 The influence of the EAP on the organisational culture

According to Oher (1999: 94), “...most critical aspect of the EAP’s ability to formulate its marketing strategies into the “language of the organisation” – a task that is vital to the integration and utilization of the program within the organisation.” The EAP that understands the organisational culture and its language tends to have a greater impact in the organisation. Oher (1999: 95), further state that, “an EAP that understands these organisational determinants and taps into these cultural influences will have a better grasp of the strategies that are most likely to meet the EAP’s overall marketing goals and objectives.” The EAP that has a better understanding how the organisation is led; motivates its workforce; communicate to its workforce; interact with its workforce and

make decisions for its operations has a greater impact and maximal influence on the organisation's day-to-day operations and functions through its core technologies.

4.3 CONCLUSION

This chapter is the key on this research study as it covers key areas that need to be measured and compared to assess the impact of the EAP on the organisational culture. The influence of the EAP on the organisational culture will be measured based on the key elements of the EAP and organisational culture which are: the influence of the EAP on different types of the organisational culture, the influence of the EAP goals on the corporate mission, the influence of the EAP on the leadership of the organisation, EAP and the recruitment and selection, the EAP marketing during the induction and orientation, the influence of the EAP planning on the business planning and decision-making, the influence of the EAP policies and programmes on the organisational structure and resources, the EAP and training and development, the EAP and the occupational health and safety (OHS), the influence of the EAP role on employee discipline, the influence of the EAP values on the business values, the influence of the EAP on the corporate communication and the degree of interaction, the influence of the EAP interventions on the corporate motivation and reward, the influence of the EAPs diversity on the business diversity and EAP ethics on business ethics. The outcomes of the influence of the EAP on the organisational culture in the Department of Human Settlements will be dealt with in chapter 5 which is about the empirical study.

According to Oher (1999: 94), "...most critical aspect of the EAP's ability to formulate its marketing strategies into the "language of the organisation" – a task that is vital to the integration and utilization of the program within the organisation." The EAP that understands the organisational culture and its language tends to have a greater impact in the organisation. Oher (1999: 95), further state that, "an EAP that understands these organisational determinants and taps into these cultural influences will have a better grasp of the strategies that are most likely to meet the EAP's overall marketing goals and objectives." The EAP that has a better understanding how the organisation is led;

motivates its workforce; communicate to its workforce; interact with its workforce and make decisions for its operations has a greater impact and maximal influence on the organisation's day-to-day operations and functions through its core technologies.

CHAPTER 5

EMPIRICAL INVESTIGATION ON THE INFLUENCE OF THE EAP ON THE ORGANISATIONAL CULTURE IN THE NATIONAL DEPARTMENT OF HUMAN SETTLEMENTS

5.1 INTRODUCTION

The aim of this study was to explore the influence of an Employee Assistance Programme (EAP) on the organisational culture of the National Department of Human Settlements in Pretoria. The core and the rationale of this study are based on exploring the influence of the Employee Assistance Programme (EAP) on the culture of the Department through its technologies and core practices. This empirical study was focusing on the organisational culture from its formation to the types of organisational culture and the influence of the EAP on each type of organisational culture in the Department of Human Settlements. The influence of the EAP on the organisational culture data was gathered from the employees of the National Department of Human Settlements who had experience on the organisational culture and the EAP of the Department having more than two years working in the Department.

EAP technologies and core practices serve as a comprehensive system from which employees can obtain assistance in addressing personal problems which may affect their work performance and these practices have impact on the organisational culture. On the aspect of organisational culture, the researcher has used all types of the organisational culture and key features of the organisational culture to investigate the impact of the EAP in the National Department of Human Settlements. The following are organisational cultural factors that were critically considered during this research study: organisational goals, leadership of the organisation, recruitment and selection, induction and orientation, business planning and decision-making, organisational structures and resources, training and development, Occupational Health and Safety (OHS), discipline, business values, corporate communication, and degree of interaction, corporate motivation, business diversity, organisational change and business ethics.

5.2 DATA COLLECTION INSTRUMENT (QUESTIONNAIRE)

The questionnaire was compiled by the researcher after the review of literature on the organisational culture and all types of organisational culture; Employee Assistance Programme; and the integration the EAP on the organisational culture in the National Department of Human Settlements. The researcher used group administered questionnaire to collect data from the respondents. The researcher made use of the Departmental resources including employer's time for employees to complete the questionnaire, as he obtained the permission from the higher authorities of the Department before conducting the empirical study. The researcher had requested the respondents to meet in the boardroom at a specific time and distributed the questionnaire to all respondents for them to complete. Each respondent completed their questionnaire in the presence of the researcher, who provided certain instructions and cleared up uncertainties amongst the respondents. Their completed questionnaires were collected from them after the exercise. All respondents were requested to complete the informed consent letter before completing the questionnaire and to complete all questions with objectivity and honesty. Moreover, emphasis were made that their responses are confidential and anonymous. Respondents were informed that the questionnaire can only be read by the Principal Investigator and authorized members of the research team at the University of Pretoria.

The questions were formulated in such a way that different choices with respect to possible answers were furnished, from which the respondents could reply by putting or making an "X" in the boxes provided. There were options ranging from one extreme of response to the other extreme of response (namely, rating criteria - strongly disagree; disagree; agree; to strongly disagree) and they were provided on each question to give respondents allowance to complete all research questions.

5.3 DESCRIPTION OF EMPIRICAL SURVEY

5.3.1 Procedure

In accordance with the goal of the study, the researcher collected the information from the respondents – (namely, i.e. employees and managers of the National Department of Human Settlements with more than two years working in the Department).

5.3.2 Target group

The main target group of the study was fifty employees from the National Department of Human Settlements. Respondents have been randomly selected from the permanent employees with more than two years within the Department of Human Settlements and with a minimum of matric qualification. The researcher had proportionally selected fifty respondents per rank structure and the sample was presented as: (3) Chief Directors, (5) Directors, (10) Deputy Directors, (11) Assistant Directors, (19) Administrative Officer and Secretaries, and (2) Security Officers, and there were fifty (50) in total.

5.3.3 Sampling method

The researcher randomly selected the respondents from a name list of all employees from the Department of Human Settlements. The researcher used stratified random sampling method to select a maximum of fifty respondents with a minimum of matric qualification and more than two years of working experience within the National Department of Human Settlements. The researcher used the stratified sampling technique to ensure that the respondents from different segments of the population acquire sufficient representation according to the different levels of the rank structure; gender and race groups of the National Department of Human Settlements. The researcher randomly selected 20% from the population of 249 employees each rank structure will be represented proportionally, i.e. 20% from Chief Directors; 20% from the

Step 2: Data Entry

The researcher created and consistently applied rules for transferring information from one form to another. The researcher computed the total response per item by dividing each with a total number of respondents and multiplies by 100%. “The cell or box where each row and column meet represents the specific response or value or score or datum that the respondent or subject gave for that question or item” De Vos (2005: 221). The research allocated percentages next to response category in percentage form according to the frequency distribution format, the data entry is illustrated below, i.e. **Awareness of the EAP role in the Department:-**

Response Category	Number	Percentage
Strongly Disagree	2	4%
Disagree	6	12%
Neutral	3	6%
Agree	20	40%
Strongly Agree	19	38%
Total	50	100

The researcher grouped the responses per item in a table form and transformed the data into a graphic presentation such as pie charts, bar charts, bar pyramid, doughnut, 3-D column and 3-D bar.

Step 3: Graphic Presentations

The same data that were previously presented in the form of figures listed in the table are now visually displayed in one of the graphic presentation forms (De Vos 2005: 227). The researcher used as pie charts, bar charts, bar pyramid, doughnut, 3-D column and 3-D bar to enhance the professional presentation and display of data so that it will be easy to interpret it. “Graphic presentation is often of great help in enabling us to comprehend the essential features of frequency distributions and in the comparison of one frequency distribution with another” De Vos (2005: 227).

5.3.6 Measurements

5.3.6.1 Levels of measurement

The researcher used the graphic presentations to interpret data base on the item, by using nominal, ordinal and ratio measurement levels.

5.3.6.1.1 Nominal level of measurement

The researcher used this type of measuring scale to determine the characteristics of the respondents based on the exclusive and distinct characteristics of biographic information required for the study. The researcher provided optional answers on all categories of the biographic information, i.e. gender (male/female); branch (corporate services/ chief operating officer/ policy and research/ service delivery support/ chief financial officer and office of the Director General); position (chief director/ director/ deputy director/ assistant director/ administrative officer/ security officer); length of service in the Department (2/3/4/5 and more). “Nominal measurement is thus essentially a classification system which involves variables being divided into categories. Characteristics such as gender, race, ethnic origin and political affiliation are usually as nominal variables” De Vos (2005: 164). The characteristics of the biographic information were presented in a 3-D column pie chart with the number and percentage of the characteristic in all categories.

5.3.6.1.2 Interval level of measurement

The researcher made use of interval scales when measuring the age of the respondents as one of their characteristics. The researcher provided the options of interval scales ranging from one particular age to another, namely age (21 to 30/ 31 to 40/ 41 to 50/ 51 to 60/ 61 to 65). De Vos (2005: 165) state that interval scales, “indicate exactly how far each ranking order is spaced from the next, in other words the distance between the

objects.” The responses of the respondents were grouped within the bracket of the age group range in a form of 3-D column pie chart with the number and percentage of the respondents.

5.3.6.1.3 Ordinal level of measurement

According to De Vos (2005: 164), ordinal level of measurement, it places responses in categories which display a greater - than or smaller - than relationship to each other. The researcher used the rank values by applying concepts such as majority of respondents and number of respondents by grouping the positive results (i.e. strongly agree and agree) into one response. According to De Vos (2005: 165), “rank value indicates whether an object possesses more of a particular characteristic than another object.” The researcher used the ranking order based using the number and percentage of response in a positive response category to determine the level of response for the item or question. De Vos et al (2005: 165) state that, “assessment of the seriousness of service effectiveness (very effective, fairly effective, fairly effective, very ineffective); assessment of the seriousness of a problem (very serious, serious, troublesome, a little troublesome) are all examples of the types of variable measurable on an ordinal scale.”

Responses with 50% and more from the overall respondents were regarded as a majority response, which implied that, that opinion was dominating on the matter and it was concluded as positive on the matter. However, the degree of the responses based on the number of responses on the matter were determined by the type and manner in which the question was structured in seeking a particular response. Responses below 50% were regarded as below average and negative depending on the type of question. Moreover, existing literature were reviewed during analysis to make meaning of data and its analysis.

5.3.6.2 Validity

The questionnaire as the measuring instruments were the consistent in measuring the level of EAP awareness, organisational culture, influence of the EAP on the organisational culture and philosophy of the EAP on the organisational culture in the National Department of Human Settlements. The responses were identical in a sense that they were relevant to what was expected from the respondents. The questionnaire obtained facts and experience from the respondents on the subject and the respondents managed to respond based on their experience and opinions. Gravette and Forzano (2003: 87) in De Vos (2005: 160), “the validity of a measurement procedure is the degree to which the measurement process measures the variable it claims to measure.” The questionnaire did not change and fluctuate during the process; they were the same throughout the assessment. The validity of the measuring instrument was verified by pilot testing the measuring instruments. The researcher chose three employees for pilot purpose to answer questions related to influence of the EAP on the culture of the Department. Therefore instrument was valid in measuring the influence of the EAP on the organisational culture in the National Department of Human Settlements and all the respondents had knowledge of the EAP; organisational culture and the Department.

5.3.6.3 Reliability

The data collection procedure was consistently applied throughout the study. “The reliability of a measurement procedure is the stability or consistency of the measurement” (De Vos 2005: 162). The researcher used group administered questionnaire to collect data from the respondents. The researcher requested the respondents to meet in the boardroom at a specific time and distributed the questionnaire to them to complete. Each respondent completed his/her questionnaire in the presence of the researcher, who provided certain instructions and cleared up uncertainties amongst the respondents (De Vos, Schulze & Patel 2005:16). All selected fifty respondents were present and they managed to answer all questions and completed the consent form according to the instructions given.

5.4 PRESENTATION OF DATA

The research findings were presented in the sequence of the sections as they appear on all the questionnaires. The relevant question number was indicated in brackets.

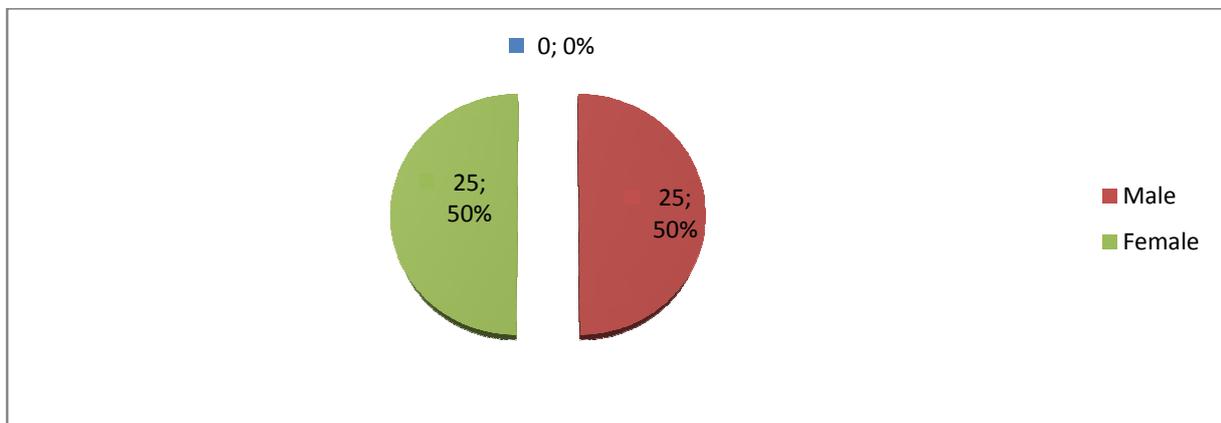
5.4.1 SECTION 1: Demographic information

The aim of this section was to obtain information regarding the profile of the respondents and their personal details. This information was presented in figures and each figure is followed by a discussion of the data which appears in the figure.

5.4.1.1 Demographic information (Question 1.1)

Figure 5.1 Gender of respondents

n=50



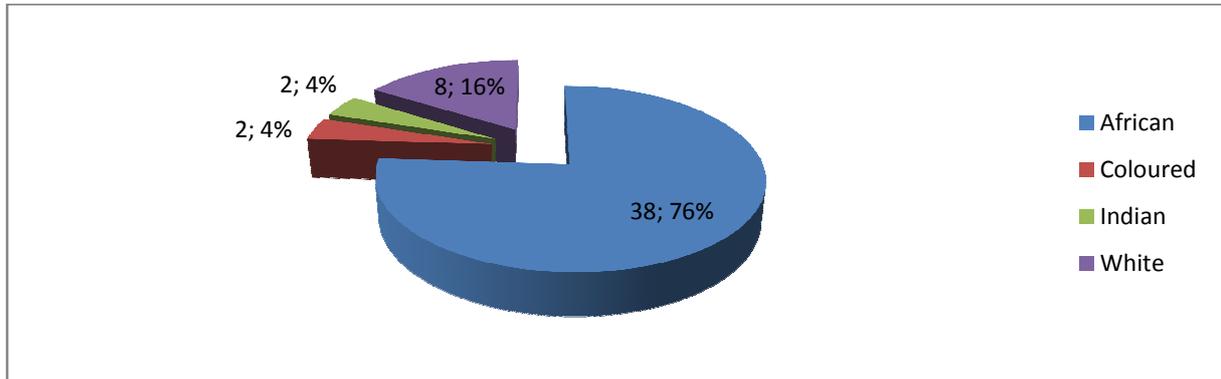
Discussion of figure 5.1

This figure indicates that 100% of respondents completed the questionnaire of which (25) 50% were males and (25) 50% were females of the Department. It is therefore concluded that there was a balanced gender response on this study. The results imply that there was a balanced opinion of experience from males and females employees on the EAP and its influence on the organisational culture in the Department of Human Settlements.

5.4.1.2 *Race of respondents (Question 1.2)*

Figure 5.2 Race of respondents

n=50



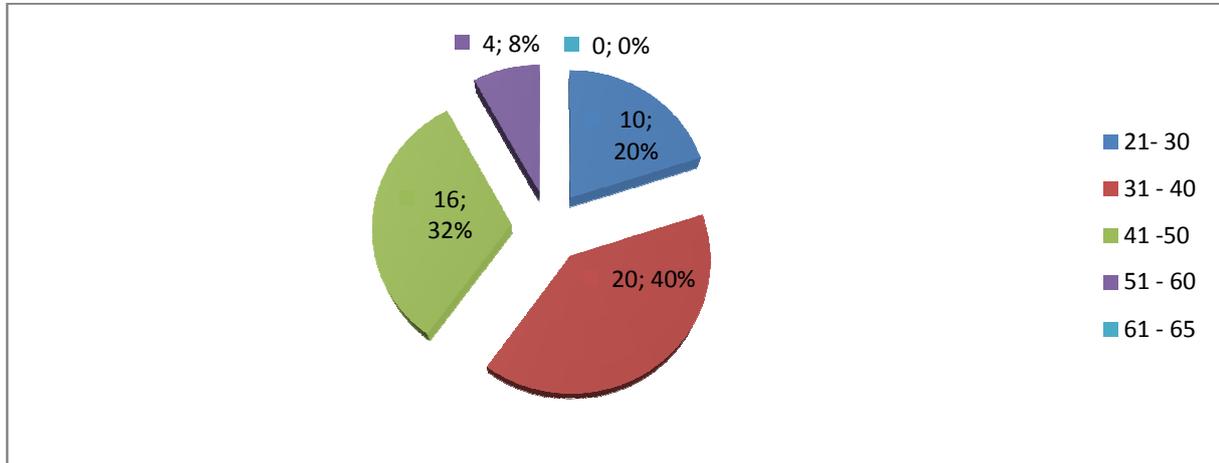
Discussion of figure 5.2

From this figure it is apparent that all racial groups were represented during the empirical study. The racial groups were sizeable and proportionally represented based on the South African demographic population statistical proportion (Statistics South Africa: Quarterly Labour Force Survey, Quarter 4-2010: 1). However, African racial group constituted the large number of respondents on the study, which implies that majority of opinions were from the African race group of the Department.

5.4.1.3 Age of respondents (Question 1.3)

Figure 5.3 Age of respondents

n=50



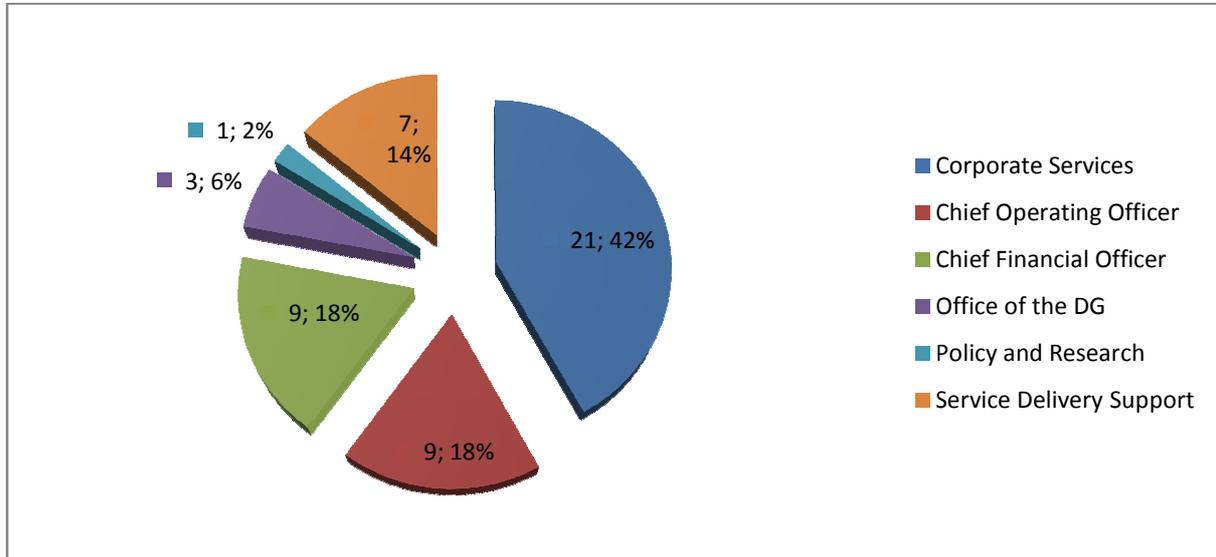
Discussion of figure 5.3

This figure indicates that all economically active population age group from age 21 to 65 were represented in the empirical study. Quite a number 20 (40%) plus 10 (20%) which make 60% of respondents were the younger age employees in the Department. There is an indication that the majority of staff comprise of young people. This age group is susceptible in utilizing EAP in view of their potential challenges and workplace encounters and they are also affected by the organisational culture.

5.4.1.4 Branches of respondents (Question 1.4)

Figure 5.4 Branches of respondents

n=50



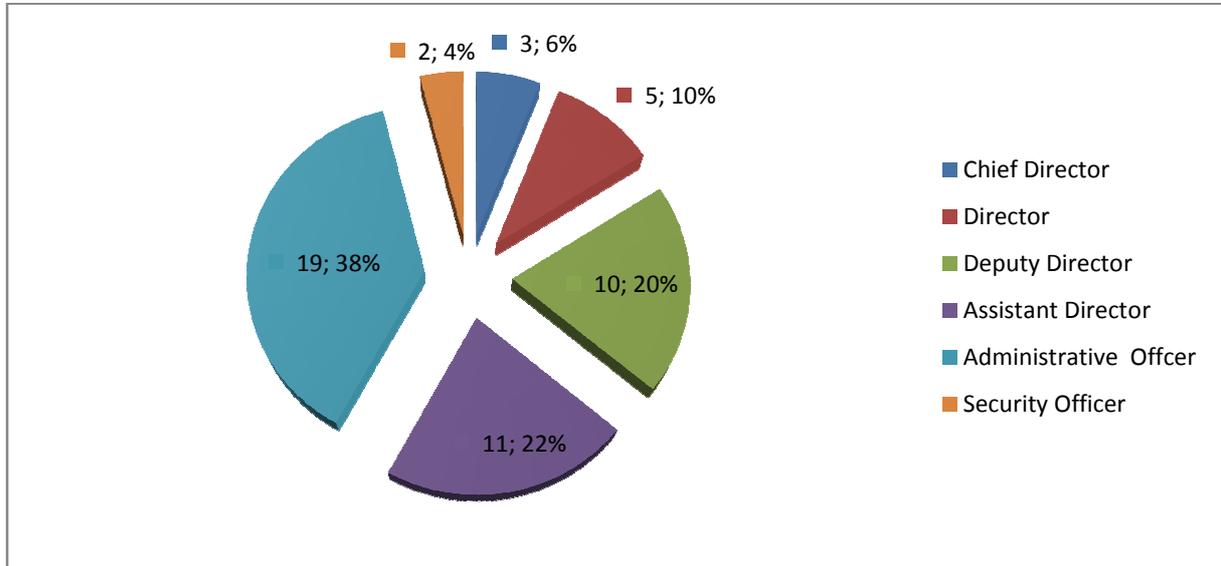
Discussion of figure 5.4

According to figure 5.4 it is apparent that the branches of the Department were all represented in the empirical study. However, the branch Corporate Services was having a number of respondents as it was represented with 21 (42%) respondents. It implies that majority of opinions on the study were from the Corporate Services branch. It further implies this branch has the majority of staff in the Department and they have two year experience in the Department, as compared to other branches. This branch has staff that is more exposed to corporate matters and this is one of the support branches in the Department. This branch has Human Resources unit and other supportive unit, therefore staff from this branch may have a broader understanding of the EAP and organisational culture of the Department.

5.4.1.5 *Position of respondents (Question 1.5)*

Figure 5.5 Position of respondents

n=50



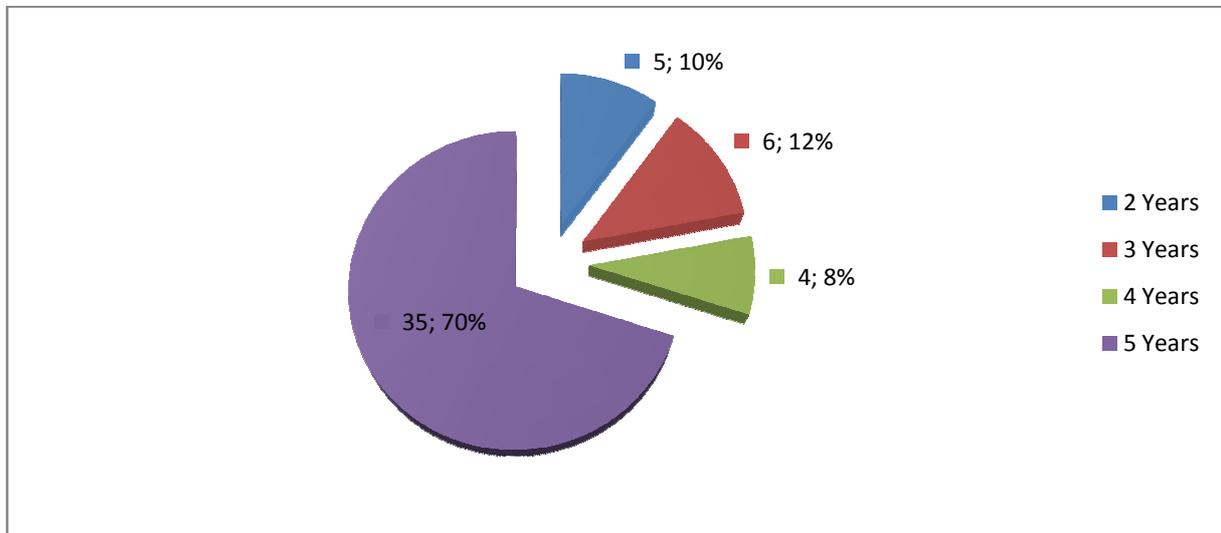
Discussion of figure 5.5

From this figure it is apparent that the positions of the Department were proportionally represented namely: the Chief Director; Director; Deputy Director; Assistant Director; Administrative Officer and Security Officer of the Department. It implies that the opinions were balanced in terms of the occupational positions in the Department, meaning that different views and opinions on the organisational culture and EAP are represented from all occupational levels of the Department.

5.4.1.6 Length of service in the Department (Question 1.6)

Figure 5.6 Length of service of respondents

n=50



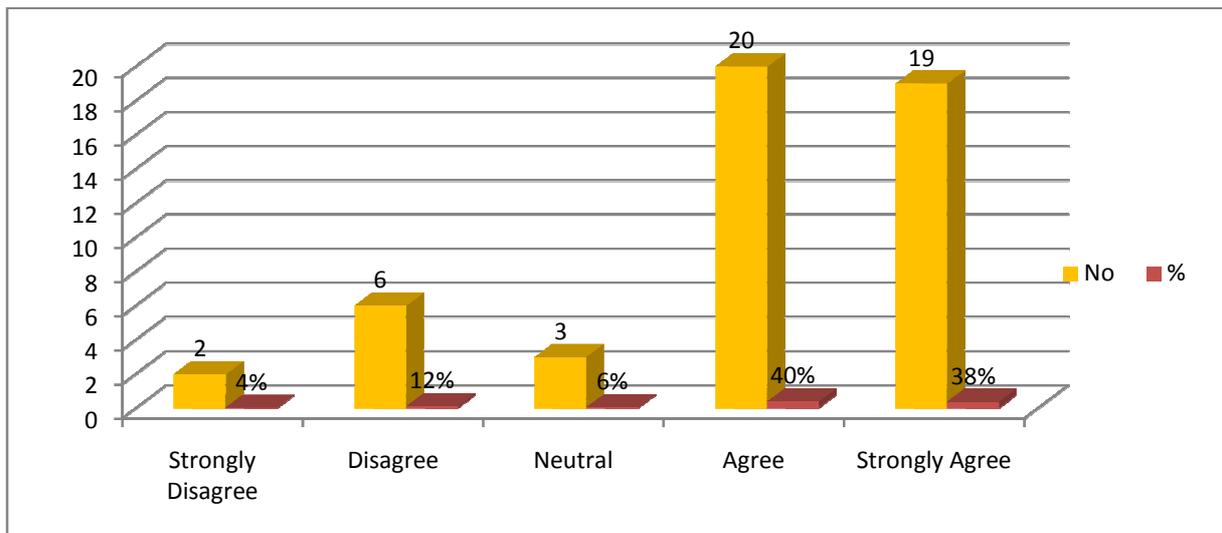
Discussion of figure 5.6

From this figure it is apparent that the length of service of the respondents was from the 2 to 5 years of experience in the Department. The majority of opinions on the EAP are from the respondents with 5 years as there were 35 (70%) respondents. It is significant that majority of the respondents are having 5 years working experience and this means that majority of opinions are from this group. It also implies that majority of the respondents understand the organisational culture and the EAP, and how they operate in the Department. This further implies that the majority of respondents have extensive experience and understanding of the existing organisational culture and the EAP in the Department. This implies that majority of respondents have capacity to respond on the influence of the EAP on the organisational culture in the Department.

5.4.2 Section 2: The level of utilization of an Employee Assistance Programme (EAP) in the Department

5.4.2.1 Generally employees (including managers) are aware of the EAP roles in the Department (Question 2.1)

Figure 5.7 Awareness of the EAP roles in the Department n=50



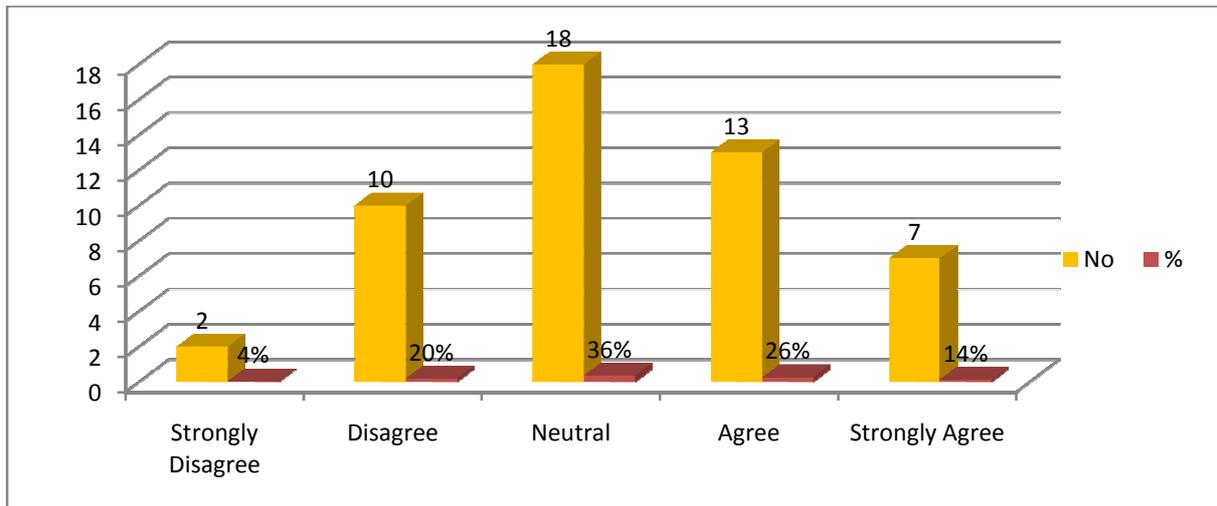
Discussion of figure 5.7

This figure indicates that 3 (6%) respondents were unsure about the awareness of the employees (including managers) on the EAP roles in the Department. The majority of respondents which were 39 (78%) confirmed that employees (including managers) are aware of the EAP roles in the Department. It is evident that, there is a significant level of awareness of the EAP to employees (including managers) in the Department. This aspect has a positive contribution of the EAP's influence on the organisational culture of the Department.

5.4.2.2 *Employees (including managers) use EAP when they have personal and work related issues (Question 2.2)*

Figure 5.8 Utilization of the EAP

n=50

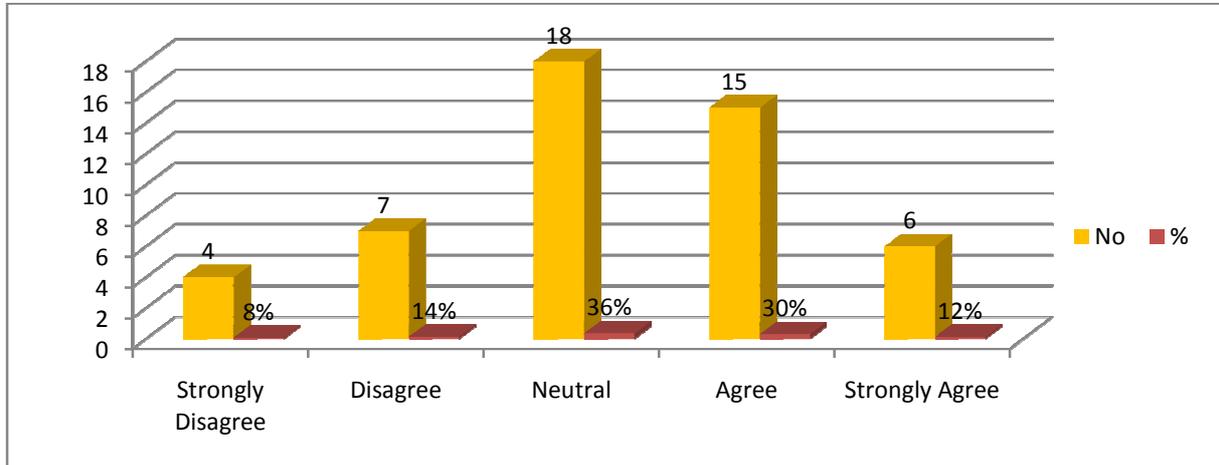


Discussion of figure 5.8

This figure indicates that one-third 18(36%) of respondents were unsure regarding the matter of utilization of the EAP. Quite a number 20 (40%) of respondents confirmed that EAP is utilized in the Department by agreeing and strongly agreeing to such utilization. It is evident that the level of the EAP utilization in the Department is below average level, which implies that there is less significant number of employees using the EAP services in the Department. This suggests that the less utilization of the EAP implies that there is less degree of the EAP’s influence on the organisational culture in the Department.

5.4.2.3 *Managers refer troubled employees to EAP for assistance (Question 2.3)*

Figure 5.9 Referral of troubled employees by managers n=50



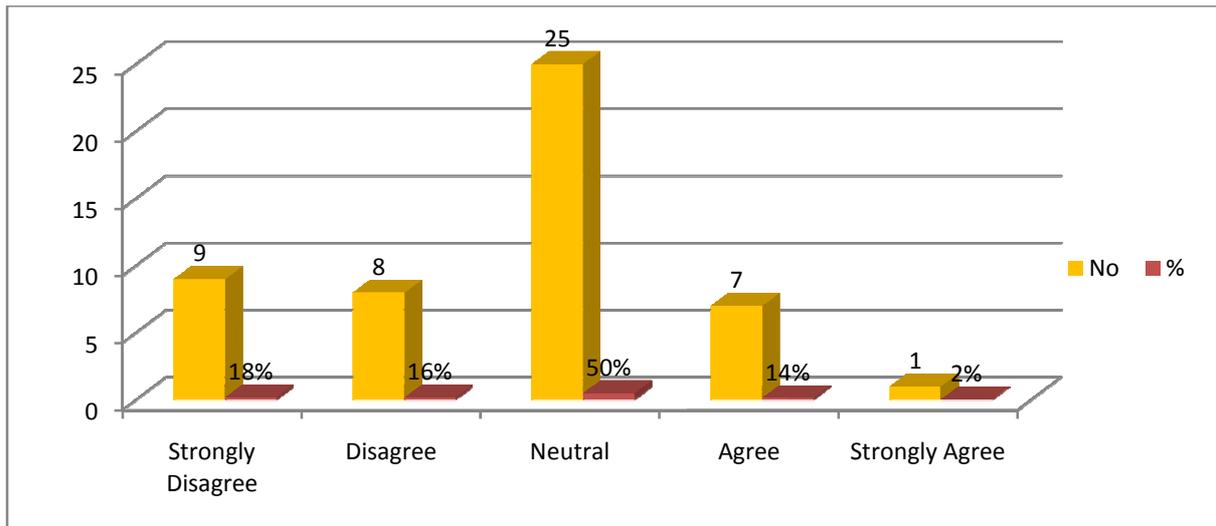
Discussion of figure 5.9

This figure indicates that almost one-third 18 (35%) of respondents were unsure about the matter of referring employees with issues to the EAP. Quite a number of respondents 21 (42%) confirmed that managers refer troubled employees to EAP for assistance. This implies that managers and supervisors show less concern over employees' well-being in the Department; hence there is an indication of low referral rate of employees with issues to the EAP for intervention. This further implies that EAP supervisory role on has less influence on the organisational culture of the Department.

5.4.2.4 *Union representatives use EAP to assist troubled Union members (Question 2.4)*

Figure 5.10 Union representatives use EAP to assist troubled Union members

n=50



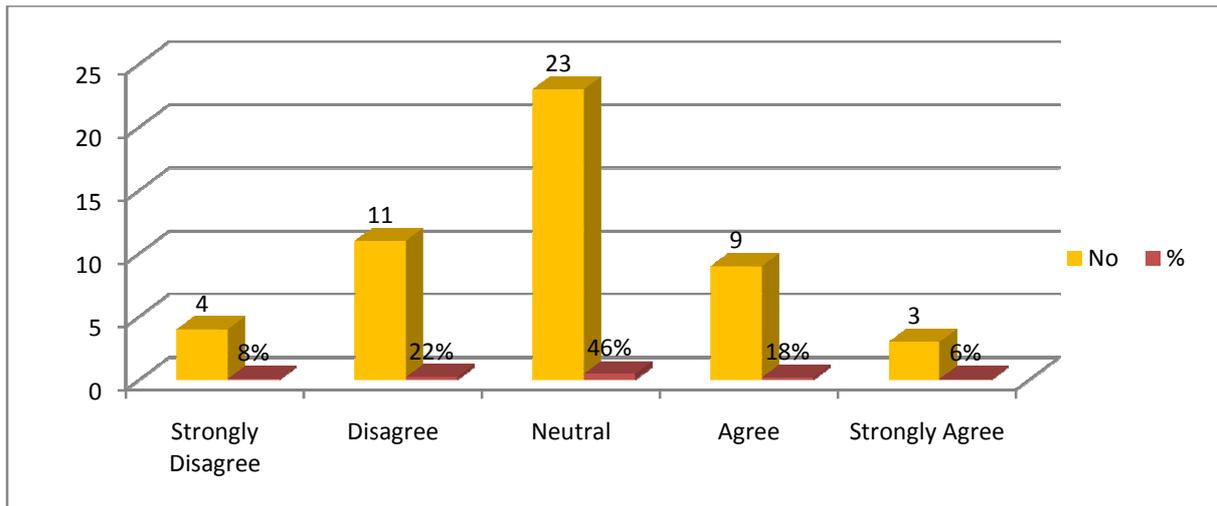
Discussion of figure 5.10

This figure indicates that 25 (50%) of the respondents were unsure about the matter of Union representatives using EAP to assist troubled Union members. Only 8 (16%) respondents confirmed that Union representatives use EAP to assist Union members who are having issues. It is evident that there is a very low level of the EAP utilization by Union representatives to assist troubled Union members in the Department. This implies that union plays a lesser role in referring their members to the EAP for further intervention. It further implies that the lower referral rate of employees with issues by union representative suggests that the EAP through organized labour has the lesser influence on the organisational culture of the Department.

5.4.2.5 *Family members of the staff utilize EAP to address their issues (Question 2.5)*

Figure 5.11 Family members of the staff utilize EAP to address their issues

n=50



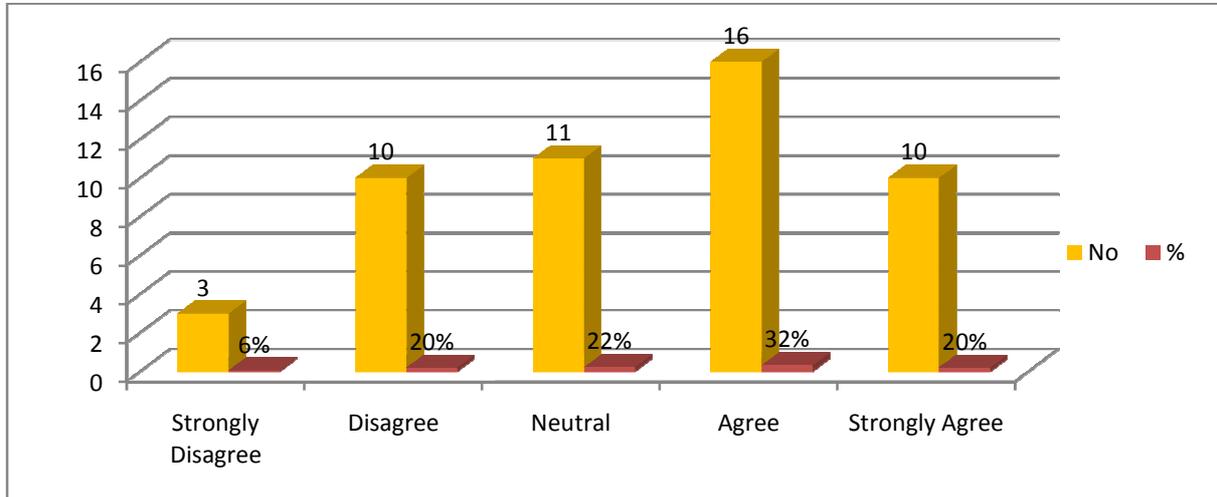
Discussion of figure 5.11

This table indicates that 23 (46%) of the respondents were unsure whether the family members of the staff are utilizing the EAP to address their issues. Only 11 (22%) respondents confirmed that family members of staff do utilize the EAP. It is evident that there is low level of the EAP utilization by the family members of staff. These findings imply that there is less utilization of the EAP to staff family members, which means that staff members get less family support on their personal issues such as family support during the rehabilitation on substance dependency; HIV & AIDS treatment and support etc. The lower utilization rate of the EAP by employees' family members suggests that there is a lesser influence of the EAP from this aspect on the culture of the Department.

5.4.2.6 *EAP is utilized as a critical tool to support the workforce (Question 2.6)*

Figure 5.12 EAP support workforce

n=50



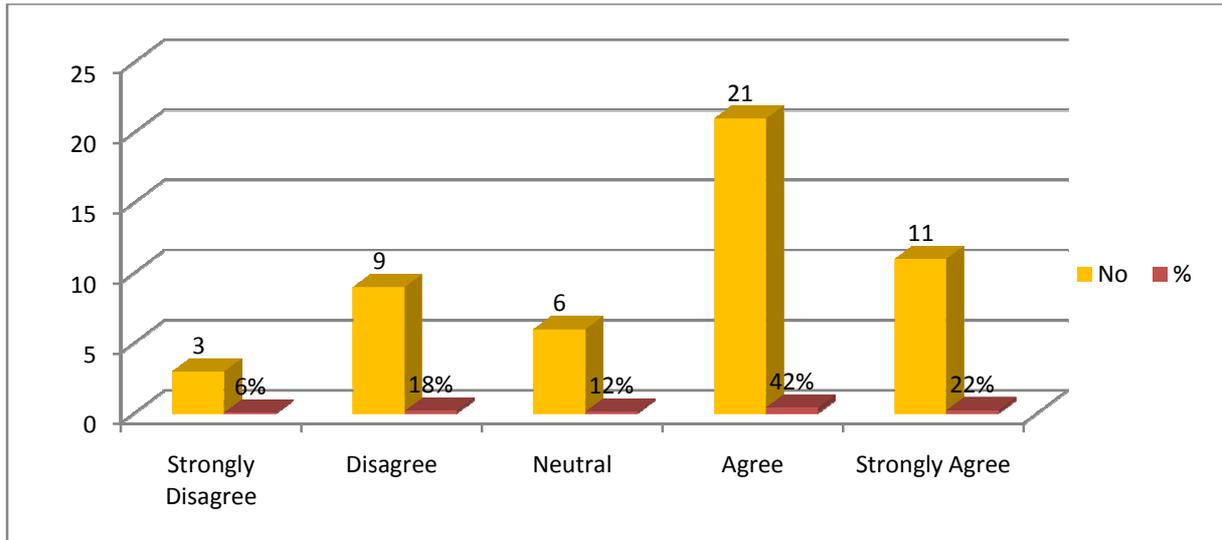
Discussion of figure 5.12

This figure indicates that 11 (22%) of respondents were unsure about the utilization of the EAP as a critical tool to support the workforce. The majority 26 (52%) respondents confirmed that EAP is utilized as a critical tool to support the workforce. It is evident that in most cases EAP is notably utilized as a supporting tool to employees in the Department. These findings imply that employees who need support utilize the EAP in the Department. This implies that employees significantly utilize EAP as a supportive tool in the Department, which suggests that EAP plays a significant supportive role which has a positive significant influence on the organisational culture of the Department.

5.4.2.7 *Employees are aware of the internal EAP Practitioners in the Department (Question 2.7)*

Figure 5.13 Employees are aware of the internal EAP Practitioners in the Department

n=50



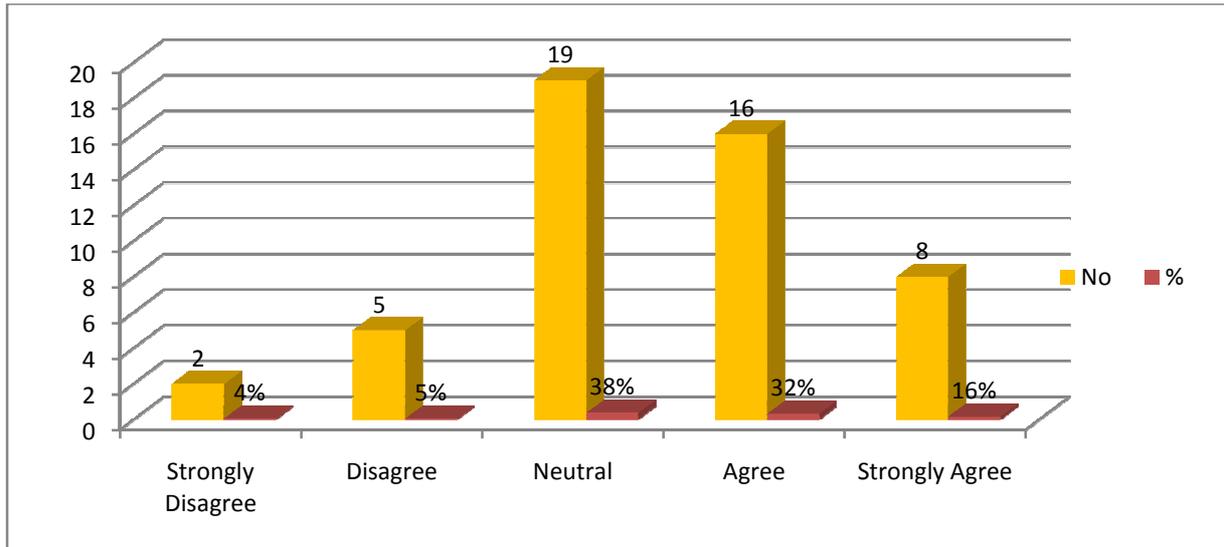
Discussion of figure 5.13

This figure indicates that 6 (12%) respondents were unsure about the employees being aware of the internal EAP Practitioners in the Department. The majority 32 (64%) of respondents confirmed that the employees are aware of the internal EAP Practitioners in the Department. It is evident that EAP Practitioners are significant in the Department and majority of the employees aware of them. These findings imply that internal EAP Practitioners are more visible in the Department, which has a positive impact on the organisational culture of the Department.

5.4.2.8 *Employees are aware of the EAP Service Provider's services in the Department (Question 2.8)*

Figure 5.14 Employees are aware of the EAP Service Provider's services in the Department

n=50



Discussion of figure 5.14

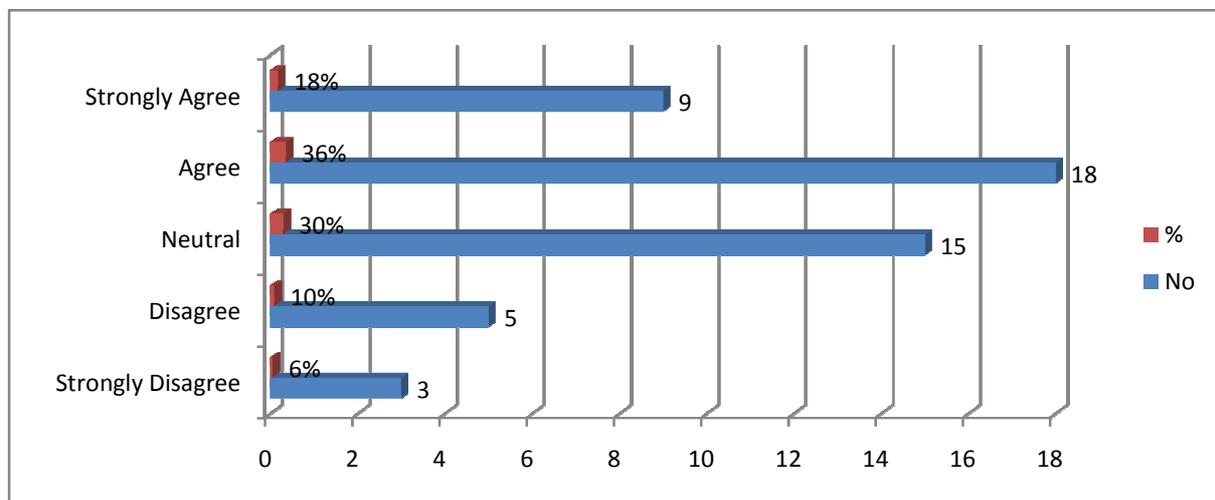
This figure indicates that 19 (38%) respondents were unsure about the level of awareness of the EAP Service Provider's services within the Department. Quite a number of respondents 24 (48%) were aware of the EAP Service Provider's services within the Department. It is evident that the visibility and utilization of the EAP Service Provider is at average level in the Department. These findings imply that the EAP Service Provider is not well marketed within the Department. They further imply that there is a need for marketing the external model in the Department. Less visibility of the EAP service provider suggests that there is a lesser impact of the EAP from the point of service providers on the organisational culture in the Department.

5.4.3 Section 3: Organisational culture of the Department of Human Settlements

5.4.3.1 *The Department is more concerned about productivity, performance, competencies, skills and service delivery outcomes than the wellness of the staff members (Question 3.1)*

Figure 5.15 Performance orientated and market culture

n=50



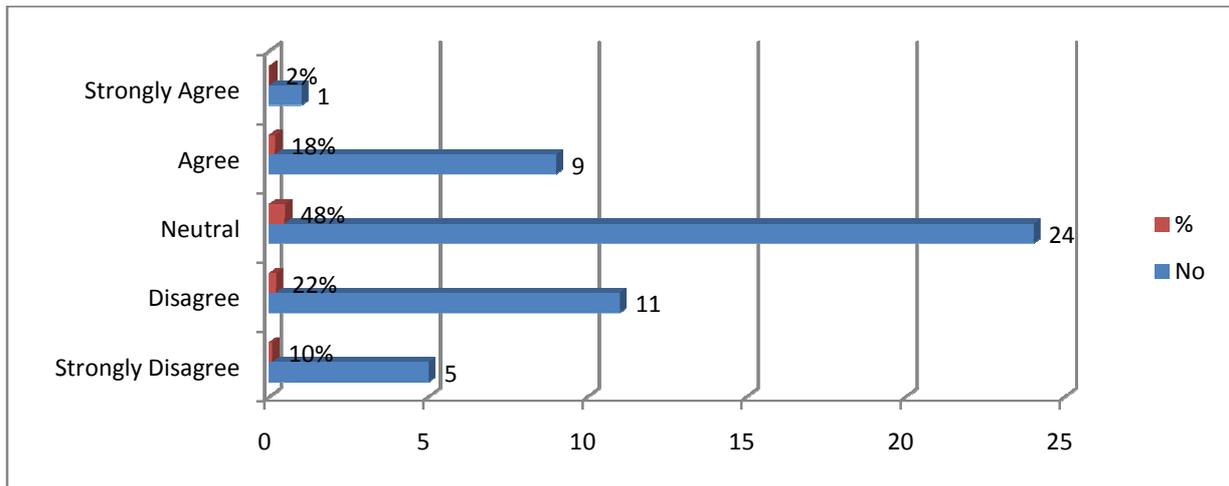
Discussion of figure 5.15

This figure indicates that 15 (30%) respondents were unsure about the matter that the Department is performance and market orientated. The majority of respondents 27 (54%) confirmed that the Department is performance and market orientated. It is evident that the Department is notably concerned about the productivity and performance. It is also achievement-oriented, performance driven and goal-orientated, hence it more concerned about competencies and skills to achieve its vision. These findings imply that employees are encouraged to be dedicated and committed to their duties for productive outcomes. They further imply that employees apply their efforts to achieve the organisational goal in a collaborative approach.

5.4.3.2 *The Department allows employees to be autonomous to enhance its service delivery (Question 3.2)*

Figure 5.16 Adhocracy culture

n=50



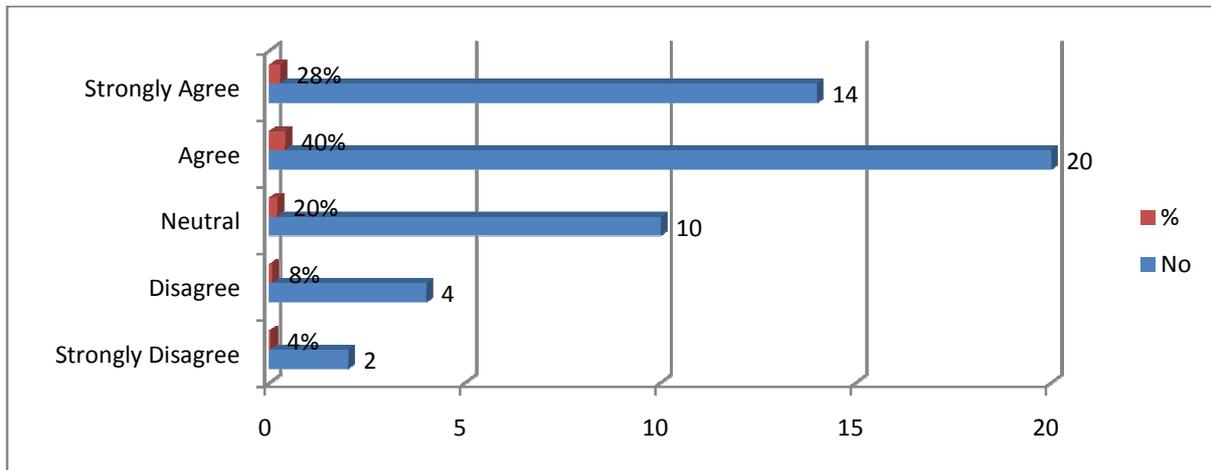
Discussion of figure 5.16

This figure indicates that almost half of the respondents 24 (48%) were unsure about the existence of the adhocracy culture in the Department. Only 10 (20%) of the respondents were confirmed that adhocracy culture exist in the Department. It is evident that adhocracy culture is very low in the Department. These findings imply that there are lesser opportunities that allow staff to perform their duties with creativity and autonomy. There is less independent space provided to staff to enhance their individual performance and improving service delivery in order to better achieve the organisational goal.

5.4.3.3 *The Department is concerned about the clarity of the roles and responsibilities of the individual employees (Question 3.3)*

Figure 5.17 Role culture

n=50



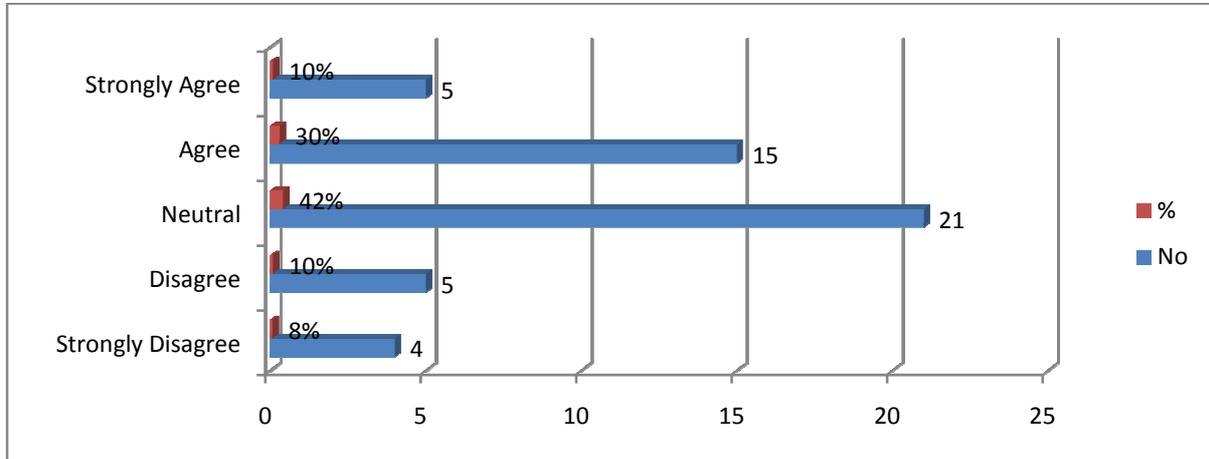
Discussion of figure 5.17

This figure indicates that 10 (20%) of respondents were unsure about the existence of the role culture in the Department. Quite a number 24 (48%) of respondents confirmed that the role culture exists in the Department. It is evident that the presence of this culture is at average level in the Department. These findings imply that there is a lack of role clarity of employees' roles and responsibility through job descriptions within the Department and there is a need that employees should be categorized according to their areas of fields of specialization, professions, operations and functions within the Department.

5.4.3.4 *The Department is bureaucratic and hierachical (Question 3.4)*

Figure 5.18 Bureaucratic and hierachical culture

n=50



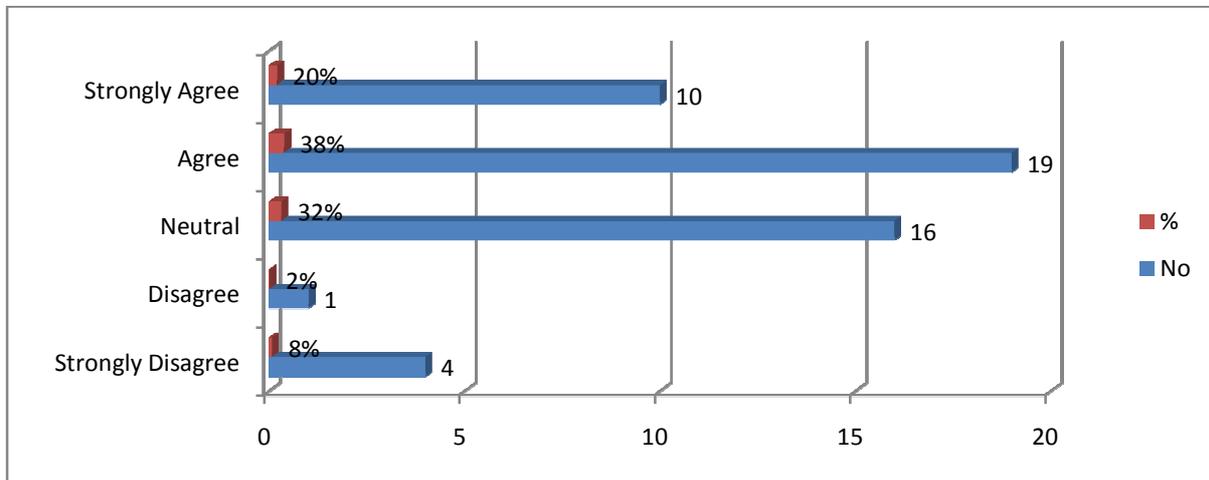
Discussion of figure 5.18

This figure indicates that 21 (42%) respondents were unsure about the existence of the bureaucratic culture in the Department. Quite a number 20 (40%) of respondents confirmed that bureaucratic culture exist in the Department. It is evident that bureaucratic culture is less significant in the Department. These findings imply the level of compliance to the rules and regulations by the staff members is below average.

5.4.3.5 *The Department is authority driven to reach its goal (Question 3.5)*

Figure 5.19 Power culture

n=50



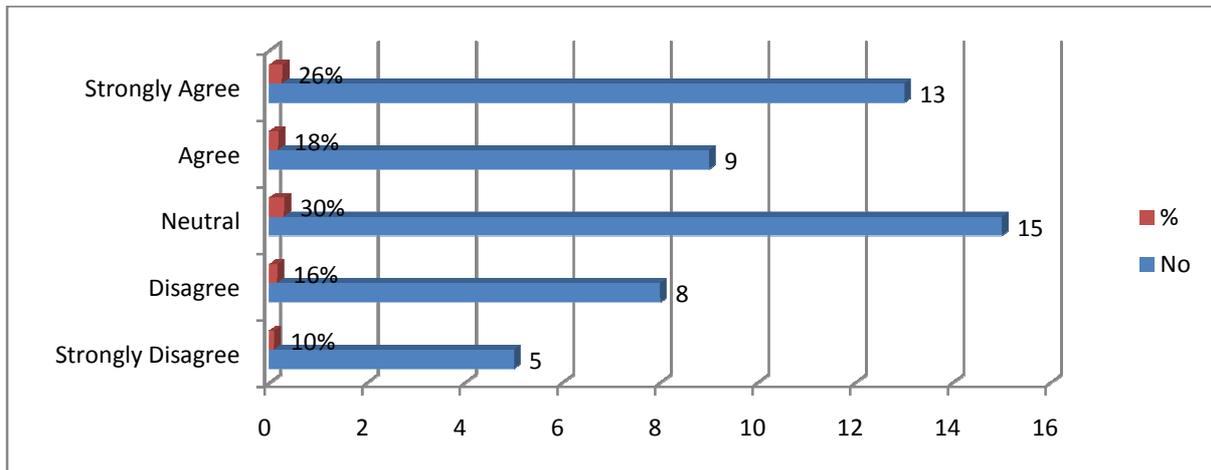
Discussion figure 5.19

This figure indicates that 16 (32%) of respondents were unsure that the power culture exists in the Department. The majority 29 (58%) of respondents confirmed that power culture exists in the Department. It is evident that there is a significant presence of the power culture in the Department. These findings imply that the Department is significantly authority driven to achieve its set goal and objectives. They further imply that managers are keeping clear and tight control on what happens and employees are handled with less sensitivity to their feelings and needs. In most cases decisions are taken by high level authorities to achieve the desired goals of the Department.

5.4.3.6 *The Department is more concerned about individual performance than the wellness of staff members (Question 3.6)*

Figure 5.20 Person and fragmented culture

n=50



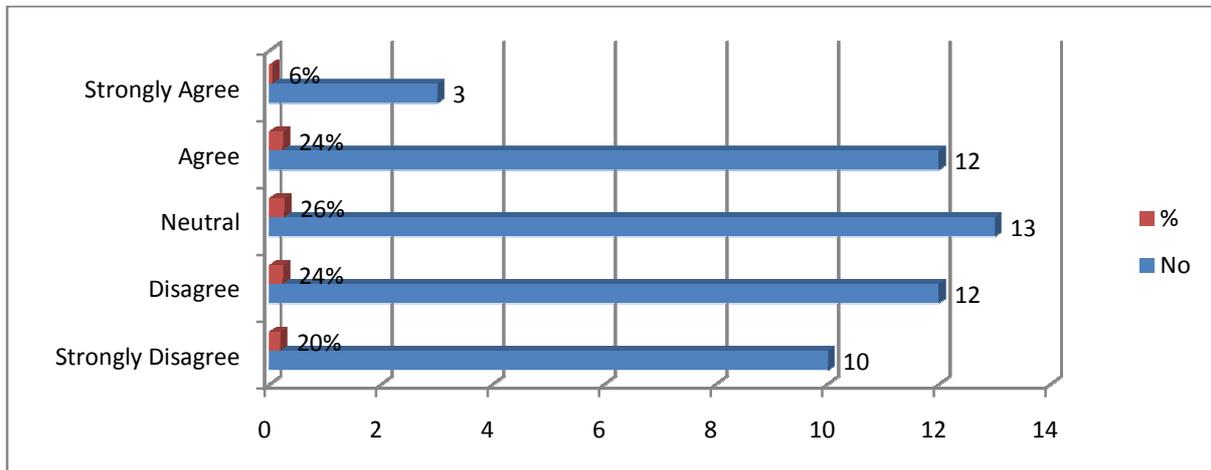
Discussion of figure 5.20

This figures indicates that 15 (30%) of respondents were unsure that the person, fragmented and hierachical culture exits in the Department. Quite a number of respondents 22 (44%) confirmed that this culture exists in the Department. It is evident that person, fragmented and hierachy culture exist at an average level in the Department. These findings imply that there is a lack of solidarity and sociability amongst staff in the Department.

5.4.3.7 *The Department is concerned about employee support to achieve its desired goal (Question 3.7)*

Figure 5.21 Communal and support culture

n=50



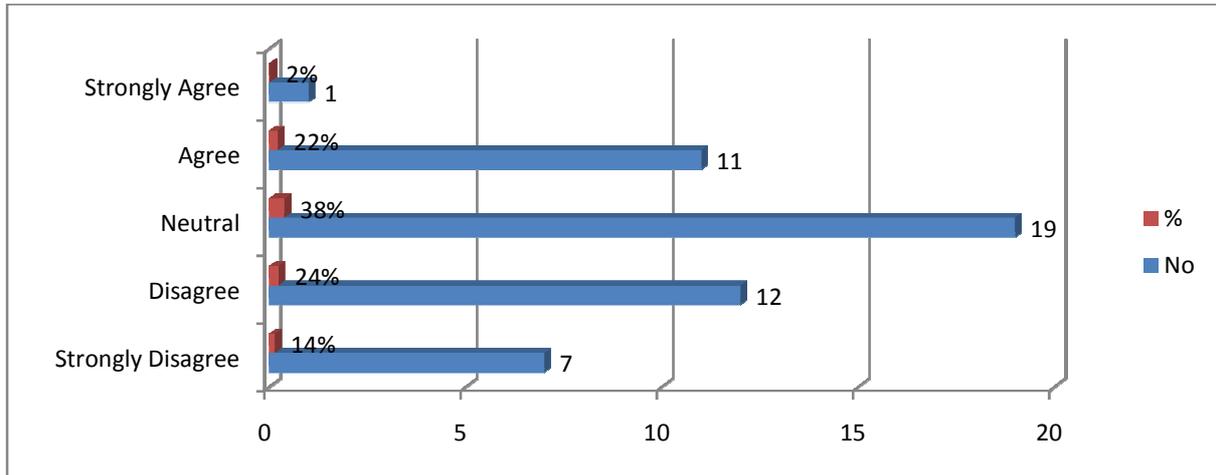
Discussion of figure 5.21

This figure indicates 13 (26%) of respondents were unsure that communal and support culture exists in the Department. Almost one-third 15 (30%) of respondents confirmed that this culture exists in the Department. It is evident that the presence of communal and support culture is low in the Department. These findings imply that there is less concern about the employees' matters by the Department. They further imply that there is minimal support provided to staff at work.

5.4.3.8 *Employees are determined to meet their operational goals with zest for getting things done quickly (Question 3.8)*

Figure 5.22 Mercenary culture

n=50



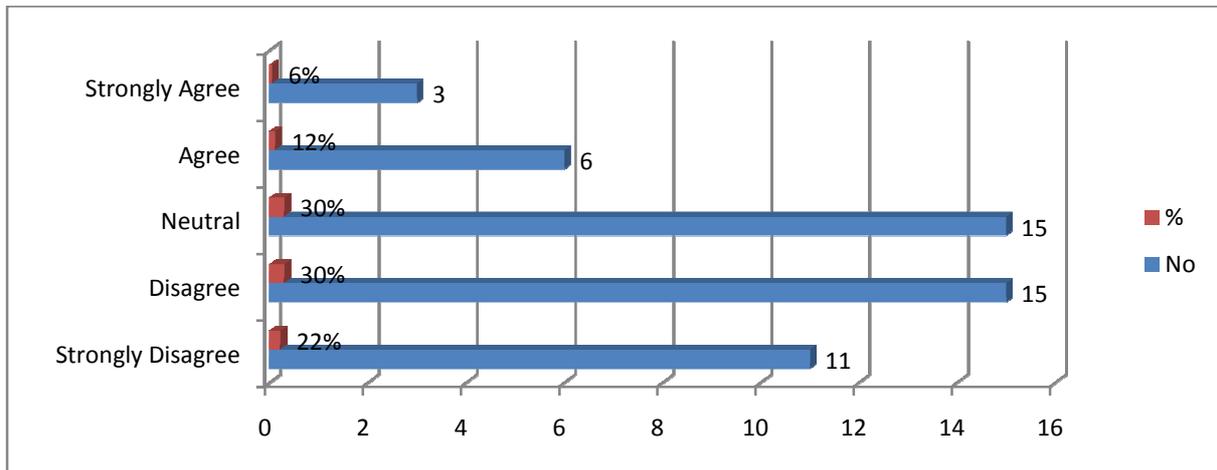
Discussion of figure 5.22

This figure indicates that 19 (38%) of respondents were unsure that mercenary culture exists in the Department. Only 12 (24%) of respondents were confirmed that this culture exist in the Department. It is evident that mercenary culture is very low in the Department. These findings imply that employees are less goal-orientated and performance-driven to achieve the goals of the Department. They further imply that there is less sense of duty and determination to achieve and getting things done quickly in the Department.

5.4.3.9 *The Department always assemble resources and structures to enhance service delivery (Question 3.9)*

Figure 5.23 Task culture

n=50



Discussion of figure 5.23

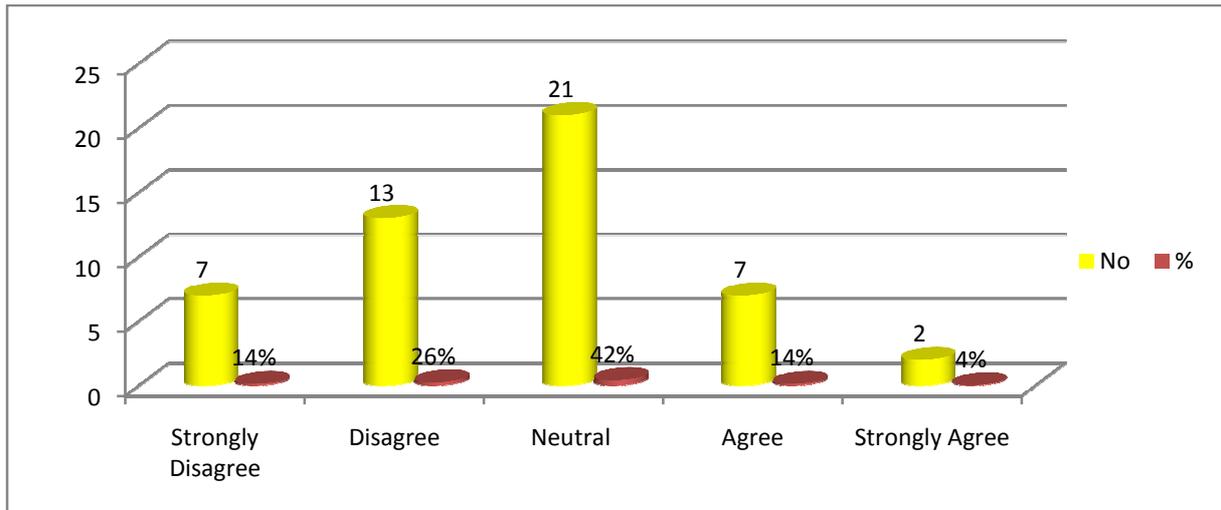
This figure indicates that 15 (30%) respondents were unsure that the task culture exists in the Department. Only 9 (18%) of respondents confirmed that this culture exists in the Department. It is evident that task culture is very low in the Department. These findings imply that the Department does not adequately utilize structures which specialize on particular matters to achieve the set objectives and goals. They further imply that the Department does not yet have enough structures such as committees; task teams and project team that can be utilized to achieve a certain tasks and functions in order to achieve the goals of the Department.

5.4.4 Section 4: Influence of the EAP on the organisational culture

5.4.4.1 *EAP has an influence in clarifying employee’s roles and responsibilities in the Department (Question 4.1.1)*

Figure 5.24 EAP on the role culture

n=50

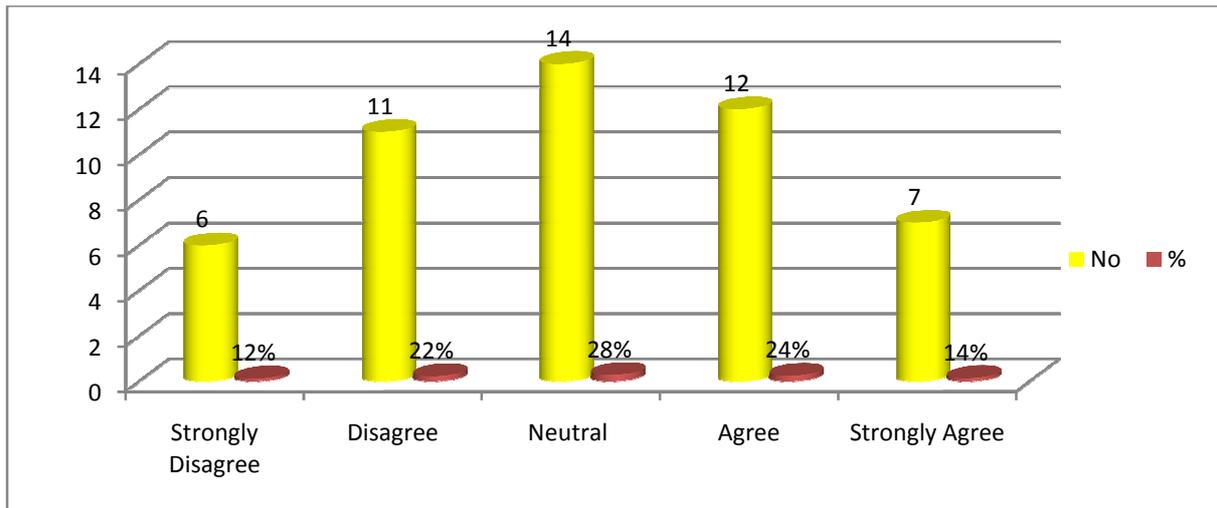


Discussion of figure 5.24

This figure indicates that there were 21 (42%) respondents whom were neutral about role of the EAP on the role culture, which means they were not sure whether EAP plays a role on the role culture in the Department. Only 9 (18%) of respondents confirmed that EAP plays a role in the role culture. It is evident that there is a very low level of the EAP influence on the role culture in the Department. These findings imply that EAP a lesser role in moving employees back to their roles, managing role conflict, solving role confusion and creating harmony by defining clear role boundaries within the Department. They further imply that there is less counselling and consultation as a means of resolving conflict and creating harmony amongst employees on their roles within the Department. These findings correlate with the view earlier in this report which states that, “counselling will be viewed as a way of moving employees back into role, of managing role conflict, solving role confusion and generally creating harmony by defining clear role boundaries” (Carroll, 2002: 74).

5.4.4.2 *EAP is one of the tools used to motivate employees to achieve the desired goal (Question 4.1.2)*

Figure 5.25 EAP on the performance and market culture **n=50**



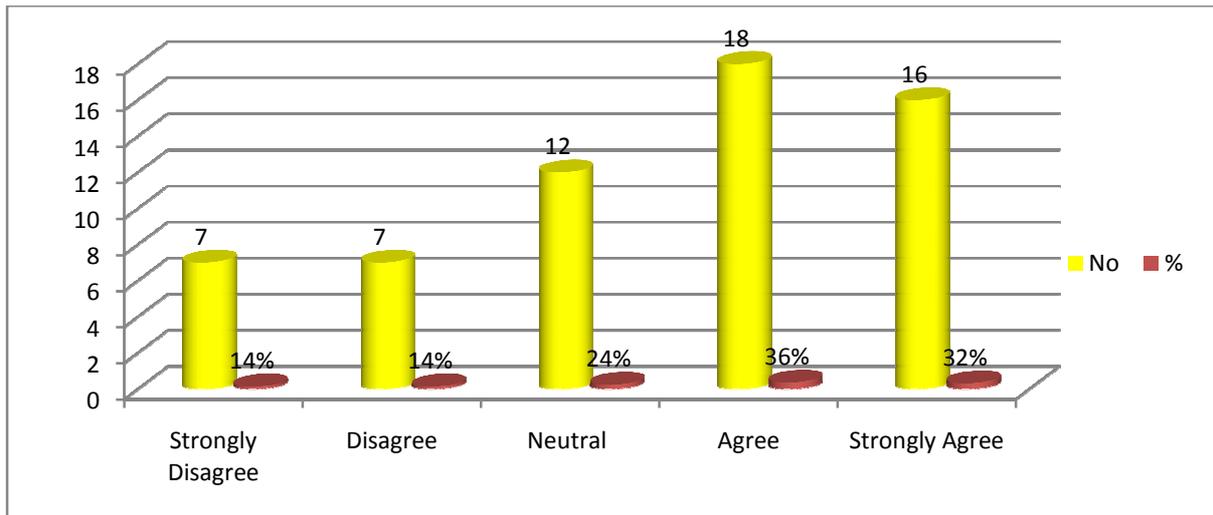
Discussion of figure 5.25

This figure indicates that 14 (28%) respondents were unsure with regard to the influence of the EAP on the performance and market culture. Quite a number of respondents 19 (38%) confirmed that EAP plays a role in the performance and market culture within the Department. It is evident that EAP plays a lesser role through counselling, training and marketing to motivate and enhance employees' performance and productivity within the Department. These findings correlate with the views earlier in this report which states that, employees are referred to EAP in order to enhance their performance, thus improving organisational productivity. These results further imply that there is a lesser influence of the EAP on the performance and market culture within the Department.

5.4.4.3 *EAP is used to manage troubled employees to manage their jobs(Question 4.1.3)*

Figure 5.26 EAP on the power culture

n=50



Discussion of figure 5.26

This figure indicates that only 12 (24%) of respondents were unsure about the power culture in the Department. The majority 34 (68%) respondents confirmed that EAP plays a role on the power culture within the Department. It is evident that EAP plays a significant supportive role on the power culture in the Department, which indicates that there are number of employees affected by the power culture hence they utilize EAP as a support system in the Department. These findings imply that majority of staff is affected by regulatory measures within the Department. There are implications from this culture since managers are keeping clear and tight control on what happens and employees are handled with less or without sensitivity to their feelings and needs.

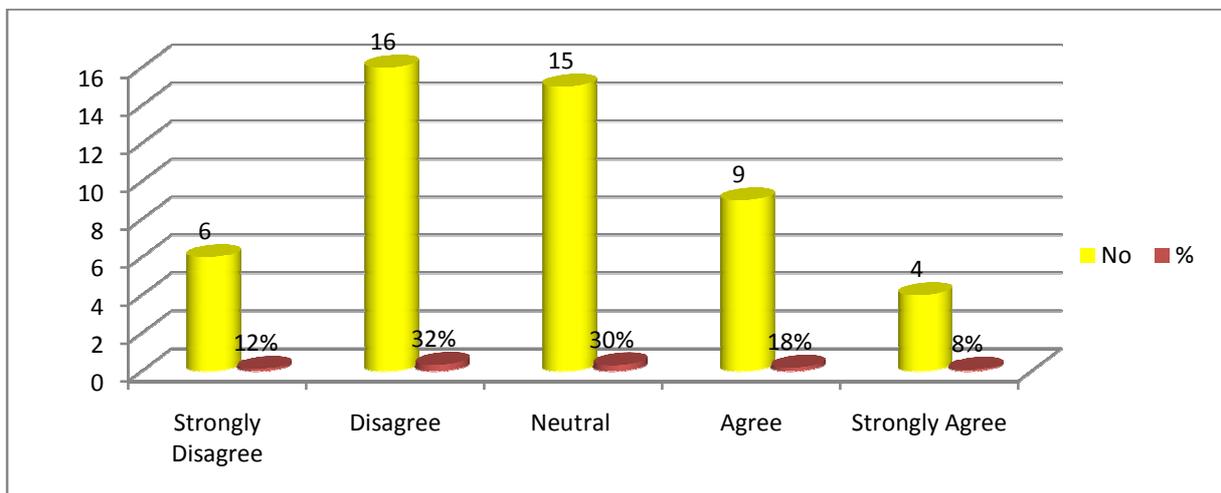
They further imply that employees who are affected by the power culture highly make use of the EAP as a critical support tool. These findings suggest that majority of staff make use of EAP as a support system to deal with the effects of rules and regulations which they experience as results of poor and non-compliance. These findings correlate

well with the view from Carroll (2002: 78) which states that, “counselling may be introduced to power organisations as a way of helping weaker employees manage their jobs. It can be allied to welfare with a number of roles – information, advocacy, medical services – or the counselling provision can be external to the organisation.” An organisation with power culture becomes punitive to its staff, if they do not comply and do not conduct themselves according its standards and values.

5.4.4.4 *The EAP is concerned about the employees’ personal issues (Question 4.1.4)*

Figure 5.27 EAP on the support and clan culture

n=50



Discussion of figure 5.27

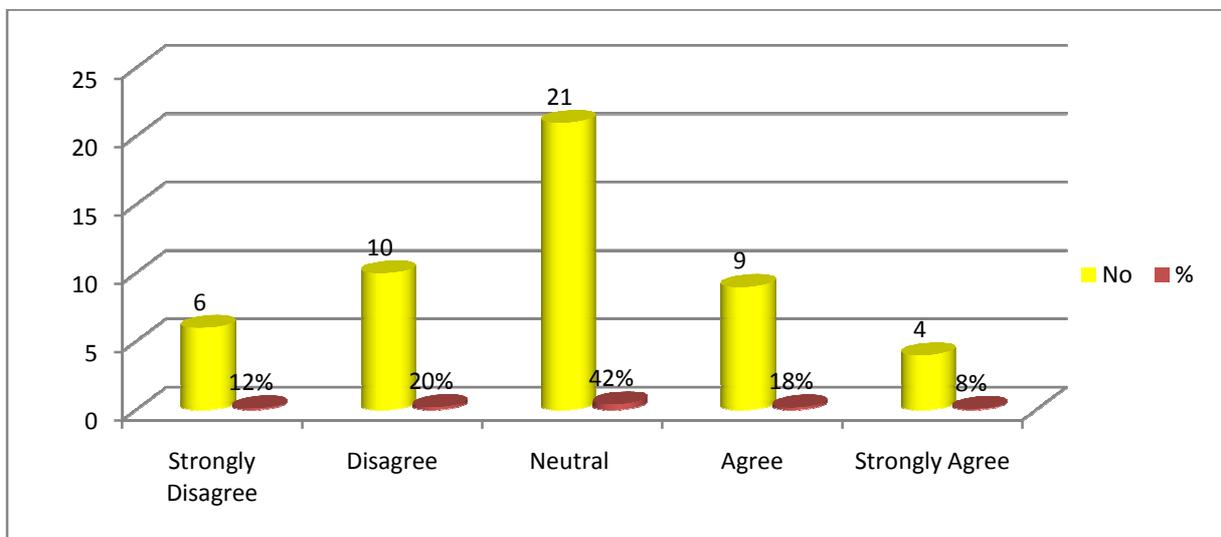
This figure indicates that only 15 (30%) respondents were unsure about the support and clan culture of the Department. Only 11 (26%) of respondents confirmed that the EAP has a role on the support and clan culture in the Department. It is evident that EAP plays less role in emphasizing the sense of belonging and value on relationships amongst the staff within the Department. These findings imply that EAP plays a lesser role in inculcating the the value of relationships, mutuality, communication, and building support systems amongst employees to help them do their jobs well and reduce stress. Though EAP plays its supportive role through counselling, but its support system does not adequately enforce the collective support amongst the staff to inculcate the culture

of support and clan within the Department. These findings are in relation with the views discussed earlier in this report which state that, “the support culture organisation stresses the value of relationships, mutuality, communication, and looking after its people” (Carroll 2002: 79).

5.4.4.5 *EAP attends to employees who are treated inhumane (Question 4.1.5)*

Figure 5.28 EAP on the mercenary culture

n=50



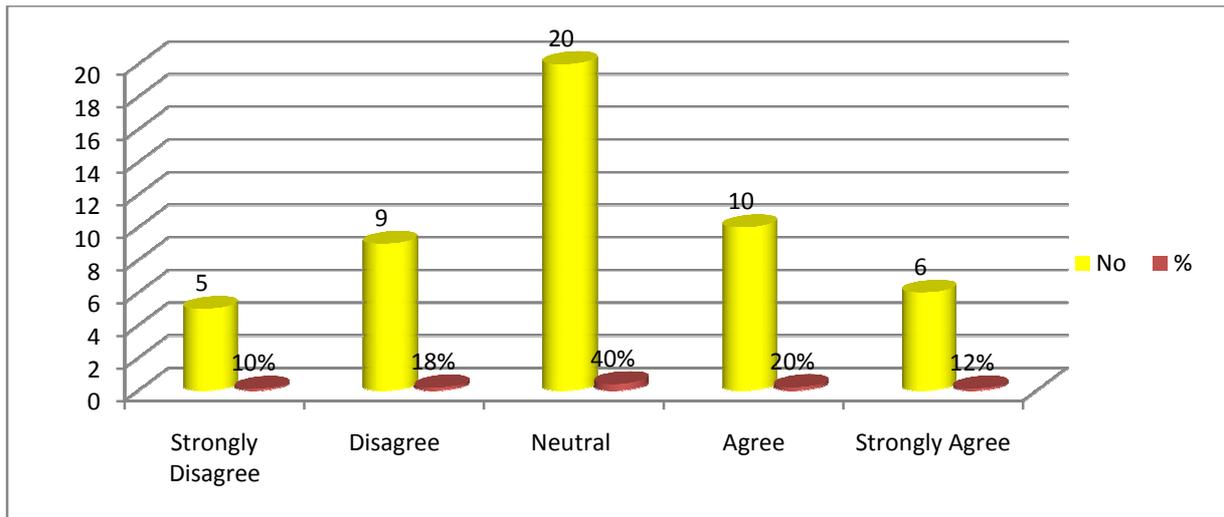
Discussion of figure 5.28

This figure indicates that quite a number of respondents 21 (42%) were unsure about the influence of the EAP on the mercenary culture in the Department. Only 11 (26%) of the respondents confirmed that EAP plays a role on the mercenary culture in the Department. It is evident that employees who have less professional conduct and accountability to their jobs receive less assistance from the EAP in the Department. These findings imply that EAP has less influence on the mercenary culture in the Department. These findings have direct correlation with the earlier discussion made on the role of the EAP on the mercenary culture, which says that the role of the EAP is, “to prevent a decline of work performance from employees with normally satisfying job performance and potential” *Wellness Management Policy* (Department of Human Settlements, 2010: 3).

5.4.4.6 *EAP empowers employees to be autonomous to achieve their goals (Question 4.1.6)*

Figure 5.29 EAP on the adhocracy culture

n=50

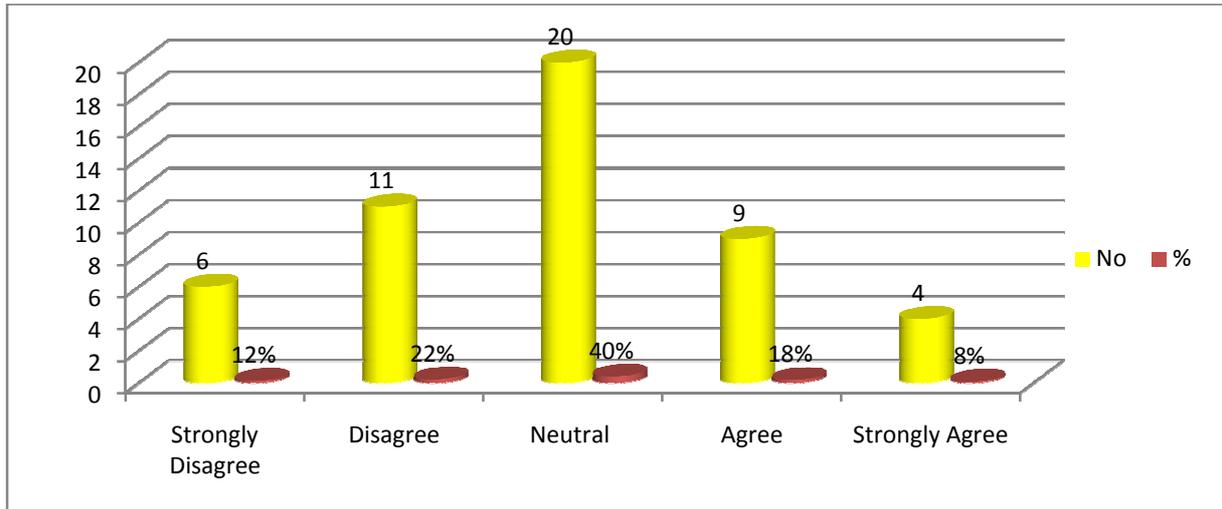


Discussion of figure 5.29

This figure indicates that 20 (40%) respondents were unsure about the influence of the EAP on the adhocracy culture in the Department. Only 16 (32%) of the respondents confirmed that EAP has a lesser influence on the adhocracy culture in the Department. It is evident that EAP plays less role in supporting staff to be autonomous and innovative to achieve the goal of the Department. These findings imply that EAP has lesser impact on efforts to grow, support and support commitment based on the organisational values (i.e. Batho Pele principles of the Department).

5.4.4.7 *EAP assists employees to comply to the rules and regulations of the Department (Question 4.1.7)*

Figure 5.30 EAP on the bureaucratic and hierachical culture n=50

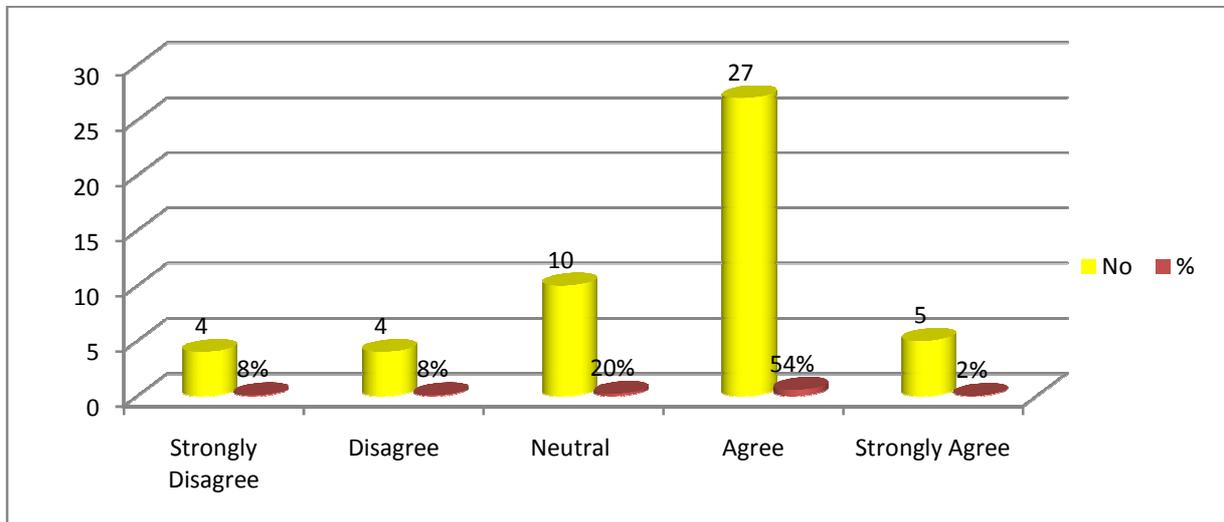


Discussion of figure 5.30

This figure indicates that 20 (40%) respondents were unsure about the EAP role on the bureaucratic culture in the Department. Only 13 (26%) respondents confirmed that EAP had a lesser influence on the bureaucratic culture in the Department. It is evident that there is too much application of rules and regulations that are followed to perform tasks in the Department and this bears negative effect on staff, as they have to follow those set rules. It is also evident that EAP plays a lesser role to assist staff to cope and perform in bureaucratic and hierarchical culture and these suggest that EAP has a lesser influence in this culture. These findings imply that there are gaps that EAP has to fulfill by assisting employees to adhere to the rules, policies and regulations of the Department in their operation, thus enhancing their productivity and performance in this type of culture.

5.4.4.8 *EAP is for individual employees who need support (Question 4.1.8)*

Figure 5.31 EAP on the person and fragmented culture n=50



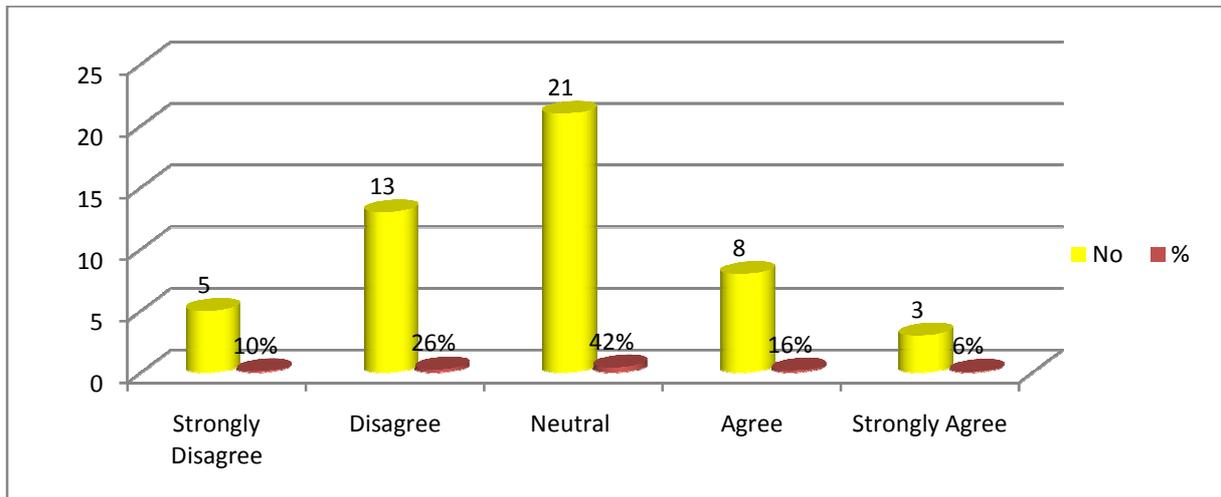
Discussion of figure 5.31

This figure indicates that only 10 (20%) respondents were unsure about the EAP on the person and fragmented culture in the Department. Majority 32 (64%) of respondents confirmed that EAP plays a role on the person and fragmented culture in the Department. It is evident that there high level of the EAP influence on the person and fragmented culture in the Department. These findings imply that there is an indication that EAP assist employees who are operating in silos and employees utilize it to deal with the effects of working in silos and for personal benefits. Therefore, EAP has a major impact on the person and fragmented culture, since employees experience less support at work.

5.4.4.9 *EAP assist the Department by advising on necessary resources and structures to enhance service delivery (Question 4.1.9)*

Figure 5.32 EAP on the task culture

n=50



Discussion of figure 5.32

This figure indicates that 21 (42%) respondents were unsure about the influence of the EAP on the task culture within the Department. Only 11 (22%) of respondents confirmed that EAP has an influence on the task culture in the Department. It is evident that EAP plays a very less role on the task culture in the Department. These findings imply that EAP has lesser influence on the task culture in the Department. These further imply that there is a gap of role that should be played by the EAP in assisting the Department to advice management in placing people in right places with right resources to accomplish common tasks for the benefit of the Department. It is also evident there is a poor representation of the EAP on the structures of the Department and the participation of the staff on the EAP advisory committee within the Department. Though this culture is very low within the Department, “this culture aims to assemble the right people with the right resources, so that a job can be accomplished” (Kane-Urrabazo 2006: 189)

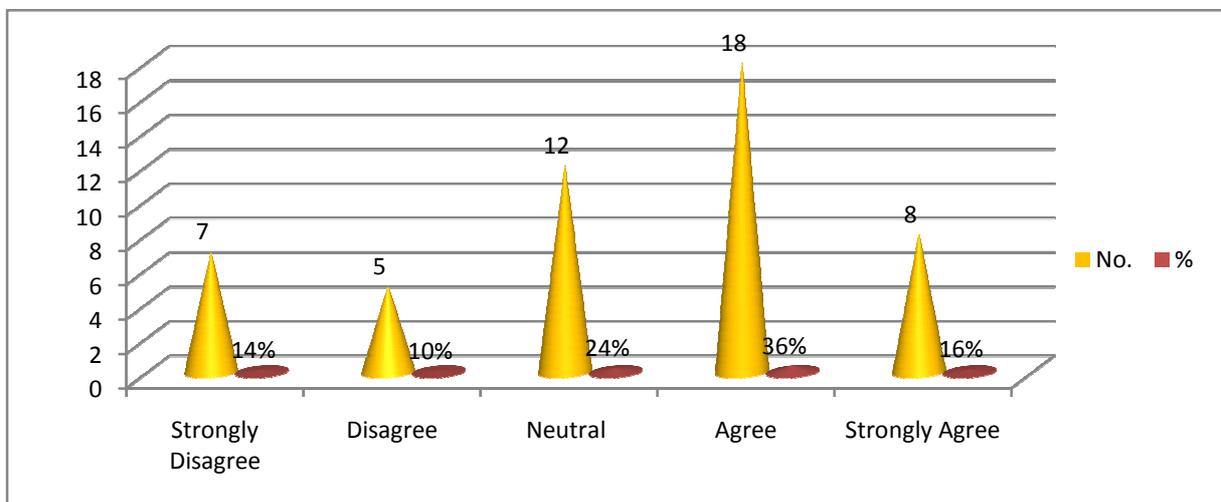
5.4.5 Influence of the EAP on the key ingredients of the organisational culture

5.4.5.1 Influence of the EAP goals on the organisational goal

5.4.5.1.1 *EAP goal assist the Department to enhance staff well-being, productivity, and performance to achieve the goal of the Department (Question 4.2.1)*

Figure 5.33 EAP goal on the Departmental goal

n=50



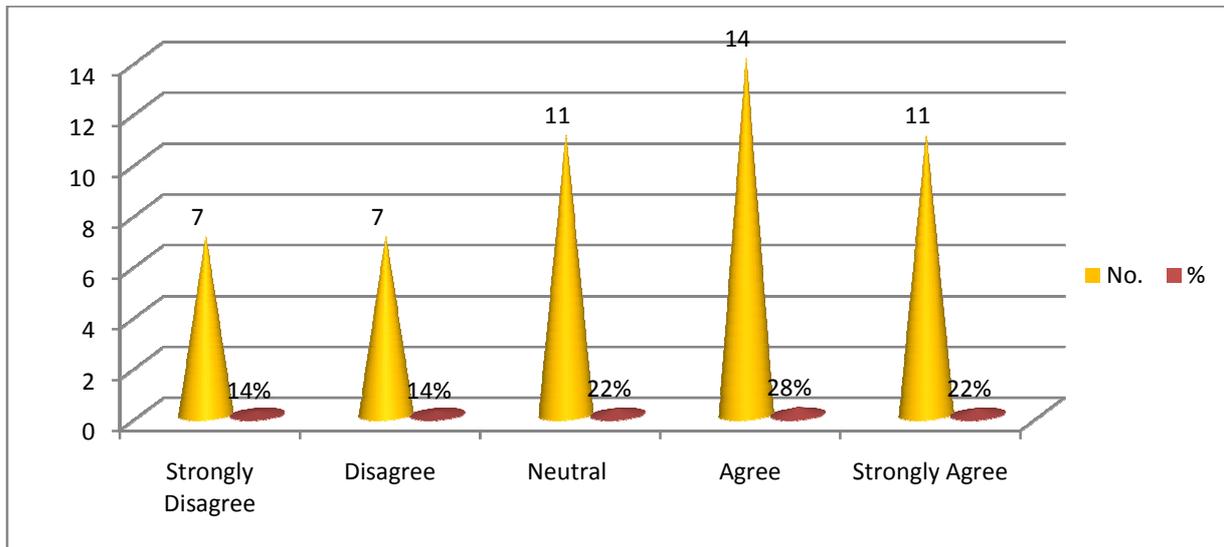
Discussion of figure 5.33

This figure indicates that only 12 (24%) respondents were unsure about the EAP goal in enhancing the staff well-being, productivity and performance to assist the Department to achieve its goal. Majority 26 (52%) of respondents confirmed that EAP goal enhances the staff well-being, productivity and performance to assist the Department to achieve its goal. It is evident that EAP plays a significant role in assisting the Department to achieve its goal through its programmes that seek to enhance staff well-being, performance and productivity.

5.4.5.1.2 *One of the Department’s corporate goals is to ensure a healthy and productive workforce through EAP (Question 4.2.2)*

Figure 5.34 EAP on the corporate goals

n=50



Discussion of figure 5.34

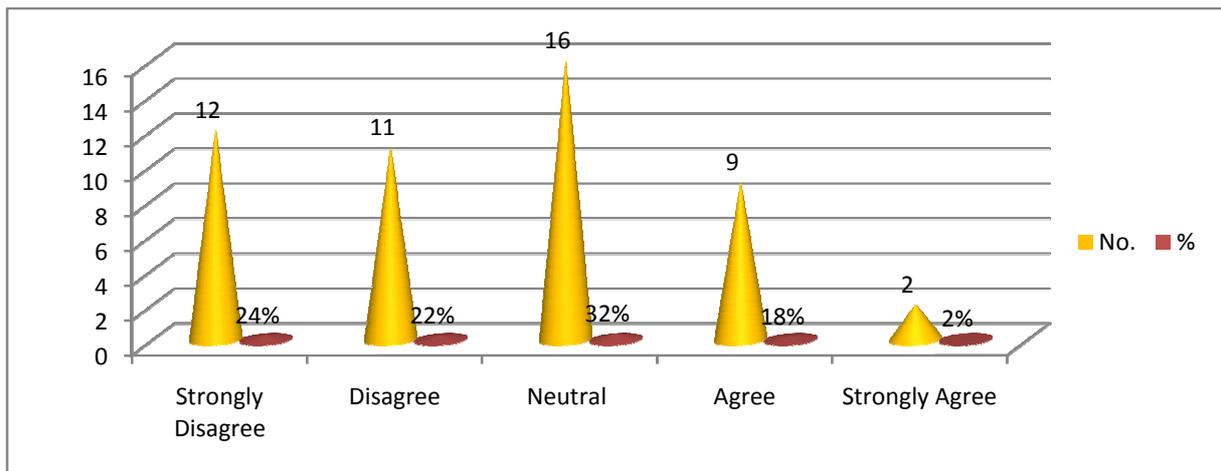
This figure indicates that only 11 (22%) respondents were unsure about the EAP as one of the Department’s corporate goals. Half of the respondents 25 (50%) confirmed that EAP is one of the Department’s corporate goals. These findings imply that EAP plays a role to assist the Department through its programme goals. It is evident that EAP has a positive impact in supporting the employees to perform their duties in order to achieve the goal of the Department. These findings correlate with the earlier discussion under EAP goals on corporate mission, which confirms that EAP assist the Department to achieve its desired goal. The discussions under chapter 4 under 4.2.2 which states that, “EAP’s goal is to assist organisations to enhance the organisation’s productivity and employees’ well-being.”

5.4.5.2 Influence of the EAP on the leadership of the Department

5.4.5.2.1 *Virtually all managers can identify and articulate the care and well-being values (Question 4.3.1)*

Figure 5.35 Care and well-being values

n=50



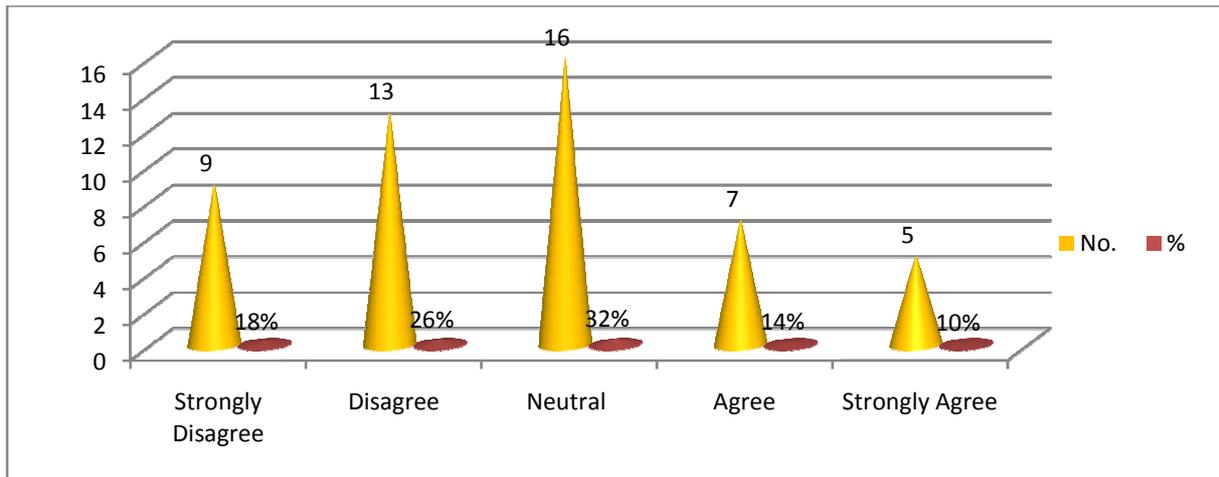
Discussion of figure 5.35

This figure indicates that only 16 (32%) respondents were unsure about the managers' concerns on employees' well-being. Only 11 (22%) respondents confirmed that managers show concern on staff well-being. It is evident that there is less concern of managers to their staff well-being values and care in the Department. These findings imply that managers pay less attention to the personal needs of their employees and they show less care and support to their employees within the Department.

5.4.5.2.2 *Managers are committed to use EAP for the staff well-being (Question 4.3.2)*

Figure 5.36 Managers are committed to use EAP for the staff well-being

n=50



Disussion of figure 5.36

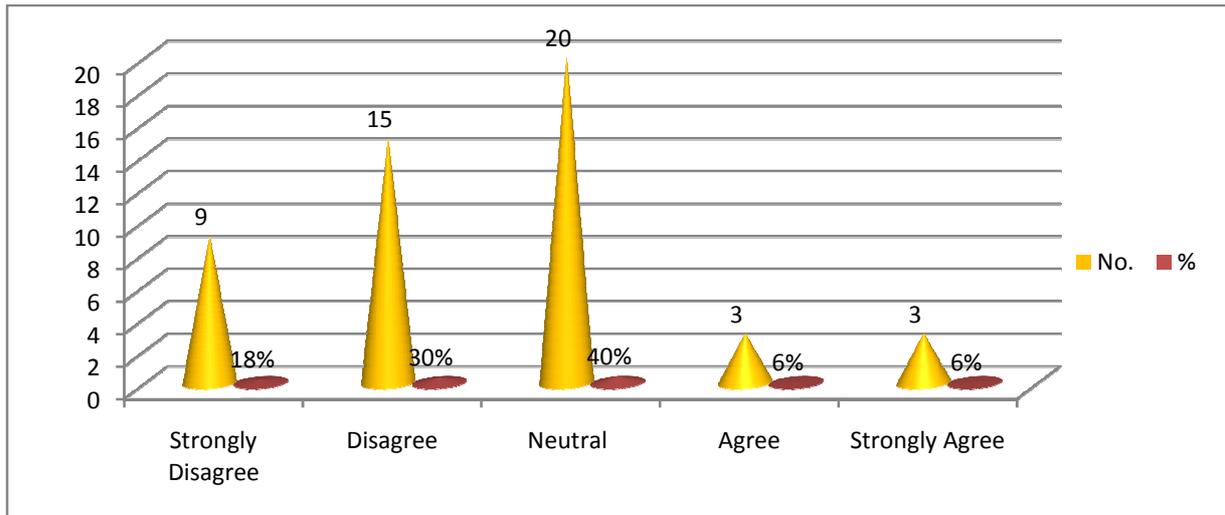
This figure indicates that 16 (32%) respondents were unsure about the commitment of managers in using EAP for staff well-being in the Department. Only 12 (24%) respondents confirmed that managers are using EAP for staff well-being in the Department. It is evident that there is low commitment of managers using EAP to support and improve employees' well-being within the Department. These findings imply that there is an existing gap on supervisory role that should be performed by supervisors in the Department, to early identify employees who need assistance and refer them to EAP for further intervention.

Based on the above findings, there is a clear indication that managers are less concerned about the well-being of their employees within the Department. These findings also show that managers are playing a lesser role in identifying, supporting and referring employees to EAP. Though EAP is one of the supervisory tools that can be used to identify, refer and support troubled employees in an organisation, but it play a lesser role in the Department.

5.4.5.3 Influence of the EAP on the recruitment and selection

5.4.5.3.1 *Selection criteria reflect concern for employee well-being by matching employees to fit in the culture of the Department (Question 4.4.1)*

Figure 5.37 EAP on recruitment and selection process **n=50**



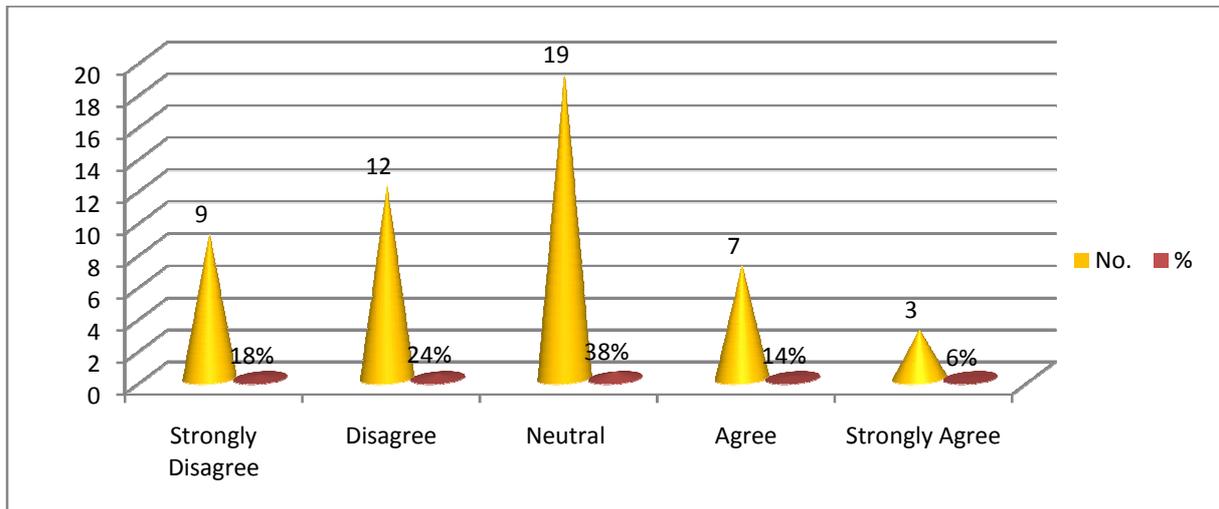
Discussion of figure 5.37

This figure indicates that quite a number of respondents 20 (40%) were unsure about the influence of the EAP on the recruitment and selection process in the Department. Only 6 (12%) respondents confirmed that EAP plays a role in the recruitment and selection criteria in the Department. It is evident that EAP is distant from the recruitment and selection practices in the Department. These findings imply that EAP plays a lesser role in assisting the Department to job match people who enters the Department and subsequently help them to adapt to the culture of the Department.

5.4.5.3.2 *Employees' problems are reduced through effective placement that matches their job specifications (Question 4.4.2)*

Figure 5.38 EAP on job placements

n=50



Discussion of figure 5.38

This figure indicates that 19 (38%) respondents were unsure about the influence of the EAP on the job matching; placement and job specifications in the Department. Only 10 (20%) respondents confirmed that EAP plays a role on the job matching; placement and job specifications in the Department. It is evident that EAP plays very low role on the job matching; placement and job specifications in the Department. These findings imply that EAP has less impact on the job matching; placement and job specifications in the Department.

These findings indicate that there is an average of 16% influence of the EAP on recruitment and selection practices within the Department. This evidence confirms that EAP plays a lesser role in ensuring employee-job congruence in the Department. These results imply that EAP is distance from recruitment and selection practices within the Department. It is significant that the EAP is not integrated into the human resource practices especially recruitment of new staff within the Department. These findings show that EAP is not much considered during the recruitment practices of the

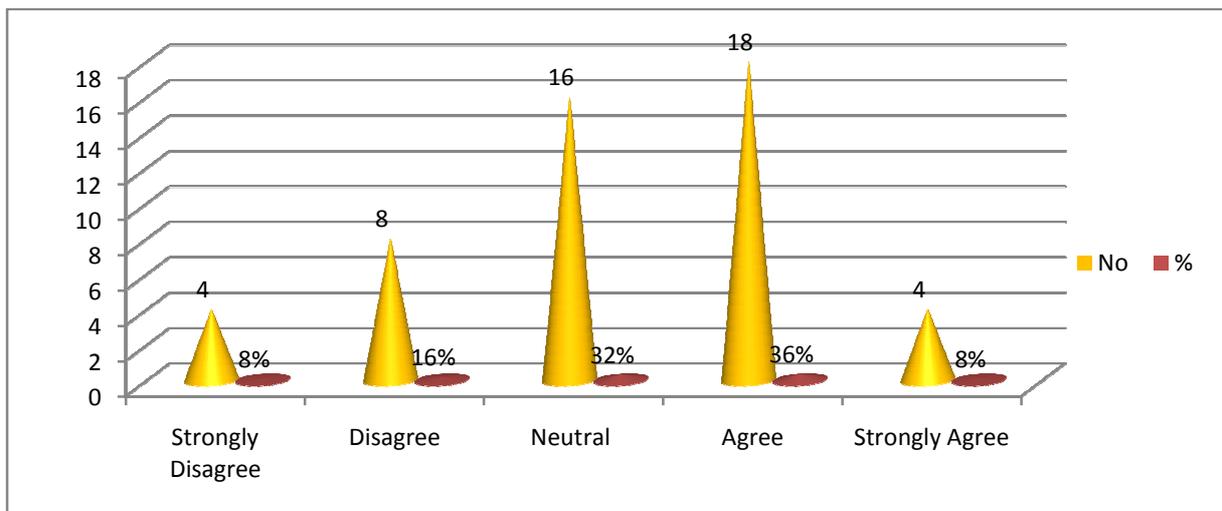
Department. This shows that there is a gap of the EAP on recruitment with due consideration of the discussion made earlier in chapter 4 under 4.2.5 which states that, “personnel managers should give more consideration to ensuring employee-job congruence. Most researchers agree that employee problems are reduced through effective placement that matches the specifications and rewards in a job with an employee’s abilities and needs” Myers (1984: 18).

5.4.5.4 EAP marketing on the induction and orientation

5.4.5.4.1 EAP plays a marketing role during induction and orientation (Question 4.5.1)

Figure 5.39 EAP plays a marketing role during induction and orientation

n=50



Discussion of figure 5.39

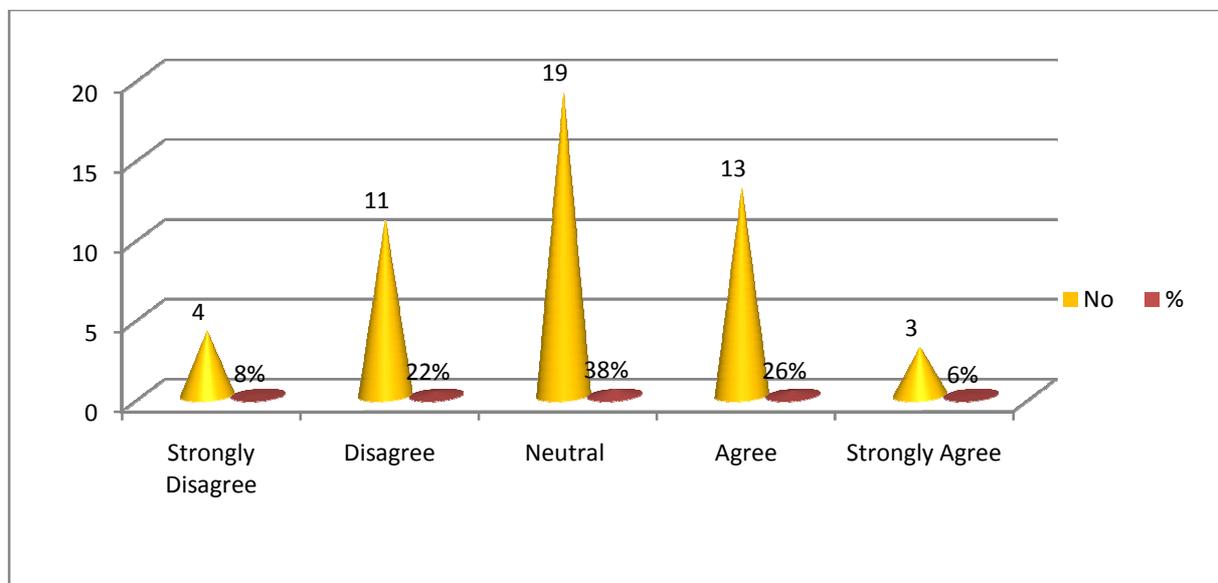
This figure indicates that 16 (32%) respondents were unsure that the EAP is playing a marketing role during the induction and orientation in the Department. Quite a number of respondents 22 (44%) respondents confirmed that EAP plays a marketing role during the induction and orientation in the Department. It is evident that EAP marketing is below average during the induction and orientation practices within the Department.

These findings imply that EAP marketing is not well integrated into the induction and orientation practices within the Department. It shows that EAP plays a lesser role to assist the new employees to adapt to the culture of the Department and subsequently understanding the role of the EAP.

5.4.5.4.2 *EAP plays a role in introducing the organisational culture of the Department of Human Settlements to the newcomers (Question 4.5.2)*

Figure 5.40 EAP in introducing the organisational culture to the newcomers

n=50



Discussion of figure 5.40

This figure indicates that 19 (38%) respondents were unsure about the role of the EAP in introducing the newcomers in the Department. Only 16 (32%) respondents confirmed that EAP plays a role in introducing newcomers in the Department. It is evident that EAP plays a lesser role in introducing newcomers in the Department. These findings imply that EAP has a lesser influence in socializing the newcomers to the culture of the Department.

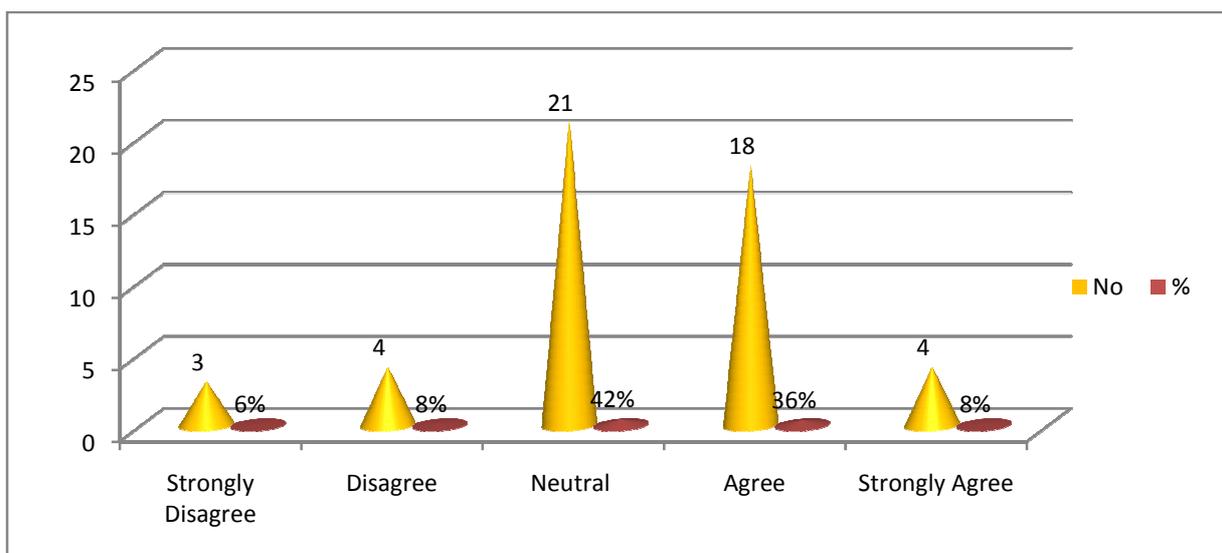
These findings indicate that there is an average of 38% influence of the EAP on induction and orientation practices within the Department. It is evident that EAP is not well integrated into the induction and orientation practices of the Department hence it has less impact in socializing newcomers to the Department. There is less emphasis of the EAP on the newcomers' handbook that explain the goal and the functions of the Department, based on the assumption that the Department has a newcomers' handbook. These analysis are made in correlation with the discussions made earlier in this document in chapter 4 under 4.2.5 which states that, "most organisations have employee handbooks that explain various employee benefits. The handbook should explain both the problems employees have and the EAP help that is available" (Myers, 1984: 135) Based on this discussion EAP has less impact on the induction and orientation of the newcomers within the Department.

5.4.5.5 Influence of the EAP planning on the business planning and decision-making

5.4.5.5.1 *EAP has a role to play to assist the Department to achieve its goal through management consultation (Question 4.6.1)*

Figure 5.41 EAP assist the Department through management consultation

n=50



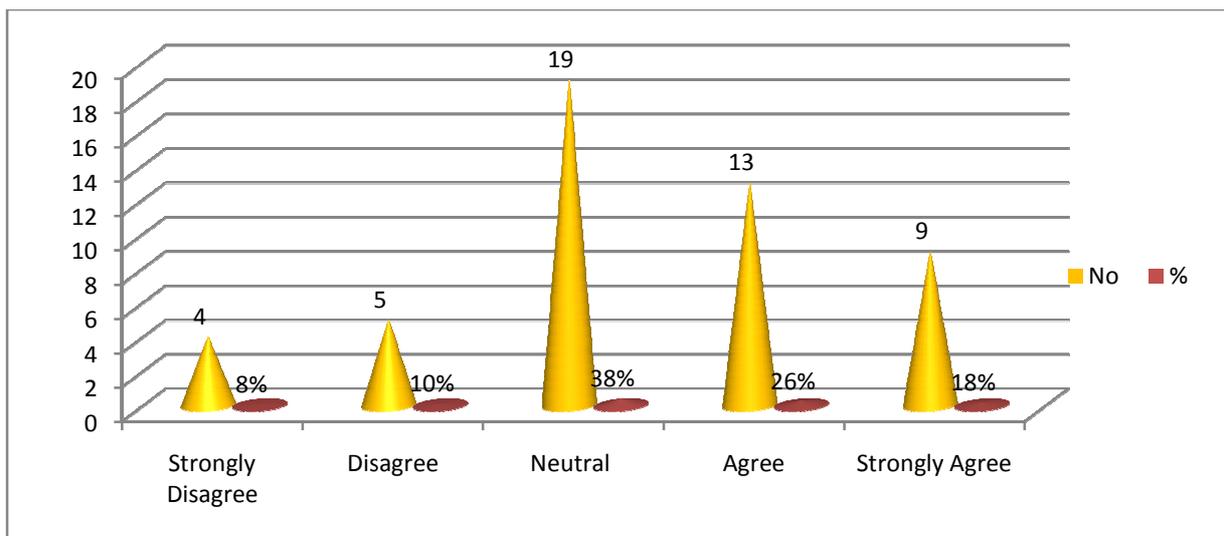
Discussion of figure 5.41

This figure indicates that 21 (42%) respondents were unsure about the role of the EAP on management consultation in the department. Almost half 22 (44%) of the respondents confirmed that EAP plays a role in management consultation in the Department. It is evident that EAP plays a lesser role in management consultation in the Department. These findings imply that EAP has less influence on management consultation in the Department.

5.4.5.5.2 EAP is part of the business plans of the Department (Question 4.6.2)

Figure 5.42 EAP is part of the business plans of the Department

n=50



Discussion of figure 5.42

This table indicates that 19 (38%) respondents were unsure regarding the EAP as part of the business plan of the Department. Almost half 22 (44%) of the respondents confirmed that EAP is part of the business plans of the Department. It is evident that EAP plays a lesser role in assisting the Department to achieve its goals. These findings imply that EAP has less impact on the business plans of the Department.

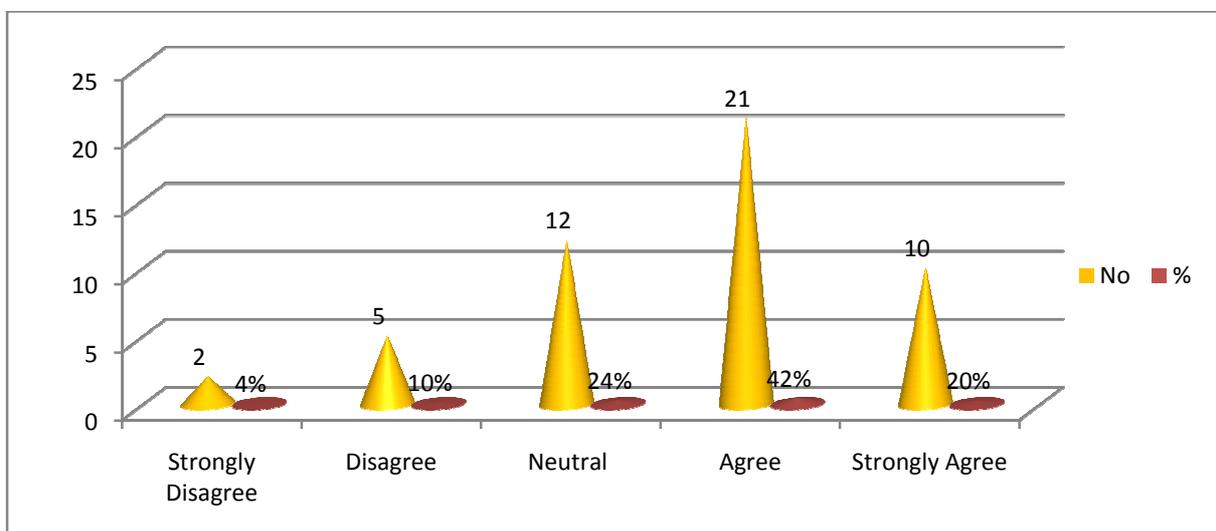
These findings are discussed in correlation with the literature in chapter 4 under 4.6.2 which states that, “Goals are the long-run plans and the EAP should help the organisation to achieve those goals. Short-run plans, also called operational or tactical plans, are policies and procedures” Myers (1984: 70). The findings indicate that EAP has an impact on the planning of the Department through its plans, policies and operational programmes.

5.4.5.6 EAP policies and programmes on the organisational structure and resources

5.4.5.6.1 *EAP policies are part of the Departmental resources which can assist managers to address employees’ issues that affect their job performance and productivity at large (Question 4.7.1)*

Figure 5.43 EAP policies as part of the Departmental resources

n=50



Discussion of figure 5.43

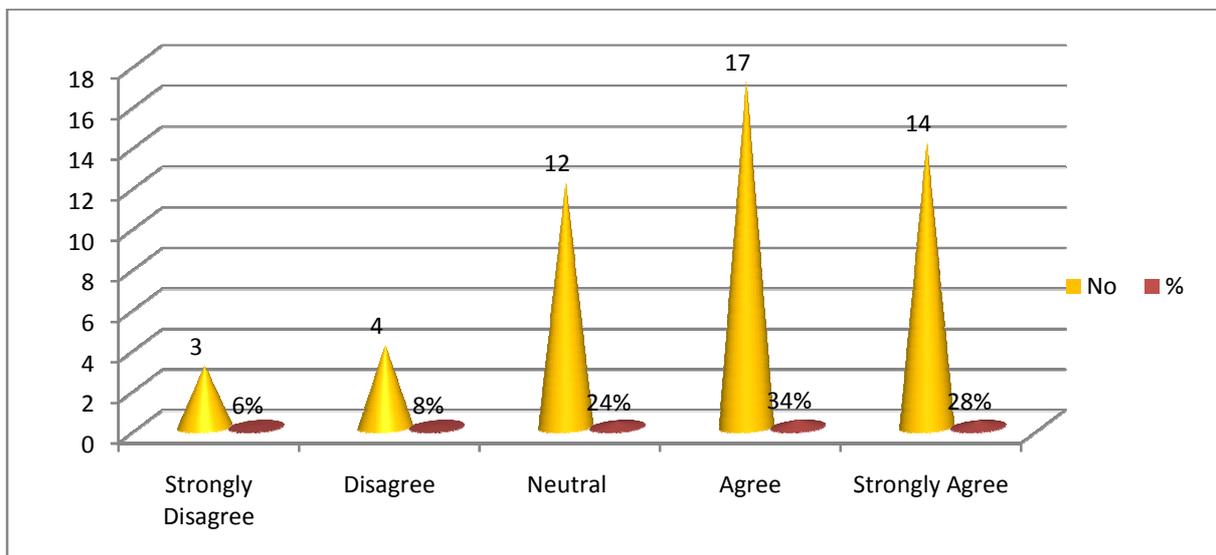
This figure indicates that 12 (24%) respondents were neutral regarding the influence of the EAP policies and programmes on the organisational structure and resources of the Department. Majority 31 (62%) respondents confirmed that EAP policies and

programmes plays a role in the organisational structure and resources of the Department. It is evident that EAP policies and programmes play significant role in the structure and resources of the Department. These findings imply that EAP policies and programmes have a major impact on the organisational structure and resources in the Department.

5.4.5.6.2 *EAP policies are part of the Departmental programmes to address discrimination of employees on the basis of their HIV & AIDS (Question 4.7.2)*

Figure 5.44 EAP policies are part of the Department

n=50



Discussion of figure 5.44

This table indicates that only 12 (24%) respondents were unsure about the EAP policies as part of the Departmental programmes to address discrimination of employees on the basis of their HIV & AIDS in the Department. Majority 31 (62%) respondents confirmed that EAP policies forms part of the departmental programmes to address discrimination of employees on the basis of their HIV & AIDS status in the Department. It is evident that there is high level of EAP policy influence on the Departmental programmes to address discrimination of employees on the basis of their HIV&AIDS in the Department.

These findings imply that EAP policies have a major impact on the Departmental programmes to address discrimination of employees on the basis of their HIV&AIDS status in the Department.

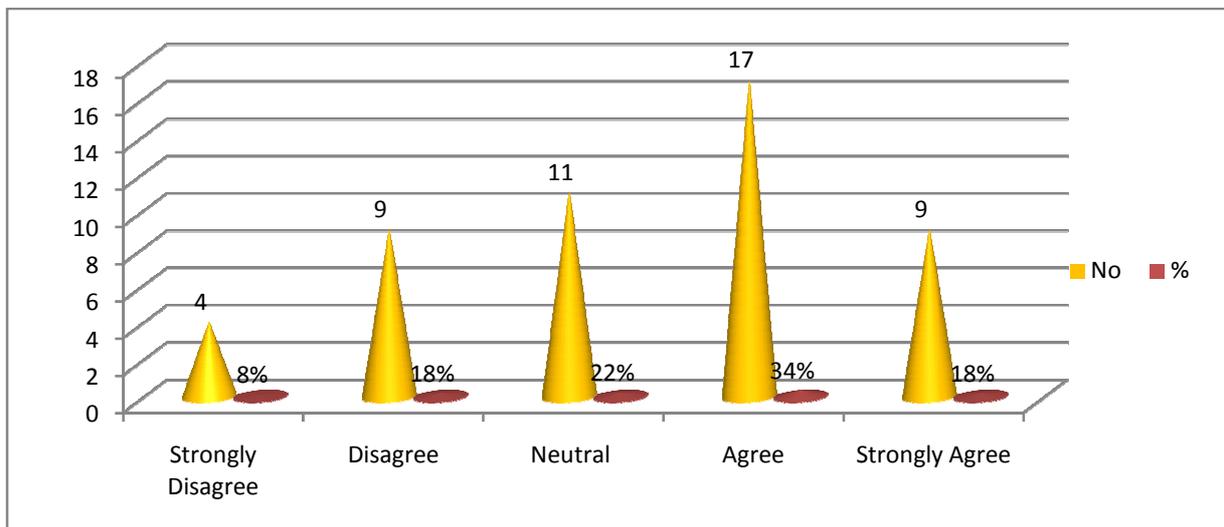
These findings were discussed in correlation with the discussions made in chapter 4 under 4.2.7 which state that, “some key activities in these functions include training managers and employees in EAP goals, policies, and procedures. Consultation arrangements must be made to assist managers, supervisors, counsellors, and others with various problems that arise particularly during the first few months of the EAP’s operations” Myers (1984: 72). There is a clear indication that EAP has a significant impact on the Departmental structure and resources.

5.4.5.7 EAP role on training and development

5.4.5.7.1 EAP training empowers employees on how to utilize EAP to enhance their performance (Question 4.8.1)

Figure 5.45 EAP training empowers employees

n=50

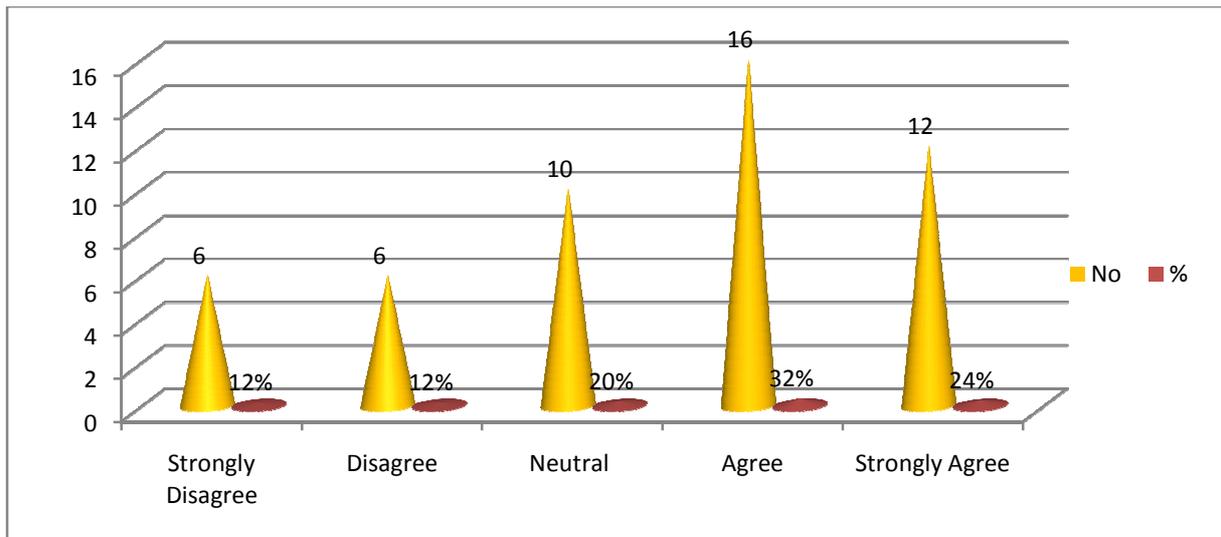


Discussion of figure 5.45

This table indicates that 11 (22%) respondents were unsure that the EAP training empowers employees on how to utilize EAP to enhance their performance in the Department. Majority 26 (52%) respondents confirmed that EAP training empowers employees on how to utilize EAP to enhance their performance. It is evident that EAP training play a significant role in empowering employees to enhance their performance. These findings imply that there is high level of EAP training to empower employees on how to utilize EAP to enhance their performance in the Department.

5.4.5.7.2 Information sessions and workshops empowers staff members to manage their work related issues (Question 4.8.2)

Figure 5.46 EAP workshops empowers staff members n=50



Discussion of figure 5.46

This table indicates that 10 (20%) respondents were not sure about the EAP information session and workshops empowers staff members to manage their work related issues in the Department. Majority 28 (56%) respondents confirmed that EAP information session and workshops empowers staff members to manage their work related issues. It is evident that there is a significant role of the EAP training through information session and workshops that empowers staff members to manage their work related

issues in the Department. These findings imply that there is high level of the EAP training influence through information session and workshop in the Department.

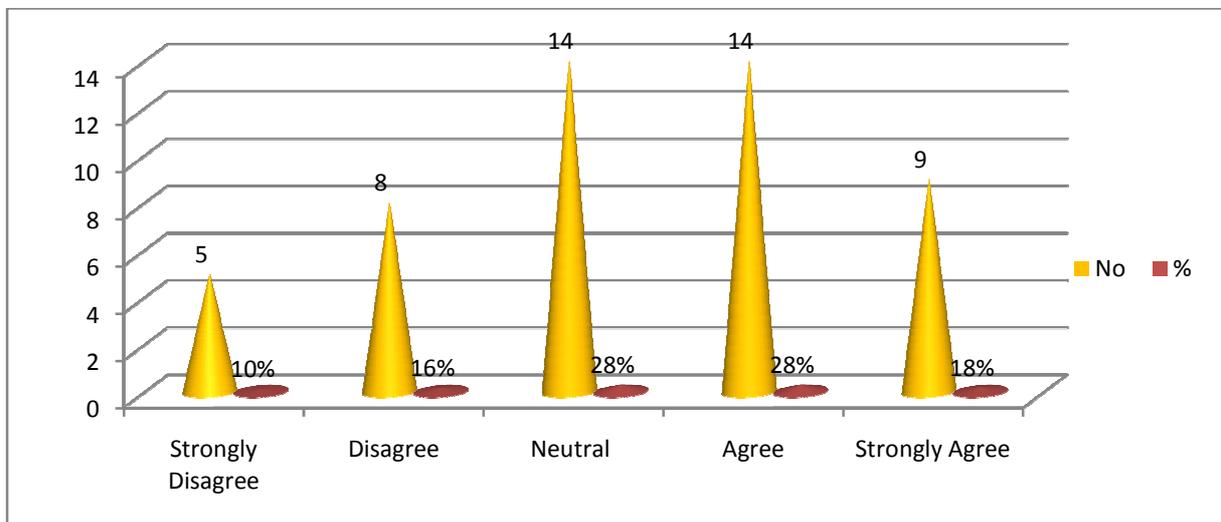
There is an indication that EAP has a positive impact on training and development within the Department through its information sessions and workshops. These discussions correlate with the literature in chapter 4 under 4.2.8 which states that, “training and development communicate EAP benefits provisions through new-employee orientation and refresher training to existing employees and supervisors.” Myers (1984: 135).

5.4.5.8 EAP’s role on the Occupational Health and Safety

5.4.5.8.1 *EAP of the Department plays a vital role through occupational health promotion programmes (Question 4.9.1)*

Figure 5.47 EAP on OHS

n=50



Discussion of figure 5.47

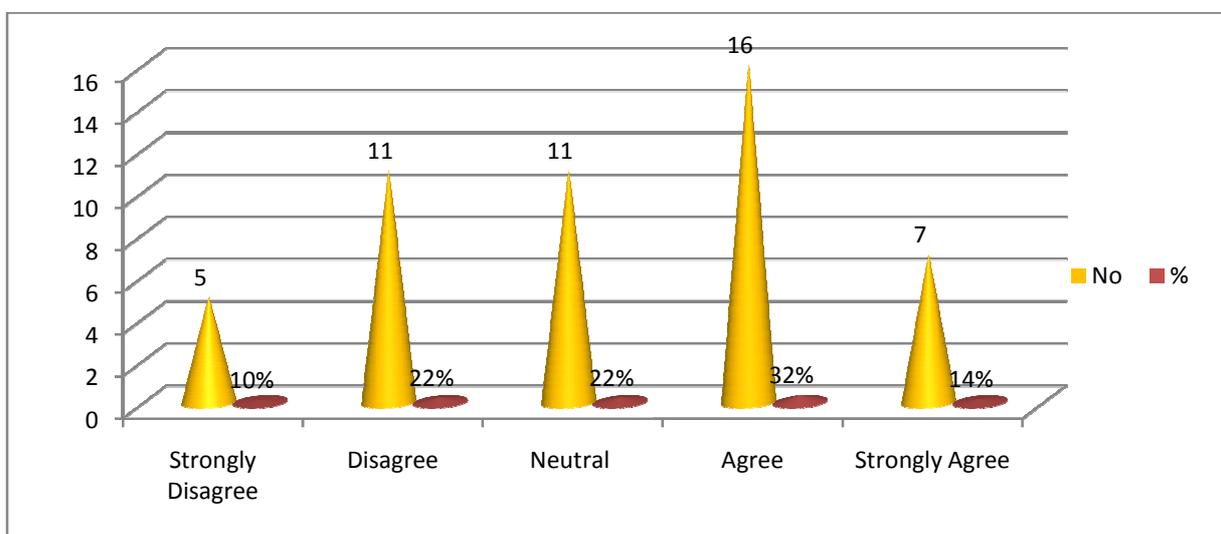
This figure indicates that 14 (28%) respondents were unsure about the influence of the EAP on the occupational health and safety in the Department. Quite a number 23 (46%) respondents confirmed that EAP plays a role on the occupational health and safety

within the Department. It is evident that EAP plays an average role on the occupational health and safety programmes of the Department. These findings imply that the EAP is at average level on the occupational health and safety of the Department.

5.4.5.8.2 *EAP plays a role to identify health hazards in the Department (Question 4.9.2)*

Figure 5.48 EAP’s role on health hazards

n=50



Discussion of figure 5.48

This figure indicates that only 11 (22%) respondents were not sure about the role of the EAP on the occupational health and safety in the Department. Quite a number of respondents 23 (46%) confirmed that EAP plays a role on the occupational health and safety in the Department. It is evident that EAP plays an average role on the occupational health and safety programme in the Department. These findings imply that EAP plays an average role on the occupational health and safety programme in the Department.

The above findings indicate that EAP has a positive impact on occupational health and safety practices in the Department. These discussions correlate with the literature in chapter 4 under 4.2.9 which state that, “a comprehensive safety programme that begins

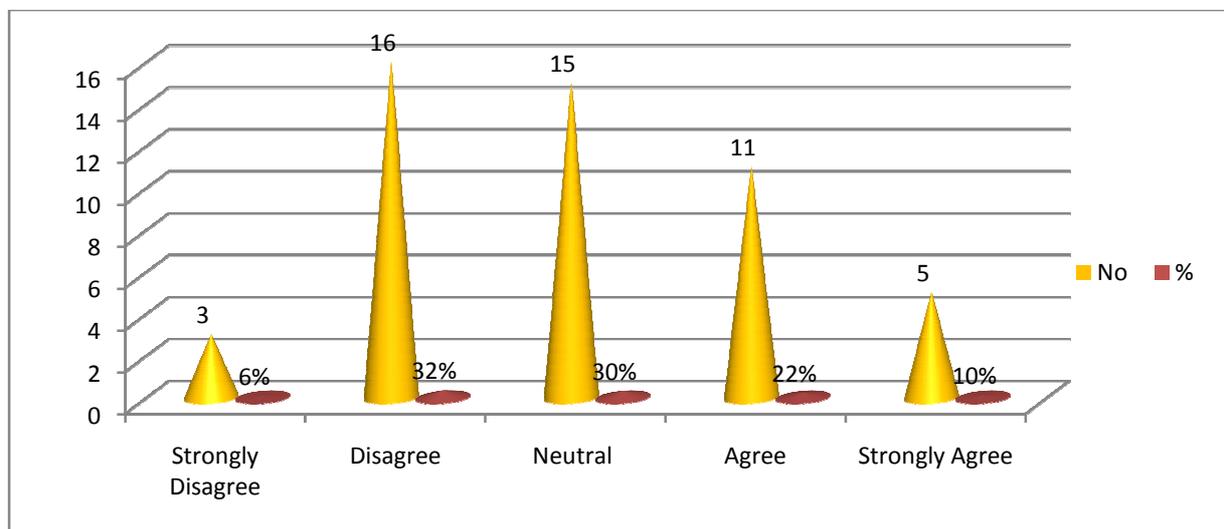
with identifying health and accident hazards through job analysis can benefit the organisation in several ways.” Myers (1984: 149)

5.4.5.9 EAP role on the employee discipline

5.4.5.9.1 *Employees are referred to EAP during the disciplinary action to re-focus themselves to their jobs (Question 4.10.1)*

Figure 5.49 Employees are referred to EAP during the disciplinary action

n=50

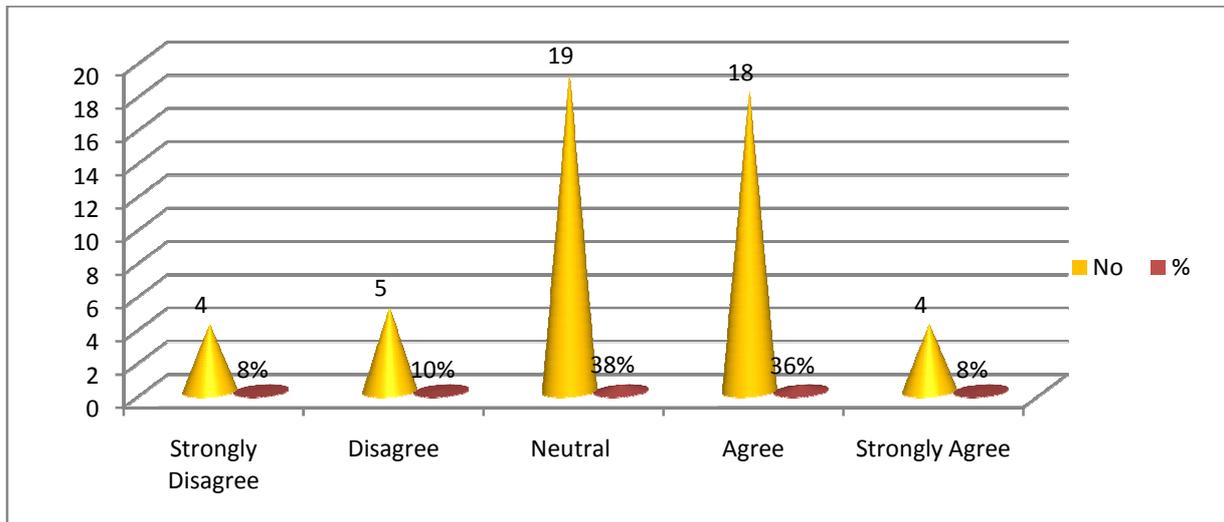


Discussion of figure 5.49

This figure indicates that 15 (30%) respondents were neutral about the role of the EAP during the disciplinary action to assist employees to re-focus themselves on the jobs in the Department. Only 16 (32%) respondents confirmed that EAP plays a role during disciplinary action to assist employees to re-focus on their jobs. It is evident that EAP play a lesser role during disciplinary action to assist employees to adjust to their jobs in the Department.

5.4.5.9.2 *EAP is used as a constructive corrective measure to manage employees with issues (Question 4.10.2)*

Figure 5.50 EAP is used as a constructive measure **n=50**



Discussion of figure 5.50

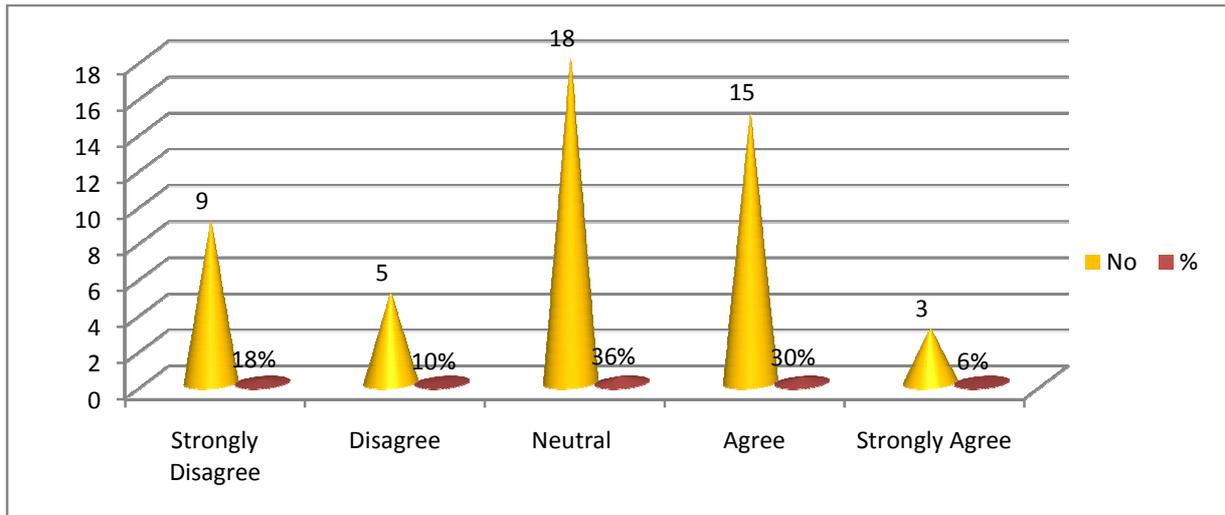
This figure indicates that 19 (38%) respondents were not sure about the utilization of the EAP as a constructive measure to manage employees with issues in the Department. Quite a number 22 (44%) respondents confirmed that EAP is utilized as a constructive measure to address employees' issues in the Department. It is evident that EAP has a minimal impact in supporting employees during their rehabilitation during and after disciplinary actions towards employees in the Department.

These findings suggest that EAP is not effectively utilized on disciplinary measure when dealing with cases of the employees within the Department. The role of the EAP is less from the best practice discussed earlier in this document which suggests that, normally after the EAP intervention managers seek the report from the EAP to check the progress and the determination of an employee on the issues at hand.

5.4.5.10 EAP values on the business values

5.4.5.10.1 EAP values influence the Department's values (such as respect) (Question 4.11.1)

Figure 5.51 EAP values influence the Department's values n=50



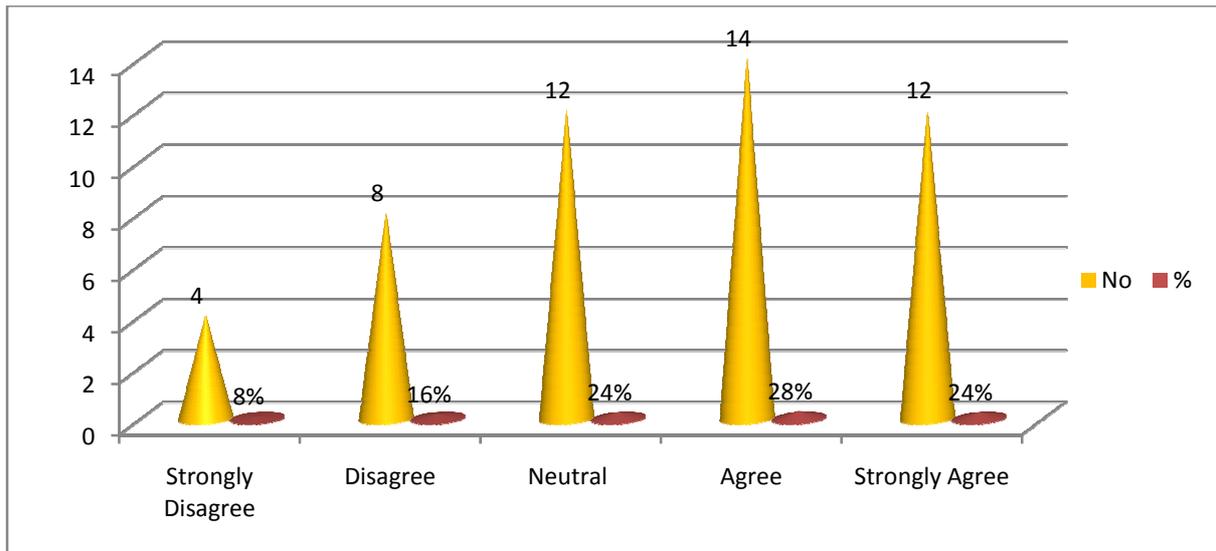
Discussion of figure 5.51

This figure indicates that 18 (36%) respondents were not sure about the EAP values on the departmental values. Only 18 (36%) respondents confirmed that EAP values have minimal role on the Departmental values. It is evident that EAP values which are portrayed by the EAP professionals have less impact on the values of the Department. It is evident that EAP values have a very less role on the Departmental values. These findings imply that EAP values such as confidentiality, respect, neutrality, voluntarism, non-judgmental attitude, showing concern and advocacy of employees' needs have minimal impact on the values of the Department which are based on the Batho Pele principles such as courtesy, consultation and openness.

5.4.5.10.2 *Employees' issues are treated with confidentiality in the Department (Question 4.11.2)*

Figure 5.52 Employees' issues are treated with confidentiality

n=50



Discussion of figure 5.52

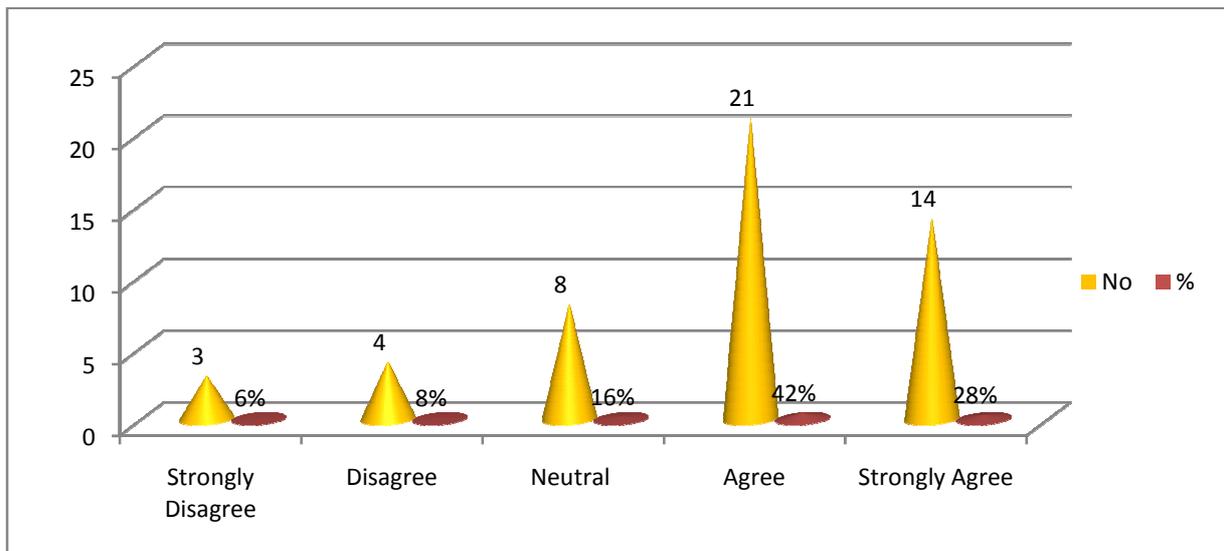
This figure indicates that only 12 (24%) respondents were not sure about the confidentiality of the EAP in the Department. Majority 26 (52%) of respondents confirmed that employees' issues and case information are treated with confidentiality in the Department. It is evident that perception exists that most of employees' cases are treated with confidentiality in the Department. These findings imply that there is high level of confidentiality of the employees' issues dealt with the EAP in the Department.

These findings indicate that EAP values such as confidentiality principles and respect are adhered to by EAP office and they have a positive impact on the Departmental values. These findings correlate with the discussion made earlier under EAP values on business values which says that, "there is a growing awareness that many ethical problems face the workplace counsellors which are not applicable to counselling in other areas. Various ethical dilemmas rising from workplace counselling have been discussed in the literature." Myers (1984: 149)

5.4.5.11 EAP role on the corporate communication and degree of interaction

5.4.5.11.1 EAP uses internal communication system (such as intranet) to communicate its services to the staff (Question 4.12.1)

Figure 5.53 EAP uses internal communication system n=50



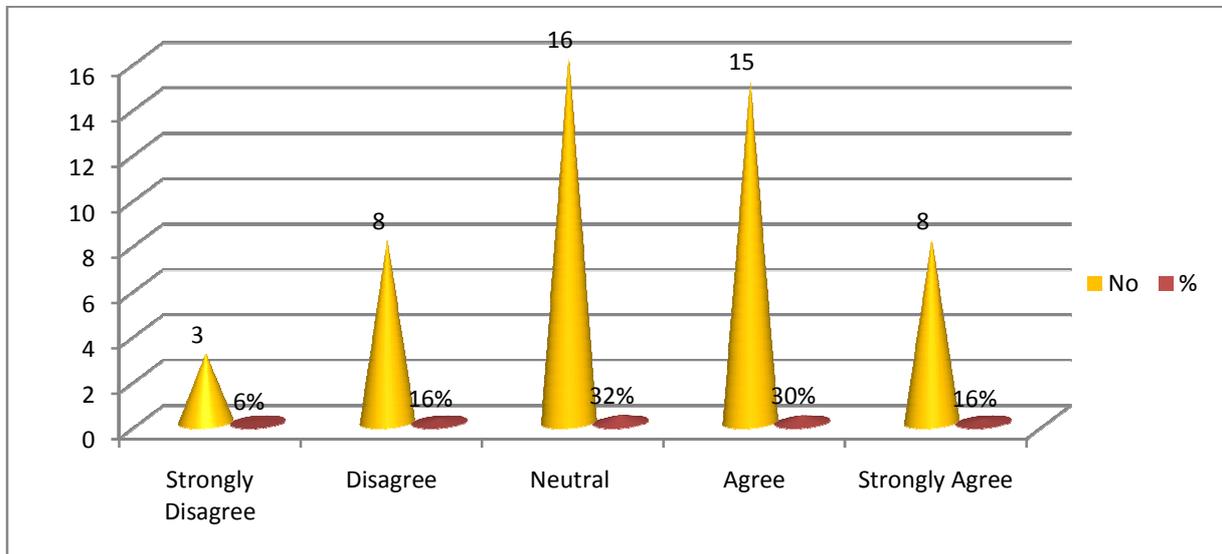
Discussion of figure 5.53

This figure indicates that only 8 (16%) respondents were not sure about the EAP using the internal communication system. Majority 35 (70%) respondents confirmed that EAP uses internal communication system to communicate its services to the staff members. It is evident that EAP plays a significant role in utilizing the internal communication system to communicate its services to the staff. These findings imply that EAP has a significant positive impact in marketing its programme through the corporate communication system within the Department.

5.4.5.11.2 EAP enhances staff interaction within the Department (Question 4.12.2)

Figure 5.54 EAP enhances staff interaction

n=50



Discussion of figure 5.54

This figure indicates that only 16 (32%) respondents were not sure about the matter that EAP enhances staff interaction in the Department. Quite a number of respondents 23 (46%) confirmed that EAP enhances staff interaction in the Department. It is evident that EAP professional plays minimal role to fully develop an interpersonal communication style that demonstrates the commitment of the EAP in the Department. These findings imply that EAP has a minimal impact on staff communication to serve the workforce and support the business interests of the Department.

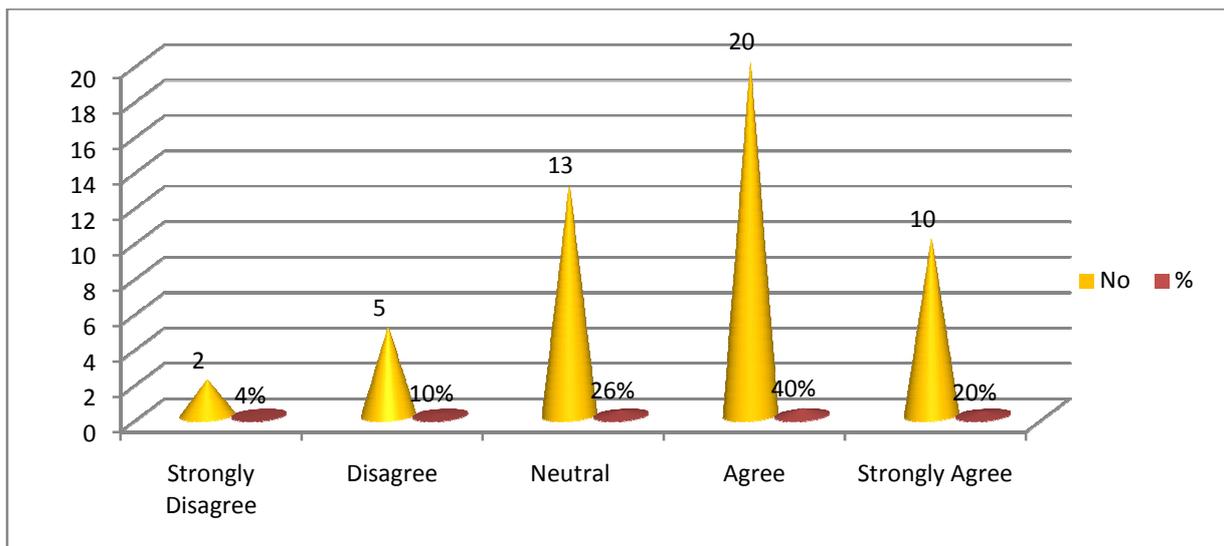
The above findings indicate that EAP within the Department is well integrated into the communication system of the Department. This evidence correlates with the earlier discussion which says that, “corporate communication is the benchmark on the success of the organisation’s communication’s activities, and, hence EAP’s marketing plan and promotional efforts, can be measured” (Oher 1999: 95). However, there is still a gap on staff to show concern and support amongst each other within the Department. EAP has a minimal impact in promoting staff interaction that seeks to enhance the teamwork and

cooperation within the Department. The benchmarks of the EAP role on staff interaction is based on the literature study which suggests that, “it is often easier to communicate this important EAP marketing message through these dynamic interpersonal communication exchanges than through the traditional written materials and formal presentations” Oher (1999: 100).

5.4.12 EAP interventions on the corporate motivation

5.4.5.12.1 *EAP is one of the critical means to motivate staff within the Department (Question 4.13.1)*

Figure 5.55 EAP is one of the critical means to motivate staff n=50



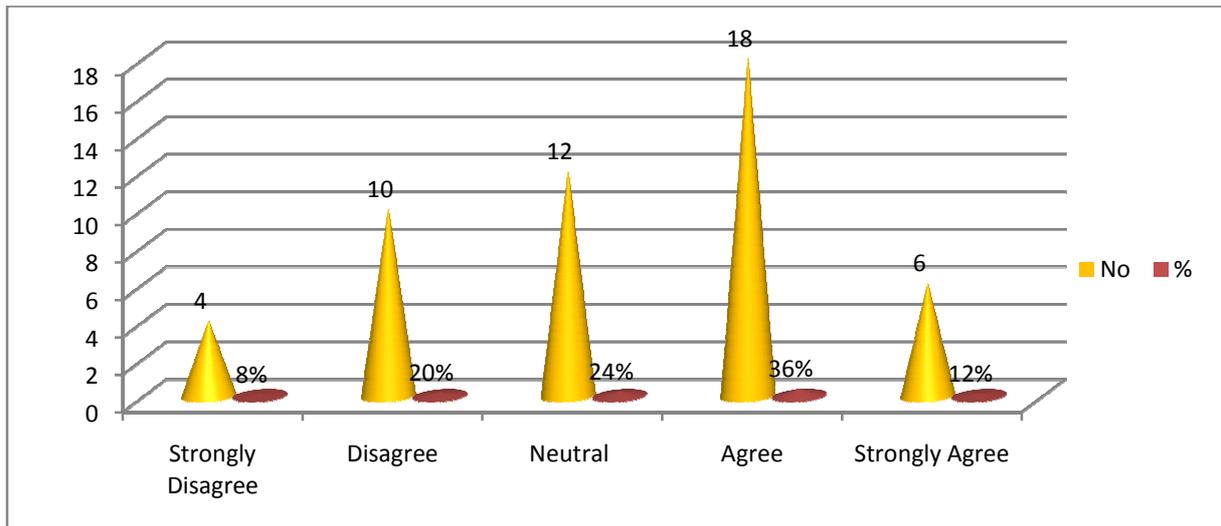
Discussion of figure 5.55

This figure indicates that only 13 (26%) respondents were not sure about the EAP as one of the means to motivate staff within the Department. Majority 30 (60%) respondents confirmed that EAP is one of the critical means to motivate staff within the Department. It is evident that EAP plays a significant role to motivate staff within the Department. These findings imply that EAP has a positive impact in enhancing staff motivation through its supportive role within the Department.

5.4.5.11.2 *EAP is one of the programmes that can retain staff in the Department (through support and care) (Question 4.13.2)*

Figure 5.56 EAP can retain staff in the Department

n=50



Discussion of figure 5.56

This figure indicates that only 12 (24%) respondents were unsure that EAP is one of the programmes that can retain through support and care in the Department. Almost half 24 (48%) of the respondents confirmed that EAP is one of the programmes that can retain staff in the Department through support and care in the Department. These findings imply that EAP plays an average role in retaining staff through support and care in the Department.

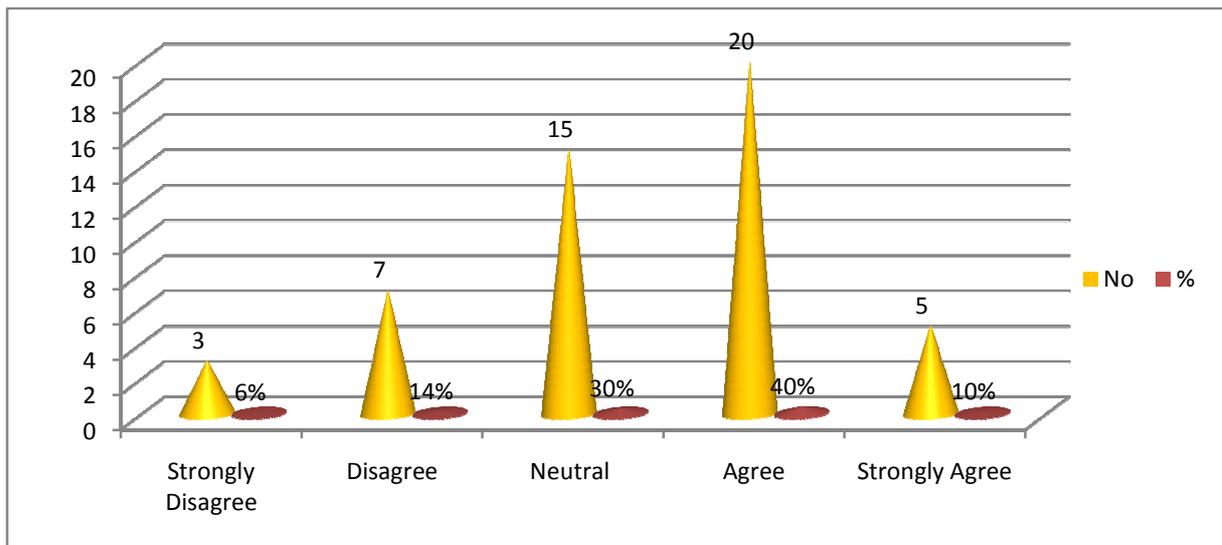
These findings indicate that EAP has a positive impact in retaining staff within the Department through its programmes and support services. The degree of support through the EAP programmes serve as a retention amongst staff of the Department.

5.4.12 EAP's influence on the business diversity

5.4.5.12.1 EAP attends to employees' issues from a multi-cultural background (gender, race and culture) (Question 4.14.1)

Figure 5.57 EAP on mutlicultural background

n=50

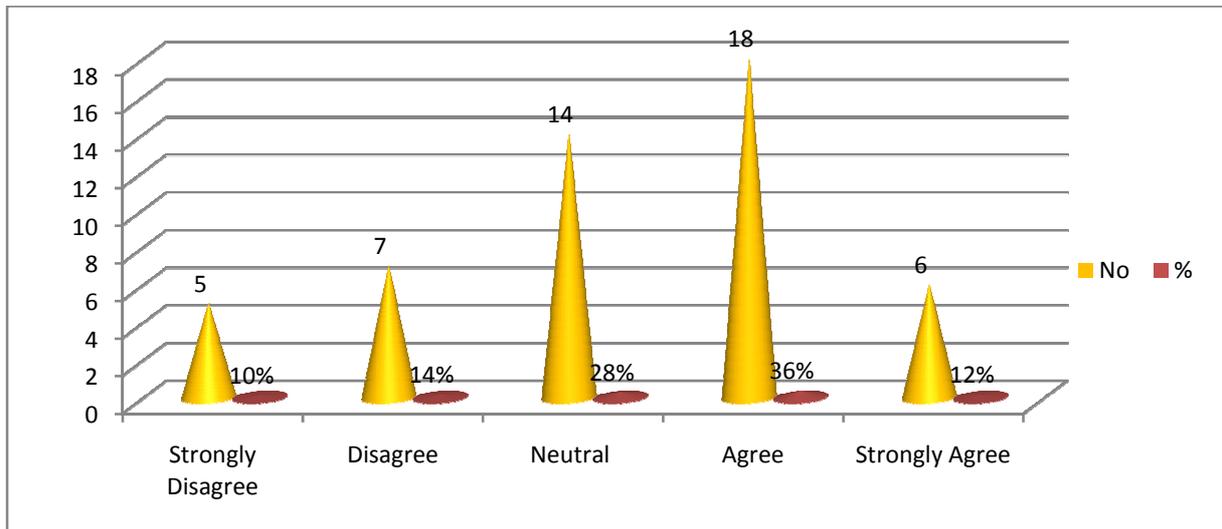


Discussion of figure 5.57

This figure indicates that only 15 (30%) respondents were unsure that EAP attends to employees' issues from a multi-cultural background (gender, race and culture). Quite a number 25 (50%) respondents confirmed that EAP attends to employees' issues from a multi-cultural background with due consideration of employees' gender, race and culture. It is evident that EAP is at average level in attending to the different cultural background of staff in the Department. These findings imply that EAP has a positive impact in attending employees' issues from different cultural background of staff in the Department.

5.4.5.12.2 *EAP professionals are from different backgrounds (gender, race and culture) (Question 4.14.2)*

Figure 5.58 EAP professionals from different backgrounds n=50



Discussion of figure 5.58

This figure indicates that 14 (28%) respondents were unsure regarding EAP professionals from cultural backgrounds. Quite a number 24 (48%) respondents confirmed that EAP professionals are from different cultural backgrounds in the Department. It is evident that there is a low level of diversity on the EAP professionals from different cultural backgrounds in the Department. This imply that there is a need of the cultural diversity particularly in terms of race and gender from the EAP professionals in order to attend and understand the diverse needs of employees from different cultural background in the Department.

The above findings indicate that EAP is diverse and may be cultural sensitive to the needs of staff being able to address staff diverse needs in the Department. This evidence correlate with the earlier discussion on EAP on diversity which recommends that, “the EAP must be able to offer a relevant variety of providers, to meet the multicultural needs of the employees. Each referral situation must be considered individually. The EAP can involve the employee in considering the features that would

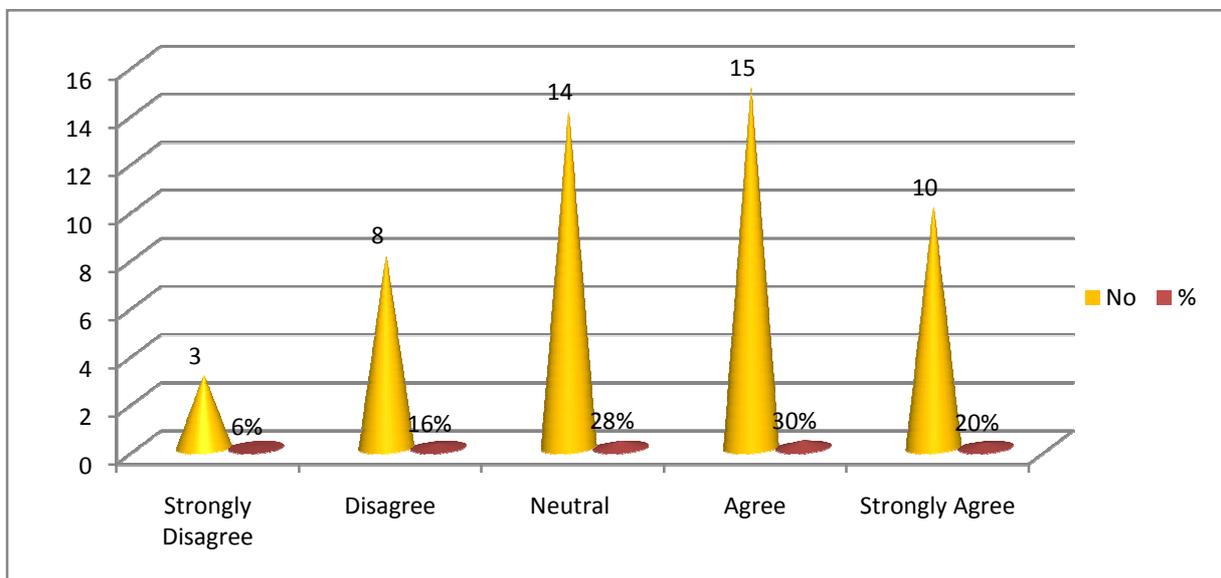
be considered in a therapist,” Oher (1999: 80). However, there are still areas for improvement since the impact of the EAP on diversity is at average level in the Department.

5.4.13 EAP ethics influence on business ethics

5.4.5.13.1 EAP on the Departmental ethical values (Question 4.15.1)

Figure 5.59 EAP on the Departmental ethical values

n=50



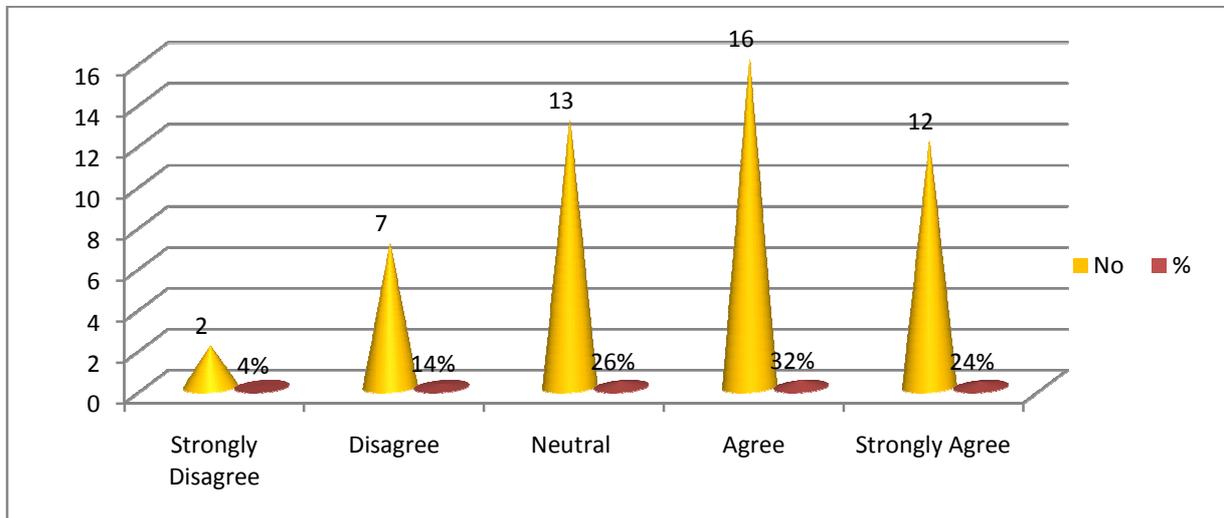
Discussion of figure 5.59

This figure indicates that 14 (28%) respondents were unsure about the EAP as one of the Departmental programmes that articulate morally acceptable behavior in the Department. Quite a number 25 (50%) respondents confirmed that EAP is one of the Departmental programmes that articulate morally acceptable behavior in the Department. It is evident that EAP plays an average role in the business ethics of the Department. These findings imply that EAP values impact on the business values of the Department by raising ethical awareness and expectations by establishing morally acceptable behavior; prevent unethical behavior; promote ethical behavior by articulating the ethical values.

5.4.5.13.2 EAP professionals show concern to staff (Question 4.15.2)

Figure 5.60 EAP professionals show concern to staff

n=50



Discussion of figure 5.60

This figure indicates that 13 (26%) respondents were unsure about the professional conduct of the EAP staff when attending employees' issues in the Department. Majority 28 (56%) respondents confirmed that the professional conduct of the EAP staff shows concern about the well-being to employees served in the Department. It is evident that there is high level of the EAP professional conduct that is manifested when attending staff well-being needs in the Department. These findings imply that there is high level of professional conduct of the EAP as they serve staff in the Department.

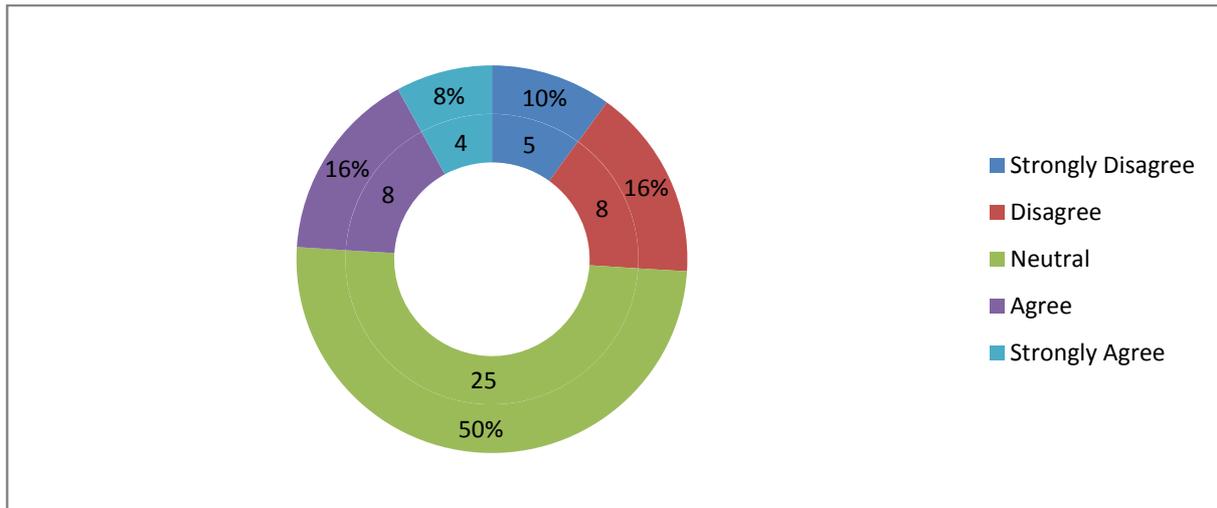
The above findings indicate that EAP professionals conduct themselves according to the Code of Ethics when attending the needs of staff within the Department. Findings further indicate that EAP values positively impact on the values of the Department. This evidence correlate with the literature reviewed earlier in this study which states that, "the ethical behavior and conduct of an EAP professional is concerned with the well-being of individuals served and this Code extends to activities and relationships with employers, colleagues, unions, professionals from other disciplines, the local community and society as a whole." EAPA-SA Code of Ethics (2005: 1)

5.4.6 Section 5: EAP philosophy and the organisational culture

5.4.6.1 EAP is a very strong part of culture (Question 5.1)

Figure 5.61 EAP is a very strong part of culture

n=50



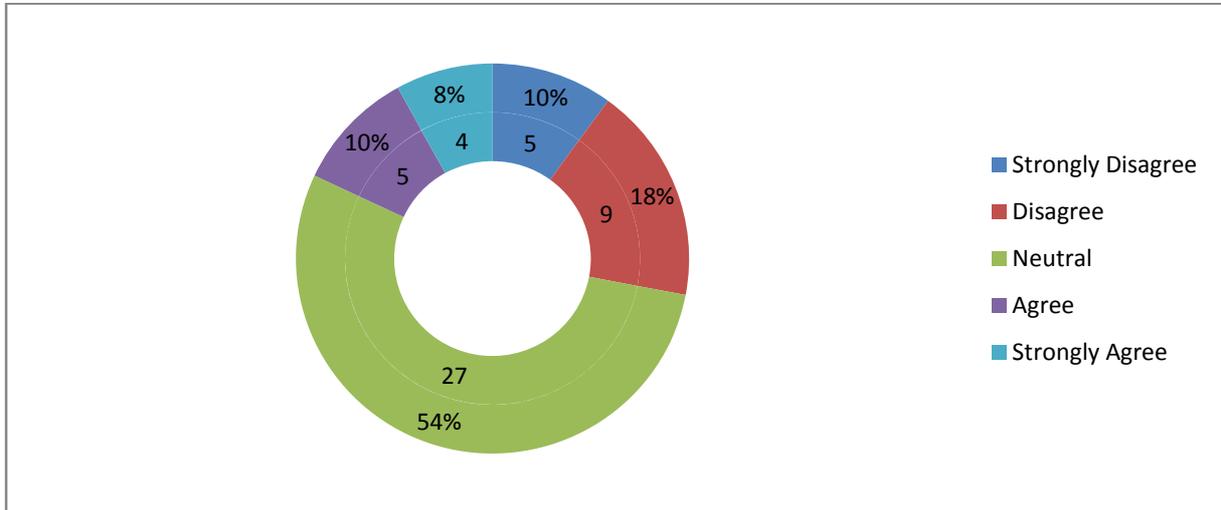
Discussion of figure 5.61

Only 13 (26%) respondents confirmed that EAP is a very strong part of the organisational culture of the Department. It is evident that EAP is minimal on the culture of the Department. These findings imply that EAP is not at the core of the organisational culture of the Department. However, there are indications through these results that EAP to an extent, has an influence on the organisational culture of the Department. These findings imply that there is a lesser degree of the EAP's influence on the system of shared values, beliefs, patterns of behavior, feelings, attitudes and interactions of the employees in the Department. These results also imply that EAP has a lesser influence on the how things are done in both formal and informal way in the Department.

5.4.6.2 *EAP is a strong component of the Department's culture (Question 5.2)*

Figure 5.62 EAP is a strong component of culture

n=50



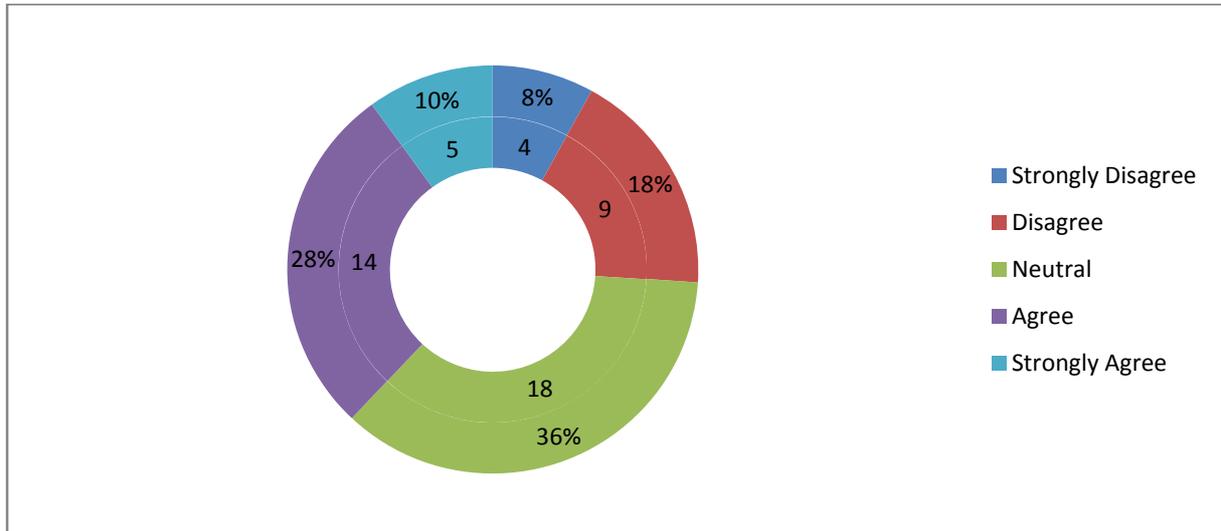
Discussion of figure 5.62

Only 9 (18%) respondents confirmed that EAP is a strong component of the culture of the Department. It is evident that EAP has a very low impact on the organisational culture of the Department. These findings imply that EAP programmes have minimal role to form part of the culture of the Department. These findings imply that EAP is less intergrated into the day-to-day operations and functions of the Department. These results further imply that EAP does not have a better grasp of the departmental processes, procedures, strategies, systems and the way things are done in the Department. The results from the discussion under table 5.64 shows that EAP is a small part on the organisational culture which correlate with these findings that indicate that EAP is a small component of the organisational culture. Therefore, it is concluded that EAP is not well integrated into the organisational culture in the Department of Human Settlements.

5.4.6.3 *There is vague presence of the EAP in the Department’s culture (Question 5.3)*

Figure 5.63 Presence of the EAP on the culture

n=50

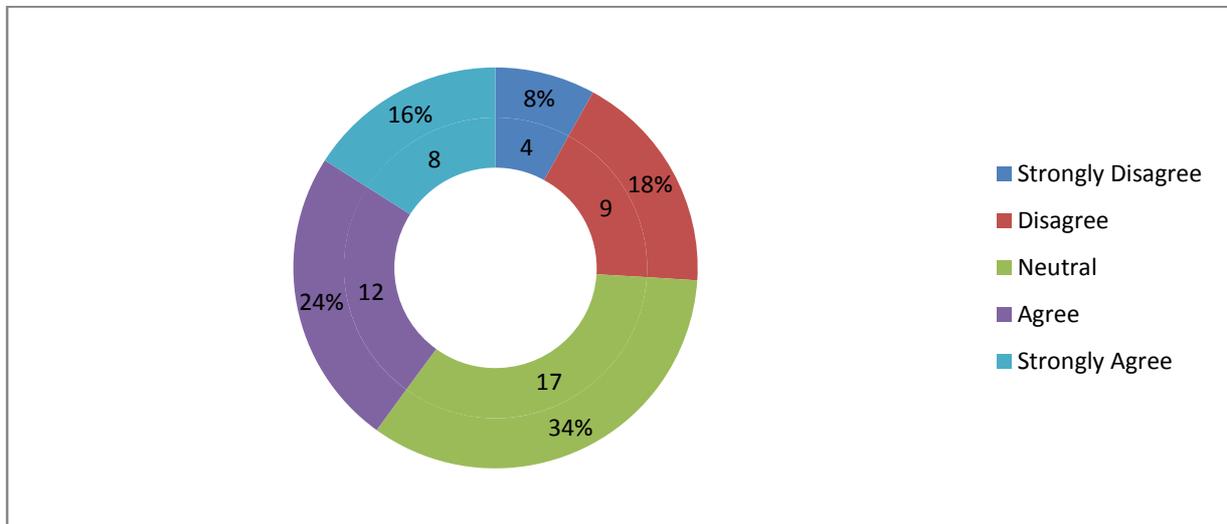


Discussion of figure 5.63

Quite a number 19 (38%) respondents confirmed that EAP has vague presence in the culture of the Department. It is evident that EAP is not so significant on the organisational culture of the Department. These findings imply that the EAP presence is uncertain on the organisational culture of the Department. These further imply that EAP is less tailor made in the organisational culture of the Department. These results further imply that EAP is not so well integrated and utilized as part of the organisational culture in the Department and EAP does not well understand the ‘language and operation of the Department.’ It is not in the core of being part of the organisational culture and it has minimum understanding on the functions and how to things are done in the Department. These results imply that the EAP may not be “inclined to deal with organisational problems or crises through its defined functional areas or by an ad hoc task force organized around the crisis at hand” (Oher, 1999: 95), if it has a vague presence in the organisational culture in the Department.

5.4.6.4 *EAP is peripheral to the Department’s culture (Question 5.4)*

Figure 5.64 EAP is peripheral on the Department’s culture n=50



Discussion of figure 5.64

Quite a number 20 (40%) respondents confirmed that EAP is on the peripheries of the culture of the Department. It is evident that EAP is still not yet on the core part of the organisational culture of the Department. These findings imply that EAP is partial in the organisational culture in the Department. The findings on the discussion under figure 5.66 indicate that the EAP is not well tailor made in the organisational culture of the Department correlate with these results that shows that EAP is peripheral on the organisational culture in the Department.

The findings on the discussions under figure 5.62, 5.63, 5.64 and 5.65 indicate that EAP is a very small part of the organisational culture and it has a very minimal influence on the organisational culture of the Department. These imply that EAP is not well integrated into the “language of the Department,” and it suggests that it has a lesser understanding on how things are done in the Department. These findings indicate that there is a gap of the EAP on the organisational culture of the Department. This gap is identified based on the literature review on EAP on the organisational culture which suggests that, organisational culture is the “most critical aspect of the EAP’s ability to

formulate its marketing strategies into the “language of the organisation” – a task that is vital to the integration and utilization of the program within the organisation” Oher (1999: 94). Therefore the EAP within the Department is still on the sides of the organisational culture of the Department.

5.5 Conclusion

It is concluded that data regarding the influence of the EAP on the organisational culture in the Department of Human Settlements were collected from the demographic data of the sample population; which include age, race, gender, position and branch division within the Department of Human Settlements. Other critical data on the level of utilization of the EAP in the Department, data on the type of organisational culture of the Department; data on the role of the EAP on the organisational culture of the Department and data on the degree of EAP presence on the organisational culture in the Department of Human Settlements. All collected data were collected, investigated and analysed based on the influence of the EAP on the organisational culture in the Department of Human Settlements. Views and opinions of the respondents were analyzed based on their positive responses such as: strongly agree and agree. The rating criteria were utilized to investigate the degree to which respondents agree or disagree on the matter. Data were quantified per respondent, summarized in numbers per category, interpreted into percentages and presented graphs and pie charts to present the full picture of the subject.

CHAPTER 6

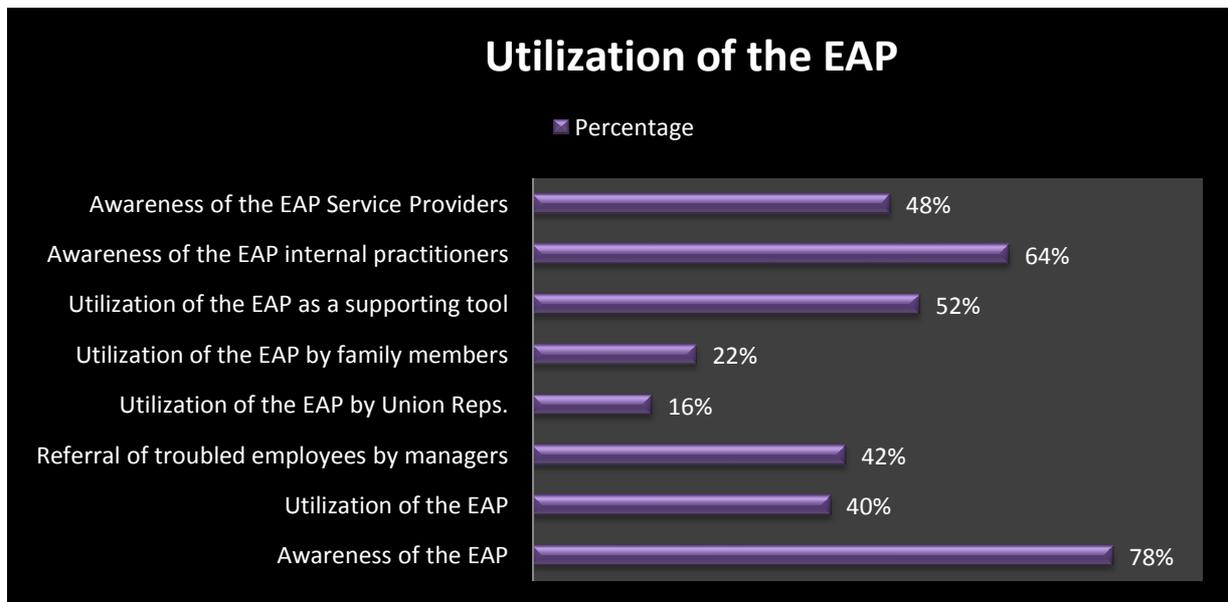
CONCLUSIONS AND RECOMMENDATIONS

6.1 INTRODUCTION

Research data presentation and its analysis have shown that the EAP has influence on the organisational culture in the National Department of Human Settlements, though it differs from one area of influence to another, in some types of organisational culture it has an average influence and in some it is more significant. EAP has to some degree shown its influence on the different types of the organisational cultures which are task culture, role culture, performance culture, market culture, adhocracy culture, mercenary culture, hierarchical culture, bureaucratic culture, fragmented culture, person culture, power culture, clan culture, communal culture, support culture. EAP also has shown the extent of its influence on the ingredients of the organisational culture that were critically considered during this research study such as: organisational goals, leadership of the organisation, recruitment and selection, induction and orientation, business planning and decision-making, organisational structures and resources, training and development, Occupational Health and Safety (OHS), discipline; business values, corporate communication and degree of interaction, corporate motivation, business diversity and business ethics. Conclusions and recommendations on the study are discussed in this chapter.

6.2 UTILIZATION OF THE EAP IN THE DEPARTMENT OF HUMAN SETTLEMENTS

Figure 6.1 Utilization of the EAP



Discussion on figure 6.1

Conclusion

This table is the summary of the utilization of the EAP in the Department. These summarized findings show that the level of the EAP awareness is highly significant and employees are aware of the internal EAP Practitioners and they utilize EAP in addressing their issues in the Department. It is concluded that employees are quite aware about the EAP and it is mostly utilized as a support system in the Department, which shows that EAP market itself well within the Department.

These findings also show that there is less significant level of EAP utilization by staff members and their family members, union representatives to union members and referral of employees to EAP by their immediate supervisors. There is also a less significant level of the EAP service provider awareness in the Department. It is concluded that there is a less significant level of EAP utilization by employees' family members and union representatives. It is also concluded that there is less referral of

employees with issues to the EAP for assistance and there is a lesser level of the visibility of the service provider in the Department.

Recommendation

It is recommended that the EAP should improve on marketing and educating its services by focusing on the following areas:

- **Awareness of the EAP:** The current level of the EAP visibility should be increased and should always be maintained through marketing strategies and ongoing marketing campaign in the Department. The EAP visibility serves as a vital contributor to the Department's productivity and efficiency and to the well-being and general work life and of the employees and managers (Oher, 1999: 92). It is further recommended that awareness programmes should include: "pamphlets, brochures, flyers, health fairs, posters, and health or telephonic depression screening with feedback, referral, or follow-up" Oher (1999: 310)
- **Utilization of the EAP:** The EAPs should be well marked and its benefits should always be emphasized to motivate staff to utilize it in the Department. "An employee assistance program must be postured to respond to the needs of its constituency group (i.e., the employees); moreover, it must facilitate the employees' demands for it (i.e., their use of it)" (Dickman, Challenger, Emener and Hutchison (1988: 127).
- **Utilization of the EAP by employees' family members:** EAP should be introduced to employees' family members through pamphlets, brochures, electronic media and social networks. Emener *et al.*, (2003: 107) supports this recommendation by stating that, EAP should also address domestic counselling; preparation for retirement and family health promotions. They further state that, "healthy work-place promotes healthy family and community living, and conversely, healthy family living promotes healthier workplace performance." Marketing strategies should carry the roles and benefits of the

EAP to employees' staff members and the supportive role of family members to employees with issues, including the referral of the employed family member to EAP for intervention. EAP should highlight some of the EAP family benefits such as, dependency care services support; flexible working hours from working hours policy of the Department; child-care support; family health programmes including weight loss and work-life balance. Marketing messages should also contain the role of the family member to support employee undergoing rehabilitation and those with chronic ill-health.

- **Awareness of the EAP service provider:** EAP service provider should vigorously market EAP in the Department through various marketing strategies. The advantages of the service provider should be supported by the fact that, “using EAPs outside the employer organisation lie largely in the availability of a greater breadth of expertise and in diminished concern about confidentiality” (Oher 1999: 66).
- **Awareness of the internal EAP practitioners:** The level of awareness of the internal EAP practitioners is highly significant and it should be maintained going forward. It is recommended that internal EAP professionals should maintain their level of visibility in the Department, by presenting themselves in different structures of the Department. Oher (1999: 107) supports this recommendation by stating that, “the EAP professional should also play a vital role in the organisation as an internal consultant.”
- **Supervisory referral of the employees to the EAP:** It is critical that EAP should improve on its supervisory training in empowering supervisors to know their roles on employees' well-being and productivity. EAPs should provide supervisors with training and consultation to determine the appropriateness of an EAP referral and to guide the managers through the intervention and referral (Oher, 1999: 62). Supervisory referral is critical in a sense that, supervisors should know their employees' behavior and performance. Supervisory referral

can be done after the “supervisory observation of a performance problem; and documentation of observed performance deficit” (Oher 1999: 63).

- **Utilization of the EAP by union representatives:** EAP should engage union representatives through consultation; implementation of the programme and its marketing to improve its utilization by union representatives. Masi (1992: 5) support this recommendation by stating that, “union stewards should be capacitated about EAP, in order to refer troubled employees for assistance, thus subsequently breaking denial barrier. The joint training sessions seeks to empower the organizational relevant stakeholders on EAP.”
- **Utilization of the EAP as a critical support tool:** It is recommended that EAP should maintain and further improve its supportive role to employees in the Department. It is recommended that EAP should play critical role in supporting individual employees in their personal issues, emotional and family challenges, financial problems, HIV & AIDS challenges, substance dependency, Departmental changes and workplace difficulties in order to enhance their productivity and job performance. Emener *et al.*, (2003: 68) also recommends that, integrated EAP, work-life, and health and wellness services should help employers to provide services and support so that employees can successfully deal with problems, enjoy a healthy work/life balance, and be more productive and satisfied at work.

6.3 ORGANISATIONAL CULTURE OF THE NATIONAL DEPARTMENT OF HUMAN SETTLEMENTS

There are nine different types of organisational cultures that were assessed and the summary of is presented according to their levels of existence in the Department.

Figure 6.2 Types of the organisational culture



Discussion of figure 6.2

Conclusion

This table is a summary of the different existing organisational cultures in the Department. It is therefore concluded that power culture is the most dominant culture in the Department and the second dominant culture is the performance and market culture. Power culture indicates that managers of the Department are more concerned about the Departmental goals than the needs of the individual employees within the Department. Things are done in a particular pattern and order in the Department. Accountability and decision-making are mostly taken at a higher level of authority in the Department, which indicates that there is less delegation of authority in decision-making in the Department. This culture has less concern about the needs and feelings of the staff members in the Department.

Performance culture indicates that the Department promotes its employees on the basis of their competencies, abilities and specialized knowledge and skills. This shows that

the values of the Department are also based on productivity and performance to achieve the goal.

The summarized finding shows that: task, mercenary, communal and support, person, fragmented and hierarchical, bureaucratic, role, and adhocracy cultures are significantly low in the Department. These differences show that there are imbalances within the Department in terms of operations.

Recommendation

The following are the recommendations on improving and maintaining different organisational cultures in the Department:

- ***Power culture:*** It is recommended that the top and senior management of the Department improves in its decision-making process by delegating authority and involve other managers, employees, labour union and other key stakeholders. It is further recommended that the management considers assessment of the management and leadership style of the Department, establish a task team that will be objective in assessing leadership practices by identifying and analyzing its strengths and shortcomings and make recommendations based on the findings and identified areas of improvement. The greatest strength of the power culture is the ability of the organisation to react quickly, although the success is largely dependent upon the abilities of the leader, or people at the centre of power (Brown, 1995: 68; Martin, 2001: 590).
- ***Task culture:*** It is recommended that management should improve on valuing the need of structures such as committees, task teams, project teams and other relevant structures to accomplish particular tasks in the Department. They should further put proper structures in place and educate employees including managers to communicate the meaning of this culture in the Department. Kane-Urrabazo (2006: 189) state that, “the advantage of this culture is that it assembles the right people with the right resources, so that a job can be accomplished this may be in

the form of action committees, which meet for a specific purpose and then disband when the task is complete.”

- **Support and communal culture:** The Department should improve in valuing its relationship and support within the organisation, thus enhancing employees’ job performance and collaborative working environment. Managers should be more concerned about employees’ personal and work-related matters, thus enhancing social cohesion and staff morale in the Department. Hellriegel et al., (2004: 366) support this recommendation by stating that, success of this culture “depend on teamwork, participation, consensus, decision making, as well as employee sensitivity to customers and concern for people.” Harrison & Stokes (1992: 22) state that, the advantages of the support-orientated culture are that employees make sacrifices for one another and the effects of team loyalty add to the high performance and morale of organisations.

- **Mercenary culture:** The Department should value goals and high level of unity on performance and goal achievement to improve the values of job-focus and productivity in the Department. It is recommended that management conduct timeous presentations to staff members, labour union and other key stakeholders of the Department to instil values of performance and productivity in them. The management should consider the alignment of the Departmental goal with the individual performance goals to enhance the culture of job-focus and performance in the Department. “This culture has a high level of solidarity, and goals tend to be at the forefront in people’s minds as they strive to make things happen. An organisation with this culture achieves its external goals by setting very high internal ones using goals, targets and objectives to get there,” (www.al-consulting.co.uk/images/organisticalcultures, 2011)

- **Person and fragmented culture:** The mentorship programme further support employees to grow and develop in their fields of operations. The Department should value more individual development to achieve its goals. Mentors should

consider individuals needs in terms of skills, career growth and personal issues when mentoring those individual employees. They should also convey knowledge of organisational values and routines, plus the managerial system and align individual competencies to the role that they are expected to perform. Kane-Urrabazo (2006: 189) states that, the advantage of this culture is that an individual acquire personal skills necessary to survive in a particular workplace, while the mentor may only be serving in that capacity in order to earn points on a clinical ladder towards promotion.” While Pheysey (1993: 128) on the other hand state that, “competition among individuals and promote excellence, especially for those who have a high need for growth.”

- ***Bureaucratic and hierarchical culture:*** It is recommended that management of the Department empower staff through workshops on how to apply protocol properly. It is further recommended that employees should be educated about the matters of protocol and how protocols should be applied in the Department in order to bring stability, control and internal focus and integration. Meijen (2007: 30) supports this recommendation by stating that, “managers within a bureaucratic organisation are good coordinators, organizers and enforcers of rules and procedures that are clearly defined. The tasks, responsibilities and authority for all organisations’ employees are also stated.” This culture is useful to coordinate, organize and monitor people and processes. When employees are not properly introduced and educated on the protocol of the Department, they tend to become frustrated.
- ***Role culture:*** The Department should improve in valuing employees according to their areas of operations and functions through their careers and job description. It is recommended that management of the Department should create an enabling environment for staff to exercise their roles in the Department. They should further design proper strategic and operational role in line with the Departmental strategy. An advantage of the role orientation is that employees of

an organisation are able to allocate more energy to do their work than without the rules and structures of the role orientation (Harmse, 2001: 12).

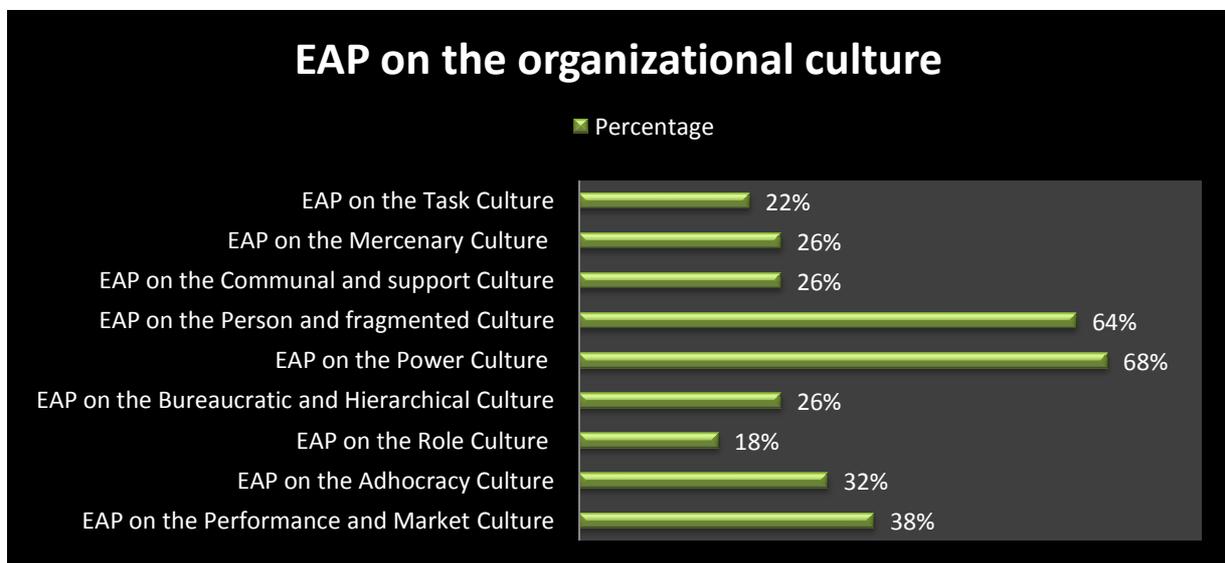
- **Adhocracy culture:** The Department should value the need of employees' growth by creating a working environment that allow employees to be inventive, innovative and risk-taking in working to achieve the Departmental goal. There should be a space created to allow employees to exercise their freedom when performing their duties within their parameters and the Departmental policies. According to Schoonmaker (2006: 4), "the advantages of this culture are that it unifies the organisation through commitment to experimentation and encourages diverse thinking amongst staff. It has more emphasis on the long-term growth and acquiring new resources."
- **Performance culture and market culture:** The Department should maintain its performance culture by promoting workforce competencies and skills. Employees should be encouraged to be aggressive, diligent and show initiative when performing tasks, thus improving the productivity of the Department in order to be competitive advantage. The leadership style should be more directive, goal-orientated and results driven to enhance better performance outcomes in the Department. An advantage of this type of culture is that employees give more willingly to their organisation because employees make their contributions more freely in response to their commitment to their shared purpose, and as a result, the entire organisation prospers (Harrison & Stokes, 1992: 17).

The nature of the business serves as one of the determinants of the type of organisational culture in an organisation. Hence each organisation has its own unique organisational culture. Though organisations have their own unique organisational cultures, but there are different organisational cultures that exist in the organisation depending on the manner in which the organisation is led. Furthermore, an organisation may have a dominant culture which is significant and dominating within the organisation and sub-cultures which may not be more significant, but exist within the organisation.

6.4 THE INFLUENCE OF THE EAP ON DIFFERENT ORGANISATIONAL CULTURES

The level of the influence of the EAP on the organisational culture was tested on the nine different types of organisational cultures. The influence of the EAP is presented below:

Figure 6.3 EAP on different organisational cultures



Discussion of figure 6.3

Conclusion

This table is the summary of the role of the EAP on different organisational cultures in the Department. It is concluded that EAP has a significant impact on the power culture which imply that EAP might be expected to play a supportive role to employees to survive the power culture. Second significant impact is on the person and fragmented culture of the Department, which imply that EAP plays a significant role in supporting individual employees in their personal issues.

Recommendation

The following are the recommendations for the EAP on different organisational cultures in the Department:

- **EAP on the power culture:** Dickman, Challenger, Emener & Hutchison (1988: 100) recommend that, “it indeed is critical for employee assistance program professionals to know who is in authority or who is in the position of leadership. The ability to recognize and understand the variety of types and sources of power is very important to the employee assistance program professional.” According to Carroll (2002: 78), “counselling may be introduced to power organisations as a way of helping weaker employees manage their jobs. It can be allied to welfare with a number of roles – information, advocacy, medical services – or the counselling provision can be external to the organisation.” It is recommended that EAP should be part of the task team that should assess the management and leadership style of the Department, identifying and analyzing its strengths and shortcomings and make recommendations through EAP interventions based on the findings and identified areas of improvement within the Department.
- **EAP on the task culture:** EAP through its management consultation function and advisory committee should influence the structures of the Department by advising, consulting and influencing management to develop and effectively make use of relevant structures as a vehicle to improve on service delivery. “The use of employee committees in overall workplace intervention can be a powerful way to expand the legitimacy of employee health concern in areas beyond the traditional individual behavior change strategies” (Emener *et al.*, 2003: 108). It is recommended that management of the Department should improve on valuing the need of structures such as committees, task teams, project teams and other relevant structures to accomplish particular tasks in the Department. According to EAPA-SA (2010: 8), “There shall be an advisory process within the organization which provides for the involvement of representatives of all key segments of the

workforce. Those who participate in the advisory process must be educated in the scope, purpose and operation of the EAP so that they are able to communicate this information effectively to others in the organization.” The participation of others in this committee and the effective flow of information should be improved in order for the EAP to influence the task culture in the Department.

- ***EAP on the support and communal culture:*** EAP should establish support groups including peer educators’ programme, wellness champions and management support system through constant engagement with these recommended structures. According to Carroll (2002: 79), “the support culture organisation stresses the value of relationships, mutuality, communication, and looking after its people”. Supervisory training is one of the mechanisms that should be constantly conducted to equip managers on how to deal with employees to improve the level of sociability and solidarity in the Department.
- ***EAP on the mercenary culture:*** EAP should improve in playing its critical role in the Department by identifying, assessing and referring employees experiencing personal problems or poor work performance to specialist for treatment, thus enhancing productivity and employees’ job performance. EAP According to (Brown 1995: 58), “an appropriate and cohesive culture fosters beliefs and values which encourage employees to think of themselves as high performers doing worthwhile jobs which create feelings of belonging.” Given the downside of this culture on the treatment of low performing employees with inhumane, EAP can play a crucial role to address the ‘inhumane treatment’ through the, ...”use of constructive confrontation, motivation, and short-term intervention with employee clients to address problems that affect job performance, to improve and/or maintain the productivity and healthy functioning of the workplace and to address a work organization’s particular business needs” (EAPA-SA, 2010: 6). EAP through its communication and consultation should advise the Department to improve and value the system of motivating staff through monetary and non-

monetary rewards to high performers. This will enhance the individual goal-orientated, performance driven and productive culture in the Department.

- ***EAP on the bureaucratic and hierarchical culture:*** It is recommended that EAP should improve its role in supporting employees on this culture. “It, indeed, is critical for employee assistance program professionals to know who is in authority or who is in the position of leadership” (Emener *et al.*, 2003: 40). EAP through employee engagement processes and with other internal key role-players should educate staff about the meaning of this culture and its role on decision-making levels and processes including the use of the delegation of authority. EAP through its management consultation should advise management on the need for the greater need for the utilization of delegation of authority in the Department. However, it is recommended that EAP should provide advice to management to establish structures to assess the effectiveness and shortcomings of bureaucracy in the Department, in order to provide appropriate interventions for change.
- ***EAP on the person and fragmented culture:*** There is a good impact of the EAP on the person and fragmented culture in the Department. EAP should maintain its useful role in supporting individual employees based on their needs on their specialized areas of operations. It is recommended that EAP role should be aligned with the culture of the Department by analyzing individual cases to understand the existing organisational culture of the Department. Though there is a less significant level of person and fragmented culture in the Department, but there is a significant impact of the EAP. This implies that EAP attends to individual needs more than the collective needs of the employees in the Department. EAP is a workplace programme designed to assist ‘employee clients’ in identifying and resolving personal concerns, including health, marital, family, financial, alcohol, drug, legal, emotional, stress, or other personal issues that may affect job performance (EAPA-SA (2010: 6). In this type of organisational culture EAP should be more concerned about individual issues

more than organisational productivity and performance. The other influence of the EAP on this organisational culture should be the role of the EAP professional ethics which is confidentiality principle on individual problems. “All employees have the right to seek help for their problems and know that their problems will be kept in the strictest confidence” Emener *et al.*, (2003: 48).

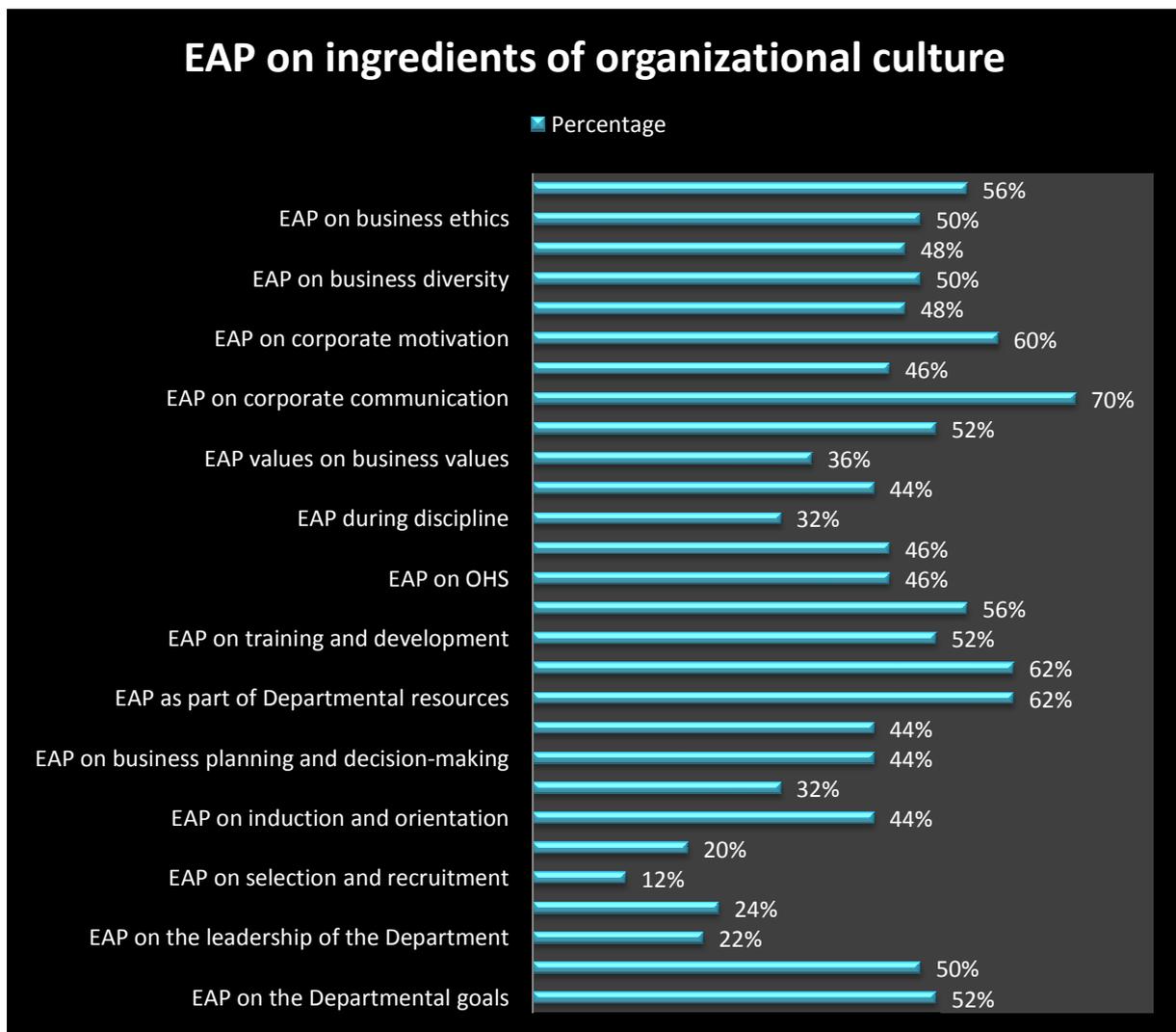
- **EAP on the role culture:** EAP through its programmes that seeks to improve the quality of work-life should assist employees to be more job focused and clearly understand their roles in the Department. Dickman *et al.*, (1988: 314) state that, “successful training programs, equip individuals to perform specific functions.” EAP should play an advisory role by advising the Department on the importance of job descriptions and performance agreement on staff commitment to their jobs. Appropriate job placement tends to determine the degree of employee’s commitment on his or her role at work. Inappropriate job placement on employee could be one of the contributing factors that may result into the lack of role clarity on employees, which subsequently requires EAP intervention to assist through assessment, counselling and referral to Human Resources for appropriate job placement and role clarity.
- **EAP on the adhocracy culture:** It is recommended that EAP should play a supportive role to assist employees to adapt into the culture of the Department by conducting workplace adjustment and adaptation to enhance employees’ capacity to adapt and be innovative in the Department. This type of culture requires a charismatic leadership to enhance autonomy, innovation of the values of the Department. Emener *et al.*, (2003: 68) support the recommendation by stating that, EAP should provide supportive role that will successfully deal with employees’ workplace problems and create working environment where employees can enjoy healthy work-life balance, and be become more productive, innovative, risk-taking and satisfied at work.

- ***EAP on the performance and market culture:*** The Department should regard EAP as useful counselling resource where employees are referred to in order to enhance their performance, thus improving organisational productivity. EAP should be improved in its empowerment and capacity development programmes to enable employees to be more productive and work towards achieving organisational goal. It is further recommended that, “helping workers through EAP toward being more fully functioning individuals will have a positive impact on productivity,” (Emener *et al.*, 2003: 59).

6.5 EAP ON THE KEY INGREDIENTS OF THE ORGANISATIONAL CULTURE

The influence of the EAP was measured on the key ingredients of the organisational culture in the National Department of Human Settlements.

Figure 6.4 EAP on the key ingredients of the organisational culture



Discussion of figure 6.4

Conclusion

This figure is the summary of the EAP role on the building blocks of the organisational culture in the Department. It is concluded that EAP plays a most significant role on the EAP's professional ethics, corporate motivation, corporate communication, confidentiality, information sessions and training, training and development, policies as part of the Departmental resources and Departmental goals.

It is further concluded that EAP a less significant influence on the business ethics, diversity of the EAP professionals, staff retention, staff interaction, business values, constructive measures to manage employees with issues, workplace discipline, health hazards and health risks and occupational health and safety, business plans and decision-making, newcomers and orientation, job placement and recruitment, managers using EAP and leadership of the Department.

Recommendation

The following are the recommendations for the EAP on the key ingredients of the organisational culture:

- **EAP goals on the Departmental goal:** It is recommended that EAP should improve on implementing its goal in improving employees' productivity and job performance through its programmes, thus enhancing the achievement of the Departmental goal. However, it is critical that EAP should promote its role by positively influencing the attainment of the goal of the Department through its consultation and support. The earlier discussion in chapter 4 under section 4.2.2 states that, the EAP's goal is to assist organisations to enhance the organisation's productivity and employees' well-being. One of the EAP objectives in the Department of Human Settlements is "to prevent a decline of work performance from employees with normally satisfying job performance and potential." *Wellness Management Policy* (Department of Human Settlements, 2010: 3).

- ***EAP on the leadership and management of the Department:*** It is recommended that managers of the Department through EAP should improve in identifying, supporting and referring employees to EAP. EAP should conduct more of supervisory training to equip managers in dealing with employees through early identification of employees' issues and performance problems. "Supervisors are encouraged to stress that the referral to the EAP helps the employee to get assistance to improve performance. Supervisors are coached to state the facts of the performance problems and to have the EAP focused on the causes with the employee" Oher (1999: 63). EAP has a role to play to assist leaders and managers through management consultation and supervisory support interventions. Supervisory support is one of the critical EAP dimensions which can improve the EAP to operate effectively in an organisation. According to Myers (1984: 15), "most informed people in the field acknowledge the supervisor's key role in an EAP operation."
- ***EAP on the recruitment and selection:*** EAP should improve its services when new employees join the Department, in order to assess their adaptability in the Department. This will assist newly appointed employees to get help when they need to adjust in the Department. EAP should improve its services through integration of employees into the work environment and they should understand the Department's imperatives on employee care matters. According to Myers (1984:18), "personnel managers should give more consideration to ensuring employee-job congruence. Most researchers agree that employee problems are reduced through effective placement that matches the specifications and rewards in a job with an employee's abilities and needs."
- ***EAP marketing on the induction and orientation:*** It is recommended that EAP should play a marketing role during induction and orientation. EAPs should conduct sessions to the newcomers, by presenting the goals, objectives, functions, core technologies and benefits of the EAP. EAPs should also present

the meaning of the EAP, its rationale and background to newcomers. “Most organisations have employee handbooks that explain various employee benefits. The handbook should explain both the problems employees have and the EAP help that is available” (Myers, 1984: 135). It is further recommended that the Department develop handbook that specifies EAP functions.

- ***EAP planning on the business planning and decision-making:*** It is recommended that EAP should be made part of the Departmental planning session and decision-making processes. According to Myers (1984: 99), “the decision to implement an EAP is a long-run commitment of organisational resources. A long-run commitment will help control well-intentioned but short-sighted concerns for quick returns on investment. EAPs are cost-effective but optimizing benefits in the short-run tends to be unrealistic.” EAP has a role to play to assist the Department to achieve its goal, may it be short, medium or long-term.
- ***EAP policies and programmes on the Departmental structure and resources:*** It is recommended that EAP training on policies should be applied to managers in the Department. According to Myers (1984: 72), “some key activities in these functions include training managers and employees in EAP goals, policies, and procedures. Consultation arrangements must be made to assist managers, supervisors, counsellors, and others with various problems that arise particularly during the first few months of the EAP’s operations.” It is important that managers get equipped to interpret EAP policies and be able to apply in the workplace. The Departmental procedures and policies have a direct impact in influencing and shaping the culture of the Department.
- ***EAP role on training and development:*** It is recommended that the EAP should be integrated in the training and development programmes of the Department. “Training and development communicate EAP benefit provisions through new-employee orientation and refresher training to existing employees

and supervisors” (Myers, 1984: 135). One of the responsibilities of the EAPs in the Department is to develop EAP training manuals for the staff and supervisors that should be presented during training and information session.

- ***EAP role on the Occupational Health and Safety (OHS):*** It is recommended that Health and safe working environment should be created in the organisation as much as practically possible to prevent exposure and risks of transmission of HIV and TB. EAPs have a crucial responsibility to put measures in place to prevent the risks of occupational exposure to HIV and TB as well as other infectious diseases. “Of top priority in personnel management safety and health responsibilities in minimizing occupational accidents and illnesses through job structuring” (Myers, 1984: 149). It is recommended that EAP should develop “a comprehensive safety program that begins with identifying health and accident hazards through job analysis” (Myers 1984: 149). It is further recommended that this programme can benefit the Department in several ways, firstly accident and Departmental illnesses will be reduced and stress and mental health problems will also be reduced (Myers, 1984: 149).
- ***EAP role on the employee discipline:*** It is recommended that the EAP should improve its role during employee discipline in the Department. Human Resource unit should take into account the role of the EAP during disciplinary processes such as counselling for employee offering warning and counselling to employees disciplined due the alcohol reasons. Somehow disciplinary steps should always carry the element of EAP as corrective measure and managers should formally refer employees to EAP before or after the disciplinary action have taken place. According to Myers (1984: 135), “typically this requirement entails receiving the disciplinary file, preparing notices of proposed action, accepting the employee reply, and making discipline recommendations.” After the EAP intervention managers should seek the report from the EAP to check the progress and the determination of an employee on the issues at hand. This recommendation is further supported by Oher (1999: 62) “EAP offers a tool that allows supervisors to

combine their concern with an offer of assistance and progressive disciplinary action.”

- ***EAP values on the business values:*** EAP should emphasise its values on its operations in the Department, values such as, neutrality, accessibility, timeous intervention, voluntarism, impartiality, equal and dignified treatment, confidentiality, prevention of abuse and a balanced programme. These EAP values should be aligned with the Departmental values which are: “transparency, accountability, fairness and equity, choice, quality and affordability, sustainability, innovation and the Batho Pele principles.” (Department of Human Settlements Strategic Plan 2008-2011: 12). This integration will improve the quality of the EAP values and business values of the Department.
- ***EAP role on the corporate communication and degree of interaction:*** EAP should increase its degree of corporate communication and degree of interaction amongst employees in the Department. Oher (1999: 100) suggests that, “through these interpersonal communication opportunities, the EAP professional can model an appreciation for balancing the demands of the business with the interests and well-being of the workforce.” This will enhance the visibility of the EAP in the Department. EAP should be one of the catalysts to maximize both the informal and formal channels for the exchange of information in the Department and the solicitation of feedback from the Department.
- ***EAP interventions on the corporate motivation and reward:*** It is recommended that EAP through communication and management consultation should empower managers and supervisors to encourage their employees to reach their target and perform optimally thus achieving the Departmental goal. According to Brown (1995: 58), “an appropriate and cohesive culture can offer employees a focus of identification and loyalty, foster beliefs and values which encourage employees to think of themselves as high performers doing worthwhile jobs which create feelings of belonging.” EAP should inculcate the

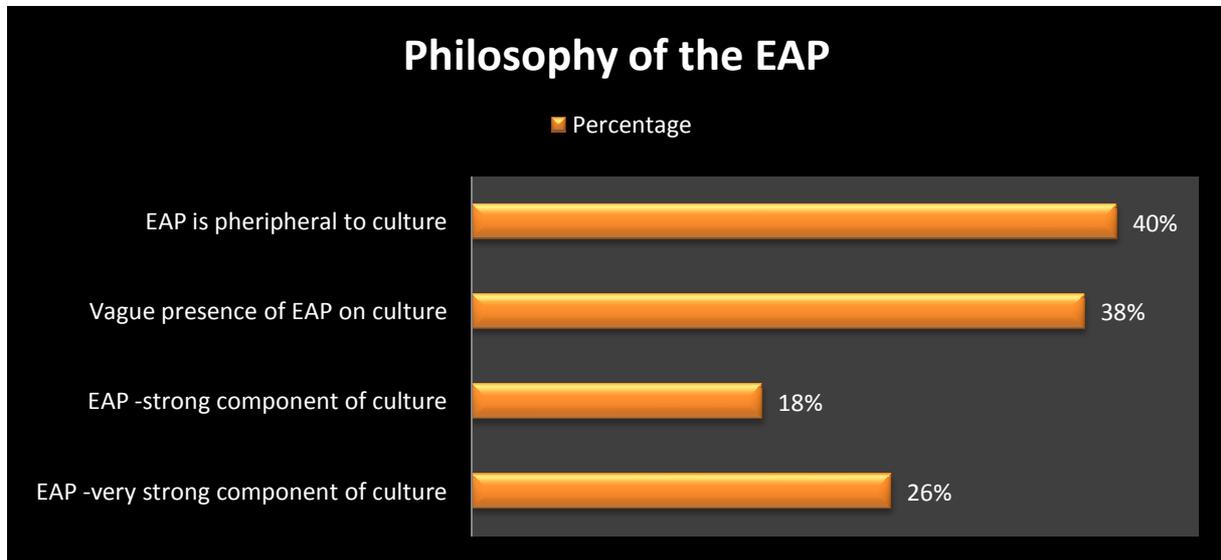
culture of motivation which carries the element of bringing staff together. If staff is motivated for high performance, they can develop an identity according to their level of motivation and performance.

- ***EAPs influence on the business diversity:*** It is recommended that EAP improves in offering services that accommodate diverse group of the Department. Oher (1999: 80) recommends that “the EAP must be able to offer a relevant variety of providers, to meet the multi-cultural needs of the employees. Each referral situation must be considered individually. The EAP can involve the employee in considering the features that would be considered in a therapist.” According to Oher (1999: 79), “when engaged in short-term counselling, a culturally competent EAP professional will value and enhance credibility and giving; will strive to attend to what will be meaningful for each client given his or her culture and ethnicity, will consider the dynamics of race in the formation of mental health symptomatology, and will appreciate the role of the culturally diverse aspects of the encounter.”
- ***EAP ethics influence on business ethics:*** It is recommended that EAP ethics should be promoted to influence the business ethics of the Department. According to the EAPA-SA Code of Ethics (2005: 1), “the ethical behaviour and conduct of an EAP professional is concerned with the well-being of individuals served, and this Code extends to activities and relationships with employers, colleagues, unions, professionals from other disciplines, the local community and society as a whole.” The management of the Department through communication should be informed about the EAP professional ethics, based on the EAPA-SA Code of Ethics to realize the importance of the EAP existence in the Department.

6.6 EAP PHILOSOPHY ON THE ORGANISATIONAL CULTURE

EAP has a philosophy on the organisational culture, this philosophy has been used to test the level of the EAP influence on the organisational culture

Figure 6.5 Philosophy of the EAP and the organisational culture



Discussion of figure 6.5

Conclusion

This table is a summary of the EAP and its role in the organisational culture in the Department. It is concluded that EAP is minimal in the core of the organisational culture, which imply that it is not well intergrated in the organisational culture of the Department. This indicates that the EAP is not so well aligned in the organisational culture of the Department, hence there are variations on the analysis from one type of culture to the other and one key ingredient of the organisational culture to the other.

Recommendation

It is therefore recommended that EAP should formulate a strategy; integrate and utilize its programmes to be aligned with the “language of the Department” which will impact on the organisational culture of the Department. It is further recommended that the EAP professionals should understand the organisational culture of the Department, in order to align its strategies that will have a positive impact on the culture. “An EAP that understands these organisational determinants and taps into these cultural influences

will have a better grasp of the strategies that are most likely to meet the EAP's overall marketing goals and objectives" (Oher, 1999: 95).

6.7 GENERAL CONCLUSION

It is evident that there is significantly high level of EAP awareness and internal professionals in the Department. This implies that there EAP is visible in the Department, which is a good indication that the EAP is well marketed in the Department. Secondly, it is also highly significant in playing its supportive role to individuals employees in the Department. This implies that EAP is playing a more crucial role in supporting individual employees than the Departmental needs.

It is further concluded that EAP is highly significant to some organisational culture, such as power and person and fragmented culture in the Department which qualifies the fact that EAP support individual needs in coping on these cultures. It is further concluded that EAP plays a most significant role in the organisation, EAP's professional ethics, workforce motivation, corporate communication, confidentiality, information sessions and training, training and development, policies as part of the Departmental resources and Departmental goals. It is evident that the role of the EAP is only partially playing its role in the Department which shows that there is an existing gap of the EAP influence on the organisational culture of the Department.

6.8 GENERAL RECOMMENDATIONS

It is recommended that:

- EAP should be sensitive to the organisational culture of the Department by constantly improving on its marketing strategies. This recommendation is supported by Oher (1999: 95) which states that, "in any event, the organisation is spelling out its preference in its day-to-day operations and

functions, and the EAP that is sensitive to those elements is in the best position to maximize its marketing approach within the organisation.”

- EAP should be effectively and fully utilized in order to reduce absenteeism; decreased staff turnover; improved departmental image; increased stakeholders amongst internal key stakeholders; enhanced staff morale and enhance performance and productivity (Emener *et al.*, 2003: 59). EAP should further assist management in demonstrating their concern to the well-being of employees in the Department.
- EAP should be constructively utilized to contribute to the enhancement of the positive organisational culture in the Department. Through EAP, management should strive to create a positive culture that encourages problem-solving; open and effective communication where people tend to be recognized and valued in the Department.
- EAP should be integrated in the organisational culture of the Department. This implies that EAP should be an integral part of the Departmental processes; operations and values. Oher (1999: 96) support the recommendation by stating that, “EAP should represent a service striving to become or already better integrated into the organisation’s culture and positional on the established table of organisation.”

6.9 GUIDELINE TO ENHANCE ORGANISATIONAL CULTURE THROUGH THE EAP

- Management of the Department of Human Settlements should introduce organisational culture change engagement programmes through the EAP and communicate culture change for behavioral change and values by conducting the following:

- **Inquiry:** management of the Department should consider timeous assessment and measurement of leadership style of the Department from time to time; assessment the level of EAP utilization and organisational culture of the Department and assessment of the employee job satisfaction in the Department.
- **Empowerment:** managers should empower their staff by providing adequate information and resources necessary to do their job and effective support system as well as the opportunity to learn and grow. Kane-Urrabazo (2006: 188) supports this recommendation by stating that, employees can develop sense of autonomy and self-worth, thereby improving productivity and positive working environment.
- **Leadership and management:** managers should be concerned and be sensitive about individual's well-being at work by identifying behavioral changes on individual's performance decline through EAP supervisory role. Managers should support the EAP as one of the means to positively influence the culture of the Department. "Visible senior leadership and supportive managers are essential, as well as employee ownership of the tools at their disposal" (Coffey & Tombari, 2005: 5).
- **Mentorship:** managers should provide mentorship to new employees to help them to minimize some of the anxiety and stress that goes with being in a new environment. It is further recommended that managers should teach their staff how things are done in the Department and help others to gain acceptance in the Department. Savage (2001: 192) supports this recommendation by stating that, managers "should model discipline and hard work, offer psychosocial support, communicate frequently and evaluate honestly."
- **Workplace ethics:** managers should always adhere to the high ethical standards as stipulated in the White Paper on Transformation in the

Public Service, to build trust between them and employees, which will subsequently improve on consistency; job commitment; trustworthiness and trust in the Department. Managers of the Department should uphold should at all times strive to uphold to the Public Service Code of Conduct as enshrined in the Public Service Regulations (2001). Rossouw (2004: 216) supports this recommendation by stating that, the purpose of the code of conduct is: “to promote ethical behaviour by articulating the ethical values, provide guidance in ethical decision-making, promote organisational integration and coordination through specific ethical values.”

- **Teamwork:** working with key stakeholders can enhance communal and support culture in the Department. It is recommended that the EAP through its communication system and EAP talk through staff interactive sessions, should promote solidarity and sociability to enhance workplace support, thus promoting peer support and employees showing concern to each other at work.

- **Employee commitment:** it is recommended that managers should take responsibility of recognising employees’ effort and outputs in the Department, thus enhancing their commitment in their jobs. Employee commitment is also associated with “manager’s recognition for employees’ needs for work/life. Work/life, in its turn, has been shown to be a key to employee well-being” (Coffey & Tombari, 2005: 2).

6.10 RECOMMENDATIONS FOR FUTURE RESEARCH STUDY

The following areas of study are recommended for future research:

- In view of the lesser concern of managers on employees’ issues in the Department of Human Settlements, it is recommended that the future research study should focus on: (a) the role of managers on employees’

issues through the EAP in an organisation and (b) the impact of the EAP supervisory role on employees' issues in the Department. It should also focus on: the awareness and utilization of the EAP by employees' family members.

- In this research the majority of the respondents were of the view that EAP has a lesser influence on the key aspects of the organisational culture, it is therefore recommended that further research study should be focusing on the influence of the EAP on the: business ethics, diversity of the EAP professionals, staff retention, staff interaction, business values, constructive measures to manage employees with issues, workplace discipline, occupational health and safety, business plans and decision-making, newcomers and orientation, job placement and recruitment in the Department.
- In light of the lesser influence of the EAP on the organisational culture of the National Department of Human Settlements, it is recommended that more research should be further pursued specifically on the influence of the EAP in both private and public institutions on any of the following types of organisational culture: task, mercenary, communal and support, bureaucratic and hierarchical, role, adhocracy, and performance and market culture.

6.11 CONCLUSION

The research has proven that there is an influence of the EAP on the organisational culture in the National Department of Human Settlements. The objectives of the research were achieved as the organisational culture was described through the literature review in chapter two, the EAP was described through the literature review in chapter three, the existing organisational culture of the National Department of Human Settlements was explored through an empirical study, the relationship and the

integration of the EAP on the organisational culture of the National Department of Human Settlements was explored through an empirical study, the conclusions and recommendations regarding the influence of an EAP on the organisational culture of the National Department of Human Settlements were formulated after the data analysis and a guideline to enhance organisational culture through the means of the EAP was developed after the outcomes of the data analysis.

LIST OF REFERENCES

Ashkanasy, N.M., Wilderom, C.P.M., & Peterson, M.F. 2000. *Handbook of Organisational Culture & Climate*. London: Sage Publications.

Attridge, M., Herlihy, P.A. & Maiden, R.P. 2005. *The Integration of Employee Assistance, Work/Life, and Wellness Services*. New York: Haworth Press.

Babbie, E & Mouton, J. 2001. *The Practice of Social Research*. Cape Town: Oxford University Press.

Babbie, E & Mouton, J. 2007. *The Practice of Social Research*. Cape Town: Oxford University Press.

Berridge, J., Cooper, C.L. & Highley-Marchington, C. 1997. *Employee Assistance Programs and Workplace Counseling*. Chichester: John Wiley & Sons.

Blanche, M.T., Durkheim, K., & Painter, D. 2006. *Research in Practice*, Includes Moonstats C.D. Applied Methods for the Social Sciences Research. South Africa: University of Cape Town

Bless, C. Higson-Smith, C. & Kagee, A. 2006. *Fundamentals of Social Research Methods. An African Perspective*. 4th ed. Lusaka: Juta & Company

Brown, D.R., Harvey, D. 2001. *An experiential approach to organisation development*. 6th ed. New Jersey: Prentice-Hall.

Brown, A. 1995. *Organisational Culture*. Great Britain: Pitman Publishing.

Burke, W.W. 1994. *Organisation Development: A process of learning and changing*. 2nd ed. New York: Addison-Wesley Publishing Company

Burke, W.W. 2008. *Organisation Development: A process of learning and changing*. 3rd ed. New York: Addison-Wesley Publishing Company.

Burke, T. 2004. Defining the Business of EAPs. *Journal of Employee Assistance*, 34 (2): 24 – 26.

Carnall, C.A. 2003. *Managing Change in Organisations*. 4th ed. London: Prentice Hall.

Carpenter, M.A. and Sanders, W. G. 2009. *Strategic Management: A dynamic perspective concepts and cases*. 2nd ed. New Jersey. Pearson: Prentice Hall.

Coffey, C.O. and Tombari, N. 2005. *The bottom-line for work/life leadership: Linking diversity and organisational culture*. *Ivey Business Journal*. London: Ivey Publishing.

Colenso, M. 2000. *Kaizen Strategies for Successful Organisational Change: Evolution and revolution in the organisation*. Great Britain: Pearson Education Limited.

Cox JR, T. 1993. *Cultural Diversity in organisations: Theory, research & practice*. Berrett-Koehler Publishers, Inc: USA.

Cox T Jr & Beale R L 1997. *Cultural Diversity in Organisations: Theory, Research & Practice*. San Francisco: Berrett-Koehler Publishers.

Csiernik, R. 1995. Wellness, Work and Employee Assistance Programming. *Employee Assistance Quarterly*, 11(2): 2.

Carrol, M. 2002. *Workplace Counselling*. London: Sage Publications.

David, F. 2001. *Strategic Management Concepts*. 8th ed. New Jersey: Prentice Hall.

Davies, A. 2002. *Employee Assistance Programmes: An ICAS Document*. Southern Africa: Independent Counselling & Advisory Services.

Delpont, C.S.L. & De Vos, A.S. 2005. Quantitative data collection methods. In De Vos, A.S.; Strydom, H; Fouché, C.B. and Delpont, C.S.L. *Research at Grassroots: For the Social sciences and human service professions*. Pretoria: Van Schaik

DEPARTMENT OF PUBLIC SERVICE AND ADMINISTRATION. 2004. Batho Pele Handbook: A Service Delivery Improvement Guide. 2004.

DEPARTMENT OF PUBLIC SERVICE AND ADMINISTRATION. 2008. *Employee Health and Wellness Strategic Framework*. November 2008.

DEPARTMENT OF HUMAN SETTLEMENTS. 2010. *Wellness Management Policy*. March 2010.

DEPARTMENT OF HUMAN SETTLEMENTS. 2010. *Strategic Plan 2008 -2010*. March 2010.

DEPARTMENT OF HOUSING: *Mission and Vision*. <http://www.housing.gov.za/mission> (07 Feb 2008).

DEPARTMENT OF HOUSING. 2004. *Breaking the New Grounds Policy*. 2004.

De Vos, A.S., Strydom, H., Fouche, C.B., & Delpont, C.S.L. 2005. *Research at Grass Roots. For the Social Sciences and Human Service Professions*. 3rd ed. Pretoria: Van Schaik.

De Vos, A.S., Fouche, C.B. & Venter, L. 2002. *Quantitative Data Analysis and Interpretation*. In A.S. Vos; Strydom, H.; Fouche, C.B. & Delpont, C.S.L. *Research at Grassroots: For the social sciences & human service professions*. Pretoria: Van Schaik.

Dickman, F. & Emener, W. G. 2003. Employee Assistance Programs: Basic Concepts, Attributes, and an Evaluation. In Emener, W. G., Hutchison, Jr., W. S., & Richard, M.A. *Employee Assistance Programs: Wellness/Enhancement Programming*. 3rd ed. Springfield, Illinois: Charles C. Thomas.

Dombai, C. 1999. *The influence of organisational culture as a context of meaning on diversity management in multicultural organisations*. Johannesburg: Rand Afrikaans University. (MA Dissertation).

DuBrin, A.J. 2006. *Essentials of Management*. 7th ed. Australia: Thomson.

Durrheim, K. 1999. Research design. In M. Terre Blanche & K. Durrheim. *Research in Practice. Applied Methods for the Social sciences*. Cape Town: UCT Press.

Dubrin, A.J. *Essentials of Management*. 5th ed. South-Western College Publishing. New York.

DuBrin, A.J. 2006. *Essentials of Management*. 7th ed. Australia: Thomson.

Emener, W. G., Hutchison, Jr., W. S., & Richard, M.A. 2003. *Employee Assistance Programs: Wellness/Enhancement Programming*. 3rd ed. Springfield, Illinois: Charles C. Thomas.

EMPLOYEE ASSISTANCE PROFESSIONALS ASSOCIATION – SOUTH AFRICA. 2005. Employee Assistance Programme Association – South Africa Standards.

EMPLOYEE ASSISTANCE PROFESSIONALS ASSOCIATION – SOUTH AFRICA. 2010. Employee Assistance Programme Association – South Africa Standards.

Flick, U. 2007. *Designing Qualitative Research*. Los Angeles: Sage Publications.

Fouche, C.B. 2002a. Problem Formulation. In De Vos (ed). *Research at Grassroots: For the Social Sciences & Human Service Professions*. 2nd ed. Pretoria: J.L. Van Schaik Academic.

Fouche, C.B. 2002a. Research Strategies. In De Vos (ed). *Research at Grassroots: For the Social Sciences & Human Service Professions*. 2nd ed. Pretoria: J.L. Van Schaik Academic.

Fouche, C.B. & De Vos, A.S. 2002. Quantitative Research Designs. In De Vos (ed). *Research at Grassroots: For the Social Sciences and Human Service Professions*. 2nd ed. Pretoria: Van Schaik.

Fouché, C.B. & De Vos, A.S. 2005. Quantitative research designs. In De Vos A.S.; Strydom, H.; Fouché, C.B. and Delport, C.S.L. *Research at Grassroots: For the social sciences and human services professions*. 3rd ed. Pretoria: Van Schaik.

Fox, W. & Bayat, M.J., 2007. *A Guide to Managing Research*. Cape Town: Juta.

Gibson, J.L., Ivancevich, J.M., Donnelly, J.H. JR. 2000. *Organisations. Behavior Structure Processes*. 10th ed. United States: Craig S Beytien.

Gornick, M.E. & Blair, B.R. 2005. *Employee Assistance, Work-Life Effectiveness, and Health and Productivity: A Conceptual Framework for Integration*. In Attridge, M., Herlihy, P.A. & Maiden, R.P. (Eds) *The Integration of Employee Assistance, Work/Life, and Wellness Services*. New York: Haworth Press

Harvey D. and Brown D.R. 2001. *An Experiential Approach to Organisational Development*. 6th ed. Upper-Saddle River, New Jersey: Prentice Hall.

Hampden-Turner, C. 1990. *Creating Corporate Culture. From Discord to Harmony*. New York: Addison-Wesley Publishing Company.

Harmse, L.M. 2001. *The influence of organisational culture on job satisfaction and organisational commitment*. Unpublished thesis for Bachelor of Commerce, Port Elizabeth: University of Port Elizabeth (BCom Thesis)

Harrison, R. 1993. *Diagnosing Organisational Culture*. London: Pfeiffer & Company.

Harrison, R., and Stokes, H. 1992. *Diagnosing Organisational Culture*. New York: Pfeiffer and Company

Hellriegel, D. Slocum, JR. J.W. & Woodman, R.W. 2001. *Organisational Behavior*. 9th ed. Australia: South-Western College Publishing.

<http://www.consulting.co.uk/images/organisationalcultures>. Accessed on the 2011/10/21

Jupp, V.2006.The SAGE *Dictionary of Social Research Methods*. London: SAGE Publications

Kane-Urrabazo, C. 2006. *Management's role in shaping organisational culture: Journal of Nursing Management*. 14(3):188-194.

Lamb, S.H.; Hair, J.F.; McDaniel. C.; Bosh off, C. &Terblanche, N.S.2008.

Locke, L.F., Spirduso, W.W., Silverman, S.J. 2007. *Proposals that work: A Guide for planning dissertations and grant proposals*. 5th ed. London: Sage Publications.

Mabey, C. Saaman, G. & Storey, J. 1998. *Human Resource Management: A Strategic Introduction*. 2nd ed. United Kingdom: Blackwell Publishing.

Madima, S.M. 2009. Interview with Mr Madima, Strategic Management specialist in National Department of Housing. 24 February. Pretoria.

Maree, K. 2007. *First Steps in Research*. Pretoria: Van Schaik.

MARTIN, J. 2001. *Organisational behaviour*. 2nd ed. London: Thomson Learning

Masi, D.A. 2000. *International Employee Assistance Anthology*, 2nd ed. Washington: Dallen.

Masi, D.A. 1992. *International Employee Assistance Anthology*, 1st ed. Washington: Dallen.

Masoo, S.A.; Dani, S.S.; Burns, N.D.; & Backhouse, C.J. 2006. *Transformational leadership and organisational culture: The situational strength perspective*. London: Loughborough University.

Meijen, S.J. 2007. The Influence of organisational culture on organisational commitment at a selected Local Municipality. Grahamstown: Rhodes University. (MCom Dissertation)

Mulvihill, M. 2003. *The Definition and Core Practices of Wellness*. Journal Employee Assistance, 33 (3): 13-15.

Murray-Bruce, B.D.J. 1990. *Promoting employee health*. London: MacMillan Press.

Myers, D.W. 1984. Establishing and Building Employee Assistance Programs. London: Library of Congress Cataloguing in Publication Data.

Nkabelane, S. 2009. Interview with Mr Nkabelane, Organisational Development specialist in the National Department of Housing. 23 February. Pretoria.

Nelson, D.L. & Quick, J.C. 2009. *Organisational Behavior: Science, The Real World, and You*. 6th ed. South-Western Cengage Learning.

Oher, J.M. 1999. *The Employee Assistance Handbook*. New York: Wiley.

Ott, J.S. 1989. *The organisational culture perspective*. California: Cole Publishing Company.

Payne, G. & Payne, J. 2005. *Key Concepts in Social Research*. London: Sage Publications.

Prinsloo, L. 2001. *The supportive role of organisational culture in strategy implementation*. Johannesburg: Rand Afrikaans University. (MCom Mini-Dissertation)

Pheysey, D.C.1993. *Organisational Cultures: Types and Transformations*. London: Routledge.

Prevention of illegal Eviction from and Unlawful Occupation of Land Act 19 of 1998. *Government Gazette*. Pretoria: Government Printer.

Punch, F. 2006. *Developing Effective Research Proposals*. 2nd ed. Los Angeles: Sage Publications.

Ranjit, K. 2005. *Research Methodology: A step-by-step guide for beginners*. 2nd ed. London: Sage Publications.

Robbins, P. 2003. *Essentials of Organisational Behavior*. New Jersey: Pearson Prentice Hall.

Robbins, S.P. 2005. *Essentials of organisational behavior*. 8th ED. New Jersey. Pearson Prentice Hall.

Robbins, S.P. Odendal, A. & Roodt, G. 2001. *Organisational Behavior: Global and Southern African Perspectives*. South Africa: Pearson Education.

Robbins, S.P. & Judge, T.A. 2007. *Organisational Behavior*. 12th ed. New Jersey: Pearson Education.

Rossouw, D. 2004. *Business Ethics*. 3rd ed. New York: Oxford University Press.

Rubin, A. & Babbie, E. 2001. *Research Methods for social work*. 4th ed. Wadsworth: Belmont, CA.

Rusaw, A.C. 1998. *Transforming the character of public organisations: Techniques for change agents*. London: Quorum Books.

Schermerhorn, J.R., Hunt, J.G., Osborn, R.N., 2008. *Organisational Behavior*. 10th ed. New York: John Wiley & Sons, Inc.

Senabe, S. 2009. Interview with Dr Senabe, Employee Health & Wellness specialist in the Department of Public Service and Administration. 01 April. Pretoria.

Singh, K. 2007. *Quantitative Social Research Methods*. London: Sage Publications.

Schoonmaker, D. 2006. *Companies use design to create specific culture: Grand Rapids Business Journal*. GRBJ Reporter.

Sherman, T. 1990. *Wellness in the workplace: How to plan implement and evaluate a wellness program*. California: Crisp Publications.

Sonnenstuhl, W.L. & Truce, H.M. 1986. *Strategies for Employee Assistance Programs: The Crucial Balance*. New York: Cornell University.

Swanepoel, B. Erasmus, B. Van Wyk, M. and Scheink, H. 2003. *South African Human Resource Management. Theory & practice*. 4th ed. Cape Town: Juta

Tladi, J. 2009. Interview with Mr Tladi, Legal Expert. 26 February. Pretoria.

The Constitution of the Republic of South Africa Act 108 of 1996. *Government Gazette*. Pretoria: Government Printer.

The Housing Act 107 of 1997. *Government Gazette*. Pretoria: Government Printer.

The Housing Consumers Protection Measures Act 19 of 1998. *Government Gazette*. Pretoria: Government Printer.

The Rental Housing Act 50 of 1999. *Government Gazette*. Pretoria: Government Printer.

Thompson A.A. JR & Strickland III A.J.1989. *Strategy Formulation and Implementation: Tasks of the general manager*. 4th ed. United States: Homewood, Ill: BPI.



housing

Department:
Housing
REPUBLIC OF SOUTH AFRICA

MEMORANDUM

REQUEST FOR PERMISSION TO CONDUCT EMPIRICAL RESEARCH ON EMPLOYEE ASSISTANCE PROGRAMME 2009: MR S V NKOSI (EHWP- DD)

Reference: EHWP- Research/01/09

Enquiries: S V Nkosi

Extension: 1336

DIRECTOR-GENERAL: MR I W KOTSOANE

1. Purpose

To obtain the Director-General's approval for Mr Nkosi to conduct empirical research study on the influence of the Employee Assistance Programme on the culture of the Department.

2. Background

Employee Assistance Programme is the organizational assistance resource developed to address the employees' specific behavioural and emotional needs and problems which hamper their productivity and job performance, with an aim to improve their job performance and enhance a conducive working environment. EAP is a specialized field which has training programmes in various institutions of learning and one of the training programme is the EAP at masters level which is offered by the University of Pretoria.

Mr Nkosi is currently registered for the Masters Degree in Employee Assistance Programme with the University of Pretoria, Department of Social Work. One of the requirements of this degree is that students should conduct empirical research study. The envisaged title of the research is: "The influence of the EAP on the culture of the

Department". The goal of the study is to explore the influence of the EAP on the culture of the Department. The objectives of the study are as follows: -

- To describe the relationship between EAP and the Organizational Culture through a literature review.
- To explore the organizational culture of the National Department of Housing through an empirical study.
- To describe EAP and its influence on the organizational culture of the National Department of Housing. Please find the attached request for permission to conduct research from the University as Annexure A; proof of registration as Annexure B and the copy of the research proposal as Annexure C.

3. Data-collection method

Mr Nkosi will design and utilize the structured questionnaires to obtain data on the influence of the EAP on the culture of the Department. Questionnaires will be completed by respondents in respect of the research project. Typical questionnaires will contain many different questions regarding the research study.

4. Pilot study

Mr Nkosi will conduct the pilot study in May 2009 to test the data collection instrument with the five employees within the Department.

5. Personnel implications

The target population for this research are fifty employees with two more years of working experience within the Department. Mr Nkosi will select the employees by means of randomized sampling method. Therefore, the names of the possible respondents are currently unknown and they cannot be spelled out as the researcher will be using research ethics and one of them is confidentiality and anonymity. The research study will take place in June 2009 during office hours any time from (07h30 -16h00). Employees will spend approximately 45 minutes to complete the questionnaires.

6. Possible benefits to the Department

Data analysis with recommendations regarding the influence of the culture of the Department will be presented to the management of the Department and employees with emphasis on the following critical areas:-

- Exploration of the culture of the Department of Housing
- Description of the influence of the EAP on the culture of the Department
- Presentation of the findings and recommendations regarding the influence of the EAP on the culture of the Department.

7. Recommendations

It is recommended that the Director-General grant an approval to Mr Nkosi to conduct empirical research study on the influence of the Employee Assistance Programme on the culture of the Department.

Mokalapa

DIRECTOR: ORGANIZATIONAL TRANSFORMATION

DATE: 25 February 2009

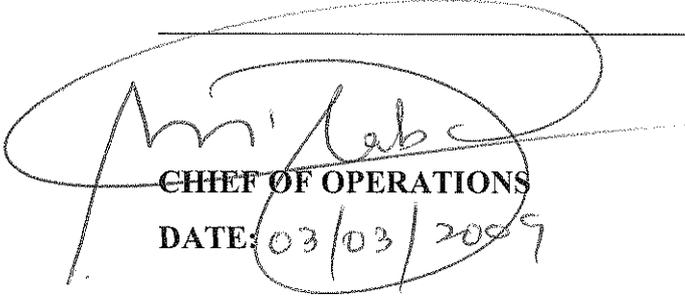
Supported / ~~Not Supported~~

J. L. L. L.

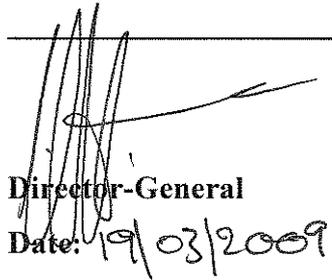
CHIEF DIRECTOR: TRANSFORMATION

DATE: 02/03/09

Recommended / ~~Not Recommended~~


CHIEF OF OPERATIONS
DATE: 03/03/2009

Approved / ~~Not Approved~~


Director-General
Date: 19/03/2009



25/08/2010

Our Ref: Prof Terblanche

Tel. 012 4203292

Fax. 0866287488

Email: lourie.terblanche@up.ac.za

LETTER OF INFORMED CONSENT

Participant's Name:

Principal Investigator: Mr SV Nkosi

- 1. Title of Study:** The influence of an Employee Assistance Programme on the organizational culture in the National Department of Human Settlements.
- 2 Purpose of the Study:** The purpose of this study is to investigate the influence of the EAP on the organizational culture of the Department of Human Settlements.
- 3. Procedures:** The researcher will request the respondents to meet in the boardroom within the Department of Human of Settlements at a specific time and distribute the questionnaire to a respondent to complete at approximately 45 minutes to 1 hour. Respondents will complete his/her questionnaire in the presence of the researcher, who provide certain instructions and clear up uncertainties amongst the respondents.
- 4. Risks and Discomforts:** There are no known risks or discomforts associated with this project.
- 5. Benefits:** There is neither material nor non-material benefits including direct medical benefits to participants to this study. However, the results of the study may contribute to the enhancement of EAPs and organizational culture in the mentioned department.
- 6. Participant's Rights:** Any participant may withdraw from participating in the study at any time.
- 7. Financial Compensation:** No financial compensation for the participation in this study will be provided.
- 8. Confidentiality:** The results from the study will be read only by the Principal Investigator and authorized members of the research team at the University of Pretoria. Final results will be released to the National Department of Human Settlements. The results of this study may be published in professional journals or presented at professional conferences, but no records or identity will be revealed unless required by law.

If I have any questions or concerns, I can call Mr Nkosi (28275820) at (082) 292 3451 at any time during the day. I further understand my rights as a research respondent, and I voluntarily consent to participation in this study. I understand what the study is about and how and why it is being done. I will receive a signed copy of this consent form.

Respondent's Signature

DATE

Signature of Investigator



**PROF LS TERBLANCHE
SUPERVISOR**

University of Pretoria

FACULTY OF HUMANITIES

Department of Social Work and Criminology

**Questionnaire on the influence of an Employee Assistance Programme
on the organizational culture in the National Department of Human
Settlements**

Important notice: all participants are requested:

1. To complete the informed consent before completing the questionnaire.
2. To complete all questions with objectivity and honesty.
3. To complete both section A and B of the questionnaire and please note that your information is confidential and anonymous
4. Please note that the questionnaire will be read only by the Principal Investigator and authorized members of the research team at the University of Pretoria.

Investigator: Mr S V Nkosi

Date

Supervisor: Prof Dr L Terblanche

Date

1 – Strongly disagree, 2 – Disagree, 3 – Neutral, 4 – Agree, 5 – Strongly Agree

Informed consent form instruction: Participants are requested to complete this form before you answer all the research questions.

Data collection instructions

- Please mark with an 'X' on the appropriate category

Section 1: Demographic Information

1.1	Gender	Male	
		Female	
1.2	Race	African	
		Coloured	
		Indian	
		White	
1.3	Age	21 to 30	
		31 to 40	
		41 to 50	
		51 to 60	
		61 to 65	
1.4	Branch	Corporate Services	
		Chief of Operations	
		Chief Financial Office	
		Office of the Director General	
		Policy and Research	
		Service Delivery Support	
1.5	Position	Chief Director	
		Director	
		Deputy Director	

1 – Strongly disagree, 2 – Disagree, 3 – Neutral, 4 – Agree, 5 – Strongly Agree

		Assistant Director	
		Administrative Officer;	
		Security Officer	
1.6	Length of service in the Department	2 years	
		3 years	
		4 years	
		5 years and more	

Section 2: The level of utilization of an Employee Assistance Programme (EAP) in the Department

2	Utilization of the EAP in the Department	1	2	3	4	5
2.1	Generally employees (including managers) are aware of the EAP roles in the Department					
2.2	Employees (including managers) use EAP when they have personal and work related issues					
2.3	Managers refer troubled employees to EAP for assistance					
2.4	Union representatives use EAP to assist troubled Union members					
2.5	Family members of the staff utilize EAP to address their issues					
2.6	EAP is utilized as a critical tool to support the workforce					
2.7	Employees are aware of the internal EAP Practitioners in the Department.					
2.8	Employees are aware of The Careways Group services in the Department.					

1 – Strongly disagree, 2 – Disagree, 3 – Neutral, 4 – Agree, 5 – Strongly Agree

Section 3: Organizational culture of the Department of Human Settlements

3	Type of the organizational culture	1	2	3	4	5
3.1	The Department is more concerned about productivity, performance, competencies, skills and service delivery outcomes than the wellness of the staff members					
3.2	The Department allows employees to be autonomous to enhance its service delivery					
3.3	The Department is concerned about the organizational social cohesion with other fellow colleagues					
3.4	The Department is regulatory, it complies with its set rules, regulations, protocol and policies; and decisions and regulations are made out of factual information and regulatory framework					
3.5	The Department is authority driven to reach its goal					
3.6	The Department is more concerned about individual performance than the wellness of staff members					
3.7	The Department is concerned about employee support to achieve its desired goal					
3.8	Employees are determined to meet their operational goals with zest for getting things done quickly					
3.9	The Department always assemble the right people with the right resources through task team, and executive structures to enhance service delivery					

Section 4: Influence of the EAP on the organizational culture in the Department of Human Settlements

4.1	EAP's influence on the types of organizational culture					
4.1.1	EAP plays a role in clarifying employee's roles and responsibilities in the Department					

1 – Strongly disagree, 2 – Disagree, 3 – Neutral, 4 – Agree, 5 – Strongly Agree

4.1.2	EAP is one of the tools used to motivate employees to achieve the desired goal					
4.1.3	EAP is used to manage troubled employees to manage their jobs					
4.1.4	The Department is concerned about the employees' personal issues and show support through EAP					
4.1.5	EAP attends to employees who are treated inhumane					
4.1.6	EAP empowers employees to be autonomous to achieve their goals					
4.1.7	EAP plays a role in assisting employees to comply to the rules and regulations of the Department					
4.1.8	EAP is for individual employees who need support					
4.1.9	EAP assist the Department by advising on necessary resources and structures to enhance service delivery					
4.2	Influence of the EAP goals on the organizational goal	1	2	3	4	5
4.2.1	EAP goal assist the Department to enhance staff well-being, productivity, and performance to achieve the goal of the Department					
4.2.2	One of the Department's corporate goals is to ensure a healthy and productive workforce through EAP					
4.3	Influence of the EAP on the leadership of the organization	1	2	3	4	5
4.3.1	Virtually all managers can identify and articulate the care and well-being values					
4.3.2	Managers are committed to use EAP for their staff well-being					
4.4	Influence of the EAP on the recruitment and selection	1	2	3	4	5
4.4.1	Selection criteria reflect concern for employee well-					

1 – Strongly disagree, 2 – Disagree, 3 – Neutral, 4 – Agree, 5 – Strongly Agree

	being by matching employees to fit in the culture of the organization					
4.4.2	Employees' problems are reduced through effective placement that matches their job specifications					
4.5	EAP marketing on the induction and orientation	1	2	3	4	5
4.5.1	EAP plays a marketing role during induction and orientation					
4.5.2	EAP plays a role in introducing the organizational culture of the Department of Human Settlements to the newcomers					
4.6	EAP planning on the business planning and decision-making					
4.6.1	EAP has a role to play to assist the Department to achieve its goal through management consultation					
4.6.2	EAP is part of the business plans of the Department					
4.7	EAP policies and programs on the organizational structure and resources					
4.7.1	EAP policies are part of the Departmental resources which can assist managers to address employees' issues that affect their job performance and productivity at large					
4.7.2	EAP is the most useful Departmental programme to address discrimination of employees on the basis of their HIV&AIDS					
4.8	EAP role on training and development					
4.8.1	EAP training empowers employees on how to utilize EAP to enhance their performance					
4.8.2	Information sessions and workshops empowers staff members to manage their work related issues					
4.9	EAP role on the Occupational Health and Safety					
4.9.1	EAP of the Department plays a vital role through occupational health promotion program					

1 – Strongly disagree, 2 – Disagree, 3 – Neutral, 4 – Agree, 5 – Strongly Agree

4.9.2	EAP plays a role to identify health hazards in the Department					
4.10	EAP role on the employee discipline					
4.10.1	Employees are referred to EAP during the disciplinary action to re-focus themselves to their jobs					
4.10.2	EAP is used as a constructive corrective measure to manage employees with issues					
4.11	EAP values on the business values					
4.11.1	EAP values influence the Department's values (such as respect)					
4.11.2	Employees' issues are treated with confidentiality in the Department					
4.12	EAP role on the corporate communication and degree of interaction					
4.12.1	EAP uses internal communication system (such as intranet) to communicate its services to the staff					
4.12.2	EAP enhances staff interaction within the Department					
4.13	EAP interventions on the corporate motivation					
4.13.1	EAP is one of the critical means to motivate staff within the Department					
4.13.2	EAP is one of the programmes that can retain staff in the Department (through support and care)					
4.14	EAPs influence on the business diversity					
4.14.1	EAP attends to employees' issues from a multicultural background (gender, race and culture)					
4.14.2	EAP professionals are from different backgrounds (gender, race and culture)					
4.15	EAP ethics influence on business ethics					
4.15.1	EAP is one of the Departmental programmes that					

1 – Strongly disagree, 2 – Disagree, 3 – Neutral, 4 – Agree, 5 – Strongly Agree

	play a role in establishing morally acceptable behaviour by articulating the ethical values within the Department.					
4.15.2	The professional conduct of the EAP staff shows concern about the well-being to employees served					

Section 6: EAP philosophy on the organizational culture

5	EAP philosophy on the organizational culture	1	2	3	4	5
5.1	EAP philosophy (“supported employees are productive in the organization”) is a very strong component of the Department’s culture					
5.2	EAP philosophy is a strong component of the Department’s culture					
5.3	There is vague presence of EAP philosophies in the Department’s culture					
5.4	EAP is peripheral to the Department’s culture					

Thank you for your participation!!!



14 March 2011

Dear Prof Lombard,

Project: The influence of an Employee Assistance Programme on the organizational culture in the National Department of Human Settlements
Researcher: SV Nkosi
Supervisor: Prof LS Terblanche
Department: Social Work and Criminology
Reference number: 28275820

Thank you for your response to the Committee's letter of 2 November 2010.

I have pleasure in informing you that the Research Ethics Committee formally **approved** the above study at an *ad hoc* meeting held on 14 March 2011. Please note that this approval is based on the assumption that the research will be carried out along the lines laid out in the proposal. Should your actual research depart significantly from the proposed research, it will be necessary to apply for a new research approval and ethical clearance.

The Committee requests you to convey this approval to the researcher.

We wish you success with the project.

Sincerely

Prof. John Sharp
Chair: Research Ethics Committee
Faculty of Humanities
UNIVERSITY OF PRETORIA
e-mail: john.sharp@up.ac.za