

**THE NEED
FOR AN EMPLOYEE ASSISTANCE
PROGRAMME AT
REAMOGETSWE SECURE CARE
CENTRE, NORTH WEST PROVINCE**

BY

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Submitted in partial fulfillment of the requirements for the degree

MSD.EAP (EMPLOYEE ASSISTANCE PROGRAMME)

In
The Faculty of Humanities

In The
Department of Social Work

University of Pretoria

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PRETORIA

APRIL 2004

ACKNOWLEDGEMENTS

I would like to express my sincere gratitude and appreciation to the following persons whose assistance made this study a success:

- God, The Father who guided me and gave me strength and power to complete this study.
- My study leader, supervisor, Dr. J.D. Triegaardt, for her patience and guidance. I have taken a time to complete this study-but you were there for me.
- My colleagues at Reamogetswe Secure Care, who were kind enough to participate in the study.
- My parents. Moses and Grace for their support and word of encouragement.
- My sisters, Morongwa, Elsie and Vinolia, and my brothers, Mpho and Michael for your support and constant motivation.
- Thabiso, my boy, for his patience who was sometimes not given enough attention. Thank you boy for your understanding.
- My special friend Thapelo for always be there to assist and give me support.
- And Tshepiso for typing my work especially in the beginning of my study.

DECLARATION

I hereby declare that this research report, entitled The Need For An Employee Assistance Programme in Secure Care Centre, North West Province, is my own work, and that I have given acknowledgements to the sources that I have used.

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APRIL 2004

ABSTRACT

The study was mainly to investigate the need for an Employee Assistance Programme at Reamogetswe Secure Care Centre, North West Province. EAP is a worksite programme aimed at assisting troubled employees to improve their work productivity and enhance their social functioning.

The investigation was comprised of a literature study about EAP in order to gain an understanding of it. A questionnaire was designed and handed out to employees of the Secure Care Centre to complete. Empirical findings were gathered based on the information from the questionnaires, which were completed and returned by the respondents.

The findings in the study suggested that there is a need for implementing an EAP at the Centre to assist with problems affecting employees. The findings suggested that 93.8% of the respondents agree that the Centre should take responsibility for employee's welfare. The majority of the respondents further indicated that they prefer to have an EAP practitioner always at the Centre. The study also revealed that if employees experience problems be it personal or work related or a combination of both, they need to assist to enhance their social functioning.

KEY CONCEPTS

Employee Assistance Programme

Needs Assessment

Need

Troubled Employee

Reamogetswe Secure Care Centre

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CHAPTER 1

GENERAL ORIENTATION OF THE STUDY

1.1. Introduction

This is a research report on research regarding the need for an Employee Assistance Programme (EAP) at Reamogetswe Secure Care Centre in North West Province. The researcher realised that employees at the Secure Care Centre do not cope when they experience personal, family or financial problems, and have little resources or support.

These problems affect job performance and their level of social functioning. When employees experience these problems, they contact the social worker at the centre and only crisis intervention is rendered. The social worker within the centre renders services to young people in trouble with the law; therefore, employees who are troubled are referred to Ga-Rankuwa Hospital in Gauteng Province to consult with the psychologist. The procedure of referral to the psychologist is lengthy and in the long run the employees suffer.

In cases where the psychologist sees an employee, follow-up sessions are sometimes difficult to keep because of the long distance and high caseload of the psychologist. The researcher therefore, would like to do needs assessment to determine if an EAP can be the appropriate programme to address problems of employees.

1.2. Motivation for the choice of subject

The researcher was motivated by the situation that prevails at Reamogetswe Secure Care Centre in the North West Province. The

researcher perceived the gap in services rendered to employees at Reamogetswe Secure Care. There is no service for employees who experience problems that affect their job performance.

The employees of Reamogetswe Secure Care Centre in the North West Province render service to young people in trouble with the law, with very challenging behaviour, which might be another contributory factor to problems that the employees experience.

The researcher has observed the trends that are happening within the organization that include, high level of absenteeism, excessive use of sick leave and low morale. These can only be the symptoms of underlying problems, which can be personal, financial, job related, stress related or social, which are not attended to.

The researcher was also motivated by the fact that as a social worker in the institution, most problems are brought to her attention. The researcher realised that in some instances proper service is not given to troubled employees because the institution's social worker renders services to young people in trouble with the law.

The researcher thought that an EAP can be a vital tool to address problems experienced by troubled employees because the primary function of the institution's social worker is to provide service to young people in trouble with the law. There is no resource for employees when they experience problems at the Centre. An EAP programme can be used to increase the employees' level of performance and social functioning by rendering an effective and efficient service to the employees. Therefore, the study will make a valuable contribution to the employees at Reamogetswe Secure Care Centre and their families.

1.3. Problem formulation

Presently there are employees at Reamogetswe Secure Care who are troubled because of personal, or family problems that affect job

performance. When the employees experience such problems, they absent themselves from duties, take excessive sick leave and these affect their job performance.

When the employees experience such problems they consult the institution's social worker at Reamogetswe Secure Care Centre.

According to Flippo (1984:345) the first EAP's were prompted by a combination of factors, including the Temperance Movement, the push for higher productivity and often genuine compassion for employees. The handling of a full range of personal problems became known as the EAPs as it included the psycho-social-emotional or health problems.

According to Ms.Rafedile, the social worker at Reamogetswe Secure Care, 5% of employees were seen by the social workers at the Centre and all were referred to Ga Rankuwa Hospital to be seen by the psychologist.

Mr. Sambo, the Administrative Clerk at the Centre, indicated that almost 10% of employees took sick leave and 4% were admitted at the hospital for depression between the years 2000-2001.

The EAP practitioner who is available renders service to all the Departments such as Health, Welfare, Public Works, Agriculture and the Premier's Office. She is responsible for the entire North West Province. Because of the unique nature of a Secure Care Centre, of giving services to young people with challenging behaviour, crisis intervention and trauma debriefing is vital. The EAP practitioner who is not available is overloaded because she renders service for different regions. The service of an EAP practitioner is not always easily accessible.

In the long run the job productivity of employees deteriorates. Therefore, there is a lack of services to employees of Reamogetswe Secure Care Centre in the North West Province who experience problems.

1.4. Goal

The overall goal of the study is to investigate the need for an EAP at Reamogetswe Secure Care Centre in the North West Province.

Objectives

- To explore and generate information through a literature study on EAPs.
- To conduct an empirical investigation on the needs of employees for an EAP at Reamogetswe Secure Care Centre, North West Province.
- To make recommendations to management of Reamogetswe Secure Care Centre concerning the outcome of the study.

1.5. Research question

According to De Vos and Van Zyl (1998: 268) the research question sets boundaries on what will be studied. It helps narrow down the problem to a workable size. The research question tells one what one specifically wants to focus on and what wants to know about this subject.

The research question for the researcher's study was: **Is there a need for an Employee Assistance Programme at Reamogetswe Secure Care Centre in North West Province?**

1.6. Research Approach

The research utilized the quantitative research approach. According to Grinnell (1993:38) quantitative research is an empirical research approach in which hypothesis testing is used to discover relationships and facts that are generalizable. A quantitative approach focuses on

the study of samples and populations and relies heavily on numerical data and statistical analysis.

According to Mouton and Marais (1990: 150) the quantitative approach is that approach to research in the social sciences that is more highly formalised as well as more explicitly controlled, with a range that is more exactly defined and which, in terms of the methods used, is relatively closed to the physical sciences. The researcher used the quantitative research approach because the researcher wanted to understand the needs of the employees so that an appropriate programme can be put in place.

1.7. Type of research

The researcher engaged in applied research, which addresses immediate problems facing professionals in practice. The goal of applied research most often is scientific planning of induced change in a troublesome situation (Arkava and Lane, 1983: 6). Monette, Sullivan, and De Jong (1989: 6) define applied research as research designed with the practical outcome in mind and with the assumption that some group or society will gain specific benefits from the research. The researcher denotes that applied research is concerned with dealing with the problem at hand with the aim of benefiting the people experiencing it.

The purpose of the research and practical outcome was to have data in order to motivate for the implementation of the EAP programme at Reamogetswe Secure Care Centre, North West Province.

1.8. Research design

According to Kerlinger, as cited by Tripodi (1985: 23) research designs are the plans, structures and strategies of investigations which seek to obtain answers to various research questions. Grinnell (1993:94) indicates that a research design is a blueprint or detailed plan for how a research study is to be conducted- operationalizing a variable so they can be measured, selecting a sample of interest to study, collecting data to be used as a basis for testing hypothesis and analysing the results.

Royce (1991: 43) maintains that a research design outlines the approach to be used to collect data. It describes conditions under which data will be collected, how respondents or subjects will be selected, what instructions will be used and generally provide information about who, what, when, where and how of the research projects. The definitions stated above imply that the research design chosen for this study will guide and provide a map to the researcher on how to collect data, the type of data collection tool to use and who to choose as respondents.

The most appropriate design for this study is the exploratory design. Grinnell and Williams (1990: 140) states that the aim of an exploratory design is only to explore nothing more or nothing less. Exploratory designs are used when little is known in our research area and all we want to do is make a beginning study date or conclusive results; we do not intend to, we only want to build a foundation of general ideas and tentative ones which can be explored later with more complex research design and corresponding methodologies.

In other words the study ensured that more information was gathered through a literature review and administering questionnaires to respondents on the need for an EAP at Reamogetswe Secure Care Centre, North West Province.

According to Neuman (1984: 19) the following are therefore the goals of exploratory research.

- ◆ To become familiar with the basic facts, people and concerns involved
- ◆ To develop a well grounded mental picture of what is occurring
- ◆ To generate many ideas and develop tentative theories and conjectures
- ◆ To determine the feasibility of doing additional research, formulate questions and refine issues for more systematic inquiry
- ◆ To develop techniques of direction for future research.

Exploratory research is thus appropriate for the study in the sense that the researcher will know and understand the needs and problems of employees at Reamogetswe Secure Care Centre, how they address those problems, and whether an EAP could be appropriate tool for addressing those problems. All this information was gathered through the administration of questionnaires and can contribute to further research on the development of EAP's at other Secure Care Centres.

1.9. Research procedures and strategies

Research procedures and strategies are concerned with orderly procedures for solving problems or creating new knowledge.

The researcher conducted a study on employees at Reamogetswe Secure Care Centre, North West Province with the aim to find out if there is a need for an Employee Assistance Programme at the institution. The number of respondents was employees of Reamogetswe Secure Care Centre in the North West Province.

The researcher gathered information by administering questionnaires to employees at Reamogetswe Secure Care Centre to determine and identify to what extent employees are experiencing the need for EAP services. According to the New Dictionary of Social Work (1995:51) a

questionnaire is defined as a set of questions on a form which is completed by the respondent in respect of a research project. According to Grinnell (1993:274) the questionnaire prescribes exactly what items will be asked, their sequence and even their specific wording. The researcher gave the questionnaires to the respondents and allowed them time to complete it.

Interviews were also held with the institution's social worker to get an overview of personal and financial problems that are being experienced by employees at Reamogetswe Secure Care Centre.

1.10. Pilot study

According to the New Dictionary of Social Work (1995: 45) a pilot study is defined as the "process whereby the research design for prospective survey is tested." The researcher will discuss four aspects of the pilot study.

1.10.1. Literature Study

According to Strydom (1998: 180) the main purpose of a literature study remains the broad orientation of the prospective research with regard to his/her prospective investigation, and to alert him/her to certain matters during the main investigation. On the other hand Grinnell (1993:434) mentions that the purpose of a literature review is to provide a basis and background for the study. An effective literature review achieves five objectives.

- ◆ It demonstrates the similarities between the proposed study and past research findings of similar studies.
- ◆ It demonstrates the differences between the proposed study and past research studies.

- ◆ It demonstrates that the author of the proposal has mastered the available and relevant literature
- ◆ It discusses how the proposed investigation will contribute to the knowledge base of the social work profession
- ◆ It supports and interacts with the conceptual framework by introducing and conceptually defining key variables that are the subject of the study.

The researcher did a thorough literature study on Employee Assistance Programmes by utilising the Academic Information Service of the University of Pretoria. In the literature study, the researcher utilized books, journal articles, dissertations, and Internet services containing information on EAPs in order to gain an understanding of theoretical knowledge.

Royce (1991: 49) summarizes by saying that once questions are thoroughly drafted, review the professional literature in order to relate your problem or hypothesis to the existing theory. In the process of reviewing the literature one learns what others have written about the topic.

1.10.2. Consultation with experts

Strydom (1998:179-180) indicates that the researcher should ensure that s/he approaches a respective number of experts whose experience and opinions s/he utilizes. These experts should be representative of all possible types of experience in EAP.

Different experts on the subject were consulted namely:

- (1) Ms. Jane Seloane: EAP practitioner (Premier's Office, Mmabatho, North West Province)

- (2) Ms Kgaugelo Rafedile: Social Worker at Reamogetswe Secure Care Centre
- (3) Ms Dora Mojapelo: Acting Assistant Director (Welfare) Brits
- (4) Ms Matsietsi Mello: Chief Social Worker for Alberton City Council, Gauteng Province
- (5) Mrs Tebogo Seobe: Consultant EAP Procure – Pretoria
- (6) Prof. L.S. Terblanche: Professor in Social Worker – University of Pretoria and an EAP practitioner

1.10.3. Feasibility of the study

According to Grinnell (1997:57) feasibility relates to available resources and ethical concerns. In sum, the solution of the problem is feasible if all the necessary data can be collected and analysed by the particular researcher given the available resources.

The researcher obtained written permission from Reamogetswe Secure Care Centre Management to conduct the research study. The study was undertaken without many financial implications, as it was conducted at the researcher's area of operation. Time was also saved, as the study was combined with official duties as it was conducted at the researcher's place of work. The research fits into the researcher's job description as she is expected to conduct a needs assessment study at some point. The only costs that the researcher incurred were on photocopying material and the use of a photocopying machine.

1.10.4. Pilot test of interview schedule

According to Fouché (1998:158) it is essential that the newly constructed questionnaires, be thoroughly pilot-tested before being utilized in the main investigation.

A pilot test is conducted to make sure that everybody understands the questionnaires in the same way. Once the questionnaires were drawn up and finalized, it was pre-tested on three employees who were not part of the final sample of thirty-two respondents. The aim of pilot testing is to remove uncertainties and ambiguities.

During pre-testing, data was therefore accurately recorded to ensure whether respondents clearly understood the questions asked.

1.11. DESCRIPTION OF THE RESEARCH POPULATION DELIMITATION OF SAMPLE AND SAMPLING METHOD

1.11.1. Research population

According to Bailey (1982: 85) a population is defined as the sum total of all units of analysis from which a sample is drawn. Grinnell and Williams (1990: 118) defined population as the totality of persons or objects with which the study is concerned. In other words a population is that whole group from which a sample is drawn. The population in the study were 35 employees of Reamogetswe Secure Care Centre.

1.11.2. Delimitation of the sample and sample method

According to Bailey (1982: 83) a sample refers to a portion of the total population, it is as an approximation of the whole rather than a whole itself. The primary goal of any sampling procedure is to obtain a representative sample. The sample must therefore be representative of the population from which it was drawn and the sample in this study was all employees of Reamogetswe Secure Care Centre who were not part of pilot testing.

In this study no sampling procedures was utilized. The employees of Reamogetswe Secure Care participated in the study.

1.12. ETHICAL ISSUES

Strydom (1998:24) defines ethics as a set of moral principles which is suggested by an individual or group, is subsequently widely accepted, and which offers rules and behavioural expectations about the most correct conduct towards experimental subjects and respondents, employers, sponsors, and other researchers, assistants and students.

The researcher has observed ethical issues to protect the client and delineate professional effort towards acceptable and worthwhile goals.

1.12.1. Informed Consent

The researcher asked written consent from the participants before they participated in the research study. (See Appendix 3). The right to withdraw anytime from the research was explained and granted to participants.

1.12. 2. Violation of privacy.

All respondents were treated confidentially. The researcher respected the respondent's choice to either disclose or not to disclose certain information about himself or herself. The researcher avoided asking unnecessary questions. According to Dane (1990:51) confidentiality implies that only the researcher and possibly a few members of staff should be aware of the identity of the participants, and should also have made a commitment with regard to confidentiality. The researcher restricted access to data by putting the data in a locked cabinet

1.12.3. Release or publication of findings

The researcher explained to the respondents that the results would be distributed to relevant people, namely, Reamogetswe Secure Care Centre Management.

The respondents will be given feedback on the results in a simpler

language so that they know what has happened to the information they have provided. The results will be presented to the respondents in a written simple summary.

1.13. Definition of key concepts

For the purposes of this study the following main concepts are defined:

1.13.1. Employee Assistance Programme

According to Myers (1984:4) “Employee Assistance Programme is a generic term denoting more or less structured programs that utilise technical, administrative and professional human services and personnel people, on either a contractual or employment basis, to meet the needs of troubled employees.”

Googins and Godfrey (1987:102) identify EAP’s as referring to “a set of policies and programme procedures by which a work organisation legitimately intervenes in identifying and treating problems of employees that impact and have the capacity to impact job performance.”

Thus EAP has to do with a set of policies and procedures to identify and improve problems experienced by employees to maximize work productivity and social functioning.

1.13.2. Needs Assessment

According to Neuman (1984:25), needs assessment is when “a researcher collects data to determine major needs and their severity”. This therefore is information on what people need, and also informing others of the data collected so that those needs could be properly met.

According to Barker (1991:153) needs assessment is the systematic appraisal made by social workers and other professionals in evaluating

their clients with respect to problems, existing resources, and potential solutions, and obstacles, to problem solving.

According to the researcher's opinion needs assessment is essentially aimed at establishing and prioritising a target group needs. Needs assessment is valuable in that it assists in the provision of an accurate and consistent reflection of a certain target group's needs.

1.13.3. Need

Refers to "circumstances requiring some course, a want; a requirement" (The Pocket Oxford Dictionary of Current Research and Evaluation, 1975:534). A need is therefore something a person requires in order to be fulfilled or to change his\her life situation. Needs are therefore goal orientated constructions pointing to a certain desired outcome.

According to Barker (1991:153) needs are physical, psychological, economic, cultural and social requirements for survival, well-being and fulfilment.

According to the researcher, needs are unlimited and is what a human being needs for survival. Needs ranges from the need for basic needs such as food, shelter and clothing to the need for self-actualisation.

1.13.4. Troubled Employee

Myers (1984:12) describes a troubled employee as, an employee who is suffering from any one or a combination of problems, which may not result in performance defined on the job.

Bruce (1990:5) defines a troubled employee as an employee whose behaviour in the workplace causes reduced productivity and lowered morale for self, co-workers, or supervisor.

According to the researcher, a troubled employee is an employee whose social functioning and work performance is affected by personal problems, which may be emotional, marital dispute, financial, or substance abuse problems.

1.13.5. Reamogetswe Secure Care Centre

According to the Interministerial Committee on Young People at Risk (1997:6) Secure Care may be defined as a residential facility and / or programme of intervention, which ensures the appropriate physical, behavioural and emotional containment of young people while providing an environment, milieu and programme conducive to their care, safety and healthy development.

Reamogetswe Secure Care Centre caters for young people in trouble with the law and who have committed serious offences such as murder or rape. The Centre accommodates thirty five young people from the entire North West Province between the ages of 14-18. The Centre falls under the Provincial Department of Social Services and services are provided by a multi disciplinary team that comprises of social workers, child care workers, teachers, a nurse, administration staff, cleaners, laundry aides, security and the kitchen staff. There are 35 employees.

According to Child Care Amendment act, 1999 (Act.no.13 of 1999) secure care means the physical, behavioural and emotional containment of children offering an environment and programme conducive to their care, safety and healthy development; secure care facility means a facility established under section 28A.

1.14. Contents of report

Chapter 1 is comprised of an introduction; motivation for choice of the subject; problem formulation; aims/ goals of study; research question;

research method; research design; sample selection and measurement.

Chapter 2 is comprised of a literature study, chapter 3 deals with empirical findings and the discussion thereof, and the final chapter, chapter 4 consists of a summary, conclusions and recommendations.

CHAPTER 2

LITERATURE STUDY ON EMPLOYEE ASSISTANCE PROGRAMMES (EAPs)

2.1. Introduction

Many employers have recognized the need to change the way employee problems are addressed and have established Employee Assistance Programmes (EAPs). Authors (compare Googins and Godfrey, 1987; Walsh, 1982) agree that the EAP definition has not yet been agreed on by either practitioners or theorists due to a large variance of program types. Standards for Employee Assistance Programmes in South Africa (1999:4) define EAP as "a work site based programme designed to assist in the identification and resolution of productivity problems associated with employees impaired by personal concerns, but not limited to legal, emotional stress, or other personal concerns which may adversely affect employees' job performance". The specific core activities of EAPs include firstly; expert consultation and training of appropriate persons in the identification and resolution of job performance issues; secondly, confidential, appropriate and timely problem assessment service, referrals, treatment, assistance, and formation of linkages between workplace and community resources that provide such services. The definition clearly outlines the focus of EAP being prevention, identification, and treatment of problems, which affect the job performance of the troubled employees.

The role of EAP has changed dramatically since its inception, as a programme mainly for employees with alcohol problems. "Presently EAPs are assisting employees with virtually any behavioural or personal problem" (Doolittle, 1996:22). The researcher will provide an overview of EAP, its historical development, goals, functions, as well as different components in this chapter.

2.2. Historical development of EAP

According to Googins and Godfrey (1987:100) the study of EAP is important for several reasons, firstly, they represent the most common mechanism by which human services are provided within the workplace, and a majority of occupational social work can be found in these programmes.

According to Sussal (1992:35) in 1991 it was believed that more than 20,000 companies in the United States were using EAP and there are indications that this figure is on the increase. The historical development of Employee Assistance Programmes was initiated during the 1940s in the United States of America. Googins and Godfrey (1987:117) indicate that the original EAP was initiated by the magnitude of large corporations like Dupont, Eastman Kodak and Consolidated Edison in New York. It was started by a group of recovering alcoholics under the auspices of the Alcoholics Anonymous with the focus on the abuse of alcohol as a productivity problem. During the 1970s, management and union supported the occupational alcoholism programmes jointly.

These occupational alcoholism programmes are so successful in terms of saving money, and they increased productivity. Occupational Alcoholism Programmes were seen not to address all work related problems because alcoholism is not the only problem experienced in the workplace.

According to Dickman, Challenger, Emener & Hutchison (1988:49) over the years EAP replaced industrial alcoholism programs for two main reasons, such as, the stigma attached to Industrial Alcohol programs and, the fact that not all personal problems have an alcohol component. Klarreich, Franscek and Moore (1985:149) agree that EAPs were then set up to address the needs of employees who were experiencing health or behavioral problems related to alcoholism. According to Flippo (1984:345) the first EAP was prompted by a combination of factors, including the Temperance Movement, the push for high productivity and often-genuine compassion for employees. The full range of personal problems included psychosocial, emotional or

health problems. EAP built its foundation on job performance and used behavioral outcome measures as the means of identifying, and confronting the troubled employee.

2.3. EAP evolution in South Africa

Employee Assistance Programmes began to emerge in South Africa in the early 80's. They are modelled after programmes in the United States and were introduced to South African work organizations by social workers and psychologists who had studied the programmes in the United States.

EAPs are much younger in South Africa as compared to the United States. In South Africa EAPs are staffed by social workers, psychologists, nurses, medical officers and labour relations personnel. According to Maiden (1987:8) the Chamber of Mines in South Africa pioneered EAP and it provided a wide range of EAP services to employees. Some companies who did not have EAP contracted with the Chamber of Mines to provide the services. By the early 1990s there were a growing number of companies that offered EAP to its employees.

Some of these companies include Eskom, Telkom, Edgars Group, Transnet, Volkswagen South Africa, Sasol and Anglo American. According to Mrs. Seloane (Personal Communication: 2002), EAP practitioner for the Premier's Office, North West province, several departments are moving towards hiring their own EAP practitioner. The EAP practitioner employed by the Premier's offices used to provide EAP services to various Departments of Social Services, Public Works, Education, Water and Forestry to mention a few. Now every Department will have its own EAP practitioner to attend to the needs of the very Department.

According to Dayhoff (1996:28) the EAP profession is listed among the top 20 best jobs for the future, and that the industry growth is expected to grow further. Terblanche (1988) agrees that presently EAP are receiving much attention in South Africa. EAPs in United States and South Africa have some

similarities in that they are interested in helping the troubled employees to be more productive and enhance their social functioning. They acknowledge that some problems such as stress, mental problems, and emotional problems affect job performance and therefore require intervention in the workplace.

2.3. Assumptions about EAP

To better understand the nature and functions of EAP, a number of assumptions should be examined. Googins and Godfrey (1987:103) have identified the following assumptions about EAP:

2.3.1. Prevention is more likely in occupational settings

This simply indicates that early intervention to prevent a problem can be implemented in the workplace. Deteriorating job performance, early identification, prevention, and intervention have strengthened the need for EAP.

Pro-active programmes can be set up in the workplace to enable the employees to work effectively e.g. the Premier's office in North West has a wellness programme for employees to prevent stress.

2.3.2. Work organization shares a responsibility for the health of their employees.

This assumption conveys that the work organization has a social responsibility towards its employees' welfare. Googins and Godfrey (1987:103) agree by stating that social responsibility is becoming an expectation of the communities and a felt responsibility for their co-operation. Dickman, et al (1988:123) state that Employee Assistance Programmes are management conceived, financed, and managed. The employer's concern is about job performance and anything that affects job performance raises the employer's concern. In order to assist employees with their problems, EAP developed. Healthy employees are a necessity and positive sign of concerned and

responsible corporate behavior; concern for employee's health is a programme reality of enlightened self-interest.

2.3.3. Legal Mandates

Another force generating EAP lies in the need for the organization to avoid legal action. For instance, there are several legislations, which influenced the development of EAP.

- Occupational Health and Safety Act, 1993 (Act.no.85 of 1993) which dictates that employees working environment should be safe and healthy.
- Prevention and Treatment of Drug Dependency Act, 1992 (Act.no.20 of 1992), which allows alcoholics to get treatment before being dismissed for an alcohol problem.
- Basic Conditions of Employment Act, 1997, (Act.no.75 of 1997) which stipulates the basic conditions of employment in having leave days, study leave, and other benefits.
- Skills Development Act, 1998 (Act.no.97 of 1998) promotes an improvement of quality of life of workers, improvement of delivery of services and provides an employee with the opportunity to acquire new skills.

EAP is a programme that is concerned with the emotional and social well being of employees. It makes use of constructive confrontation, motivation and short-term intervention with employee clients for problems that affect job performance. Failure to address human resources may subject an organization to legal mandates.

2.3.4. Substance abuses is affecting the workplace

Earlier discussion in this chapter reflected the history of EAP in the United States that they started with Occupational Alcohol's programmes because of the prevalence of alcoholism in the workplace. It is believed that substance

abuse, especially alcoholism, is common in workplaces (Googins and Godfrey, 1987:106).

Problem intervention is more effective when integrated into the existing social institutions. It is assumed that the establishment of EAP's in work settings marks a new strategy aimed at treating problems within the institutional environments in which they exist. EAP acknowledges that employee's problems affect systems around him/her and therefore provide a locus in the work environment for problem identification, treatment and prevention.

2.4. Rationale for EAPs

The literature notes two reasons why companies adopt EAPs. Sonnenstuhl and Trice (1986:6) state that many companies adopt EAP's on ideological grounds, that is, employers are concerned about the employees' welfare and are concerned about their social responsibility to the company. The second reason companies adopt EAPs is because they are concerned about the cost benefit to the company.

Sussal (1992:36) states that studies show that there is definitely money saved when EAP's are present in terms of recouping days formally lost to absenteeism from substance abuse, medical problems, and accidents. She further states that EAP success in the workplace is dependent on having mutually co-operative interdependent relationships.

On the other hand Dickman, et al. (1988:7) provides five major reasons for implementation of this comprehensive programme.

2.4.1. Reduction of Cost

This refers to the opportunity to reduce the enormous costs that the workplace bears if health hazards are identified earlier; they are more likely to be

prevented before it results in a crisis. The organization also increases its productivity with minimum investment due to preventive measures.

2.4. 2. Rehabilitative rates

The work organization will save costs by being more preventative in attending to employees` problems. This implies provision of self-help and support groups and family coverage for troubled employees. Employees should also be taught skills to empower them to deal with challenges and problems.

Jones (1985:7) also says that a detrimental effect on organizations through the termination of valuable employees by the company because of alcoholism, drug abuse or any other problem can precipitate the EAP implementation.

2.4.3. Enhancement of labour management relations

EAP enhances good relations between labour and management. It tackles problems that will benefit all concerned. Healthy relationships within the workplace promote the commitment of all within the organization`s systems to attain its goals.

2.4.4. No lose situation

The employer, employee, union will benefit from the implementation of EAP. The programme saves time and financial cost that could be spent in disciplinary hearings.

2.4.4. Human aspects

The employers project a caring image towards its employees. Employers helping the employees to solve their problems is good business and demonstrates social responsibility.

2.5. Goals of EAPs

Bruce (1990:123) stated that all EAPs share the following goals:

- Firstly, to identify employees whose personal or health problems are interfering with their job performance
- Secondly, to motivate those individuals to seek and accept appropriate help.
- Thirdly, to address underlying stresses in the workplace
- Lastly, to assist both managers and employees in achieving health and productivity.

2.6. Functions of EAP

The following are functions of EAP as quoted by Terblanche (1988:86-123):

2.6.1. Identification of the problem worker

The primary function of EAP is to link up troubled employees with resources that can assist them to resolve their problems in order to return to an acceptable level of job performance and social functioning.

2.6.1.1. Identification by the under achievement of a worker.

The worker can be identified through the identification of *his level of achievement. If the level of achievement is not satisfactory, it means something is wrong with the employee.

There are other factors that could lead to underachievement such as intellectual abilities, the worker's level of motivation, medical and physical problems, organizational problems or unfavourable working conditions.

Terblanche (1988:93) identified indicators that can be the basis for underachievement, such as work attendance which may include absenteeism without leave, unapproved sick leave, and misconduct may include unprofessional practices such as drinking or sleeping during working hours

and deterioration of job performance as determined by the evaluation systems.

The supervisor should have good effective and efficient achievement evaluation methods in place and they should be well trained to implement such an evaluation method. Under – achievement of the worker does not necessarily mean that there is a social problem being experienced by the employee.

The supervisor should observe an employee if job performance begins to deteriorate, documents each incident, observe period of absence from the workplace, mood swings and patterns of absenteeism. The record will be used in case of confronting troubled employees.

2.6.1.2. Identification of a problem employee by self referral

The employee acknowledges that he has a problem and is also motivated to work on his problem. Self-referral is an indication that EAP is viewed in a positive light; hence an employee refers himself or herself when he/she experiences problems in the workplace.

The EAP must develop a marketing strategy to make services well known in the work organization.

2. 6.2. Assessment

Turner (1985:70) defines assessment as the definition of a problem being experienced by an individual employee or dependents. Assessment includes to determine the present nature of the client's problem, the service necessary to treat the problem and the best qualified service provider who can meet or address the client's needs.

The person who does assessment should have some skills and experience in problem assessment; they should be knowledgeable about the treatment and

external resources to be able to make an appropriate referral. In accordance with the employee's needs assessment, it should be done accurately because it is through accurate assessment that the troubled employee may receive effective service. Franz (1986:70) states that the assessment and referral resource links the person who has been assessed with appropriate assistance.

Piette, Fleishman, Mor, & Thompson (1982:49) sum assessment by stating that it is a method of collecting in-depth information about a person's social situation and physical, mental and psychological function areas. It further mentions that assessment indicates whether, the client is appropriate for the agency, and whether to assign a case manager based on the match between client's needs and the manager's expertise, and development of a care plan.

2.6.3. Referral

Referral is an integral part of assessment. Franz (1986:5) defines it as an interactive and mutual process demanding close communication and continuing contact between all those involved in a case, even after a referral has been consummated. EAP practitioners should have a working knowledge of community resources at large. EAP will link up employees with community resources. Googins and Godfrey (1987:128) state that the EAP's are rarely complete treatment centres, and referral mechanisms are necessary to link a programme with an external treatment system. Such knowledge makes ongoing contact and consultation with specific agencies accessible for the practitioner.

According to Thompson (1990:170) identification of the problem can be seen as an initiation phase and referral is a constructive confrontation of the helping process.

2.6.3.1. Voluntary referral

Voluntary referrals mean that the employee has insight into his problem and would seek help and treatment for the resolution of this problem. According to Wright (1985:18), if for instance, the employee is aware of an EAP in his workplace and the procedure to be followed, he may request his supervisor to arrange an appointment with the therapist. Voluntary referral can be stimulated by the family, union or through a co-worker.

2.6.3.2. Suggested Referral

According to Wright (1985:19) if a supervisor has a reason to believe that the employee has a personal problem that might be contributing to his poor performance, that supervisor might suggest that the employee arrange for an interview with the Employee Assistance counsellor. It is important for the supervisor to keep a record when suggesting referral to the EAP practitioner. It is up to the troubled employee whether to utilize an EAP service or not.

2.6.3.3. Involuntary referral or mandatory referral

According to Wright (1985:19) this mandatory referral is an option available to management to use during the late stages of the disciplinary procedure. The employee is pressured to seek help and treatment for his problem. The worker could also be threatened with dismissal if he refuses to obtain help if his work performance is affected as a result of his problem.

Some of the employees will accept an EAP service just to avoid being dismissed. This option may yield both positive and negative results. In some instances some employees can resist help feeling that they are not being fairly treated, whereas for some employees it can result in improved work productivity and social functioning.

2.6.4 Follow up

It is essential to maintain contact with the treatment provider to determine the employee's progress, and with the employee to determine progress and client feedback concerning the treatment procedure (Turner, 1985:72).

This will demonstrate that the EAP practitioner is concerned about the client and will communicate a positive message to the troubled employee. If the troubled employee is admitted at the rehabilitation clinic, for an alcohol problem, the EAP practitioner should maintain contact with the therapist at the clinic. Contacts can be maintained through meetings or telephonically. This kind of support is vital for a troubled employee because he will feel that the work institution still values him and this support will bring positive change.

2.6.5. After care service

Wilcocks & Edmonds (1992:73) after care as an ongoing care following discharge from an inpatient treatment program, which differs from one clinic to another. After care means attending outpatient groups at the clinic on a weekly or bi-weekly basis.

After care services are meant to assist the recovering alcoholic after being discharged from the inpatient treatment programme. The service is important because it will provide guidance, and support whenever it is needed. After care service enables the employee to cope with the demands at work and at home.

Thompson (1990:232) sums up by saying that after care provides a service to clients in helping them adapt to community life through groups, individual therapy and self-help groups.

2.7. EAP model

An EAP model is defined as the structure that an organization uses to plan, implement and serve the need of the troubled employees. There are a wide variety of models available and selection of an inappropriate model would

produce unsatisfactory results, which might sour an employer attitude towards the use of EAP's (Myers, 1984:69).

Myers (1984:82-95) describes and evaluates the different types of internal and external models. An explanation of the features and advantages and disadvantages of each EAP model should help employers to select the most appropriate one for the organization. The choice of a specific model is determined by different factors namely, the size of the organization, its goal, structure and culture.

Thus in selecting a model, the resources of the organization must be considered. Lee and Gray (1994:223) have identified three types of service models, namely, the one delivered by an external provider and the other one provided by the internal provider. They also stated that the two could be combined. The researcher will discuss two basic model types as described by Myers (1984:82) namely, the internal and external models. According to this author, there are 3 types of external models namely, hotline, consortium, and contractor, and there are two internal models, employer and union only models.

2.7.1. Internal/ in-house model/ Indigenous

This model allows the Employee Assistance practitioner to function within the organization. The in-house internal services delivery can range from simple giving information to intensive face-to-face psychotherapist treatment. Googins and Godfrey (1987:18) indicate that in-house models are placed in the main stream of a work institution. It requires a co-coordinator who can either be part time or full time within the organization to screen problems of troubled employees.

Authors (compare Bruce, 1990:130; Lee and Gray, 1994:2240) agree that large companies with 2000 or more employees may opt to have an in-house service delivery.

Sonnenstuhl and Trice, (1986:19) state that some organizations develop this model because they believe it to be the most tangible way to express their

humanitarian concerns to employees and it is cost effective. Some companies employ the services of an EAP practitioner because of legal mandates which compel employers to recognize and concern itself with the welfare of its employees e.g. Basic Conditions of Employment 1997, Constitution of the Republic of South Africa 1996, Occupational Health and Safety Act 1993 and Labour Relations Act 1995. It is the organization's social responsibility to care for its employees.

2.7.1.1. Employer Model

According to Myers (1984:91) the EAP office is located on the employer's premises. In this regard the counsellor might be part time or full time depending on the size of the organization and the needs of the employees. The counsellor assists management in planning organization functions.

The programme according to Dickman, et al. (1988: 133-134) functions as a point of referral for community resources to an internal counselling resource. A programme provides the following services:

- Assessment and referral service
- Assessment ,referral and counselling service
- Internally based programme service with an offsite location for assessment and referral services. The counsellor should maintain record systems to measure activity and performance.

2.7.1.2. Union Based Model

An EAP service within the organization is provided by the union at its office or hearing hall. Dickman, et al. (1988:138) asserts that the main approach does not prohibit management from referring of union members to the EAP. In this model peers are selected from recognized behavioral abnormalities and performance deficiencies, and confidentiality is adhered to. Troubled employees are identified and motivated to seek assistance. They also monitor and evaluate their performance between counselling sessions and after treatment as cited by Klarriech, at al. (1985:97).

These authors further point out that one pre-requisite for a successful union based programme is the development of a joint labour – management policy statement. The union and the employer representative meet periodically to compare EAP progress.

2.7.1.3. Advantages of in-house model

Several authors (compare Chiambotta, 1987:58; Myers, 1984:91-97; Googins and Godfrey, 1987:119) agree on the following advantages of an in-house, indigenous/ internal model.

- Organizational belonging when EAP programme staff are employees to the work organization, they identify with the organization and are in a better position to influence structural as well as individual change.
- EAP practitioner has knowledge of the organization, knows dynamics, and culture of the organization.
- It addresses more workplace issues because they are within the organization. Intervention is easy because the EAP practitioner before referral might notice the problems experienced within the organization
- There is closer relationship with the shop stewards and line management because they are all interested in assisting the troubled employees.
- The organization has control over the programme because it is within the organization.
- An EAP can be easily evaluated.
- It is cost effective because employees do not have to take time off work to attend Employees' Assistance Programme, which can hamper productivity.
- All communication facilities are available to an EAP practitioner. The practitioner can make use of the organization's newsletter to emphasize the objective and goals of the programme.
- Commitment is achieved because an EAP practitioner forms part of the organization's progress and it is also part of the practitioner's history.

- Mode of referral to the EAP practitioner is easy because he is known to the organization and resistance by employees to utilize the service might be reduced.
- The EAP practitioner delivers high quality organizational services.
- The internal programme can be designed to suit the need of the organization.
- Personnel procedure can be interrelated with the EAP to maximize results.
- Counsellor's career planning and development is another advantage because since he is an employee, an employer can invest in him and send him for training. If he is well equipped it will be to the benefit of the organization.
- It is accessible to the employees because it is situated within the organization.
- The union model is run at no expense to the employer.

2.7.1.4. Disadvantages of in-house model

Authors such as (compare Chiambotta, 1987:58; Myers, 1984:91-97; Googins and Godfrey, 1987:119) agree that the following disadvantages exist:

- Employees might be reluctant to utilize services because of the issue of confidentiality. The employees are not sure that the information they divulge will be kept confidential.
- The in-house model depends too much on particular expertise of one staff member.
- There is a possibility of staff burnout with a one-person programme.
- Only large organizations can justify full time staff.
- The union model is limited to union employees only.
- Companies sometimes view union intervention with suspicion.
- Skill and expertise of volunteers rendering union model may be limited.
- Programme may terminate when volunteers terminate their service especially those serving on the union model.

- The stigma attached to utilization of EAP might make it difficult for the employees to utilize the programme.
- EAP may be perceived as being closely identified with a particular department; this may result in structural isolation.
- The EAP may be viewed negatively as a programme by the managers.

This model can be appropriate in huge organizations that are well developed and that can afford a full-time staff to render EAP services. The EAP that is housed within the organization will require an office, clerical support and a separate budget to run the programme. The benefits of the programme within the organization are highly visible because it has an advantage of establishing stronger links within the work organization. The model makes it possible for the EAP practitioner to make follow ups and after care services because the practitioner is there. Even though the internal model has disadvantages it yields positive results for the organization that can afford to implement an EAP.

2.7.2. External / offsite model

Sonnenstuhl & Trice (1986: 19) states that companies contract with outside organizations to provide mental health services for troubled employees. These are services offered by the staff outside the agency. This external model gives small companies access to human resource consultation services that are lacking. This type of service can be offered by single or by a consortium of firms that jointly provide an EAP. Bruce (1990:130) defines consortium as a type of EAP where services are offered by a non-profit organization to meet the needs of small organizations, which have less than 2000 employees.

The staffing of the external service varies according to the type of programme and the scope of services provided. These might include a variety of options besides assessment and treatment, such as supervisors' training, special workshops, programme evaluation or appropriate referrals for other agencies.

Myers (1984:82) identifies three types of offsite models namely hotline, consortium and contractor.

2.7.2.1. Hotline

Myers (1984:82) described hot line as either local or long distance telephone service. Troubled employees dial the publicized number and talk to a listener who is trained to assess problems. According to Bruce (1990:130) hotline staff offers crisis intervention depending on the type of problem and may arrange transport to take care of appropriate long-term service. Records are kept of calls and activities undertaken. The employee is then referred to an appropriate provider who is selected from a directory of service providers in the community. Sometimes hotlines are operated as the crisis intervention component of the EAP. In this situation, it is common for that hotline number to be an answering service that gives the caller the telephone number of the staff member who responds to emergency service.

Hereunder follows some advantages and disadvantages of hotline services provided by Myers (1984:83).

7.2.1.1. Advantages of hotline

- They are easily accessible to employees and ensure anonymity and confidentiality.
- They are economical and can easily be terminated with no effect upon the organization.
- They are private and can be placed at any location making it accessible to the clients.

2.7.1. Disadvantages of hotline

- Hotline model offers minimal problem assessment.
- The helper may not be knowledgeable about resources in the employee's community.
- The use of hotlines for intervention of crisis can be ineffective.

- Diagnosis is sometimes difficult to make because of the nature of the service.

The Hotline Model requires knowledgeable listeners with good listening skills and other communication skills that will respond to troubled employee appropriately. In crisis intervention sometimes face to face interaction is needed. This model can be useful when one really needs someone's immediate attention, and to retain anonymity.

2.7.2.2. Consortium

Myers (1984:83) defines consortium as a non-profit organization that receives funding from a number of public sources such as local, state, and federal government. He explains that the revenue is also obtained from the sale of services to private and public organizations.

Dickman, et al. (1988:122) sees consortium as resulting from the inability of a company to be able to participate in EAP.

It resulted as an attempt to find a solution for small organizations whose employee population and resource base were inadequate to mount a full-fledged EAP. Client organizations are charged for services, the amount is fixed per employee. The service charges depend on what the client can afford. This model is sensitive to the needs of the community because it considers what the client can afford to pay.

Dickman, et al. (1988) and Myers (1984) agree on the following advantages and disadvantages of the consortium model.

7.2.2.1. Advantages of the consortium

- Ensure client anonymity and confidentiality because it is not within the organization.

- Employee's records are more secure because they are kept outside the work organization.
- Good co-operation with the union because they are an outside source.
- Help counsellors learn general information about different management philosophies.
- It is flexible and economical because the companies share costs with other companies.
- Offer a highly professional level of counsellors' assistance.

2.7.2.2.2. Disadvantages of consortium

- They are less accessible to clients because they are located outside the organization.
- Counsellor may be viewed as an outsider and may experience difficulty in striking a relationship with the organization served.
- There is a high degree of inter organization which can have conflicting policies or programmes.
- They are not allowed realistic time and financial support to establish credibility among employees.
- Individual member organization input is considerably diminished.

2.7.2.3. Contractor

A contractor is different from a consortium in that a contractor is a profit-making agency that is paid by the contracting organization (Bruce 1990:131). The outside agency, usually a treatment or service agency, contracts with the organization to provide specified service. This can vary from narrow content in which problems that emerge are referred to the contractor, to more and encompassing contracts, in which policy and procedure development, onsite counselling and supervisory training are all part of the contractor's responsibility. It involves the co-coordinator who is assigned either full or part time.

According to Klarriech, et al. (1985:60) each work organization or member contracts for a specific period when a list service is available through a contractual agreement. Services depend largely on what is stipulated in the contract which can include counselling, policy procedure and referral. When more intensive treatment is needed referral is made to other organizations. The coordinator links the organization with the contractor in terms of procedures to be followed and communication channels to be followed. The contracts therefore depend on the agreements made by the different parties. Googins and Godfrey (1987: 121) outline the following advantages and disadvantages of the contractor model:

7.2.3.1. Advantages of contractor model

- It ensures confidentiality because counselling is away from the workplace.
- Respond well to particular needs of the employers and employees in the workplace because it is their area of speciality.
- Trained staff is already available to start the programme at every level of the organization. It allows the small companies to provide EAP services on a limited budget because they do not have to hire additional staff.
- There is a strong communication link between the organization and the contractor.
- There is richness and diversity of resources, which means they can provide a greater array of skills and treatment resources.

2.7.2.3.2. Disadvantages of contractor model

- The supervisor may be reluctant to work with the outsiders.
- Low degree of understanding and incorporation of work environment.
- It is least able to respond to a crisis.
- Termination of contract is very difficult unless a carefully defined termination provision was in the contract.

- There is no onsite counselling.
- There is no ownership of the programme by the work organization.
- The service provider lacks knowledge about the internal workings of the organization.

This model offers companies of different sizes the opportunity to render EAP to their employees. The company which has been offered the contract should monitor and maintain the programme through regular visits to the company as to familiarize itself with internal working and operations of the organization.

2.8. PROGRAMME ELEMENTS

In order for an EAP to establish minimal level of functioning and effectiveness, it should constitute certain elements.

According to Googins and Godfrey (1987:124) universal components of EAP have evolved in spite of different ideologies and implementation of those components. The following elements, organizational components, programme mechanisms, and treatment service will be explored.

2.8.1. Organizational components

Googins and Godfrey (1987:125) state that EAP is not simply a human service agency set in a work or environment. It is a programme designed to work in and with a specific kind of environment and population. In order for EAP to be effective, the organization needs to set its policy and procedures in place, establish relationships with employees and the union, market the service, train supervisors to identify troubled employees and educate employees through training and workshops.

2.8.1.1. Policy and Procedure

For the EAP to be successful, it is important to have an EAP policy that clearly outlines guidelines and procedures relevant in the management of EAP.

It is wise for the policy makers to ensure that consistency exists between EAP policy and the company policy to avoid confusion. For example, if the company policy enforces equal treatment or care to its employees in terms of services available in the company, then EAP policy should try to comply with the statement in rendering their services. Blair (1985:19) also shares the same view that the length, style and detail of an EAP policy should be consistent with the company policy.

Policies and procedure are set to reflect a set of values and establish mutual expectations from the organization and the EAP practitioner. Dickman, et al. (1988:42) also suggested that the following aspects should be emphasized in the policy statement:

- Problems brought to the EAP will be treated confidentially.
- Alcoholism and other types of drug abuse are diseases to be treated and not behaviour to be punished.
- The EAP is designed to assist employees and their families and is not a substitute for disciplinary principles and policies.
- In no case will the employee be coerced to utilize EAP. The policy on EAP should be written before any EAP implementation and should be clearly written and be widely publicized within the organization. The written policy should serve as a guide to managers, supervisors, employees and union officials.

An EAP policy will outline problems handled by EAP and stresses confidentiality. Procedures will outline a model of referral if employees experience problems. Models of referral will be outlined, namely, self or voluntary referral, suggested referral and mandatory referral. Masi (1984:42) points out that the decision by an employee to use EAP is voluntary; therefore, the supervisor need not threaten him or her to use it.

2.8.1.2. Intra organization outreach

Here the EAP practitioner should network with other stakeholders within the organization such as line managers, union, human resources, and occupational safety department as well as outside organizations in order to make a referral when the need arises. The EAP practitioner should work with management to see to it that policies and procedures are implemented throughout the organization. The supervisors and the shop stewards should be made aware of their roles in the programme and that employees in need of service receive it.

2.8.1.3. Marketing: Developing a constituency

The EAP practitioner should make the programme known within the organization from every level. The practitioner needs to develop a method of marketing itself taking into consideration the literacy level of employees. This ensures that its services are appropriately used. According to Googins and Godfrey (1987:164) the advocates of EAP are often “strangers in a strange land”. Both ideologically and functionally they may represent a marked departure from previous company approaches to human needs and they may be consequently faced with cultural dissonance.

It is very important that the EAP be marketed. The EAP practitioner should not limit himself/herself when doing marketing. Different strategies such as flyers, pamphlets, brochures, can be utilized. The EAP practitioner can also be asked to be slot in to make presentations during staff meetings, union meetings or management meetings to market the EAP service. According to Klarreich, et al. (1985:26) large organizations may need many meetings to be convinced to establish a position with the decision makers, while small companies might need few meetings. Marketing should be viewed as an integrated strategy designed to attract clients by satisfying customer needs through the delivery of the appropriate services.

2.8.1.4. Supervisory Training

Training is essential for a successful EAP. Both Googins and Godfrey (1987:126) and Sonnestuhl and Trice (1986:16) agree about this by indicating that supervisors should be trained to have full understanding of EAP and to be able to identify troubled employees and to serve as a source of support for employees. Supervisory training will include information regarding the company policy and procedures, an explanation of the EAP itself and training supervisory personnel in referring an employee with job performance problems.

According to Gooogins and Godfrey (1987:163) the following guidelines are outlined as Dos and Don'ts for the supervisor.

Supervisors are encouraged to:

- Be alert and observe the performance of subordinates.
- Document evidence of the deteriorating job performance
- Inform the employee of his/her concern with the employee's deteriorating job performance
- Refer the employee to the EAP if there is no improvement in the job.

Supervisors are discouraged from:

- Diagnosing the nature of the troubled employees' problem
- Attempting to counsel the subordinate about the problem
- Covering up in an effort to protect subordinates who are chemically dependent.

2.8.1.5. Employee Education

Employee education is vital to enhance their social functioning because it entails prevention and intervention e.g. AIDS awareness programs used to provide information about preventing and contracting the virus. It is aimed at intervention by equipping the infected with coping skills and knowledge.

Various methods such as posters, brochures or workshops can be utilized to educate the employee about a number of personal problems and suggested solutions.

Googins and Godfrey (1987:126) and Sonnenstuhl and Trice (1986:17-18) agree that there is a need to educate the employees about EAP so as to reduce stigmatisation, provide information and render a wide range of services. The employees need to be educated about issues that affect the society, e.g. alcohol abuse because it also affects the performance in workplace.

2.8.2. Programme Mechanism

Googins and Godfrey (1987:127) define the programme mechanism as a vehicle for smooth and routine identification, documentation, and referral. The following have been identified as programme mechanisms.

2.8.2.1. Identification

Identification of employees with problems in work organizations has been the basis for EAP. Troubled employees can be identified through deteriorating job performance, absenteeism, tiredness, sickness, accidents and overall employee deterioration.

EAP practitioner should network with role players within the organization. This will help him to access monthly absenteeism forms and accident reports from the human resource department. The EAP practitioner should also be a tool identifying problems, for instance he should list, sense the environment, and build relationships in order to identify problems on an individual or an organization level.

According to Terblanche (1988:133) the EAP must have a recording system, which protects the identity of the employee while making controlled management of referrals.

2.8.2.2. Record keeping

Records of troubled employees should be kept in a confidential manner. Records are tools for assessing the problem, confronting denial, and evaluating outcome. Without documentation of the signs, which indicates that an employee has problems, no formal identification and confrontation can be made. Documentation serves as a basis for co-operation between management and labour for helping the troubled employees.

2.8.2.3. Assessment and Monitoring

Each EAP must be able to provide an initial assessment, monitor problems and help resolve them over time. Assessment skills are essential in EAP. Onyett (1992: 207) defines monitoring as a strategy that checks on the progress or lack of it towards specified objectives in a systematic way and recording the outcomes.

The EAP needs to develop ways to be able to monitor progress of troubled employees e.g. can request feedback from the agency where the referral was made.

2.8.3. Referral Mechanism

EAPs are rarely complete treatment centres and referral mechanisms are necessary to link the programme with external treatment systems. EAP staff should be knowledgeable and be familiar with community resources in order to make an appropriate referral.

The EAP staff needs to educate the agencies about realities of the workplace, be trained on work based problems, the treatment and management issues involved.

Employees who were previously admitted at rehabilitation clinics need to be reintegrated into the workplace. Support groups can be established to offer the person support.

2.8.3.1. Advocacy

An EAP practitioner needs advocacy skills to affirm the rights and responsibilities of all employees, for instance, opening channels of communication that are blocked or closed off.

There is also a need for evaluation, which encourages better record keeping systems and the recruitment of resources and programme evaluators to assist EAP. The presence of a programme evaluation adds to the credibility and provides information that can be used to improve service.

2.8.3.2. Treatment service

According to Googins and Godfrey (1987:1280) treatment services constitute the third set of variables, which constitute the essential components of the EAP treatment service.

The most common services involve treatment for alcoholism, controlled substance abuse, mental illness, and family problems, stress, financial problems, work related problems and intra psychic problems.

In order for EAP staff to provide effective service to employees, they should have an understanding of treatment within the workplace as well as outside treatment resources. Treatment services have to be understood and incorporated into a workplace framework. The EAP staff should work with union and management and employees should be assured that the EAP service is confidential.

2.9. Benefits of utilising EAP

If EAP is well marketed within the organization with management support and union support, EAP can have many benefits. The presence of EAP in the workplace provides a unique opportunity for improving the existing mental health delivery system. An improved mental health system will not only benefit employees, but business as well. Klarreich, et al. (1985:381) indicated that

EAP can benefit, employees, employer, consumers, union, family members and society as a whole.

2.9.1. Benefits to the work organization

2.9.1.1. Cost effective.

It is widely assumed that the major rationale for EAP lies in its cost saving for the organization in terms of lost productivity, medical expenses, and abuse of sick leave. Managers and supervisors spend much time in disciplinary action trying to figure out what to do about troubled employees. EAP therefore saves time.

The manager may help the troubled employee instead of terminating his service. The company will end up with a loyal dedicated employee. It improves productivity and morale with everyone and the team.

Dickman, et al. (1988:19) states that with an EAP in operation the company can have a productive person returned to normal or high performance.

2.9.1.2. Enhance corporate image

The implementation of EAP in a particular organization conveys positive messages about that organization.

It shows that the organization has some social responsibility towards its employees. The organization can be also been seen to be interested in helping troubled employees with their personal troubles.

EAP signals to employees a positive concern for the wellbeing of the workforce and recognition of the role of the company in attending to the employees` needs where appropriate. This positive image may also be effective to an outside community because an appropriate image is essential to product viability. The consumers will be attracted to a company that portrays a caring image about its employees.

2.9.2. Aid to Management

EAP assists management in identifying, confronting and treating employees with personal, emotional and social problems. According to Shain (1986:15) the problems of employees before the development of EAP were dealt with in a cavalier fashion, which resulted in outright dismissal of troubled employees. The EAP provides the employer with the opportunity to assist employees to change with their problems.

An EAP programme is beneficial to an employer because instead of a well trained employee being dismissed for personal problems, the employee is afforded a chance to deal with the problem. EAP reinforces basic management principles, particularly those relating to supervisory roles and responsibilities. It must be noted that because employers are concerned with control of job performance standards, the EAP provides a supplemental mechanism that reinforces basic management practices.

Managers should guard against referring employees to the EAP without giving thought to the employees problem which could be work related and not be the fault of an employee. This gives the impression that manager has no concern for the employee other than that she/he does his job properly.

2.9.3. Improve labour management relations

EAP provides a forum for the union and the employer for jointly addressing problems and issues. Sonnestuhl and Trice (1986:21) have found that union support and involvement greatly improve the effectiveness of EAPs. Unions support EAP because they viewed it as an additional benefit for their members. It is important that the union be involved when EAP is introduced so that they feel part of the programme. There must be some agreement between labour and management on policy and procedures on EAP and problems to be attended.

When there is a good relationship between employers and union it minimizes grievances, appeals, and arbitrations.

2.9.4. Benefit to Employees

According to Chiambotta (1987:11) the winners in EAP are the ones who use it. Employees will benefit from this programme due to the following reasons identified.

- Employees are given a chance to rebuild their lives.
- They have an option other than continuing the problem.
- They have a chance to save their lives and the lives of their dependents.
- They will maintain a positive physical and mental condition.
 - Employees feel cared for as a person.

- **Stigma reduction**

When management communicates and demonstrates that to be troubled is to be human, a much more trusting environment exists and employees tend to feel more comfortable asking for and accepting assistance. It is not easy for the troubled employees to admit that they have a problem. However, when a supervisor suggests that he/she seek assistance from EAP, she/he might show willingness to work on his/her problem.

- **Affordable access to help**

The reason why employees seek help from EAP's is because it is accessible. It is affordable in the sense that people can seek assistance without immediate fears that it could jeopardize their jobs, benefits or promotion.

2.9.5. Benefit to Union

According to Dickman, et al. (1988:123) EAP is consistent with the union mission. The union mission is to assist its members. When the union supports the effort of an EAP, it essentially portrays a caring attitude towards helping the employee (its members).

2.9.6. Increased co-operation

Employee Assistance Programmes involve key personnel through supervisory training. This training focuses on intervention techniques, referral procedures, signs to look for in the trouble employee, and reviews of company policies and procedures. Their supervisors, management representation, shop stewards are trained together; this kind of environment facilitates team building.

When union and management co-operatives work together to help troubled employees and their families through the services of effective employee assistance programmes, worker morale tends to increase and be more positive (Dickman, et al. 1988). An increased morale from the workers will result in more work productivity.

2.10. CONCLUSION

The researcher focused on EAP and its development in United States and South Africa. It was also interesting to note the reason for the establishment of EAPs as well their goals and functions. There are core components that are universal for any implementation of EAP, namely, policy and procedures, referral and programme mechanisms.

Different models were discussed and will differ from company to company because each company has its own strengths, weakness, threats, and opportunities. However, if well implemented with support of management, union and employees EAP can be a suitable tool and appropriate for addressing work related problems as well as personal problems.

It is important for all parties in the workplace to benefit if EAP is to become an integral component of the work organization.

Whatever role the EAP plays within a given organization, its basic objectives beyond its clinical role, are to retain valued employees with skills and experiences and to make contributions to various aspects of the organization.

CHAPTER 3

EMPIRICAL FINDINGS: ANALYSIS AND INTERPRETATION OF EMPIRICAL DATA ON THE NEED FOR AN EMPLOYEE ASSISTANCE PROGRAMME AT REAMOGETSWE SECURE CARE CENTRE, NORTH WEST PROVINCE.

3.1. Introduction

The research project is about the need for an Employee Assistance Programme at Reamogetswe Secure Care Centre, North West Province. Data was collected at the Centre during a two-month period. The empirical data that was collected was analyzed, interpreted and presented. According to Monette, et al. (1989:365) data analysis refers to deriving some meaning from the observations that have been made during the research project.

The researcher compiled questionnaires after an in-depth literature review was made. The questionnaires were designed in simple English to make sure that the respondents understood easily. A key term EAP was also explained to facilitate the understanding of the research as a whole. The respondents were guaranteed anonymity and confidentiality in order to adhere to ethical practices.

The pilot test was done on three employees who do not form part of the final sample of respondents. The revised questionnaire was used to gather information. The respondents were requested to indicate their responses by putting an "x" into appropriate boxes. In other questions, the respondents were asked to motivate their responses.

3.2. Description of the empirical survey

3.2.1. Procedure

Data was gathered from thirty-two employees of the Reamogetwe Secure Care Centre. Thirty-two questionnaires and consent forms were administered

to the respondents. In December 2003, ten questionnaires were handed to the respondents for completion; the response was good because all were completed. At that time most of the employees were on leave, so the researcher had to make another appointment to administer the last batch of questionnaires to the remaining twenty-two respondents in January 2004. The response was also excellent because all the respondents completed the questionnaires.

3.2.2. Sampling Method

The researcher did not utilize any sampling methods because the sample in this study was employees of the Reamogetswe Secure Care Centre.

3.2.3. Sampling size and response

The researcher issued thirty-two questionnaires to 32 employees of the Reamogetswe Secure Care Centre as they form part of the study. All the respondents were given the questionnaires personally to complete. The questionnaires were distributed on the 12-12-2003 and were collected the same day. The second batch was distributed on the 22-01-2004 and collected on the 7th February 2004. So the response rate for the return of the questionnaires was 100%.

3.3. PRESENTATION OF DATA

3.3.1. PERSONAL DETAILS

3.3.1.1. Age of respondents

Table1: Age of respondents

	<u>FREQUENCY</u>	<u>PERCENTAGE</u>
18-29	4	12.5
30-39	20	62.5
40-49	8	25
50-59	-	-
60-65	-	-
TOTAL	32	100

Table indicates that 12.5% of the respondents were between the ages of 18-29 years old, 62.5% is between the age of 30-39 years old and another 25% between the ages of 40-49. The findings suggest that the majority of Reamogetswe Secure Care are between 30-39 years old.

3.3.1.2. Gender of the respondents

Figure 1: Gender

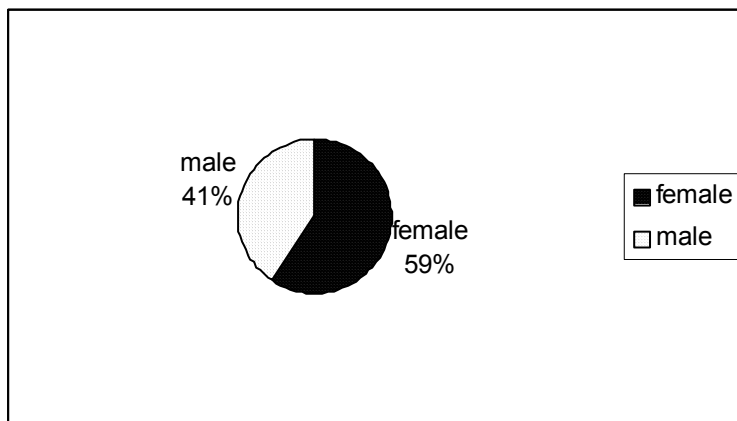


Figure 1 indicates that 41% of the respondents were male and 59% were females. This figure shows that the workforce of the Reamogetswe Secure Care is female dominated.

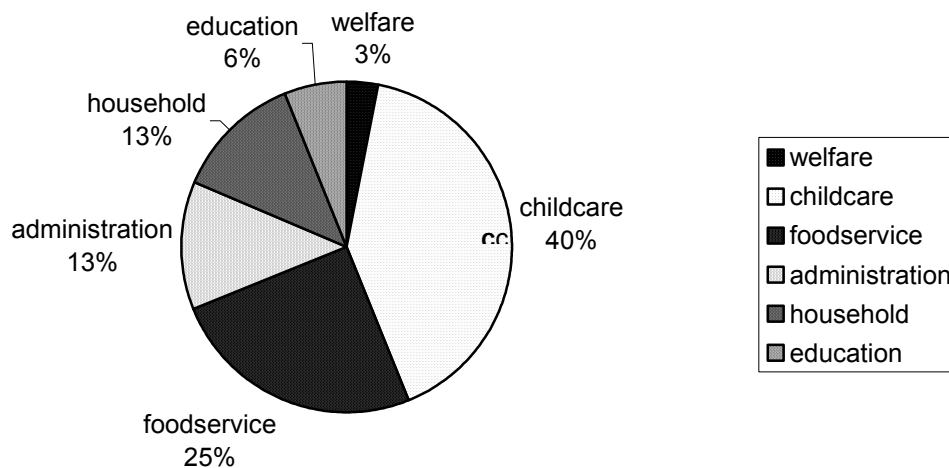
3.3.1.3. Marital Status**Table 2: Marital status**

	Frequency	Percentage
Single	16	50
Married	12	37.5
Separated	-	-
Divorced	3	9.4
Widow/er	1	3.1
Common law	-	-
Total	32	100

Table 2 shows that half of the respondents are single (50%), 37.5% are married, 9, 4% are divorced and 3, 1% are widowed.

3.3.1.4. Units within Reamogetswe Secure Care Centre where respondents are employed.

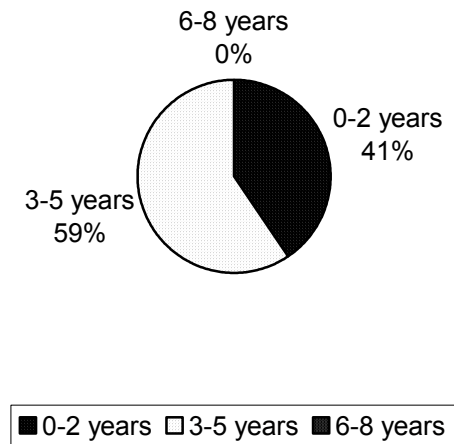
Figure 2: units within Reamogetswe Secure Care Centre



This figure indicates that 3% of the respondents were from the welfare unit, 40% from childcare, 25% from foodservice, 13% from administration, 13% from household and 6% from education. The respondents are comprised of a multidisciplinary team with the childcare workers dominating the team. The childcare workers were over represented because they are many due to the fact that they work on a shift basis, twenty-four hours a day.

3.3.1.5. Period of employment to date

Figure 3: Period of employment



The figure indicates that 41% of respondents have 0-2 years of experience at the secure care and 59% have 3-5 years of experience. The Centre has been in existence for five years; it started operating on the 1st October 1999. This indicates that the institution is fairly new because the years of service of respondents are minimal.

3.3.1.6. Qualifications of respondents

Table 3: Qualifications

	Frequency	Percentage
Std 5 and lower	-	-
Std 6-8	4	12.5
Std9-10	8	25
Certificate	4	12.5
Diploma	15	46.9
Degree	1	3.1
Postgraduate	-	-
Total	32	100

This table shows that 12, 5% of respondents fall into an educational level of std 6-8, 25% have std 9-10, 12.5% have certificates, 46.9% retain diplomas and 3.1% have degrees. This shows that the respondents' educational levels vary from the level of std 6-8 to that of a university degree. A good proportion of respondents have a diploma; this can be attributed to the fact that half of the respondents are childcare workers whose job entry requirements is that of a diploma. That does not necessarily mean most people at Secure Care have a diploma. The childcare workers were over represented because they represented almost half of the respondents working on shift basis. It was also observed that some employees are of lower educational level because some of the positions such as food aid assistants and household assistants do not necessarily require std 10 as a job entry requirement.

3.3.1.7. Home Language

Table 4: Home language

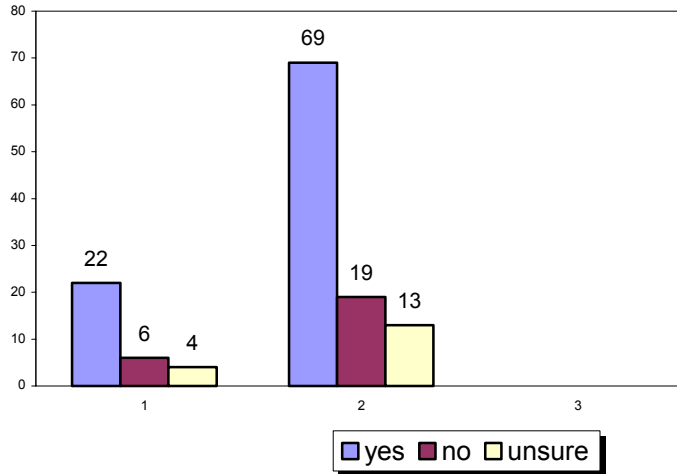
	FREQUENCY	PERCENTAGE
Afrikaans	3	9.4
English	1	3.1
N.Sotho	8	25
S. Sotho	1	3.1
Ndebele	1	3.1
Swazi	-	-
Tsonga	2	6.3
Venda	-	-
Xhosa	1	3.1
Zulu	4	12.5
Setswana	11	34.4
None of the above	-	-
Total	32	100

Table 4 indicates the home languages of the respondents. This table suggests that 9.4% of respondents are Afrikaans speaking, 3.1% are English speaking, 25% are Northern Sotho, 3.1% are South Sotho, another 3.1% are Ndebele, 6.3% are Tsonga, 3.1% are Xhosa, 12.5% are Zulu and 34.4% are Tswanas. The data shows that employees of Reamogetswe are of diverse languages with Tswana dominating all the languages. This is attributed to the fact that The Centre is situated in the Tswana community. Another factor that contributes to the diverse languages is that the Centre caters for a diverse population, thus employees will be able to communicate with the clients.

3.3.2. GENERAL INSIGHT ABOUT EAP

3.3.2.8. Do you think The Reamogetswe Secure Care Centre cares about its employees?

Figure 4: Views of Employees about their Institution



The figure here indicates that 69% of the respondents think that the Management of Reamogetswe Secure Care Centre cares about its employees, 19% thinks it does not care about its employees and 13 % of the respondents were unsure whether Reamogetswe Secure cares about its employees or not. The majority of respondents think that the Centre cares about its employees.

10. Which of the following problems have you ever experienced?**Table 5: Problems experienced by employees**

	Frequency	Percentage
Family	4	12.5
Marital	2	6.3
Financial	5	15.6
Alcohol	0	0
Drug	0	0
Legal	0	0
Psychological	5	15.6
Work related	14	43.8
None	2	6.3
Other specify	-	-

From the above table, it is evident that employees experienced either personal or work related problems or a combination of both. The greatest proportions of employees, 43.8%, have experienced work related problems. This indicates that if personal problems are not attended to, they may affect work functioning. The table indicated a range of problems experienced by employees, 12.5% were family related, 6.3 % indicated marital problems, 15.6% financial, and 15.6% psychological. The low percentage for marital problems can be attributed to the fact that 50% of the respondents are single (see table 2). The table also indicates that no one ever experienced alcohol or drug problems. It should be noted that this might not be a true reflection of the situation. The researcher is of the opinion that some respondents might not be ready to reveal that they experienced alcohol or drug problems. Standards for Employee Assistance Programmes in South Africa (1999:4) define EAP as 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 legal, emotional stress, or other personal concerns which may adversely affect employee's job performance.

3.3.2.11. Where do you go for help when you experience work related Problems?

Table 6: Resources that are utilized for work related problems

Resources	Frequency	<u>Percentage</u>
Colleague	9	28.1
Supervisor	14	43.8
Friend	3	9.4
Family members	4	12.5
Union representative	1	3.1
Social worker	1	3.1
Priest	0	0
Other specify	0	0
Total	32	100

The table indicates that 28.1% of the respondents consult with colleagues for work related problems, 43.8% with supervisors, 9.4% with friends, 12.5% with family members, 3.1% with a union representative and 3.1% with a social worker. These findings suggest that the employees have no appropriate service to address work related problems. The findings suggest that employee's approach whomever they are comfortable with to assist them to address their work related problems. The greatest proportion of the respondents consult with their supervisors for work related problems; this also indicates that some of the respondents have a working relationship with the supervisors.

3.3.2.12. Where do you go for help when you experience personal problems?

Table 7: Resources that are utilized for personal problems

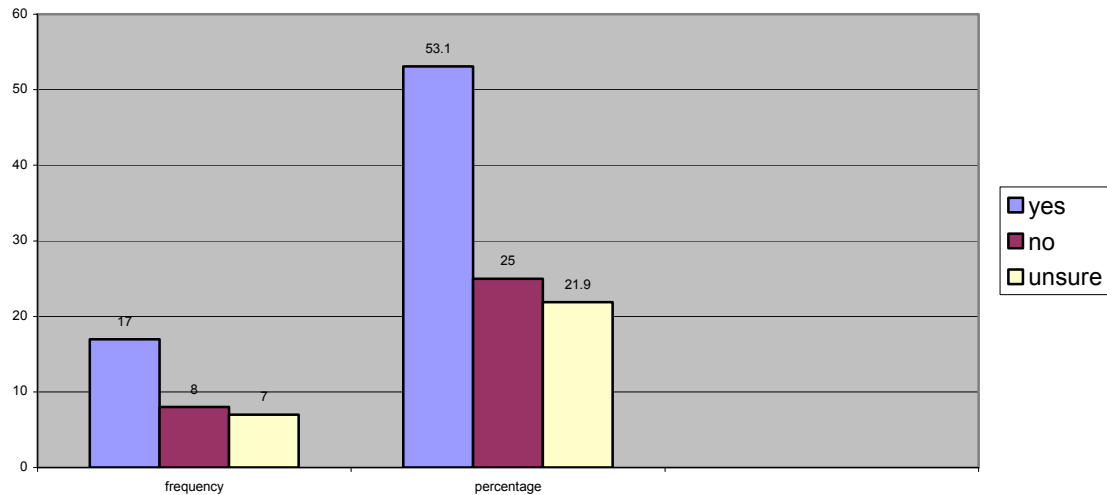
Resources	Frequency	Percentage
Colleague	1	3.1
Supervisor	3	9.4
Friend	13	40.6
Family Member	10	31.3
Union representative	1	3.1
Social Worker	1	3.1
Priest	1	3.1
None	2	6.3
Others specify		
Total	32	100

This table indicates that the greater proportion of respondents approach friends (40.6%) and family members (31.3%) when they experience personal problems. In the previous table, table 6, it is shown that the greatest proportion of respondents approached supervisors for work related problems. The family is the second resource that respondents utilize for both personal and work related problems. Some of the respondents consult with different individuals for their personal problems, 3.1% with colleagues, 9.4% with supervisors, 3.1% with a union representative, 3.1% with social workers, and another 3.1% with a priest.

This table indicates that 6.3% respondents did not reveal where they go for personal problems. It might be that they feel that it is invasion of their privacy. Therefore, there is a need for an EAP service so that personal problems can be attended to. Bruce (1990:123) agrees by stating that one of the EAPs goals is to identify employees whose personal or health problems are interfering with their job performance.

3.3.2.13. Do you struggle to get support /counselling if you experience work related problems.

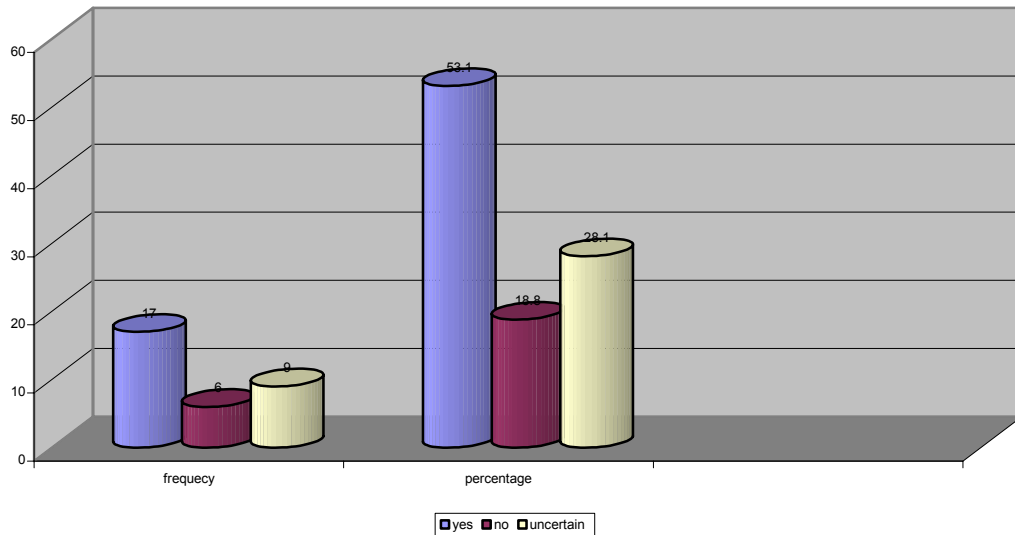
Figure5:Support for work related problems



This figure shows that 53.1% of the respondents struggle to get support when they experience work related problems, 25% respondents do not struggle for support whilst 21.9% were uncertain on whether they struggle to get support or not. This figure suggests that majority of the respondents struggle to get support when they experience work related problems and this might affect job performance and the level of social functioning. The researcher is of the opinion that there is a need to support employees, to enable them to function optimally. Dickman, et al. (1988:19) states that with an EAP in operation the company can have an unproductive person returned to normal or high performance.

3.3.2.14. Do you know of resources if you experience work related problems?

Figure 6: frequency distribution of knowledge about resource



This figure indicates that 53.1% of respondents know of resources if they experience work related problems, 18.8% do not know and 28.8% were uncertain if they know of resources or not.

3.3.2.15. If yes, describe those resources

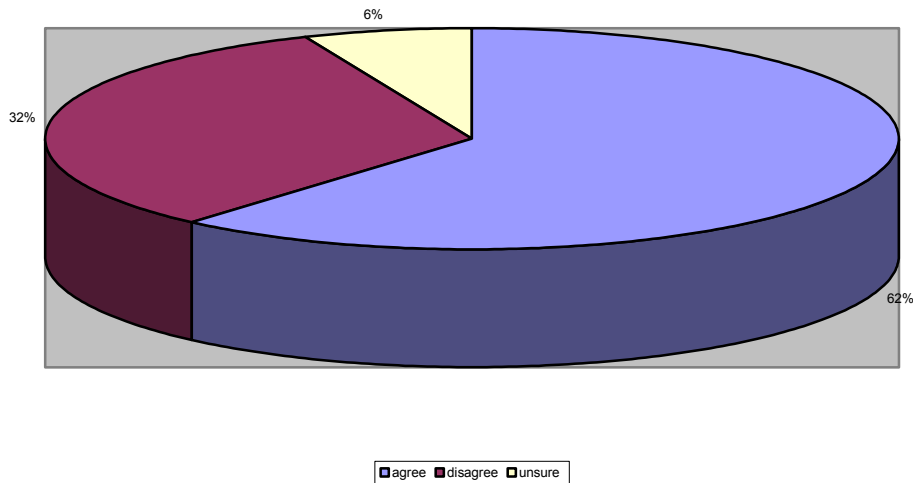
The majority of respondents (53.1%) who responded that they know about the resources described them as follows:

- Supervisor
- Colleague
- Union Representative
- EAP
- Welfare Unit
- Social worker
- Ga Rankuwa Hospital

The respondents outlined a broad range of resources that they know about.

3.3.2.16. If you experience problems does it affect your job performance?

Figure 7: Effects of problems on job performance



This figure indicates that a majority of respondents, 62% agree that if they experience problems it affects job performance, 32% disagree and 6% were unsure. Therefore, employees who experience problems be it personal or work related need to be assisted in order to enhance their job performance. Googins and Godfrey (1987:103) agree that problems might affect job performance by indicating that deteriorating job performance, early identification, prevention, and intervention has strengthened the need for EAP.

17. The figure above, suggested that 62% of the respondents agree if they experience problems it affects their job performance citing the following reasons:

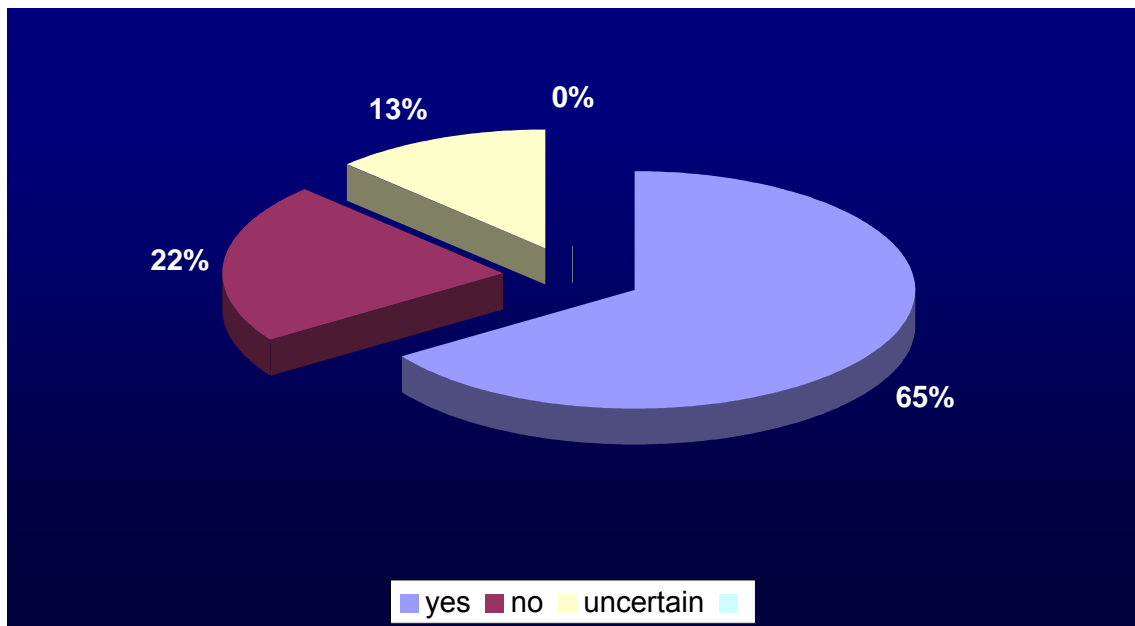
- Forget to do their work
- Job performance comes down
- Struggle with temper
- Communication becomes affected
- Productivity becomes low
- Poor planning
- Do not produce quality job
- Suffers from depression

- They distract respondent's attention
- Lateness for work
- Absenteeism
- A lot of time is spent thinking about how to resolve the problem
- Feeling emotionally tired
- Does not deliver efficient service
- Lack of concentration
- Develops a negative attitude

Many reasons were cited by respondents as to factors impacting on work performance. However, the source of these problems are not established, and requires further exploration. Therefore, the employer should develop a programme to address problems of troubled employees. In chapter 2 of this study, Googins and Godfrey (1987:127) agrees with these findings by stating that troubled employees could be identified through deteriorating job performance, absenteeism, tiredness, sickness, accidents and overall employee deterioration.

3.3.2.18. Do you think you can talk to your supervisor when you experience work related problems?

Figure 8: Communication with supervisor



This figure shows that 65% of the respondents can talk to their supervisor when they experience work related problems, 22% respondents cannot talk to their supervisors and 13% were not certain. This indicates that the majority of the employees have confidence in their supervisor. The researcher is of the opinion that that supervisors should be trained on the requirement of an EAP programme. Both Googins and Godfrey (1987:126) and Sonnestuhl and Trice (1986: 16) agree that supervisors should be trained to have full understanding of EAP and to be able to identify troubled employees and to serve as a source of support for employees.

3.3.2.19. Do you have a job description?

With regard to the job description, 100% of the respondents have a job description. This is in line with performance management system, which suggests that each employee is expected to have a job description to know what is expected of him/her.

3.2.2.20. Does Reamogetswe Secure Care Centre provide information on the following?**Table 8: Information**

	Yes%	No%
Family	4 (12.5)	28 (87.5)
Marital problem	5 (15.6)	27 (84.4)
Financial	9 (28.1)	23 (71.9)
Alcohol	11(34.4)	21 (65.6)
Drug	12 (37.5)	20 (62.5)
Legal	3 (9.4)	29 (90.6)
Psychological	6 (18.8))	26 (81.3)
Work related	21 (65.6)	11 (34.4)
Others specify	-	-

From the data collected, it is clear that the respondents are not given sufficient information on items that are listed, namely, family, marital problem, financial, alcohol, drugs, legal and psychological. The majority of respondents were given information on work related issues. Further research can be conducted to establish what those work related issues entail. The researcher is of the opinion that the employees should be given information on both personal and work related issues to balance their personal and work life because a happy person is a productive employee.

Sonnenstuhl and Trice (1986:17-18) agree that there is a need to provide information on a wide range of issues that affect employees and the society. Employee education is vital to enhance their social functioning because it entails prevention and intervention.

3.3.2.21. Which methods are used to present information outlined in the previous question?

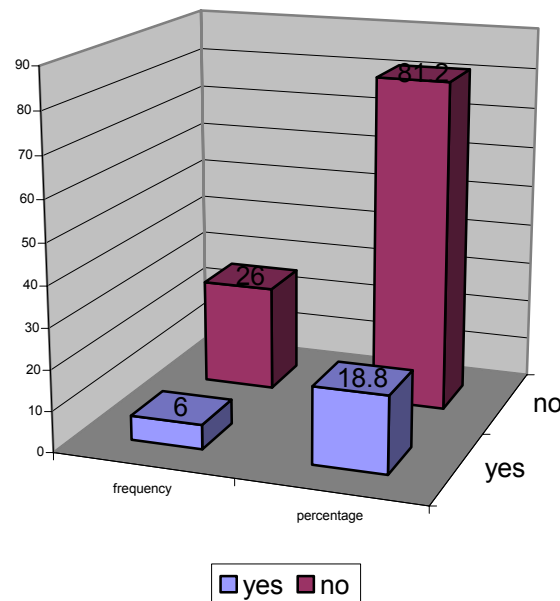
Table 9: Methods of giving information

Educational Methods	Frequency	Percentage
Newsletter	3	9.4
In-service Training	9	28.1
Notice board	3	9.4
Meetings	15	46.9
Other specify: pamphlet	2	6.3
Total	32	100.1 (due to rounding error)

The table indicates the different methods that were used to give information to the employees. The methods that are utilized for information are meetings (46.9%), in-service training (28.1%), newsletter (9.4%), notice board (9.4%) and pamphlet (6.3%). The table indicates that employees are given information utilizing various methods. The two methods that are used dominantly to give information are meetings and in-service training.

3.3.2.22. Have you ever appeared in a disciplinary hearing?

Figure 9: Disciplinary Hearing



This figure indicates that 18.8% have appeared in a disciplinary hearing and 81.2% have never appeared in a disciplinary hearing. Figure 8 revealed that a majority of employees approach their supervisors for work related problems; hence this figure reveals that only a minority ever appeared in a disciplinary hearing. Given that disciplinary hearings are held, the employee could be assisted by an EAP with preparation for a disciplinary hearing.

3.3.2.23. If yes, were you satisfied with the results of the disciplinary hearing?

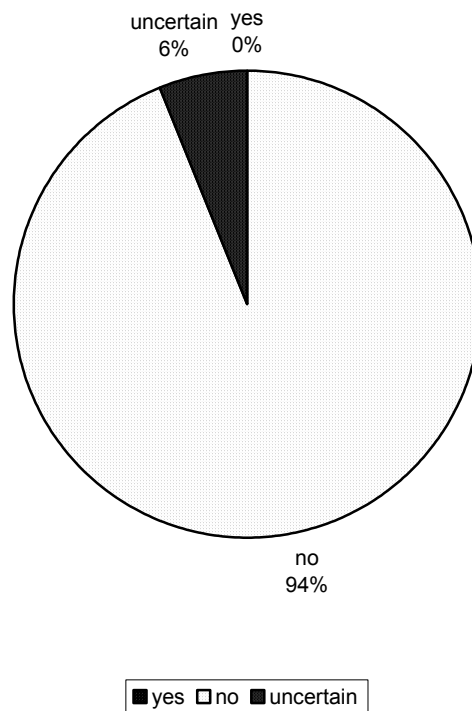
In figure 10, 18.8% respondents indicated that they have appeared for disciplinary hearing, but only 1% of the respondents were satisfied with the results of the disciplinary hearing and 17% were not satisfied with the results of disciplinary hearing. The researcher does not have any evidence as to why 17% of the respondents were not satisfied with results of the disciplinary hearing. If the researcher was to voice her opinion it would be speculative .

However, employees do require assistance during the process of disciplinary hearings to enable them to make informed decisions. Googins and Godfrey (1987) are of the opinion that an EAP practitioner needs advocacy skills to affirm

the rights and the responsibilities of all employees.

3.3.2.24. Do you have an EAP practitioner at Reamogetswe Secure Care Centre?

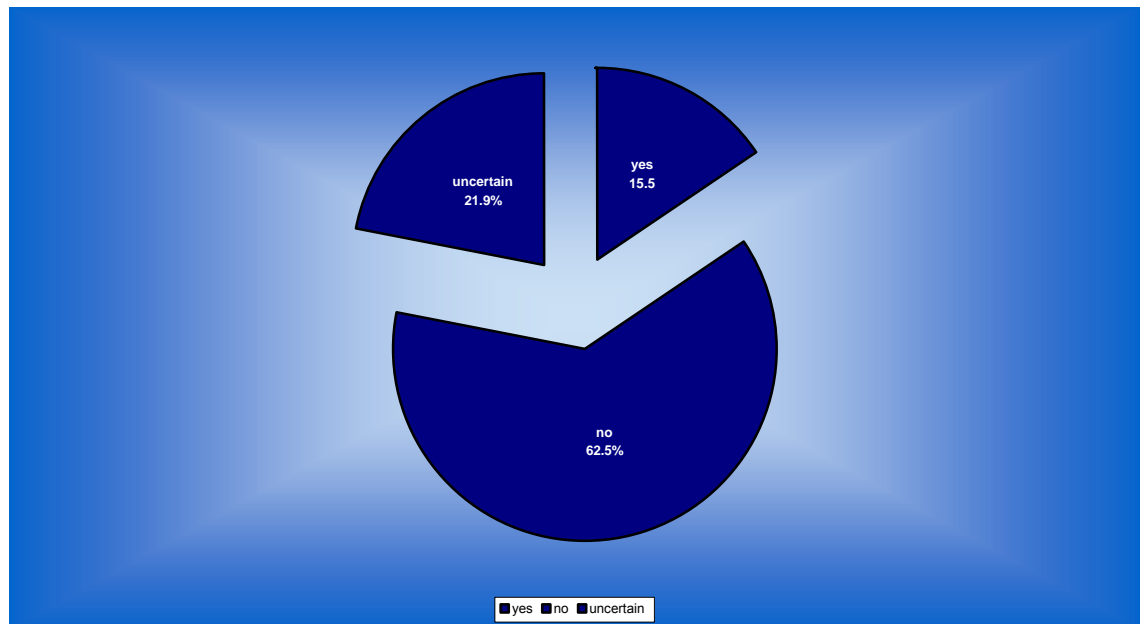
Figure10: Availability of EAP



The figure indicates that 94% of the respondents agree that there is no EAP at Reamogetswe Secure Care and only 6% were uncertain. Minority of respondents who indicated that they were not certain that there are no EAP services might not know what an EAP practitioner is. They have probably forgotten the letter to respondents(appendix 4) which contains information on EAPs. Therefore, the findings suggest that there is no EAP practitioner at the Secure Care Centre.

3.3.2.25. Have you ever-utilized EAP services?

Figure 11: Utilization of EAP



This figure indicates that the majority of respondents (62.5%) have never utilized EAP, 15.5% have utilized it and 21.9% respondents were not sure if they have utilized or not. The data does not mean that the majority of respondents don't have personal or work related problems. It may be that it is not easily accessible.

3.3.2.27. If yes, what were the benefits of using EAP services (motivate).

The figure 13 indicated that 15.6% of the respondents have utilized EAP, citing the following benefits:

- Talking about the problems relieves stress
- Counseling was given
- Respondents felt better and stress level diminished
- The respondents were taught tactics of how to handle stress

The responses indicate that those who have utilized EAP services have had a positive experience with it. In chapter 2 of this study, Klarreich et al., (1985:381) indicated that EAP can benefit, employees, employer, consumers, union, family members and society as whole. According to Chiambotta (1987:11) the winners in EAP are the ones who use it. It was further indicated that employees would

benefit from this programme because they are given a chance to rebuild their lives, have an option other than continuing the problem and that they will maintain a positive physical and mental condition.

3.3.2.28. Which of the following personnel provide EAP?

Table 10: Personnel providing EAP

Personnel	Frequency	Percentage
Doctor	-	-
Social Worker	7	21.9
Nurse	-	-
Clinical Psychologist	3	9.4
Employee assistance Practitioner	10	31.3
Other specify: Do not know	12	37.5
Total	32	100.1 (due to rounding error)

This table indicates the respondents have different understanding about personnel providing EAP services. Many of the respondents (37.5%) do not know who provides EAP, 21.9% indicated a social worker, 9.4% clinical psychologist, 31.3 % Employee Assistance Practitioner. The researcher is of the opinion that some of the respondents know who provides EAP because others have utilized it before, or they have just heard about it. However, it does appear that there is confusion amongst personnel about who provides EAP.

3.3.2.29. EAP should be an accessible service**Table11: Accessibility of EAP**

	Frequency	Percentage
Agree	32	100
Disagree	0	0
Unsure	0	0
Total	32	100

This table indicates that all the respondents (100%) agree that EAP should be an accessible service. Therefore, if it is accessible, it will be utilized.

30. EAP should be a confidential service

The response was that the majority of respondents (90.6%) agree that EAP should be a confidential service so that they can consult for help with confidence, 6.3% disagree whilst 3.1% were unsure .The researcher did not know why 6.3% disagree and 3.1% were unsure whether EAP should be a confidential service or not. Giving the researcher's opinion would be speculative.

The researcher is of the opinion that EAP policy should outline guidelines and procedures, which will contribute to making EAP more accessible. Dickman, et al. (1988:42) suggested that problems brought to the EAP will be treated confidentially.

3.3.2.31. How often would you prefer to have an EAP practitioner at Reamogetswe Secure Care?

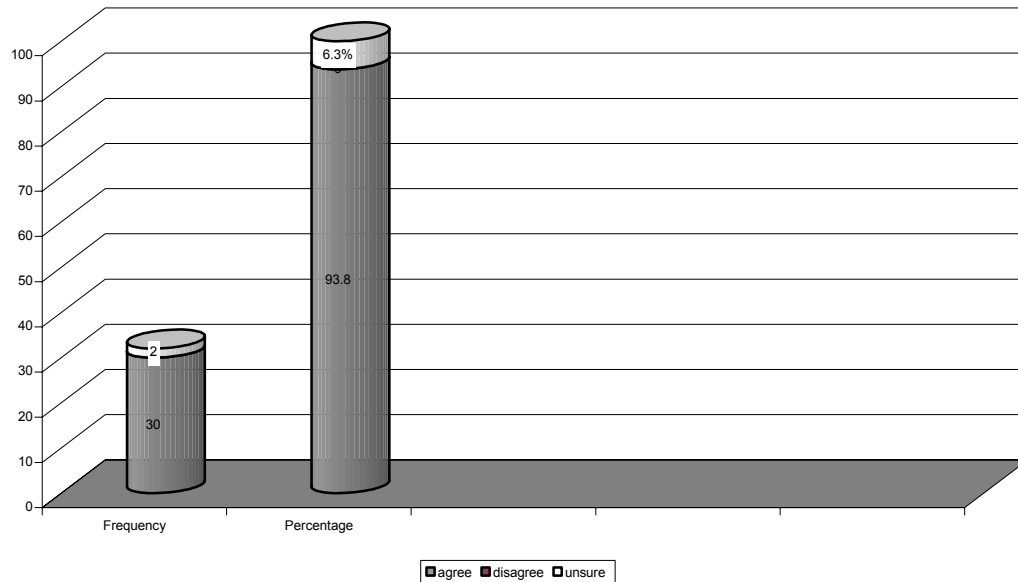
Table 12: Availability of EAP practitioner

Availability	Frequency	Percentage
Always	24	75
Sometimes	6	18.8
Often	2	6.3
Not at all	0	0
Total	32	100.1 (due to rounding error)

This table shows that 75% of the respondents prefer to have an EAP practitioner always at the Centre, 18.8% sometimes and 6.3% often. Therefore, the findings suggest that there is an agreement that the employees prefer to have an EAP practitioner at Reamogetswe Secure Care Centre. The researcher is of the opinion that these findings suggest an in-house model for EAP. Googins and Godfrey (1987:18) indicate that in-house models are placed in the main stream of a work organization. It requires a co-coordinator who can either be part time or full time within the organization to screen problems of troubled employees. The management of Reamogetswe Secure Care Centre will decide whether they need a part time or full time EAP practitioner depending on the size and resources of the organization.

3.3.2.32. Reamogetswe Secure Care should take responsibility for its employees` welfare.

Figure12: Responsibility for employees



This figure indicates that 93.8% of the respondents agree that the centre should take responsibility for its employees` welfare and 6.3% were unsure. This suggests that both personal and work related problems need to be attended to within the work environment. The majority of the respondents agree that the Centre should attend to their welfare; therefore the Centre can do that by implementing an EAP programme. Googins and Godfrey (1987:103) sum it up by stating that work organization has a social responsibility towards its employees` welfare. Social responsibility is becoming an expectation of the community and a responsibility for the corporations.

3.4. CONCLUSION

Data was presented and summarized in this chapter; tables, pie charts and graphs were used to highlight the features of the findings. The findings suggest that an Employee Assistance Programme should be initiated at the Reamogetswe Secure Care Centre. The model of such a programme would have to be carefully considered in view of the fact that there are only 35 personnel members. The results can be generalized to the whole population of Reamogetswe Secure Care Centre because the whole population of Reamogetswe Secure Care Centre served as a sample because of its small size.

CHAPTER 4

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

4.1. Introduction

This chapter focuses on summary, conclusions and recommendations based on the findings, goal and objectives of the study. The goal of the study was to investigate the need for an EAP at the Reamogetswe Secure Care Centre, North West Province.

4.2. Objectives of the study

The original objectives of the study were as follows:

1. To explore and generate information through a literature study on EAPs
2. To conduct an empirical investigation on the needs of employees for an EAP at Reamogetswe Secure Care Centre, North West Province
3. To make recommendations to management of Reamogetswe Secure Care Centre concerning the outcome of the study.

4.3. Summary according to the following:

4.3.1. The goal of the study

The goal of the study was to investigate the need for an EAP at Reamogetswe Secure Care Centre, North West Province. The findings from the study suggested that there is a need for an EAP practitioner at the Secure Care Centre. This was made evident by 53.1% (17) of the respondents who indicated that they struggle to get support when they experience work related problems. (See page 72 of chapter 3)

According to Terblanche (1988:86) the primary function of EAP is to link troubled employees with resources that can assist them to resolve their problems in order to return to an acceptable level of job performance and social functioning.

It was also clearly evident that the employees did not have a specific resource to consult with, when they experience work related problems. The majority of the respondents (53.1%) outlined the following resources that they consult for work related problems:

- Supervisor
- Colleague
- A Union Representative
- EAP
- Welfare Unit
- Social worker
- Ga Rankuwa Hospital

This clearly suggested that there is a need for an EAP at Reamogetswe Secure Care to provide early intervention when employees experience problems. This could also be supported by the fact that 62% of the respondents agreed that if they experience problems it affects job performance.

4.3.2. Objectives of the study

4.3.2.1. Objective 1 was based on a literature study.

According to Strydom (1998: 180) the main purpose of a literature study remains the broad orientation of the prospective research with regard to his/her prospective investigation, and to alert him/her to certain matters during the investigation. The researcher conducted the literature review in order to get a clear understanding of Employee Assistance Programmes. According to Standards for Employee Assistance Programmes in South Africa (1999:40), EAP is a work site based programme designed to assist in the identification and resolution of productivity problems associated with employees impaired by personal concerns, but not limited to legal, emotional stress, or other personal concerns which may adversely affect employees` job performance.

The specific core activities of EAPs include firstly, expert consultation and appropriate persons in the identification and resolution of job performance issues; secondly, confidential, appropriate and timely problem assessment service, referrals, treatment, assistance, and formation of linkages between workplace and community resources that provides such services. According to the researcher, the definition outlines the focus of EAP being prevention, identification, treatment of problems that affect job performance and referral to appropriate resources. According to Flippo (1984:345) the first EAP was prompted by a combination of factors, including the Temperance Movement, the push for high productivity and often-genuine compassion for employees.

The majority of the respondents (93.8%) agreed that the Centre should take responsibility for its employees' welfare. Reamogetswe Secure Care Centre should implement an EAP programme because it cares about its employees. The Centre always makes an arrangement to assist troubled employees to access EAP services, which are provided approximately 180 km away from the Secure Care Centre. Implementation of EAP will save the company costs because employees do not have to take time off to attend employee's assistance programmes elsewhere. Sussal (1992:36) indicated that studies show that there is money definitely saved when EAPs are present in the organization.

4.3.2.2. Objective number 2 was to conduct an empirical investigation on the needs of employees for an EAP at Reamogetswe Secure Care Centre, North West Province.

Thirty-two questionnaires were administered to the employees of Secure Care Centre to explore the needs of employees for an EAP. The thirty-two questionnaires were completed and returned to the researcher. The empirical study enabled the researcher to reach a conclusion that needs exist for employees of Reamogetswe Secure Care Centre.

It also became evident in the study that employees were not given sufficient information on the following problems as shown on these statistics: family problems (87.5%), marital problems (84.4%), financial (71.9%), alcohol

(65.5%), drugs (62.5%), legal (90.6%) and psychological (81.2%). The findings clearly indicated that needs of employees were not met.

4.3.2.3. Objective 3 was based on the recommendations to management of Reamogetswe Secure Care Centre concerning the outcome of the study.

The findings of the study will be presented to management during a management meeting. The management will be informed that 75% of the respondents prefer to have an EAP always at the Centre. These findings suggest an in-house model. This model allows the Employee Assistance Practitioner to function within the organization. Googins and Godfrey (1987:18) indicate that in-house models are placed within the main stream of a work institution. It requires a coordinator who can either be part time or full time within the organization.

The researcher thinks that it is important to discuss with management about the types of internal model that might be suitable to the Centre. The researcher is aware that the literature suggests that most companies would opt to have an in-house model when they have more than 2000 employees. The financial cost of an in-house model is a strong consideration. According to Myers (1984:82) there are two internal models namely, employer and union only model. The findings further indicated that 93.8% of the respondents agree that the Centre should take responsibility for its employees' welfare. These findings clearly indicated that employees are of the opinion that the Centre should take care of them when they experienced problems. The management have to decide on a part time or full time EAP coordinator.

The EAP office should be accessible in order to be utilized by all employees. The programme has also to be a confidential service. The majority of the respondents (90.6%) agreed that EAP should be a confidential service. Therefore, for an EAP to be successful and credible, it is important to have an EAP policy that clearly outlines guidelines and procedures relevant to the management of EAP.

4.4. Conclusions

It can be concluded that the research question for this study “**is there a need for an Employee Assistance Programme at Reamogetswe Secure Care Centre?**” has been answered.

The findings of this study proved that there is a need for Implementing an EAP programme at the Centre. There is no service for troubled employees at the Reamogetswe Secure Care Centre. In chapter one, it was indicated that the employees travel approximately 180 km to access EAP services. According to the researcher, this is time consuming and costly for the institution considering hours spent in the process of accessing the EAP service. The majority of the respondents (75%), indicated that they prefer to have an EAP practitioner always at the Centre. It is up to the management of the Centre to decide on the model that will be suitable to the institution. The researcher suggests that further research be pursued further on the following:

- An appropriate in-house model for the Centre.
- Methods, which are most effective while giving information to the employees.

4.5. Limitations of the study

A limitation of the study is that it is not generalisable because the research was limited to one secure care centre.

Some of the respondents especially of lower educational level struggled a bit to complete the questionnaire even though they were assisted.

4.6. Recommendations

On the basis of the goal and the objectives of the study mentioned above, the researcher recommends the following:

- That management of Reamogetswe Secure Care implement an EAP programme to assist troubled employees.
- That the management of Secure Care considers an in-house model when implementing an EAP program. The findings indicated that 75% of the respondents would prefer to have an EAP practitioner always at the Centre.
- That all employees of Reamogetswe Secure Care Centre be given sufficient information about EAP.
- That EAP be an accessible service to all employees and their families. All the respondents (100%) agree that EAP should be an accessible service.
- That employees be given sufficient information on work related issues and life skills to enhance their social functioning.
- That supervisors be trained to identify troubled employees
- That there be a formal policy regarding the assistance of troubled employees.

Further research is required with a sample of secure care centres to ascertain whether employees have difficulty in obtaining counselling services for their personal problems, knowledge of EAP as a service, and issues of accessibility and confidentiality.

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LEGISLATION

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Appendix 1

PO Box 92381
BOORDFONTEIN
0201

The Assistant Director
Department of social services, arts, culture & sports
Mmabatho

Dear Sir/ Madam

REQUEST TO CONDUCT RESEARCH

A request hereby made to conduct a research at Reamogetswe Secure center. The goal of the research is to investigate the need for Employee Assistance Programme (EAP) at Reamogetswe Secure Care centre.

OBJECTIVES OF THE RESEARCH INCLUDE THE FOLLOWING:

- To explore and generate information through literature study on EAP.
- To identify through interview schedules the need of employees for Employee Assistance Programme
- To identify if EAP will be an appropriate solution for the needs of employees at Reamogetswe Secure Care Centre
- To make recommendations to Management of Secure care Centre for the employment of EAP practitioner at secure Care Centre

Thank you in anticipation

Yours faithfully
M.F. Namathe

Appendix 2

DEPARTMENT OF SOCIAL SERVICES, ARTS, CULTURE AND SPORT
REAMOGETSWE SECURE CENTRE

PRIVATE BAG X03
SONOP
0258

TEL: 012 2566141-3
2566117/2566050
FAX: 012 -2566144

DATE: 24/05/2002
P0 BOX
BOORDFONTEIN
0201

RE: REQUEST TO CONDUCT RESEARCH

On behalf of the Management of Reamogetswe Secure Care Centre it is my pleasure to inform you that your request to conduct the research has been approved.

I would like to request you to inform the Management in due course of when you intend to start with the research as well as outlining the how part and time frames.

Thanks once more for the interest you are showing for the personnel at Reamogetswe Secure Care Centre.

We trust that the research and findings will assist with developing of EAP services for members of staff at the Centre.

We wish you good luck in your endeavors.

Yours faithfully

Nkwapa d. Moloto

Assistant Director

Appendix 3

WRITTEN CONSENT FORM FOR A RESEARCH PROJECT

PARTICIPANT NAME: _____ **DATE:**

PRINCIPAL INVESTIGATOR:

M.F. NAMATHE

INSTITUTION:

**REAMOGETSWE SECURE
CARE CENTRE
NORTH WEST PROVINCE**

ADDRESS:

**PRIVATE BAG X03
SONOP
0258**

TITLE OF STUDY:

**The need for an EAP at
Reamogetswe Secure Care
Centre, North West Province**

PURPOSE OF STUDY:

**To investigate the need for
an EAP at Reamogetswe
Secure Care Centre, North
West Province**

PROCEDURES:

**I will be asked to complete a
questionnaire and hand it
over to the researcher. I will
be informed of the findings.
The questionnaire will be
completed at my
convenience.**

BENEFITS:

**I understand that there are
no direct benefits to me for
participating in the study.
However, the results of the
study may help the
researcher to determine if
EAP is needed at the
Reamogetswe Secure Care**

**Centre, North West
Province.**

FINANCIAL COMPENSATION:

**I will not be reimbursed for
my participation in the
study.**

PARTICIPANT'S RIGHTS:

**I may withdraw from
participating in the study at
any time.**

CONFIDENTIALITY:

**Information that I provide
will be treated
confidentially. The
researcher will respect my
choice to either disclose or
not to disclose certain
information about myself.**

**If I have any questions or concerns I can call 082 351 8734 at any time
during the day.**

**I understand my rights as a research subject, and I voluntary consent to
participating in this study. I understand what the study is about and how
it
is to be done. I will receive a signed copy of consent form.**

SUBJECT SIGNATURE

DATE

SIGNATURE OF RESEARCHER

Appendix 4

To all respondents

Dear Sir/ Madam

You are requested to complete the questionnaire. The questionnaire is designed for research purposes. The purpose of the research is to investigate the need for an Employee Assistance Programme (EAP) at Reamogetswe Secure Care Centre, North West Province. The results of the study may help management to determine if EAP is needed at the centre.

Every response given will be treated with confidentiality. Anonymity is guaranteed. There are no wrong or right responses. Please indicate your response by putting an “x” into appropriate boxes. In other questions you will be expected to motivate your response.

Before completing the questionnaire, let me explain what Employee Assistance Programme (EAP) means. EAP is a programme operating within the work organization for the purpose of identifying and improving problems experienced by employees to increase work productivity and social functioning. Your participation in this study will be appreciated and the results of the study will be made available to interested respondents.

Thank you

M.F Namathe

Reamogetswe Secure Care Centre

Private Bag x02

Sonop
0258

Appendix 5

SECTION A: PERSONAL DETAILS

1. Age: 18-29
30-39
40-49
50-59
60-65
2. Gender: Male Female
3. Marital status: Single
Married
Separated
Divorced
Widow/er
Common law
4. Unit with which you are employed at present:
- Welfare unit
Childcare unit
Food service unit
Administration unit
Household unit
Education unit
5. Period of employment to date
- 0-2 years
3-5 years

6-8 years

6. Highest qualification

Standard 5 and lower

Standard 6-8

Standard 9-10

Certificate

Diploma

Degree

Postgraduate

7. Home Language:

Afrikaans

English

N. Sotho

S. Sotho

Ndebele

Swazi

Tsonga

Venda

Xhosa

Zulu

Setswana

None of the above

SECTION B: GENERAL INSIGHT ABOUT EAP

8. Do you think Reamogetswe Secure Care cares about its employees?

Yes

No

Unsure

9. Which of the following problems have you ever experienced at work?

Family

Marital

Financial

Alcohol

Drug

Legal

Psychological

Work related

None

Other specify -----

10. Where do you go for help when you experience work related problems?

Colleague

Supervisor

Friend

Family members

Union representative

Social worker

Priest

Other specify -----

11. Where do you go for help when you experience personal problems?

Colleague

Supervisor

Friend

Family members

Union representative

Social worker

Priest

Other specify -----

11. Do you struggle to get support/counselling if you experience work related problems?

Yes

No

Unsure

13. Do you know of resources if you experience work related problems?

Yes

No

Uncertain

14. If yes, describe those resources?

15. If you experience problems does it affect your job performance?

Agree

Disagree

Unsure

16. If you agree, describe how your job performance is affected:

17. Do you think you can talk to your supervisor when you experience work related problems?

Yes

No

Uncertain

18. Do you have a job description?

Yes

No

19. Do you understand what your job entails?

Yes

No

Uncertain

20. Does Reamogetswe Secure Care Centre provide you information on the following?

	Yes	No
• Family problem	<input type="checkbox"/>	<input type="checkbox"/>
• Marital problem	<input type="checkbox"/>	<input type="checkbox"/>
• Financial	<input type="checkbox"/>	<input type="checkbox"/>
• Alcohol	<input type="checkbox"/>	<input type="checkbox"/>
• Drug	<input type="checkbox"/>	<input type="checkbox"/>
• Legal	<input type="checkbox"/>	<input type="checkbox"/>
• Psychological	<input type="checkbox"/>	<input type="checkbox"/>
• Work related	<input type="checkbox"/>	<input type="checkbox"/>
• Other specify	<input type="checkbox"/>	<input type="checkbox"/>

21. Which methods are used to present information outlined in the previous question?

Newsletter

In service training

Notice boards

Meeting

Other specify

22. Have you ever appeared in a disciplinary hearing?

Yes

No

23. If yes, were you satisfied with the results of the disciplinary hearing?

Yes

No

Uncertain

24. Do you have an EAP practitioner at Reamogetswe Secure Care Centre?

Yes

No

Uncertain

25. Have you ever utilized EAP services?

Yes

No

Uncertain

26. If yes, what were the benefits of using EAP services (motivate)?

27. Which of the following personnel provides EAP services?

- Doctor
- Social worker
- Nurse
- Clinical psychologist
- Employee Assistance Practitioner
- Other specify _____

28. EAP should be an accessible service.

- Agree
- Unsure
- Disagree

29. EAP should be a confidential service.

- Agree
- Unsure
- Disagree

30. How often would you prefer to have an EAP practitioner at Reamogetswe Secure Care Centre?

- Always
- Sometimes
- Often
- Not at all

31. Reamogetswe Secure Care Centre should take responsibility for its Employees' welfare

Agree

Disagree

Unsure