

**UTILISATION OF THE EMPLOYEE ASSISTANCE PROGRAMME (EAP) SERVICES
BY EMPLOYEES AT POLOKWANE TERTIARY HOSPITAL**

By

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DECLARATION

I, Patricia Sipiwe Manganyi, declare that the research report, entitled, “Utilisation of the Employee Assistance Programme (EAP) Services by Employees at Polokwane Tertiary Hospital” is my own work and that the report has not been previously submitted by me for a degree at any University. All sources I have used for this study have been indicated and acknowledged by means of complete references.

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P.S. Manganyi

.....

Date

DEDICATION

Dedicated to my beloved parents, my father, Willias who made me the person I am today and my mother, Linah who taught me perseverance and to trust God at all times.

Special thanks go to my husband Thom-junior, my three boys Irvin, Junior and Jesse and my only girl Yolanda.

Not forgetting my sisters, Priscilla for taking over the domestic duties and responsibilities including raising my lastborn son Jesse on my behalf when I was busy with my study and Prudence who gave me moral support throughout the study.

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ABSTRACT

The research was conducted to assess the utilisation of the Employee Assistance Programme (EAP) by employees at Polokwane Tertiary Hospital (PTH). PTH implemented the in-house EAP model with a professional employed by the organisation in 2007. After seven years of operation, the utilisation of EAP services at PTH has not been assessed. Currently there is no information with regard to referral and current usage of the services. The problem was formulated as: **lack of available evaluative data on the employees' knowledge and utilisation of the EAP**. The research statements of the study were as follows:

- Poorly visibility, lack of knowledge and understanding of what EAP is, and concerns about confidentiality negatively affects utilisation of the services.
- When management is not involved and fully committed to the EAP in an organisation, the programme will not serve the purpose it was designed for and the situation leads to an infrequent or underutilisation of the services.

As the researcher intended to assess utilisation of EAP in PTH, it was appropriate to follow a quantitative approach in this applied research to establish a knowledge base. The researcher utilised a cross-sectional survey design. The researcher explored the goal of the study by means of a questionnaire that was developed after the in-depth literature review on EAP, to collect information from the employees, supervisors and managers. The researcher selected a sample of 100 respondents using stratified random sampling which is representative of all business units in the organisation. The data collected from all respondents indicates that the utilisation rate of EAP services was very low (8%) and that sixty five percent (63%) of the employees are not aware of the services within their own department, while seventy seven percent (78%) indicated that the services are not accessible. The data also show that the EAP is appropriate and a beneficial option for assisting the employees with addressing their problems which impact on their job performance negatively. The model adopted by the department is rated poor by employees in terms of confidentiality and accessibility. Therefore the researcher deduces that employees are not informed about the programme, while managers and supervisors are also not informed about EAP procedures.

Finally, it is concluded that the results of the study supported the research statements since seventy three (73%) of the respondents mentioned that they were uncertain whether the existing EAP was responding to their personal needs and that only twenty five (25%) of the managers or supervisors were also not involved in the programme. It is, therefore, recommended that the EAP unit should develop continuous and innovative marketing strategies to enhance employees' awareness of the EAP in order to ensure that all employees within PTH are aware of the programme. A dedicated initiative directed towards the provision of supervisory training is essential. Based on the findings of the study, conclusions and recommendations were made regarding the improvement of the EAP in PTH.

KEY CONCEPTS

EAP, EAP utilisation

EAP professional

EAP practitioner

In-house EAP model

Manager

Supervisor

Accessibility

Assessment

Confidentiality

Counselling

Employees

Acronyms

ARV	Antiretroviral
EAP	Employee Assistance Programme
EAPA	Employee Assistance Professionals Association
PTH	Polokwane Tertiary Hospital
USA	United States of America
SPSS	Statistical Package for Social Science
PERSAL	Personnel and Salary System
HOD	Head of Department
CEO	Chief Executive Officer

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APPENDICES

Appendix A: Request for permission to conduct empirical research (HOD)

Appendix C: Informed consent to respondents

Appendix D: Letter and questionnaire to employees, supervisors and manager

Appendix E: Ethical clearance

Appendix F: Request for permission to conduct empirical research (CEO)

Appendix G: Permission to perform empirical research

CHAPTER 1

GENERAL ORIENTATION TO THE STUDY

1.1. Introduction

Employee Assistance Programmes (EAPs) were first introduced in the United States of America (USA) at Akron, Ohio in 1935 (Dewe, Leiter & Tom, 2000:216). The programmes during that time were solely designed to offer assistance to alcohol addicted employees and served to counteract their dismissal from the workplace (Buon & Taylor, 2007:6). EAPs have undergone radical transformation over the past two decades with the focus typically being “broad-brush” in addressing a wide range of personal concerns. The result is that EAP services are often integrated with work-life, behavioral health, wellness or other programmes (Sharar, 2009). The researcher contends that research has not kept pace with EAP evolution, including how EAP clients themselves view and utilise the services.

EAPs are relatively new in the South African workplace, emerging locally in the early 1980s (Dewe et al., 2000:216). These programmes were initially designed to mirror the USA models and were introduced to South African workplaces by social workers and psychologists who had studied the programmes in the USA. Currently government departments are investing resources in EAPs to both serve the employer and the employees’ interests.

The main premise behind introducing an EAP into the workplace is usually the notion that it increases productivity and promotes social functioning of the employees. There are various EAP models that can be used by the organisation, namely the in-house, offsite, and combined types. In choosing the appropriate model to use an organisation has to take a number of issues into consideration: the size and diversity of the population, the organisational structure (number of employees and geographical location), management endorsement, staffing EAP professionals, marketing and availability of funds (Maiden, 2005:195).

The in-house model is one in which the EAP practitioner is employed within the organisation (Masi, 2000:407). Sithole (2001:81) refers to an in-house model as an approach where employees are referred for assistance to someone within the organisation, meaning to an EAP coordinator. From Sithole’s definition it is clear that the

in-house model refers to a structure which is totally staffed, controlled and administered by the organisation. The EAP (in-house model) services at the Polokwane Tertiary Hospital (PTH) were introduced in 2007 to provide services to employees and their dependents. The programme is run by one EAP practitioner on a full time basis. The researcher deduces that programme acceptance and utilisation are directly linked to effective EAP outcomes. Lack of knowledge and understanding can inhibit the utilisation of EAP services, therefore EAPs should be assessed to ascertain the extent to which it is reaching its objectives, and to find ways to improve its performance.

Since the EAP services at PTH were implemented, their utilisation has not been assessed. Currently there is no information or documentation with regard to referral and current usage of the services, therefore the researcher identified the need for the service to be assessed as she was of the opinion that the EAP services should provide comprehensive, user-friendly EAP utilisation and activity reports customised specifically for the organisation's benefit.

For the purpose of this study, the following concepts have been defined:

EAP

Reddy (1994:7) describes an EAP as a “work based programme that utilises specific core technologies to enhance employee and workplace effectiveness through prevention, identification and resolution of personal and productivity issues.”

An Employee Assistance Programme is defined by EAPA (2010:6) as a workplace program designed to assist “(1) work organizations in addressing productivity issues, and (2) “employee clients” in identifying and resolving personal concerns, including health, marital, family, financial, alcohol, drug, legal, emotional, stress, or other personal issues that may affect job performance”. The researcher defines EAP as a programme which has the explicit aim of improving the quality of life of all employees and their families by providing greater support and helping to alleviate the impact of everyday work and personal problems.

EAP utilisation

EAP utilisation is the number of new EAP cases opened during a given time period, usually 12 months, divided by the total number of employees eligible for EAP services (EAPA, 2009).

Health care workers

A health care worker is a qualified professional who delivers health care in a systematic way professionally to any individual in need of health care services. In this study a health care worker refers to any member of the team including nurses, outreach workers, pharmacists and social workers (Matillon, LeBoeuf & Maisonneuve, 2005:1).

1.2. Literature review

Literature on EAP utilisation focuses on a number of strategies such as need assessment, legality assessment, and employees' awareness of EAP, client satisfaction assessment, external resource assessment and utilisation (Yamatani, 1993: 67). EAP utilisation became a concern in the 1950s and 1960s when the US government first decreed large-scale social programmes. Attention to the theory in programme assessment has focused predominantly on programme theory, the causal link between a programme's activities (that is, operational procedures, services and interventions) and its intended outcomes, both short-term and long-term (Christie, 2003:58). The researcher contends that EAP utilisation assessment should be an on-going process, supplemented periodically, by more specific investigations to answer questions about the programme in time. Therefore utilisation reports seem to be a good method for assessing the effectiveness of EAP services.

The researcher was of the opinion that since many EAPs have been initiated in South African government departments, there is a vast need for utilisation of the services to be assessed. Fouché (2011:453) states that the assessment or monitoring of programmes is directed at the following three key aspects:

- The extent to which the programme is reaching the appropriate target population;
- Whether or not its delivery of service is consistent with the programme design specifications; and
- What resources are being or have been expended in conduct of the programme.

The researcher was of the opinion that it is essential to assess the EAP utilisation in PTH as it will identify data that will enable the employer to determine how the programme is doing in relation to future decisions about its continuation, modification and improvement. In order to modify and improve the EAP at the PTH, it is important to assess its utilisation. The researcher contends that EAPs should be assessed to justify

their existence. The traditional definition of EAP utilisation is the number of new EAP cases opened during a given time period, usually 12 months, divided by the total number of employees eligible for EAP services (EAPA, 2009). However, utilisation measurement in the EAP field is inconsistent. Organisations and EAP providers often use EAP utilisation rates as an outcome measure of the success of the EAP. Although, by itself, this is at best an ambiguous outcome measure, increased rates of utilisation are typically considered to be a sign of EAP success. Both EAP providers and sponsoring organisations typically compare their utilisation rates with industry and national benchmarks (EAPA, 2009). Despite the sustained popularity of EAPs, EAP service providers and human resource departments are receiving increased pressure to demonstrate positive outcomes resulting from EAP services (Csiernik, 2003:55).

Csiernik (2003:131) states that utilisation assessment provides programmes with data concerning who is using what services and to what extent. The author indicates that addition of staff, outreach programmes, and an off-site location has been found to enhance the EAP utilisation rate. The researcher holds the same opinion as Csiernik (2003:131) that utilisation assessment of an EAP helps in determining if the target populations of the programme have been reached and whether different aspects of the EAP are over- or underutilised.

Utilisation analysis is a very informative and useful tool. Its usefulness can be shown if utilisation rates are compared to some predetermined measure of need. One can then sensibly ask if a programme is being successful in meeting the needs of a particular organisation's employees. Christie (2003:43) states that a high utilisation rate of an EAP can be an indication of the programme's success. However, lower utilisation, on the other hand, may cause companies to ask whether the programme is worth the costs. Christie (2002:45) identifies issues that appear to mediate EAP utilisation including employees' trust in the confidentiality of services provided, administrative support of the programme, ease of access, positive feedback from previous users of the service, and perceived efficacy of the service. Mark, Henry and Julnes (2000:9) elaborate on the different approaches in utilisation assessment:

- The theory driven approach: according to this approach, assessors should begin by identifying a programme theory that is a model of the mechanisms that link

- programme activities and outcomes and then use this programme theory as the guide to the assessment design.
- Utilisation-focused approach: in this approach the assessor identifies the intended users and use of an assessment and then selects inquiry methods to match those uses. The researcher is of the opinion that success in this approach is explicitly defined by whether the intended utilisation takes place or not. The EAP services in PTH have not been assessed and there are no records to indicate to what extent the service is utilised.
- Value-driven approach: this approach focuses on programme adequacy. Adding value to the operations of the clients and taking the needs of the clients into account when providing services are all necessary to keep the client satisfied (Patton, 2008:20). The researcher concurs with Patton (2008:20) that the way an EAP operates and provides its services should be based on what the clients feel comfortable with to construct an excellent service. A value-driven approach is important to the operation of South African EAPs.

EAP relies on the premise that a well-run EAP helps staff in distress and as a consequence helps the organisation pay for itself in the long run (Patton, 2008:22). However, this assumption should not be made automatically as every organisational context is different. It is essential to assess the whole service in order to show that this assumption is indeed valid in the particular organisation involved.

For the purposes of this study, the researcher focused on the utilisation approach. However, the researcher is in agreement with Patton (2008:23) that essential to successful EAP is the ability to communicate to employees what services are available through the company's EAP and what steps employees need to take to access the services. The author further contends that misperception and lack of understanding about EAPs have been found to inhibit their utilisation. Campbell and Langford (2000:80) argue that employees' confusion about what the EAP is and how to use it can be a major barrier to utilisation.

EAPA (2009) states that EAP direct service activities fall into three categories: EAP information-only contact - the participant or user requests information, but receives no assessment, EAP life management contact - the participant receives information about,

and possibly referrals for services that include but are not limited to childcare, eldercare, financial, wellness and other services, a minimal level of assessment is involved; and lastly the EAP case - a documented record of contact between an EAP counselor and an eligible user that includes a comprehensive assessment according to EAPA Standards and a plan of action.

For the purpose of this study, EAP utilisation is defined as the number of new EAP cases opened during a given time period, usually 12 months, divided by the total number of employees eligible for EAP services (EAPA, 2009).

1.3. Theoretical framework

The study was rooted on utilisation focused evaluation theory and value driven approach. According to Mark, Henry and Julnes (2000:9), evaluation in principle has a broad scope. The authors alliteratively identify the big six P's that can be evaluated: programmes, policies, products, personnel, performance, and proposals. The authors further contend that the reasoning underlying evaluation transcends the objects of evaluation. Mark *et al* (2000:9) state that evaluation theory is about why evaluation is carried out, for whom and how?

Utilisation focused evaluation theory: Success in this approach is explicitly defined by whether the intended utilisation takes place or not. According to De Vos (2005: 385), one way of studying programme utilisation is to gather detailed descriptive information about what the programme is doing. Utilisation evaluation answers the following questions: what do clients in the programme experience, what services are provided to clients and how is the programme organised? Utilisation evaluation includes attention to the inputs, activities and processes of the programme. Evaluation helps to inform decision makers about what is going on in the programme and how the programme has developed.

A value-driven approach: the focus is on programme adequacy. An EAP is in essence a generator of value for the customer. The rationale for using this theory is based on Frost's (1990: 45) findings that essential to successful EAP, is the ability to communicate to employees what services are available through the company's EAP and what steps employees need to take in order to access the services. The author further contended that misperception and lack of understanding about EAPs have been found to inhibit utilisation. The researcher concurs with the author that it is of paramount

importance that when one conducts an evaluation of this nature, the following aspects should be taken into consideration: employees' overall knowledge of the EAP, employees' familiarity with how to access the EAP and employees' perceptions of the confidentiality of EAP services since this can either inhibit EAP usage or increase usage of EAP services. Frost (1990:46) furthermore argues that employees' confusion about what the EAP is and how to use it can be major barriers to utilisation.

1.4. Rationale and problem formulation

EAPA-SA standards are presented as guidelines for EA programmes and should be adopted without compromising principles. They have been generated to promote quality EA programmes, to describe to scope of services and to enhance the functioning of existing programmes (EAPA, 2005). The following standards were developed for the EAP profession in South Africa as per the 2005 revised EAPA-SA standard document:

Programme design

- Advisory-/steering-/consultative committee

Needs assessment

Service delivery models

Pricing models

Implementation

- Policy
- Policy statement
- Implementation plan

Management and administration

Staffing

EAP consultation and case management

Confidentiality

Record keeping

Profession liability insurance

Ethics

Trauma debriefing

- Crisis intervention

Assessment and referral

Short- term intervention

Monitoring

Follow-up and aftercare

Organisational consultation

Training managers, supervisors, and union representatives

Marketing

Networking

Networking with internal organisational structures

Networking with external community organisations and resources

Networking with professional organisations

Networking with external agencies

Evaluation

Therefore the researcher is of the opinion that if one wants to adopt some or all of the standards listed above must first assess and evaluate its existing programme.

EAP is a newly introduced service in South African government departments with little expertise or limited personnel to provide the service according to the set standards and principles of EAPA-SA. The EAP must be aligned to the organisational goals. Services must be clearly defined before they can be evaluated. The PTH EAP has not been evaluated since its inception, and there is a need to determine its utilisation or whether there are elements that are entrenched and running well.

Although the PTH has an in-house EAP model with a practitioner employed by the organisation as from 2007, some employees were still consulting social workers in health care with regard to their problems instead of the Employee Assistance Professional. This may suggest that some employees were still unaware of the availability of the EAP services rendered in their own organisation. According to Kalla (2011), irrespective of the programme being available in PTH since 2007, there were still cases of employees being referred to social workers seconded from social development to health department within the hospital. The researcher is of the opinion that the EAP must be revised overtime, as programming needs and workplace conditions change.

Evaluation is integral to the cycle of the EAP and has a key role in quality control by providing feedback on the following:

- The effectiveness of methods being used.
- The achievement of the objectives.
- Whether the needs which were originally identified at both organisational and individual level have been satisfied (Rossi, Lipsey & Freeman, 2004).

The researcher is a social worker supervisor employed at Hope Antiretroviral (ARV) Clinic in the hospital where some of the hospital staff visited the clinic to consult social workers. The researcher had to inform the hospital staff about EAP services and refers them to the EAP professional. The involvement of management, supervisors and the total labour force is necessary for the successful functioning of an EAP (Mnisi, 2005:41). The researcher was of the opinion that an improvement in one area of a system can adversely affect another area of the system and it promotes organisational communication at all levels in order to avoid the silo effect. The EAP professional must ensure that the management, supervisors, unions and staff buy into the programme so that all stakeholders can actively be part of it.

The researcher contends that employees' awareness and programme utilisation should be assessed to determine if employees knew about the programme and whether they were utilising it or not. Utilisation is one of the most critical measurements in determining the effectiveness of an EAP. However, utilisation measurement of the EAP services in PTH has never been conducted since its implementation. Utilisation

assessment is therefore necessary since this can help in programme improvement. The researcher was particularly interested in the referral system, accessibility, transparency, and staff utilisation of the programme.

1.5. Goals and objectives of the research study

The goal of the study was to assess the utilisation of the EAP services by employees at the PTH.

The objectives of the study were:

- To establish the employees' understanding and knowledge of the EAP services at the PTH.
- To determine whether managers were involved in the formulation of EAP policies and programmes at the PTH.
- To establish whether employees at PTH are utilising the EAP
- To determine whether the EAP benefits or addresses employees' needs.

1.6. Research statements for the study

The problem was formulated as: **lack of available evaluative data on the employees' knowledge and utilisation of the EAP.**

The researcher selected a research statement in this study. The use of a research statement is appropriate in this study as it requires the researcher to be able to specify clearly what data would provide support or rejection for it.

The research statements were as follows

- Poorly visibility, lack of knowledge and understanding of what EAP is, and concerns about confidentiality negatively affects utilisation of the services.
- When management is not involved and fully committed to the EAP in an organisation, the programme will not serve the purpose it was designed and the situation leads to an infrequent or underutilisation of the services.

1.7. Research methodology

In this section the research methodology is discussed briefly. The detailed discussion will be presented in chapter three.

The researcher employed quantitative approach in this study; the most important elements in this approach are: objectivity, numerical data and generalisability, therefore numerical data was gathered in a standardised procedure (Maree & Pietersen, 2009:145). This study employed applied research which is the scientific planning of induced change in a troublesome situation (Fouché & De Vos, 2011:94). In this study the researcher made use of a cross-sectional survey design. In this study the population refers all the employees at the PTH. The researcher selected a sample of 100 out of 1877 employees. The researcher used self-administered questionnaire comprising of various relevant questions which led to the discovery of information on the effective use of EAP in the workplace. The researcher used statistical analysis as part of a quantitative approach (Delport, 2005:160). Ethical issues and how they were implemented during the study will be discussed in chapter three.

1.8. Limitations of the study

The researcher did not encounter major limitations with regard to conducting the study; however the researcher found it noteworthy to indicate the following limitations with regard to the scope of the research. The study constituted a sample of 5.5% instead of 10% of the total population. Doctors were also deliberately excluded from the study due to their busy work schedule and commitments as PTH is a referral hospital for all hospitals in Limpopo province. Therefore the findings of the study might have been compromised. The data collection instrument also posed as a limitation to the study as the questionnaires were only available in English. The majority of the respondents knew nothing about EAP; hence the researcher had to explain the EAP to them. Some of the respondents found it difficult, but continued to complete the questionnaires. This might have influenced the results of the study. However, every effort was made to ensure that extraneous impacts on the quality of the project were controlled to obtain quality research results despite the limitations.

The researcher focused on employees' knowledge / awareness of EAP, programme adequacy and utilisation. The researcher focused only on these three variables / aspects. The role of other role players such as the EAP committee was not effectively addressed in the study since they also have direct impact on the effectiveness of the programme and its utilisation.

1.9. Contents of the research report

Chapter 1- Introduction and background of the study

The chapter gives the introduction, general orientation of what was studied, goals and objectives of the study; research conducted and a broad review of research methodology.

Chapter 2- Literature review

In this chapter the researcher provides an in-depth discussion of literature pertinent to the study focusing on related themes and arguments. This chapter deals with literature regarding the EAP model in general, advantages and disadvantages of each model, ingredients of an effective EAP, employees' awareness and utilisation of the EAP, benefits of an EAP and programme adequacy was discussed.

Chapter 3- Research methodology

In this chapter the researcher presents the methods which she has selected to conduct the study, how the methods were used and why they were selected or preferred.

Chapter 4- Empirical findings

In this chapter, it is where the research findings are outlined and interpreted.

Chapter 5- Recommendations and conclusions

This chapter outlines the summary of the study, the main findings, conclusions drawn from the study, and gives recommendations for practice and future research.

CHAPTER 2

LITERATURE REVIEW ON THE UTILISATION OF EMPLOYEE ASSISTANCE PROGRAMMES

2.1. Introduction

This literature review reflects on the following aspects that are paramount to this study: The origin of EAP, value of EAP, trends in EAP, essential components of an EAP, basic principles of EAP, models of EAP service delivery, elements necessary for successful EAP operation, methods of utilising an EAP, EAP utilisation rates and measurement, the role of the supervisor in the utilisation of an EAP, factors influencing the usage of EAP, benefits of utilising an EAP, the rationale for conducting utilisation assessment and strategies to enhance EAP utilisation.

EAPs are in widespread use by employers; despite the increasing need for Employee Assistance Programmes, providers and human resources departments are receiving increased pressure to demonstrate outcomes resulting from the availability and use of EAP services. Few empirical studies have examined the relationship between EAP utilisation and objective organisational outcome measures (Johnson, 2008). In order to ensure that the EAP is still relevant to the needs and challenges faced by the organisation and the employees, as well as the goals and objectives of the EAP, its utilisation should be assessed.

Utilisation assessment of an EAP is crucial to the successful operation of the programme. According to Franklin (2003:34), as the employee assistance field matures, an assessment of the programme activities or services is needed. An assessment of an EAP can also assist personnel in determining whether the EAP has achieved the programme's identified goals. Paul (2007:28) indicates that employers want proven intervention strategies that reduce human capital risks and that boost productivity, as well as communication methods that effectively engage employees to make good health care and life-style decisions. In trying to understand EAPs as they exist today it is necessary to review the historical background, evolution and factors influencing the usage of the services.

2.2. The origin of EAP

EAPs were established in the mid-1940s to address substance abuse issues, but by the mid-1970s there were other challenges that employees were facing that had to be addressed (Prohofsky, 2007:27). The concept was that, if troubled employees could be identified early, problems could be minimised and companies would be able to save money. Some of the concerns included marital concern, family issues and prescription drug abuse, all of which fall under the expanding realm of EAPs. DuPont de Nemours Company and Kodak Park of Eastman Kodak Company were two of the corporate pioneers in the implementation of EAPs (Jacobson & Hosford-Lamb, 2008). Prohofsky (2007:27) traces the evolution of EAPs; she states that EAPs have continued to evolve, promoting wellness, productivity and work-life balance services to meet the needs of a diverse global work force. The result is that EAP services are often integrated with work-life, behavioral health, wellness or other programmes (Sharar, 2009). The researcher is of the opinion that the modern definitions of the EAP demonstrate the evolution of the EAPs and reflect the modern workplace. EAPs have become broader in focus and range of services to a more proactive focus including not just therapeutic services but also prevention and education covering a range of bio-psychological and organisational productivity issues.

Innovations in EAPs have come in response to employers' desire to integrate EAP services with the needs of employees outside the workplace, such as wellness and quality of life concerns. Thus EAP services are now designed to identify and resolve "personal concerns, including, but not limited to, health, marital, family, financial, alcohol, drug, legal, emotional, stress, or other personal issues" (EAPA, 2011). These broader services have met the needs of both employers and employees. The researcher is of the opinion that despite the broader services of EAPs and the wider range of populations served, there has been very little research completed on the utilisation of EAP programmes in South African government departments.

2.3. The EAP in- house model PTH

The EAP in PTH was implemented in 2007 to assist employees with work and personal problems. It strives to ensure that all employees receive effective and efficient EAP services. The department relies on supervisors to identify and refer troubled employees to the EA programme. A study by Willbanks(1999:1) found that the following variables were constantly related to referral; degree of management support for the EAP, gender of supervisors and subordinates, existence of supervisor network, occupational category of the employees supervised, social distance between the supervisor and the troubled employee, supervisor's attitude and the knowledge about EAP. Apart from programme implementation factors, supervisory training and the levels of staff awareness, issues of gender are also related to EAP utilisation. Since the programme was implemented its utilisation was not evaluated. Document reviews of EAP utilisation at PTH for the year 2014 is presented as follows on the table below:

Table 2.1: Utilisation of EAP services at PTH

No	Nature of problem	Gender	Age	Employee or Dependent	Salary level	Referral	Problem affect job performance	No of sessions	Referral external Service providers
						Self, informal, formal			
1	Financial problem	M	62	Employee	3	Self	No	1	Yes
2	ill health	F	55	Employee	2	Self	Yes	3	Yes
3	Absenteeism	F	44	Employee	4	Formal	Yes	2	No
4	Mental Health	F	32	Employee	3	Formal	Yes	2	NO
5	Work related domestic problems	F	44	Employee	4	Formal	Yes	3	Yes
6	Domestic problems	F	47	Employee	2	Formal	Yes	2	No

7	Absenteeism	M	34	Employee	2	Formal	Yes	2	No
8	Financial problem	F	58	Employee	2	Self	Yes	3	No
9	Absenteeism	M	24	Employee	3	Formal	Yes	1	No
10	Work related	F	33	Employee	8	Formal	No	4	Yes
11	Mental health	F	41	Employee	6	Formal	Yes	2	Yes
12	Trauma	F	26	Employee	6	Informal	Yes	1	Yes
13	Ill health	F	48	Employee	8	Formal	Yes	3	No
14	Finance	F	40	Employee	6	Informal	Yes	3	No
15	Mental health	F	47	Employee	4	Informal	No	1	Yes
16	Absenteeism	F	43	Employee	3	Formal	Yes	1	No
17	Stress	F	46	Employee	3	Formal	Yes	1	No
18	Financial problems	M	60	Employee	3	Informal	No	2	Yes
19	Maintenance	M	26	Employee	5	Informal	No	3	Yes
20	Financial problems	M	55	Employee	4	Informal	No	3	No
21	HIV/AIDS	F	32	Employee	3	Informal	Yes	1	No

22	Financial problems	M	36	Employee	6	Informal	No	2	No
23	Trauma	F	53	Employee	3	Informal	No	1	No
24	Marital problems	M	27	Employee	4	Formal	Yes	1	No
25	Trauma	F	37	Employee	6	Informal	No	1	No
26	Financial problems	M	55	Employee	3	Informal	No	1	No
27	Financial problems	M	36	Employee	6	Informal	No	2	Yes
28	Marital problems	M	31	Employee	6	Formal	No	2	No
29	Work related	F	25	Employee	4	Informal	No	1	No
20	Marital problems	M	44	Employee	3	Formal	Yes	2	No
31	Bereavement	F	27	Employee	3	Informal	No	1	No
32	ill-health	F	55	Employee	6	Informal	Yes	1	No
33	ill-health	F	60	Employee	3	Informal	Yes	1	No
34	Substance abuse	M	39	Employee	8	Formal	Yes	2	Yes
35	Substance abuse	M	43	Employee	8	Formal	Yes	2	Yes

From Table 2.1, the researcher is of the opinion that the utilisation of EAP in PTH is very low, the case load report indicate that only (n=35; 1.86%) utilised the EAP services

for the period of twelve months in 2014. According to the researcher, the dynamics of gender in relation to programme utilisation extends to include other factors of preference in consultation. Fourteen (n=14; 40%) employees out of the thirty five who utilised the services were men. While twenty one (n=21; 60%) employees were females. Willbanks (1999:1) found that there is gender- based difference in referral type and type of problems referred to EAP, women are more likely to utilise the services than men. The majority of employees who utilised the services were between the ages of 31-62.

Dickman and Emener (2003:49) assert that confidentiality plays a major role in determining whether the employees will be able to use EAP services or not. Without assurance of confidentiality, employees will not use an EAP. A properly functioning EAP requires the ability to balance the employees' right to privacy with the management's need to know. Therefore, the concept of confidentiality must be clearly defined in each organisational setting. Weiss (2003:68) states that training supervisors on EAP will enhance staff utilisation of the programme since managers and supervisors will help in identifying and referring troubled employees to an EAP. Csiernik (2003: 21) advises that information updates about the programme need to occur regularly to maintain the spotlight on the programme and ensure its continued support and usage.

2.4. Value of EAP

The success of modern EAPs is based on demonstrating their value. This is emphasised by Jorgensen (2007:16), in his article on demonstrating EAP value. The standards for EAPs were only introduced in South Africa in the late 1990's. He states that EAPs provide many services including counseling, critical incidence responses, support for management and many more; yet EAPs are unable to demonstrate effectively the calculable extent of how valuable they are to organisations. The EAPA SA (2009:12) Standard Document supports Jorgensen's idea of communicating to organisations what EAPs do in real terms as well as providing verified evidence in a format that employers and human resource managers understand and appreciate. Beuermann-King (2005:29) talks about the competitiveness within industry and the reliance on comprehensive health and wellness programmes to maintain an edge in the marketplace. Beuermann-King (2005:29) further states that EAPs need to demonstrate that they belong to the world of work and not just to the world of health care. The

researcher concurs with the author that there is a need to calculate value, demonstrate value and communicate value. Attridge (2001) highlights the following ones:

- Health care value (Direct Costs)
Refers to impact on medical, mental health, disability and, workers' compensation costs.
- Human capital value (Indirect Costs)
Refers to impact on absenteeism, presenteeism, turnover and, employee engagement.
- Organizational value
Involves costs associated with safety risk management, legal liability, culture change, worker morale and other secondary impacts.

2.5. Trends in EAPs

2.5.1. Multicultural and diversity issues

Employee Assistance Programmes have changed constantly in order to stay abreast of trends in the workplace. EAPs have come a long way from their original focus on traditional work-related problems and their emphasis on substance abuse.

Epstein and Rubin (2007:13) state that workforce performance and productivity issues are not confined to national borders. They are of the opinion that EAPs should not only be provided within countries' borders but that multinational organisations with locations around the world are also responsible for providing EAP resources to workforces within multiple locations globally which includes employees from diverse cultures, religions and races.

Butterworth (2001) states that labor-force is rapidly diversifying. The accelerated growth rate of an increasingly diverse workforce indicates the necessity of a multicultural approach to the delivery of EAP services. Diversity programmes in the workplace are based on the premise that the proper management of cultural differences will strengthen work relationships while poor management fails to recognise differences, causes divisiveness among employees, and creates a work environment that is stressful. The researcher is of the opinion that the advocacy of cultural sensitivity brings new ideas, benefits, and can increase utilisation of the workplace.

McDonough (2005) feels that low-wage earners experience pervasive problems in the workplace and that alternate strategies are needed to attract, retrain, and retain low-wage earners. Based on her study of low-wage earners, McDonough espoused several findings related to EAP services. First, she found that low-wage workers were unlikely to experience counselor support from practitioners from similar ethnicity, thereby enhancing the need for cultural sensitivity. Cultural sensitivity can enhance the potential capabilities of all workers by respecting differences and promoting strengths. She proposes that multicultural awareness be a common practice within EAP programmes. Maiden (2003) advocated that case management should be a core function of EAPs that provide services to low-wage earners as well. Second, McDonough (2005) feels that low-wage EAP utilisers may need more concrete assistance in addressing healthcare needs. She further adds that the provision of more tangible services might enhance EAP utilisation and lay the foundation for long-term interventions. Butterworth (2001) goes as far to say that employee orientations should include the destigmatisation of EAPs and topics related to cultural diversity.

2.6. Essential components of an EAP

2.6.1. EAP as a Worksite-Based Management Program

Mannion (2008) states that there are three necessary components in the process of examining EAPs, without these components, an EAP cannot fulfill its mission. First, he felt it is imperative to define and recognise management as a key stakeholder. He referred to management as “the *sine qua non* of effective EAPs, for without the support and unqualified approval of management, especially executive management, the program will flounder”. As a stakeholder, management has an interest in the well-being of its employees as both individuals and producers. Although management may be interested in whether or not EAP is assisting individuals as a primary goal, management is also concerned about whether or not the EAP is contributing to the total well-being of the company.

2.6.2. The treatment of the “troubled” employee

The second key component of any EAP is treatment of the troubled employee. Mannion (2008) observes that “one of the biggest mistakes made by EAP practitioners is to assume that the troubled employee has no impact on his colleagues or manager”. He observes that, according to systems theory, a dysfunctional employee can, and usually

does, affect the total well-being of an organisation. The researcher notes that workplace toxicity has its roots in the organisational culture, and therein lies the responsibility of the employer to deal with a troubled employee. Jacobsen and Attridge (2010) contended that EAPs have the potential to make the workplace a better and healthier place to work by treating the troubled employee, accepting the evidence that healthy employees make for a more productive workplace and protect employers from legal and liability issues.

2.6.3. The less than satisfactory performance of the “troubled” employee

Mannion (2008) asserts that, the third key component of an EAP is that of the relationship between the troubled employee’s personal problems and unsatisfactory job performance. Companies have come to realise that there is a direct correlation between employee well-being and employee productivity and that correlation has been substantiated by years of research. The researcher is of the opinion that counterproductive behavior by troubled workers can cost companies a lot of money.

The presenting problems that lead to EAP utilisation are difficult to diagnose because they frequently overlap. For example, Jacobson and Hosford-Lamb (2008) found a high co-morbidity rate between substance abuse and depression among employees who utilised EAPs. Considering the array of problems among troubled employees, it would not be impossible to describe the prototypical “troubled” employee. Keeping in mind that there is considerable overlap in the problems of the “troubled” employee, a description of the types of problems encountered by EAPs would be helpful in understanding the basis and natures of EAPs. The “troubled” employees include those who have problems with substance abuse, family concerns, bullying, and health issues (Ruzek, 2007). The researcher contends that these workplace problems are common to all EAPs regardless of the work setting.

2.7. Basic Principles of an EAP

Certain aspects have emerged as core ingredients for the successful EAP. These aspects are not only important for successful implementation of the programme, but also an integral part of promotion and communication strategy, as they form the basis of programme utilisation (Nelson & Emener, 2003:37).

The following principles are fundamental elements required for an effective operation of an EAP.

2.7.1. Confidentiality

Confidentiality is the cornerstone of the EAP. Therefore it is important that every precaution is taken to ensure confidentiality, since this might also determine the utilisation of the programme. The protection of confidentiality is the criterion that is basic to the success of an EAP regardless of which model is implemented.

Csiernik (2003:20) states that the principle of confidentiality requires that no information of a personal nature be shared or discussed without the informed and written consent of the referred worker. The researcher is of the opinion that EAP will neither operate effectively, nor for any length of time, without clear guidelines and strong commitment to confidentiality. Unless confidentiality is assured, employees may choose not to contact the EAP. When an EAP is located where employees fear a breach of confidentiality, it might inhibit utilisation of the programme.

Weiss (2003:63) states that employees will not participate in the programme unless they feel assured that confidentiality will be maintained; assurance of client confidentiality is associated with high programme utilisation. The major concern about internal programmes is that they may be perceived as being closely identified with particular departments, groups or persons in the organisation and that confidentiality of employees' problems may be difficult to protect (Christie, 2003:45). Confidence or trust in the EAP or belief in confidentiality specifically is related to willingness to use or actual use of services (Patton, 2008).

The researcher is of the opinion that confidentiality should always be maintained, Information should thus not be disclosed to anyone without the employee's written consent except where failure to disclose would result in imminent threat of serious bodily harm to the client or others. However, it is important to note that confidentiality has limitations. Clients should be informed about their rights regarding the scope and limitations of confidential communication elicited during the assessment, referral and treatment process (Emener & Hutchison, 2003:186). The researcher deduces that clients also have the right to confidentiality, examine their records, and know, under what circumstances, when confidentiality can be breached.

2.7.2. Accessibility

Barker (2003:2) asserts that, accessibility refers to the relative opportunity people in need of obtaining relevant services have. EAP seeks to address problems faced by employees and their families. It is, therefore, important that the service be made available to all individuals who need it. Programme aspects that facilitate accessibility relate to employees awareness of the programme, the physical location of the EAP and the referral process adopted (Csiernik, 2003:17). EAP has been defined as a worksite-based programme; therefore the researcher is of the opinion that all employees as well as their family members should have access to the services irrespective of position or level in the organisation.

EAP should facilitate easy access to services providing anonymity where possible while always maintaining confidentiality (Csiernik, 2003:18). A number of factors impact on the principle of accessibility. They include the location of the office, whether it is an internal or external programme and where an EAP is housed. The location of an EAP office may determine client utilisation of the programme. The researcher is of the opinion that EAP operates at its optimal level when it is fully integrated with internal organisational activities. It is, therefore, important that an EAP establishes a working relationship with a variety of internal departments including human resources, safety, training, organisational development, and employee relations.

2.7.3. Anonymity

Anonymity refers to the state of being or remaining unknown to most other people. Csiernik (2003:20) is of the opinion that clients' records kept for EAP statistical reports should never have names attached, and that the reports should always be aggregate in nature so that no person or individual work unit can be recognised. While anonymity is the ultimate goal of the EAP, confidentiality and anonymity are not the same. Csiernik (2003:22) suggests that anonymity should be distinguished from confidentiality because anonymity cannot protect an employee's identity when participating in the EAP. However, it is impossible to prevent co-workers from noticing that a fellow employee is not at work for an extended period of time. Nonetheless, the reasons for the absence are not to be disclosed. It is, therefore, imperative that only service providers have access to the names of service users. This is to ensure that the client develops trust in the EAP practitioner and this will enhance client penetration rate.

2.7.4. Non-discrimination

Employees who use EAP services shall receive the same considerations as those with medical problems. No employee shall receive preferential or adverse treatment due to his/her participation in the programme. Participation in the EAP should neither jeopardise an employee's job security, chances of promotion or other related benefits nor should the information shared during consultation be used for any disciplinary process (Csiernik 2003:20). The researcher is of the opinion that EAP records should never become part of an employee's personnel file as this might inhibit staff utilisation of the programme.

2.7.5. Voluntarism

Participation in an EAP should be voluntary without, however denying management and supervisors referrals where necessary. Csiernik (2003:18) states that employees who seek help voluntarily are the most successful in resolving their difficulties. The researcher concurs with the author; however, the management may arrange for employees to be assisted in situations where an employee himself/herself does not realise that he/she has a problem, and then the supervisor can intervene.

Formal referrals should be based upon deteriorating job performance as noted by the immediate supervisor and when appropriate discussed with a union steward. Training and educational procedures should be developed that will both enable and motivate individuals to refer themselves to the EAP.

2.7.6 Accountability

Christie (2003:37) states that, when a programme is undertaken, accountability in terms of the fiscal and programmatic use of resources is crucial. Through careful documentation, programme decisions can be justified and a persuasive case for needed expansion can be presented. It is necessary that objectives be quantifiable. Data should be collected on characteristics of employees served, the rate of utilisation, the type of referral, the type of problems presented, the services provided, and the hours of most frequent usage and employees' assessment of services rendered. The researcher is of the opinion that the EAP practitioner together with the management should be accountable for the services provided to employees and that the EAP should result in human and economic savings for both the employer and the employee.

2.8. Models of EAP service delivery

The researcher is of the opinion that the need within the workplace for the identification, prevention and treatment of the “troubled employee” can lead to the design and implementation of multiple EAP models. There are several different types of EAP models which are designed to meet the needs of a variety of workplaces (Maiden, 2005:195). A number of model exits and an effective counselor have got access to a range of models applicable to different clients and different situation. As a workplace programme, the structure and operation of each EAP varies with the structure, functioning, and needs of the organisation(s) it serves (Terblanche, 1992:19). An ideal suitable model could contribute to the enhancement of an effective service to employees. The researcher is of the opinion that EAP needs to be introduced according to a specific model in order to meet the specific needs and demands of a specific organisation.

The two main EAP models are presented below, namely, the in-house and the off-site models as well as their advantages and disadvantages, which will also be considered. There is no single model that fits all organisations. Part of the diversity comes from the variation in the size of the organisations, the availability of internal resources devoted to employee assistance services and the willingness of an organisation to expand its resources. The researcher will also discuss the criteria to be used by the organisation in choosing a model.

2.8.1. In-house model

In-house model, which is also called internal programme, provides a comprehensive service delivery. In this regard trained professionals employed by the organisation render EAP services. The practitioner is full time in the organisation. The in-house model may either be administered by the employer or by a union only. Like any other model of service delivery, an internal EAP has got its benefits:

- The EAP practitioner has access to and effectively understands the working and culture of the organisation.
- It is accessible to employees during working hours and this may enhance staff utilisation of the programme.

- An EAP model enhances ownership of the programme by employees, that is, they feel “it’s our programme”.
- It provides on-site problem assessment and, therefore, enhances staff awareness of the programme.
- The internal EAP model allows for closer management of EAP professionals.
- Clinical supervision and quality assurance functions are routinely performed (Cagney, 1999:65).

Tyler (2002:8) found during his studies that supervisors refer employees to EAPs up to five times more often when the programme is available on-site (schedule time or somebody on-site full time). The researcher is of the opinion that in-house programmes can be more cost-beneficial, maintain more company control, have better diagnostic potential, recruit a higher number of referrals from supervisors and have better acceptance by unions.

However, this model has the following disadvantages:

Cagney (1999:64) states that the major concern about an internal EAP is that it may be perceived as being too closely identified with a particular department and that the confidentiality of an employee’s problems may be difficult to protect. The employees may sometimes fear to utilise such services because they might think that if management becomes aware of their personal problems they can run the risk of losing opportunities. There is a possibility of staff burn-out with a one-person programme. Although EAP services are delivered by using different models, research findings suggest that there are greater rates of EAP utilisation when the employee assistance professional is internal to the organisation and acculturated with the organisation’s needs rather than when counseling is provided by external clinicians (Csiernik, 2003:47).

2.8.2. Externally contracted model

This model of EAP service delivery can be obtained through contracts with an external organisation. In this case the employer contracts an external EAP practitioner to render services to the employees. Organisations often view contract services as a quick and efficient way to establish and maintain an EAP (Masi, 2000:407). Unlike the internal model, employees may be very fond of this model because it can be viewed as ensuring

more confidentiality than when the programme is inside. The major drawback of contracted services is believed to be a lack of experience with the workplace and accountability for those offering the services. Furthermore, there is no on-site counseling capacity, no ownership and some supervisors may be reluctant to deal with outsiders. The externally contracted model can provide twenty-four hour a day service and it is less costly than the in-house model (Cagney, 1999:66). Combinations of the models are possible and may be desirable depending on the size and needs of the company. However, the researcher deduces that if a company wants to promote utilisation, it may elect to implement an internal EAP which gives employees a better chance of familiarity with the programme.

2.9. Elements for successful EAP operation

Herlihy (2002:12) states that the EAP core technology represents essential components or elements of the Employee Assistance (EA) profession. Combined, these components create a unique approach to addressing productivity issues and personal concerns affecting job performance. The researcher is of the opinion that the approach invariably assists in improving job performance. Maynard (2004:36) however goes on to indicate that while EAP core technology defines the most appropriate approach to enhance the profession, it should not restrict the boundaries of the field. He further indicates that an EAP should include certain essential elements which serve as core ingredients for any successful EAP operation. These include a written policy statement, top management endorsement, union involvement where possible, programme coordination, trained supervisors, confidentiality, insurance coverage and programme assessment (Dickman, 2003:47).

These essential elements are discussed in detail as follows:

2.9.1. The written policy statement on EAP

Every organisation instituting an EAP must have a clear policy statement as to the philosophy and intent of the programme. According to Weiss (2003:63), the existence of a written policy enhances staff utilisation of the programme. The policy statement is a crucial component of an EAP, as it provides the opportunity to stipulate specifics with regard to those aspects that need to be addressed (Terblanche, 1992:20). The researcher is of the opinion that each organisation rendering EAP services should have

a written policy that specifies the procedure for identification and confrontation of troubled employees. Terblanche (1992:20) also suggests that the development of a policy statement should precede any EAP implementation. The statement can serve as a guide to supervisors and managers regarding constructive handling of employees' personal problems. It also prescribes ways of balancing organisational needs with the need of the individual employee and an EAP itself. In addition, the policy should explain to the employees that the EAP is a mechanism for addressing employees' problems by providing confidential access to counseling services as well as reassuring them that using the programme will not jeopardise their current or future position in the organisation.

2.9.2. Top management endorsement and programme placement

Top management endorsement is crucial for ensuring EAP acceptance and protection. Internal and external programmes may require access to the highest levels of management for optimum success (Terblanche, 1992:21). The researcher is of the opinion that management endorsement and active involvement from the highest level of the corporate structure are necessary if an EAP is to be successful. Dickman (2003:47) indicates that top management backing can ensure the following to happen:

- Doors will open to EAP personnel at all other levels of management;
- Adequate financial support to begin the EAP will be made available;
- Enthusiastic support of middle and lower management will model and reflect top management initiative; and
- A beginning to enlist the support of local top management will be maximised.

In a study conducted by Reynolds and Lehman (2003:240), significant conclusions were drawn regarding the relationship between the employee trust in top management and willingness to utilise EAP.

2.9.3. Union involvement

The involvement of management, supervisors and the total labour force is necessary for the successful functioning of an EAP. The formation of an advisory committee that includes labour representatives may enhance the potential for EAP success. Dickman (2003:47) as well as Terblanche (1992:21) are of the opinion that the involvement of

union members will increase EAP participation to a meaningful degree. The researcher concurs with both authors that involvement of the total labour force can help in increasing programme acceptance and efficiency.

2.9.4. Professional personnel

Dickman (2003:52) is of the opinion that the EAP practitioner needs to possess expertise in various rehabilitation areas. It is important for organisations to carefully examine professional credentials when establishing an EAP to ensure effective service delivery. Dickman (2003:53) states that the EAP coordinator should have knowledge and expertise in many areas, as well as the needed access to competent resources. The expertise, visibility and availability of staff affect the use and effectiveness of the EAP. To respond to employees' needs and enhance programme utilisation, EAP staff must possess broad areas of expertise. The researcher is of the opinion that the EAP professional is a catalyst in EAP, who fulfills multiple roles as a change agent. Therefore the visibility of the staff, as well as their availability in times of emergency, influences the utilisation of the EAP. Watkins (2006:15) also states that being a good EAP counselor, administrator and clinician does not qualify one to hang a counselor's shingle over the door and double the counseling price. Instead, the counselor needs to possess or acquire some specific personal skills, including superior communication, problem solving and management skills.

2.9.5. EAP awareness

Bell (2006:27) indicates that an EAP can have all the cutting edge programmes, but this does not matter if no one knows about it. Employees' awareness of the EAP can be achieved by adopting any number of strategies. In some organisations each employee is informed about the EAP and the services it provides at the time of orientation. For some sections of the workforce, visibility contributes to employees' awareness and encourages utilisation of the programme. Dickman (2003:53) states that for an EAP to be effective, it needs constant marketing at all levels of the organisation. An EAP must communicate its availability to employees and their families, if covered, in order to function effectively. It is also important that employees know about the organisation's EAP policies and understand what the programme can and cannot do for them. This can be done through marketing of the EAP services to ensure that the employees utilise the services. Csiernik (2003:21) advises that information updates about the programme

need to occur regularly to maintain the spotlight on the programme and ensure its continued support and usage. Unfamiliarity with the policy and scope of the programme efforts could prevent employees from using the EAP. The researcher deduces that knowledge about the EAP is an important predictor of EAP utilisation.

2.9.6. Supervisors' training

Employee assistance practitioners need to train supervisors to be able to identify troubled employees through deteriorating job performance and help to advise them to utilise the EAP services (Dickman 2003:51). It is recommended that training should occur at least once per year, and some of the suggested training content is alcoholism awareness, referral procedures, importance of early interventions and enabling behavior. Recently the supervisor's role in an EAP has become more complex than ever before. Current employees face more pervasive and multifaceted problems. As a result supervisors need to act as professional mentors across a wide range of organisational activities and take a human interest in people who work for them as well. Weiss (2003:68) states that training supervisors on EAP will enhance staff utilisation of the programme since managers and supervisors will help in identifying and referring troubled employees to an EAP.

2.9.7. Ethics and record keeping

Ethics is typically associated with morality as both deals with matter of right and wrong (Babbie & Mouton, 2008:520). Therefore the researcher deduces that an EAP counselor needs to practice a delicate operation during which great caution should be taken and maintained when dealing with clients. Emener and Hutchison (2003:92) suggest that EAP practitioners should adhere to the professional code of ethics espoused by their professional organisations and by appropriate licensing and certifying bodies in order to ensure professional behaviour and provide consumer protection. Record keeping is also important in EAP. Carroll (2000:138) indicates records refer to accounts of information on the work of counselors. The researcher agrees with the above statement, as each counselor has to keep record of all what he/she is doing or information gathered from clients. According to Mannion (2006), files should be locked and access should be limited and monitored while identifying information should be kept to a minimum. The researcher is of the opinion that a record keeping system must be devised to protect the employees' identity.

2.9.8. Financial aspects and insurance coverage

An EAP also needs proper benefits support to operate effectively. Each organisation must decide how much responsibility it will assume for the welfare of its employees with respect to the treatment of employees. According to Dickman (2003:51), when employees know that going to the EAP may cost them something but that it will not ruin them financially, they will be more willing to accept a referral or refer themselves or members of their families. In addition, insurance must be helpful in paying for any in-patient or ongoing out-patient visits the employees' or their family may need. EAPA (2009) states that an inability to utilise the highest quality resources for the particular problems it faces can also constrict an EAP's operations. In accordance with the EAPA standards, an EAP should therefore regularly identify, foster, create, utilise, and evaluate community resources that provide the best quality care at the most reasonable cost. Such monitoring will permit delivery of prime services responsive to the individual needs of both employees and the organisation. Watkins (2006:18) indicates that standard rates for EAP services should be set and adjusted accordingly in order to enable employees to utilise the service.

2.10. Methods of utilising an EAP

There are different ways in which employees can use the EAP such as self-referral, informal referral and supervisor / management referral. According to Blair (2002:11), the following methods can be used in utilising an EAP:

2.10.1. Self-referral

Self-referral is the voluntary, self-initiated request for assistance by an individual eligible for EAP services. It is an increasingly common utilisation form. Self-referral is described as a common characteristic of a successful EAP. According to Cagney (1999:61), when an employee experiences problems he/she can contact the EAP on his /her own initiative to seek assistance. This is referred to as self-referral as the employee himself/herself presents a problem or requests for a service. In this regard, the EAP practitioner will conduct a preliminary assessment of the employee's problem and then recommend a course of action, which may include a referral to an external resource for treatment. The researcher is of the opinion that employees who self-refer are more likely to utilise the EAP services.

2.10.2. Informal referral

Informal referral is when an employee is advised either by a supervisor, manager, colleague, union representative or a family member, to consult with the EAP. Although a supervisor can also informally encourage an employee to contact the EAP, it remains the prerogative of the individual whether to contact the EAP or not (Cagney, 2006:28). The researcher is of the opinion that informal referral of an employee to EAP may help in enhancing the employee's knowledge of the EAP and services provided and may enhance utilisation of the programme.

2.10.3. Formal referral

In this instance, the supervisor or manager refers the employee to the EAP in writing due to lowered job performance or attendance and/or any problem that may cause an employee to be unproductive at work. According to Wright (2002:19), this type of referral constitutes a unique feature of an EAP. The formal supervisory referral is based on a pattern of declining job performance that is observed over a period of time. Cagney (1999:29) states that when an employer has a functional EAP, he/she does not have to wait for the employees' problems to escalate to a point where fitness for duty deteriorates.

The researcher is of the opinion that supervisors should intervene at an early stage of dysfunction and refer the employees to EAPs. The supervisor's referral is utilised when a supervisor's normal attempts to correct the situation, such as reaffirmation of performance expectations, offering job training, changing the work situation, improving communication, and/or making similar managerial interventions, do not result in improved or the desired performance.

Supervisors are encouraged to stress that the referral to the EAP helps employees to get assistance to improve performance. The more managers and supervisors refer employees to the programme the more the penetration rate increases (Beidel, 2002). The use of the EAP provides an alternative to discharging valuable trained employees and encourages the return to an effective performance level of employees in whom the employer has invested time and training. The researcher is of the opinion that employee utilisation of an EAP service is, to a large extent, a function of the success of ongoing workforce education and supervisory training.

2.10.4. Follow-Up

A follow-up has been identified as one of the methods for accessing an EAP. Follow-up is a key component of any preventative programme, as it assists in averting a relapse into a crisis situation where an employee's health, wellness or employment may be threatened (Csiernik 2003:19). The researcher is of the opinion that employees should have access to follow-up services to ensure that they continue to receive the type of counseling or treatment support needed to successfully resolve their problems.

2.11. EAP utilisation rates and measurement

EAPs are usually available to all organisational employees and often to their family members as well. A fair amount of research has addressed the question of utilisation of the services by eligible employees and, where relevant, their dependents. The EAP utilisation literature has explored the percentage of employees participating in EAP services (Csiernik, 2003). The researcher is of the opinion that utilisation reports seem to be a good method for assessing the effectiveness of an EAP provider and its services. However, the lack of standard metrics for reporting on EAP utilisation in the industry can result in differences between how various providers and programmes count the activities of their service.

Organisations and EAP providers often use EAP utilisation rates as an outcome measure of the success of the EAP. Although, by itself, this is at best an ambiguous outcome measure, increased rates of utilisation are typically considered to be a sign of EAP success. Both EAP providers and sponsoring organisations typically compare their utilisation rates with industry and national benchmarks (EAPA, 2009). Making comparisons across organisations has been challenging because of the various ways in which EAP utilisation has been calculated (Jacobson & Jones, 2010). However, there is considerable variability in the literature about how best to measure EAP utilisation. EAPA (2009) has stated that the typical definition of EAP utilisation is the number of new EAP cases opened within a given time period (typically a year) divided by the total number of employees eligible for EAP services.

Although this formula appears fairly straightforward, in its practical application there remains considerable ambiguity even in that definition. For example, what constitutes a case? When employees' dependents use EAP services, should that usage be included

as a case? What happens when the same employee seeks EAP services multiple times for different purposes over the course of the same year? Does an EAP-using employee who is provided training sessions (for example on employee well-being) constitute a case? Ambiguities in the definition have resulted in a considerable variation on reported utilisation rates, making it difficult to compare programmes and set benchmarks (EAPA, 2009). Additionally, there may be incentives for EAP providers to make their utilisation rates seem high to justify the existence or expansion of the program.

Attridge, Herlihy, Sharar, Amaral, McPherson, Stephenson and Routledge (2009) identified three different types of utilisation statistics typically calculated to measure EAP utilisation. The first metric, the clinical case use rate, consisted of the number of employees and family members who have received a clinical assessment, and who had at least one counseling session in a given time period, divided by the total number of EAP-eligible employees (dependents are not included in the denominator). Attridge *et al.* reported that the clinical case use-rate using that definition typically ranges from 1% to 5% or higher, annually.

Their second metric counts the total number of people accessing EAP services for any reason (clinical counseling, information and referral, management or organizational services, workshops, crisis management, etc.) divided by the total number of EAP-eligible employees (again, no dependents are included in the denominator). Attridge *et al.* (2009) suggested that this measure, termed the people use-rate, usually falls in the 5% to 15% rate.

The third utilisation metric is called the total activity use-rate and includes services included in the first and second rate measures, as well as all EAP calls, website hits, and sessions of clinical counseling. Instances of use under all of these categories are added up and divided by the total number of eligible employees (again, without dependents). Attridge *et al.* (2009) reported that the total number annual activity use rate typically falls between 15 and 30%.

The researcher is of the opinion that counselors involved with EAPs need to be clear on what definition of utilisation they are using to report EAP utilisation. The researcher concurs with Attridge *et al.* (2009) that the approach used to define utilisation should be determined a priority and should be kept constant over time so that cross-year comparisons are meaningful. When reporting EAP utilisation rates, especially in

research contexts, it is important to provide precise details in how utilisation rates were calculated and not to mix and match rates on the basis of different calculation formulae.

2.12. The role of the supervisor in the utilisation of an EAP

One of the keys to the utilisation of a new EAP is supervisory involvement (Cagney, 2006). In addition to understanding concepts critical to an EAP such as early intervention, supervisors must be supportive of the EAP program by viewing it as an integral part of the company and not as another fringe benefit. Mannion (2006) contended that, for a new EAP to survive and be successful, it must have supervisory support. Supervisors in the new EAP would be heavily relied upon for disseminating information about the availability of the EAP, encouraging employee utilisation, and the referral of the “troubled” employee to the EAP. Cagney (2006) states that, 20% of all EAP referrals are supervisor-initiated and that the number of supervisor-generated referrals is a barometer for the health of the EAP. Supervisory referrals to the EAP may be the main portal of entry for the “troubled” employee who may be costly to the organisation.

There are potentially three types of supervisory referrals for the new EAP. One type of referral might involve disciplinary action in which the employee received either a verbal or written warning. A second type of supervisory referral could involve early intervention as a means of avoiding a disciplinary procedure. If, for example, an employee appeared agitated toward his or her co-workers and the supervisor was concerned about the possibility of “acting out” behavior, a supervisory referral could be initiated even though a write-up was not involved. In such cases, early intervention might avert disciplinary action. A third type of EAP referral could be an instance in which an employee is experiencing a normal life stressor that has not led to impaired job performance but could benefit from EAP services nonetheless. An example of a normal life stressor could be any short-term stressor that occurs in day-to-day life but is not debilitating in nature. Mannion (2008) contends that, if supervisory referral is essential to the success of a new EAP, supervisor training is the “cornerstone” of the EAP. Since supervisors will be among the key stakeholders in the EAP start-up, they should have a working knowledge of EAP policies, procedures, and purposes. As referral sources to the EAP, supervisors should have a thorough understanding of the advantages of an early intervention versus the prospect of escalation with “troubled” employees.

If supervisors are willing to refer to the EAP several potentially healthy outcomes can occur. First, referral to the EAP presents an opportunity to develop a working relationship with the referring supervisor which could be a step toward integration and comfortableness with the program. Second, as the EAP becomes integrated into the supervisory realm, the referral process could flow more naturally thereby allowing the EAP to expand upon services. One natural transition from supervisory referral could be the EAP services of consultation and education. Finally, through the experience of referral to the EAP, the supervisor would become more accustomed to the practice of early identification and the EAP could be more effectively utilised. Mannion (2008) emphasises that the EAP practitioner must be aware of the challenges faced by supervisors. The researcher is of the opinion that, if the EAP lost sight of the conflicted roles that supervisor may experience, that supervisory acceptance could be jeopardised.

2.12.1. The importance of supervisory training

One of the primary goals of the supervisory training for the EAP is to encourage utilisation through education and it also increases supervisors' awareness of the "troubled" employee whose job performance has been impaired by the magnitude of stress related symptoms (Cagney, 2006). In EAP training, supervisors are encouraged to refer quickly after the occurrence of a "super stressor" rather than wait for serious symptoms to occur. The researcher is of the opinion that by encouraging employees to seek EAP services, the supervisor will be both supportive and preventive; the policy of confidentiality for the EAP should be strongly emphasised throughout supervisory training to encourage further referrals to utilise EAP services.

Mannion (2008) feels strongly that, for an EAP to operate effectively supervisory training must detail the relationship between employee's problems and problems with work deficiencies. The problem-work deficiency simply means that, if an employee is experiencing problems on-the-job, there may be a stress-related etiological basis behind the work problem. Stress-related symptoms can lead to problems with lowered quality and quantity of work, absenteeism, and/or changes in employee attitude. The researcher is of the opinion that the EAP presents an option for supervisors to be able to assist "troubled" employees as a viable alternative or, in conjunction with disciplinary action.

Mannion (2008) contends that, “if the training is too abstract, formulaic, or mechanical, supervisors would be skeptical or frustrated”. Cagney (2006) noted that pragmatic training is necessary in order to produce supervisors who are both knowledgeable and willing to use an EAP. Training is also a means of gaining supervisor support, thus maximising EAP utilisation and effectiveness. The researcher deduces that for the supervisory training to be effective, it must explain how supervisors can do a better job by reducing performance deficiencies. If the training content is too far removed from the actual responsibilities of the supervisor, the training would appear to be meaningless and EAP would be met with resistance.

The competent supervisor is likely to understand that, if left untreated, performance issues can become added stressors. For example, if an employee is experiencing a major life stressor such as a marital or family problem, that employee may experience such stress-related symptoms such as difficulty in concentrating or fatigue that could impede work performance. If the impaired work performance becomes problematic, the employee becomes classified as “troubled” and could be written up or become at risk for dismissal (Mannion, 2008).

The impaired work performance thereby becomes another stress symptom in addition to the marital or family problem. Since stress has a cumulative property and is not compartmentalized, the likelihood of further stress symptoms is exacerbated. Without intervention, the exacerbation of stress symptoms has the potential to create even more problems for the employee thereby perpetuating the unhealthy cycle. Mannion (2008) refers to the stress-turned-stressor dynamic as the two stress cycle because of the self-reinforcing nature of the problem. The long-term effects of the workplace stress cycle may result in health issues or substance abuse issues which, in turn, become stressors themselves.

The researcher is of the opinion that one purpose of explaining the workplace stress cycle is to illustrate the importance of early intervention which is one of the basic premises of EAPs, by explaining that the properties of stress are cumulative and cyclical, the training should be designed to encourage supervisors to utilise the EAP before the employee’s problems worsen. As noted earlier, one of the goals of supervisory training is to encourage rapport in order to promote the integration of the EAP programme. Hutchison and Richard (2003:131) feel strongly that supervisors

making referrals to an EAP should understand the program policies and procedures, and should be clear about their own role. That is, supervisors are not diagnosticians, but should be supporters and referrers to the EAP. Through recognition of stressors, stress symptoms, and characteristics of the “troubled” employee, supervisors are key players in all EAPs.

2.13. Factors influencing EAP utilisation

2.13.1. Programme utilisation

Hutchison and Richard (2003:131) state that utilisation assessment provides programmes with data concerning who is using what services and to what extent. These authors indicate that addition of staff, outreach programmes, and an off-site location has been found to enhance the EAP utilisation rate.

Utilisation assessment of an EAP helps in determining if the target populations of the programme have been reached and whether different aspects of the EAP are over- or underutilised. Lawrence, Boxer and Tarakeshwar (2002:3) identify issues that appear to mediate EAP utilisation including employees’ trust in the confidentiality of services provided, administrative support of the programme, ease of access, positive feedback from previous users of the service, and perceived efficacy of the service. Misperception and lack of understanding about EAPs have been found to inhibit utilisation (Csiernik, 2003:45).

The researcher is of the opinion that essential to a successful EAP is the ability to communicate to employees what services are available through the company’s EAP and what steps employees need to take to access these services. It is, therefore, important that the EAP be marketed in order to enhance employees’ utilisation of the programme. Utilisation analysis is a very informative and useful assessment tool; its usefulness can be shown if utilisation rates are compared to some predetermined measure of need. One can then sensibly ask if a programme is being successful in meeting the needs of a particular organisation’s employees. Csiernik (2006: 46) states that the high utilisation rate of an EAP can be an indication of the programme’s success. However, lower utilisation, on the other hand, may cause companies to ask whether the programme is worth the costs.

2.13.2. Characteristics of EAP clients

The demographics of an organisation and the characteristics of each client influence EAP utilisation. The researcher is of the opinion that an EAP is intended to serve any and all employees and their dependents that are experiencing personal problems. One should, therefore, anticipate a diverse client population. It is important that an EAP be assessed to determine whether it caters for all clients. Research indicates that women are more likely to utilise an EAP than men (McDonough, 2005). It is important that employees, their families, and all others eligible for the programme be informed about the organisation's EAP and the services it offers and be continually updated on new programme initiatives in order to enhance programme penetration rate (Csiernik, 2003:47).

2.13.3. Programme penetration

Programme penetration is utilisation by a specific group and can refer to the estimated number of troubled employees and family members who used the EAP. Generally, the EAP should be responsive to the entire organisational workforce. Hutchison and Richard (2003:143) are of the opinion that penetration rate measures the proportion of troubled employees who received EAP services. To calculate a penetration rate, a programme must have the estimate number of troubled employees in the organisation available. Programme penetration helps the organisation in understanding how well the programme is reaching its specific troubled employees. Hutchison and Richard (2003:143) further mention that one measure to determine the effectiveness of EAP's is their penetration rate. A penetration rate is usually calculated as a percentage that represents some proportion of the workforce seen by the EAP. The authors state that a 5% penetration rate is considered as the minimum acceptable level of utilisation for an EAP.

2.13.4. Referral sources

Referrals entail the manner in which employees access the EAP. According to Masi (2000:320), how clients arrive at the EAP is an important operational question for a number of reasons. First, the EAP should at least have a broad base of support from its employees, supervisors and family members. The researcher is of the opinion that where the troubled employees are referred is probably the most important process

assessment question and the answer determines the quality and effectiveness of care which the clients received. Reynolds and Lehman (2003:239) assert that, awareness of the EAP and its referral processes would appear to be a prerequisite for being willing to use the EAP.

2.13.5. Employees' awareness of the EAP

The awareness of the EAP influences the utilisation and penetration rate of the programme. Because of this, it is important to discuss factors associated with awareness of the programme. An assessment of employees' awareness of the programme may cover the following aspects:

2.13.5.1 Visibility of the EAP

The visibility of the EAP implies that the programme should clearly be seen or noticeable by employees. The visibility of the EAP can have a positive impact upon employee awareness which in turn is related to the utilisation of an EAP (Merrick, 2002:45). The researcher is of the opinion that the visibility of an EAP is of paramount importance as it can promote utilisation. When an EAP utilises several methods to inform the workforce about its services, the employees' levels of awareness are likely to be high.

Beidel (1999:91) identifies the following strategies to maximise EAP visibility and effectiveness:

- An EAP needs to be marketed to the employees in order to enhance staff awareness and utilisation of the programme.
- It is imperative that an EAP identifies its goals for the overall marketing campaign and its objectives for any specific marketing or promotional activity. A general informational brochure on the programme might be the strategy of choice to introduce the EAP to the workforce. The researcher is of the opinion that another indirect method to promote and enhance visibility of an EAP within an organisation is through the assessment of the programme utilisation.

2.13.5.2. Employees' familiarity with an EAP

Employees' familiarity with the EAP implies having a thorough knowledge of what the EAP does. The employees should be aware of where the programme is located and how to access the programme and the services rendered. According to Lawrence et al. (2002:4) there is a link between employees' familiarity with the EAP and the utilisation of the programme. When employees are aware of EAP services they are more likely to utilise the services. In order to enhance employees' utilisation of an EAP, employees need to be familiar with the services rendered by an EAP. It is thus important that information on EAP be shared amongst the workforce to improve the utilisation rate (Lawrence et al., 2002:5).

2.13.5.3. Employees perceptions of using the EAP

Perception refers to the ability to see, hear or understand things. This part of the assessment examines the following areas: deciding to use the EAP, being able to speak to someone over the phone to make an appointment, leaving their work area to go to the EAP as well as explaining to co-workers or supervisor where one is going. As such, it is imperative to examine the factors employees perceive would deter them from using the EAP (McAninch, 2006). The researcher further deduces that it is therefore important to ensure the EAP is perceived as available, user friendly and helpful.

2.14. The benefits of utilising an EAP

Hutchison and Richard (2003:59) mention the following benefits of utilising an EAP:

2.14.1. Benefits to the union

2.14.1.1. Consistency with the union's mission

According to Hutchison and Richard (2003:59), the primary stated purpose of both the union and the EAP is to help its members. Thus, when a union supports the efforts of an EAP, it is doing what is primarily designed to do, namely helping its members. When a union supports the EAP, there is a greater chance for employees to utilise the services. A union, therefore, has a vital obligation to cooperate and show care for its members. The researcher is of the opinion that unions should, therefore, be utilised as a valuable recourse to increase EAP utilisation.

2.14.1.2. Building of cohesiveness

In most instances, a union's strength and power which come from its members are contingent upon the members' perceptions of the extent to which the union is caring, the extent to which the union cares about the well-being and wellness of its members.

An excellent way for a union to demonstrate its caring for its members is through meaningful involvement in a successful EAP, which is helpful to employees (Dickman, 2003:59). The researcher's experience is that unions play a significant role in supporting EAPs if they view the programme as a benefit to their constituencies. Therefore, where a union is involved in the organisation, it is crucial to secure its support.

2.14.1.3. Real help versus sympathy

To help initiate, plan, support, implement, assess and improve an effective EAP, is an excellent way for a union to say (figuratively): We want to support each member's access to expert assistance. Because of their relationships with their members unions can give understanding and sympathetic offers of assistance, counseling and treatment (Dickman & Emener, 2003:58).

2.14.1.4. Help versus arbitration

Arbitration is the settling of an argument by the decision of a person or group that has been chosen by both sides. Arbitration is expensive, not only to the management but to the union as well. Too often the situation emerges as a win-lose situation, and frequently to win or to lose is not a solution for an employee. A management victory in the absence of an enlightened joint programme (EAP) might result in punitive action rather than in urgently needed treatment.

Based on the four benefits for the union, it can be deduced that an EAP can save the company's money, thereby increasing profits. The bottom-line consideration for a union is that higher wages are more easily negotiated from a profitable than a non-profitable company. As such, the unions are compelled to play an active role in the initiation, planning, implementation, assessment and refinement of an EAP (Dickman & Emener, 2003:58).

2.14.2. Benefits to management

EAP utilisation assessment has benefits to the management since it helps the management to know if the programme is cost effective and whether it is reaching its objectives or not.

The following are the benefits management can derive from utilising an EAP:

2.14.2.1. Increased cooperation

An EAP involves key personnel in what is frequently called supervisory training. This training focuses on intervention techniques, referral procedures, signs to look for in the troubled employee, as well as review and discussion of company policies and procedures. Importantly, supervisors, management representatives, stewards, and other labour representatives are trained together so that training experiences can facilitate closer cooperation and increase togetherness among the leaders within the environment which is good for the company (Dickman & Emener, 2003:59). The researcher's observation is that the role of supervisor has become complicated as modern-day employees face more broad and complex problems than in the past. Nonetheless, when the union and management co-operate within an EAP, the likelihood of a higher penetration rate exists which may lead to a greater likelihood of reaching more troubled workers who need help.

2.14.2.2. Enhanced morale

An effective EAP enhances employees' morale at the workplace. A low morale and other related concerns including high absenteeism, high turn-over and apathy are frequently discussed in business and have been meaningfully related to reductions in productivity. It has been experienced that when union and management work together to help troubled employees and their families through the auspices of an effective EAP, the workers' morale tends to increase and become more positive (Dickman & Emener, 2003:59). The researcher is of the opinion that an effective EAP assists in enhancing productivity in the workplace. Helping workers towards being more fully functioning individuals will have a positive impact on productivity.

2.14.2.5. Increased alternatives and options to problem resolution

Dickman and Emener (2003:59) state that there is an indication that both high level management and union officials alike do not enjoy disciplining a troubled employee who requires disciplinary action or arbitration. An EAP provides an option other than disciplinary action regarding a troubled employee. In this instance EAP can be regarded as a better, more effective and cheaper alternative to assist troubled employees. The researcher is of the opinion that reasons such as these; provide a compelling rationale for management to work co-operatively and closely with labour in initiating, planning, implementing, assessing, and refining the EAP for workers. In effect, management has much to gain and very little to lose.

2.14.3. Benefits to employees

Employees can derive the following benefits from utilising an EAP:

2.14.3.1. Stigma reduction

When the management communicates and demonstrates that to be troubled is to be human, a trusting environment will prevail and employees will tend to feel comfortable to ask and accept assistance. It is not easy for employees to admit that they need help. Cultural stigmas, which suggest that people should be able to solve their own problems without help from others, influence the troubled employees to be reluctant to seek assistance. However, when a supervisor recommends that the employee should seek help from an EAP, an atmosphere that will ultimately be helpful to the troubled employee will be created (Dickman & Emener, 2003:62). Therefore, the researcher is of the opinion that the more managers and supervisors recommend the EAP to the employees, the more the penetration rate will increase and stigma be reduced.

2.14.3.2. Affordable access to help

One of the reasons why employees seek assistance early from EAP before their problems get beyond control is that they can afford to. Affordability in terms of the perceptions of troubled employees also means that they can seek help without immediate fear that it could cost them their jobs, benefits and opportunities for promotion. Second, the utilisation of the EAP services is free of charge to employees in most organisations and thus enhances staff utilisation of the programme (Dickman &

Emener, 2003:62). The researcher is of the opinion that, when employees know that participating in EAP is going to cost them anything, they are more likely to utilise the services.

2.14.3.3. Feeling cared for as a person

Dickman and Emener (2003:62) assert that, no-one advocates coddling, especially in the workplace. Sometimes, however, a worker does not like to feel as if he/she is a dispensable tool. When employees have feelings like these, the morale tends to decrease, job satisfaction dwindles and quite often productivity suffers. In an environment where the management and the EAP cooperatively, trustingly and mutually work together, employees feel that others care about them as people. The researcher concurs with the authors that this environmental attitude, in turn tends to enhance morale, job satisfaction and productivity. That is why it is said that the EAP humanises the work environment.

2.14.4. Benefits to the EAP

The following are the benefits of utilising an EAP to the programme itself:

2.14.4.1. Increased probability to success

Dickman and Emener (2003:60) mention that an active and mutual cooperative involvement of both the union and management with an EAP increases the programme's probability for success. The researcher is of the opinion that if the managers, supervisors and local union of the organisation do not support the EAP and are not willing to be actively involved in its leadership, the chances of an EAP success are limited.

2.14.4.2. Increased referrals

Emener and Hutchison (2003:193) suggest that EAP professionals should conduct an assessment to identify employee or family member problems, develop a plan of action, and refer the individual(s) to an appropriate resource for problem resolution. Accurate assessment and referrals should result in improved job performance and employee well-being. A well-run and effective EAP will have a high rate of referrals and penetration rate. The researcher deduces that an EAP must be postured to respond to

the needs of its constituency, the employees and the union must facilitate their demand for it and their use of it.

2.14.4.3. Freedom of movement in the plant and union hall

Dickman and Emener (2003:60) state that in situations where the EAP enjoys active, mutual, whole-hearted, and supportive involvement of both the union and the management, the result is that the EAP official or manager is allowed free movement throughout the plant and access to union meetings. The researcher deduces that the benefit of full and free visitation greatly enhances the marketing of an EAP, employees' perception of the programme and thus enhances the programme penetration and utilisation.

2.14.4.4. Joint training sessions

The training sessions usually conducted by employee assistance programme staff are attended by representatives from both labour and management. Not only does this provide opportunities for cooperative interaction on behalf of the union and management representatives, but on behalf of the EAP staff as well (Dickman & Emener, 2003:60).

2.14.4.5. Early intervention

Dickman and Emener (2003:61) state that a study was conducted which focused on consumer satisfaction. In addition to finding a high degree of satisfaction with the EAP, most participants reported that they would not have tended to their problem as early as they did had it not been for the existence of and the assistance they received from the EAP. The researcher concurs with the statement as early intervention is one of the key core technologies of EAP.

2.15. Rationale for conducting utilisation assessment

One important way of studying programme utilisation is to gather detailed descriptive information about the programme formulation (Fouché, 2011:461). Therefore the researcher is of the opinion that the only way to fully understand why problems or elements occur and persist is to fully understand the parts in relation to the whole organisation. Utilisation assessment answers the following questions: "what do clients in

the programme experience?”, “what services are provided to clients?” and “how is the programme organized?” (Fouché, 2011:462).

Masi (1997) outlines that wellness programme assessment can serve a number of valuable functions:

- Provide evidence of the organisation's need for wellness
- Affirm the initial decision to develop a wellness programme
- Provide ongoing measurements of the programme components
- Help to make necessary adjustments to the wellness programme
- Provide the data necessary to demonstrate success
- Facilitate the continuation or enhancement in funding

This information can be derived by reviewing such factors as how many employees participated in and successfully completed the programme, how satisfied the participants were with the various programme components, with the course content, instructors and facilities (Chapman, 2005).

2.15.1 Programme adequacy

Programme adequacy examines the appropriateness of EAP service availability, usage, and penetration rate. Yamatani (1993:70) indicates two concerns which are addressed in determining the adequacy of an EAP service system. These concerns are the extent to which an EAP offers the needed services and the extent to which those services are provided to those who need them most. The high usage of EAP services might indicate success of the programme in meeting the employees' needs. The results of programme adequacy also reveal if the programme is able to deal with the prevailing problems of the employees.

Programme adequacy is associated with the following factors:

- Comprehensiveness of service needs
- EAP service acceptance by employees as well as the employer
- Allocation of resources for meeting the employees' needs.

2.15.2. Programme effort / process

On the basis of the programme effort / process, a number of questions regarding programme initiation, utilisation, and implementation can be asked. The programme effort examines the process involved in the implementation of the EAP, nature of administrative and staff activities devoted to the development of the programmes and services, and descriptions of the amount of time and programme resources devoted to making programme contacts with intended beneficiaries. The examination of the programme may also include activities devoted to finding resources that could increase the service utilisation rate. The programme effort assessment also includes measuring the extent to which time and staff resources are devoted to review service objectives and activities, the procurement follow-up information from programme beneficiaries and alternative programme strategies used, if the programme efforts did not appear sufficient to achieve the service goals. This type of assessment is useful for further strengthening the EAP system through identification of potential areas in need of process improvement, as well as for EAPs experiencing programme failure or suffering from law suits as a consequence of unanticipated outcomes (Yamatani, 1993:74).

2.15.3. Programme effectiveness

Although the EAPs are mushrooming in South Africa, there is little evidence of effectiveness which result from these programmes; utilisation assessment is therefore important in order to determine their effectiveness. Programme effectiveness assessment involves summing up the programme's cost and determining savings to the organisation on all outcome measures, then calculating a ratio of the costs to the benefits to reflect the cost-worthiness of the programme. Thus programme effectiveness examines the extent of changes associated with programme intervention in the areas identified by the programme goals and objectives, which include normal work behaviour, (for example change in work attendance), and reductions in the cost of health insurance and other related benefits. Programme effectiveness assessment may not indicate savings from costs, such as healthcare over a longer period of time, therefore all long-term related benefits and costs should be considered (Yamatani, 1993:74; Yegidis, 2003:131).

2.15.4. Benefit equity

The criterion of equity is closely related to legal and social rationality and refers to the distribution of service benefits among different groups in the work setting; therefore the EAP services should be accessible and beneficial to the entire population group in the organisation. Benefit equity assessment assist with the examination of equal distribution of services among the population group with regard to age, gender, race, and types of personal problems among EAP service users as well as non-users who can benefit from EAP interventions. This assessment provides a review and analysis of monthly statistics to determine whether the EAP is reaching the appropriate number of employees, as well as ascertaining the types of problems being dealt with and components of the population being served (Stoer-Scaggs, 1999:45; Yamatani, 1993: 76).

2.15.5. Client satisfaction

Client satisfaction assessment examines the extent to which the employees are satisfied or dissatisfied with the EAP services. Client satisfaction assessment involves solicitation of opinions of clients regarding the adequacy and quality of services received and their suggestions regarding programme improvement. This type of assessment goes beyond the type of services which are utilised to determine the level of satisfaction of the employee with the services they received. For this assessment it is important to collect data from clients who dropped out of service programme to obtain information regarding various needs for service improvement. An assessment in this area should also include client's opinions regarding overall strengths and weaknesses of the programme as well as areas requiring improvement and modification. If the targeted population is satisfied with the services of the EAP, the programme might be utilised in future when need arise. The programme might not be utilised optimally and its impact on the organisation might be invisible if the clients are dissatisfied with the programme (Ligon & Yegidis, 2003:131; Yamatani, 1993:77).

2.16. Strategies to enhance EAP utilisation

2.16.1. Marketing

Beidel (1999:91) states that, the marketing of the EAP and its services are its bread and butter – not only in promoting the services to the workforce, but often in forming the foundation of expectations on which the programme's effectiveness will be measured.

When assessing the programme it may be desirable to expand or extend parts of a programme into new areas (Ligon & Yegidis 2003:130). However, activities such as these require the convincing of others that the expansion or extension is worthwhile. Marketing enhances the knowledge of employees regarding the programme, which might have an influence on the utilisation of the EAP by the employees. Thus, without marketing the programme, employees will not know the programme and as a result its purpose will not be utilised optimally. The researcher is of the opinion that as an EAP continues to broaden its services, it is important to be able to market the need for expansion in a persuasive and convincing manner.

The objectives of marketing the EAP services are to:

- increase the employees' knowledge of the EAP and its services, activities and key components;
- increase the utilisation of the programme;
- enhance the integration of the EAP within the host or contract organization;
- maintain visibility of the EAP and its presence as a vital contribution to the organisation's productivity; and
- promote the value of the EAP in the organisation.

Different strategies exist to market the EAP services. After the implementation of the programme, the EAP practitioner, in cooperation with the organisation's management and other stakeholders, should carefully identify strategic activities which will enhance the knowledge of the personnel about the programme to ensure its effective or adequate utilisation. The EAP staff should employ simple language and use simple persuasive techniques to reach the objectives of marketing the EAP. The understanding of the programme by the organisation's personnel will also enhance the improvement of the image of the EAP within the workplace or within the specifically targeted underserved population. The selection of marketing strategies may be influenced or determined by the stage of the life cycle of the development of the EAP. Therefore, the strategies must be carefully defined and targeted. The marketing strategies and promotional activities must furthermore be tailored to the unique dynamics of the organisation and its workforce. Some of the strategies which can be employed include:

- **Written communication**

Beidel (1999:98) asserts that the role of communication in an organisation is to teach, persuade, influence or set expectations, exchange values, and establish or enhance relationships. Written communication, which is used for the purpose of promoting the EAP services, include newsletters, brochures, pay slip inserts, posters, wallet cards, flyers and other documentation with information on EAP services. Such promotional material should be in a language which is commonly used or understood by the personnel of the organisation, and it should be brief with the intended audience in mind with good layout or format, content and design.

- **Oral presentation**

Beidel (1999:100) indicates that, oral presentation is one of the most effective strategies for promoting the use of EAP services and acceptance, because the EAP practitioner uses his/her persuasive skills and interacts with the targeted population which may help to establish or enhance a relationship between the two parties. Oral presentations on EAP services can be conducted during supervisory, management and shop-steward training, employee orientation sessions, wellness presentations and lunch time talks. Such presentations can also be conducted informally amongst the employees who have utilised the EAP services, and by managers or supervisors with identified employees who are experiencing problems which can be handled by the EAP.

- **Meetings**

This method also provides an opportunity for dialogue with the key personnel and offers them a chance to enlist other personnel in marketing and promoting the EAP throughout the organisation. These include meetings of unions, as well as management and staff meetings. Such presentations help the EAP staff to clarify the role of the EAP, as well as support that the concerned structure can provide to promote efficiency and effectiveness of the EAP, and to allay the fears some structures might experience as a result of implementing the EAP, such as the replacement of their role within the organisation.

- **Interpersonal communication**

Beidel (1999:101) states that with this strategy it is easier to communicate the important EAP marketing message than through the traditional written materials and formal presentations, since it involves more dynamic and interactive opportunities where

participants have an opportunity to engage each other as well as the EAP practitioner. The EAP practitioner develops internal communication style or systems within the organisation to demonstrate the commitment of the EAP to serve the workforce and support its business interests. This helps the EAP practitioner to model an appreciation for balancing the demands of the business with the interests and wellbeing of the workforce.

- **Electronic media**

The types of electronic media which are used to market the EAP services are e-mail, intranet or internal website, internal television broadcasting systems and video teleconferencing. The use of electronic media strategies may raise security risks which probably are more against the marketing goals and objectives of the EAP programme. However, these strategies are effective to provide the most up to date information to the entire workforce or to specifically targeted segments of the employee population in an expedient and efficient fashion. It is also effective to provide standard information on the EAP and day to day updates on any time limited services being offered. Beidel (1999:103) warns that the use of e-mail should not be limited to the marketing of the services and activities of the programme, but should not be used for referral purposes, especially for managers who have other personnel screening e-mail in their absence.

2.17. Conclusion

The study was rooted in systems theory, which views the organisation as a unified, purposeful system composed of interrelated parts and it focuses on better communication and cooperation within the organisation (Graeme, 2008:1). This theory was appropriate in this study in the sense that essential to a successful EAP is the ability to communicate to employees what services are available through the company's EAP and what steps employees need to take in order to access the services (Graeme, 2008:2). Operating within the organisation, EAPs become part of the organisational systems and can be affected by the environment to such an extent that it would be easy to collude with it. A system receives input from, and sends output into the wider environment; it also consists of processes that transform inputs into outputs (Graeme, 2008:4). The researcher is of the opinion that an improvement in one area of a system can adversely affect another area of the system and it promotes organisational communication at all levels in order to avoid the silo effect.

The researcher deduces that it is important to understand EAPs within the context within they have developed both within South Africa and in the United States where it originated. Therefore its utilisation needs to be assessed after it has been implemented. The focus of utilisation focused-assessment is on intended use by intended users. The researcher is of the opinion that modern EAP must provide more diverse services in order to deal with the broad and complex problems that are faced by modern-day employees. An EAP should be designed to include specific assessment plans wherein the progress of the programme needs to be monitored. EAPs should be to justify their existence to some external authorities and should be assessed to ascertain the extent to which they are reaching its objectives and find ways to improve its performance process. Assessment is needed to ensure that the EAP is correctly designed for the organisation in which it is operating, and that it is meeting the needs of that organisation and its employees. Without continued assessment, an EAP could risk becoming a static and outdated intervention programme. Therefore utilisation assessment can be done to improve the service, to strengthen the plans for delivery, to raise the outcome of the programme, and to increase the efficiency of services rendered. Thus the focus of this research study is on employees' awareness and perception towards the usage of EAP employees concern about confidentiality, programme adequacy, efficiency of EAP to troubled employees and the referral systems.

CHAPTER 3

RESEARCH METHODOLOGY

3.1 Introduction

This chapter focuses on research methodology as well as the empirical findings. This chapter introduces the methodology used to carry out the research. In this chapter the researcher discusses the study design, data collection and data analysis as well as the research methods. Most importantly, the chapter highlights ethical considerations of the study followed by empirical findings. The researcher employed a research statement in this study. The use of a research statement is appropriate in this study as it requires the researcher to be able to specify clearly what data would provide support or rejection for it.

The research statements were as follows:

- Poorly visibility, lack of knowledge and understanding of what EAP is, and concerns about confidentiality negatively affects utilisation of the services.
- When management is not involved and fully committed to the EAP in an organisation, the programme will not serve the purpose it was designed for and the situation leads to an infrequent utilisation of the services.

3.2 Research approach

A quantitative approach was used to conduct the study. This approach was appropriate as it allowed the researcher to employ a process that is systematic and objective by using numerical data from only a selected subgroup of a universe or population to generalise findings to the universe that is being studied (Fouché & Delport, 2011:64). The researcher employed the approach which is deductive in nature and the research process was predetermined. The researcher was interested in determining the utilisation of the EAP service by employees; therefore the researcher used words and numbers to determine and describe the utilisation of the EAP in-house model at the PTH by employees.

3.3. Type of research

This study employed applied research, which is the scientific planning of induced change in a troublesome situation (Fouché & De Vos, 2011:94). These researchers also indicate that a researcher use applied research when the aim is to solve problems or make decisions for what are considered practical purposes. In the context of applied research the researcher made use of exploratory research focusing on utilisation since the aim of the study was to determine the utilisation of EAP services in PTH. The advantage of this type of research in this study was that, its findings will be applied to solve problems or concerns about the EAP in-house model at the PTH, therefore the knowledge gained in this study will be for practical utilisation as it will result in a set of recommendations. The study represents an evaluation study; specifically programme evaluation, and utilisation research as a specific type of programme evaluation.

There was no information regarding the utilisation of EAP services in PTH. Therefore the researcher followed the research procedures to assess the utilisation of EAP as this will enable the organisation to make changes in the programme if it does not achieve the purpose it was designed for.

3.4 Research design

The design used in this study was a non-experimental design. A non-experimental design allows the researcher to pose a series of questions to willing participants, summarises their responses with percentages, frequency counts or more sophisticated statistical indices and then draw inferences about a particular population from the responses of the sample (Fouché, Delport & De Vos, 2011:156). A cross-sectional survey design was employed in the present study as it allows the researcher to examine several groups of people at one point in time. Through a cross-sectional survey design the researcher was thus able to measure unknown characteristics or trends relating to the research subject matter, within the selected population group, in a single attempt (Czaja & Blair, 2004:4).

This design can be used to determine whether a particular problem exists within a group of participants and what the level of the problem is. Needs assessment and service gaps are usually associated with cross-sectional surveys (Fouché et al., 2011:156). The aforementioned survey design is also cost-effective, unique in measuring perceptions or

attitudes, and can be used to access a large number of respondents, which further exemplifies the study (Kumar, 2005:93). Similarly, a cross-sectional survey design has the ability to establish the prevalence of a phenomena, attitudes, situations, difficulties, or issues within a single contact session with the research respondent, which facilitates an overall interpretation (such as the subjective views or perception of employees about the EAP services in PTH). The researcher also identified gaps regarding the EAP and made recommendations about the future improvement of the programme.

3.5 Research methods

3.5.1 Study population

Brink (1999) states that, a population is the entire group of people or objects the researcher wishes to study provided that they meet the criteria of the study. The population in this study was 1877. The main target groups of the study were employees, supervisors and managers of the PTH. The employees were included because they are expected to utilise the EAP when they experience problems. Furthermore, their performance was expected to improve after they utilised the programme. Their significance in this research was to obtain information regarding their knowledge on the EAP of the PTH, problems experienced by employees for which they were referred to the EAP, their reaction after realising that they or their colleagues were experiencing problems, who referred them to the EAP and to obtain data regarding the appropriateness of the EAP model used by the PTH to address the problems and needs of the organisation.

3.5.2 Sampling

The population in this study comprised of all hospital employees at different ranks and to which the obtained results should be generalised (Bless & Higson-Smith, 2006:98). The researcher selected a sample of 100 out of 1877 employees which constituted 5.5% of the population. It was envisaged that information from a minimum of 100 respondents would suffice for the purpose of the study (Maree, 2007:179). It should also be noted that researchers have various opinions about the total number of respondents in a study. Grinnell and Williams (1990:127) in (Strydom, 2011:225) argue that 30 research respondents are sufficient to perform basic statistical measures, whereas Babbie (2001:261) contends that a 50% response rate is adequate for data analysis and

reporting although extreme caution should be adopted with regard to the most preferred response rate, as it merely serves as a rough guide and no statistical basis has been established. The researcher opted for 5.5% instead of 10% of the population and the response rate was 100%

In the context of this study, probability sampling was employed as it permits the researcher to compute an estimate accuracy of the sample (De Poy & Gilson, 2008 in Strydom 2011:228). The researcher utilised the Human Resource Office in the hospital to select the sample from the payroll system as the sampling frame. For proportional representation of the sample the researcher utilised a stratified sampling strategy; multiply each group size/category by the sample size and divide by the total population size (Fink, 2003:11). In this kind of sample a pre-determined desired number of respondents are then selected proportionally within each of the different strata. This instance larger samples from larger strata, and smaller samples from smaller samples.

The sample comprised of employees which were grouped into the following categories:

Table: 3:1: Sample size

Category	Total	Percentage	Sample size
General assistants	731	5.5	40
Allied health professional	62	5.5	3
Nursing staff	772	5.5	42
Pharmacists	36	5.5	1
Supervisors (head of sections)	81	5.5	4
Administration staff	195	5.5	10
Total	1877		100

The criteria for selection included:

- Both male and female employees
- Age: 20-60 years

- Employees who had utilised the EAP services before
- Employees who had not utilised EAP services before

The selection criteria was appropriate to this study as it enabled the researcher to gather detailed information from employees who utilised or who had not utilised the EAP services before in order to support the objectives of the study.

3.5.3 Data collection

Since the study was quantitative in nature, questionnaires were utilised. This data collection method was appropriate in this study as it was quantitative in nature and was highly structured in order to facilitate the quantification of the data (Babbie, 2007:246). The researcher formulated questionnaires in a brief and a clear manner for the respondents to understand. To ensure the reliability and validity of the data, the researcher made sure that all constructs are clearly conceptualised and eliminated items that are unclear. Unclear items are unreliable, people may respond differently at different times. Care was taken to avoid double-barrel and leading questions during the construction of questionnaires and the questions followed a logical sequence but ensure that they cover the topic thoroughly (Delpont & Roestenburg, 2011:198).

The covering page of each questionnaire explained the purpose of the research. It also provided guidance to the respondents on how to complete the questionnaires. The covering page of the questionnaire also explained confidentiality of participating in the research. Confidentiality served to ensure a high response rate and to increase the reliability of the data collected. The researcher formulated the questions in the questionnaires in such a way that different choices with respect to possible answers were furnished. The respondents could reply by choosing the correct statement or making an “x” in the boxes provided. In some of the questions, provision was made for ‘other’ responses to enable the respondents to give their own responses. For other instances, the respondents were expected to explain or motivate their answers.

The researcher issued one questionnaire to each of the one hundred (100) questionnaires to the respondents. The actual response rate was 100%. To ensure 100% response rate, the researcher’s contact details were available on the cover page of the questionnaire for further assistance in case respondents wanted to ask questions

regarding the research. The respondents were also requested to leave the completed sealed questionnaires at their respective work stations for the researcher to collect.

The researcher submitted a request to conduct the study to the Head of Department (HOD) of the Limpopo Provincial Department of Health and the approval was granted. A letter introducing the researcher and the topic was printed for participants. The letter also emphasised the ethical principle of confidentiality and that participation in the study was not compulsory (see Appendix C).

3.5.4 Data analysis

The purpose of analysing is to reduce data to an intelligible and interpretable form so that the relation of research problems can be studied tested and conclusions can be drawn (Kruger, De Vos, Fouché, & Venter, 2005:218). The study was quantitative in nature therefore the researcher made use of statistical analysis as part of a quantitative approach (Fouché & Bartley, 2011:251). Given the explorative and descriptive purposes of the study, as well as the sampling method opted for, exploratory and descriptive statistical tests was run on the data set, more specifically the Pearson's chi-square (χ^2) with a significant p -value (p) < 0.001 to ensure if association existed. To ensure the reliability and validity of the data, the researcher made sure that all constructs are clearly conceptualised and eliminated items that were unclear. Unclear items are unreliable, people may respond differently at different times. The reliability was based on the internal consistency of the questionnaire seeing that a number of items are formulated to measure a certain construct (Delpont & Roestenburg, 2011:190). Therefore the reliability was determined during the pilot study and during the main study. Validity of the questionnaire concerns whether it measures what it claims to measure, therefore content validity and face validity was established prior to data collection by presenting a provisional version to experts in the field for their comments before finalising the instrument (Delpont & Roestenburg, 2011:190). The data was analysed with the assistance of the Department of Statistics at the University of Limpopo by using the Statistical Package for Social Science (SPSS).

3.5.5 Pilot study

Strydom (2011:237) indicates that a pilot study can be used to ensure that procedures are suitable, valid, reliable, effective, and free from problems and errors, and that it

serves as a precautionary measurement to alleviate problems that may arise from the study. The researcher deduces that it is necessary to pre-test a questionnaire on a small number of people, so as to anticipate any problems of comprehension or other sources of confusion.

Before the final questionnaire was distributed to respondents, a pilot test of the questionnaire was done in accordance with Bless and Higson-Smith (2006:155), by involving three employees of the department. The respondents were contacted in advance of submitting the questionnaire by the researcher to confirm their understanding of and ability to answer the questions. The three employees were not included in the actual research. The researcher has concluded that the pilot questionnaire adequately addressed the issues raised by Bless and Higson-Smith, and no loopholes or problems were identified. The researcher used the questionnaire in the main study without any alterations, as no modifications were suggested during the pilot study.

3.6. Ethical consideration

Ethical clearance was received from the University of Pretoria Research Ethics Committee. Prior to data collection, the researcher also obtained permission to conduct the research from the Head (HOD) of the Department of Health, Limpopo Provincial Office and the Chief Executive Officer (CEO) of the PTH where the research was carried out (*See Appendix B, E & G*).

3.6.1. Avoidance of harm

The most important basic principle of research is that respondents must not be harmed by participation in the research project (Strydom, 2011:115). In this study the researcher ensured that no information regarding the respondents was provided to employees' managers and supervisors. Emotional harm to respondents is often more difficult to predict and to determine, therefore the researcher has an ethical obligation to protect them. The respondents were informed beforehand about the potential impact of the study; such information assisted the respondents to withdraw from the study if they wished to do so (Strydom, 2011:115). No emotional harm was associated to this study and no harm occurred to the respondents.

3.6.2. Informed consent

In this study informed consent means that the respondents had adequate information regarding the research, comprehend the information and the power of free choice to participate and were required to sign a comprehensive written consent form stipulating that participants have got the freedom to withdraw from the study should they want to do so before their involvement in the study (Strydom, 2011:117). In this study the researcher provided respondents with information about the aim and objectives of the study. Respondents were also informed that data collected will be stored in the Department of Social Work and Criminology at the University of Pretoria for a period of 15 years. In this study the researcher did not utilise digital recording as the respondents completed self-administered questionnaires.

3.6.3. Confidentiality / anonymity / privacy

Confidentiality is an ethical requirement for the researcher. Any information that was obtained in connection with the study remains confidential and will be disclosed only with participants' permission or as required by law. No names or other personal details appeared on the questionnaire. The researcher has access to the data. In this study the information provided by respondents could be sensitive in nature. Particularly sensitive and personal information will be protected and not be made available to anyone other than the researcher. Anonymity is linked with confidentiality; respondents' data must not be associated immediately and obviously with their names (Strydom, 2011:120). The researcher respected the respondents' rights of privacy. In this study the researcher assigned a number to respondents instead of names or identity to ensure that the data remain anonymous and it will not be recorded in the study.

3.6.4. Publication of findings

The findings of the study must be introduced to the reading public in a written form; otherwise it will mean very little and will not be viewed as research (Strydom, 2005:65). For the purpose of this study, the researcher is intending to present the findings to the Executive Management of the Polokwane Hospital. The findings will be presented in a form of a research report. The findings of the research study will be presented in a report without identifying participants' names.

3.6.5. Actions and competence of a researcher

Researchers are obliged to ensure that they are competent and adequately skilled to undertake the proposed investigation, as even well-intended and well planned research can fail or produce invalid result if the researcher is not adequately qualified (Strydom, 2005:63). The researcher is a qualified social worker with honours degree in social work and 13 years' experience in the field of social work in health care. Therefore, she was suitable to undertake the study.

3.7 Conclusion

It is therefore concluded that the research methodology and the tools that were applied in this research study assisted to a great extent in obtaining valuable data that would assist management in improving Employee Assistance Programme for the Department of Health. Following is the empirical findings into utilisation of EAP by employees at Polokwane tertiary hospital.

CHAPTER 4

4. EMPIRICAL FINDINGS INTO UTILISATION OF EAP BY EMPLOYEES AT POLOKWANE TERTIARY HOSPITAL

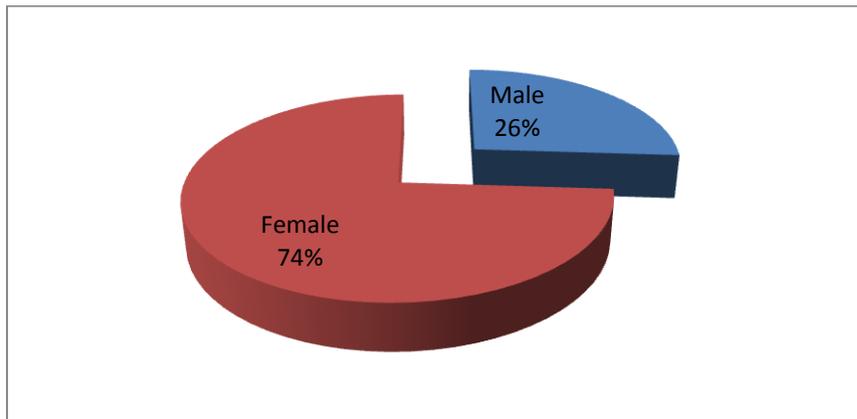
4.1 Presentation of data

This section discusses the findings of the research study in detail, in relation to the research questions that were asked. Research findings are presented in the sequence of the sections as they appeared in the questionnaire. The responses are expressed quantitatively in percentages and supported by a statement of the respondent substantiating the responses by findings from the literature review. As a first step in the data analysis process, it is important to explore the nature of the complete dataset. None showed a normal distribution according to the two sets that were conducted, the Kolmogorov-Smirnoff and Shapiro-Wilk test. The sample size was sufficient, although homogeneity of one particular group (i.e. gender and profession was unequally distributed). Where necessary, cross tabulations of certain variables in which a level of significance had been found were included in the study, after a thorough set of tests were performed on the full data set. These variables included the age, gender marital status and educational levels of the respondents. In certain categories of the data analysis, missing data were attributed. The questionnaire was divided into seven sections, and the research findings are, therefore, presented as such.

4.1.1 Section A: Biographic and demographic details

The aim of this section was to obtain information regarding the profile of the PTH and the personal details of respondents. This information is presented in Tables and Figures. Each Table or Figure is followed by a discussion of the information which appears in the tables.

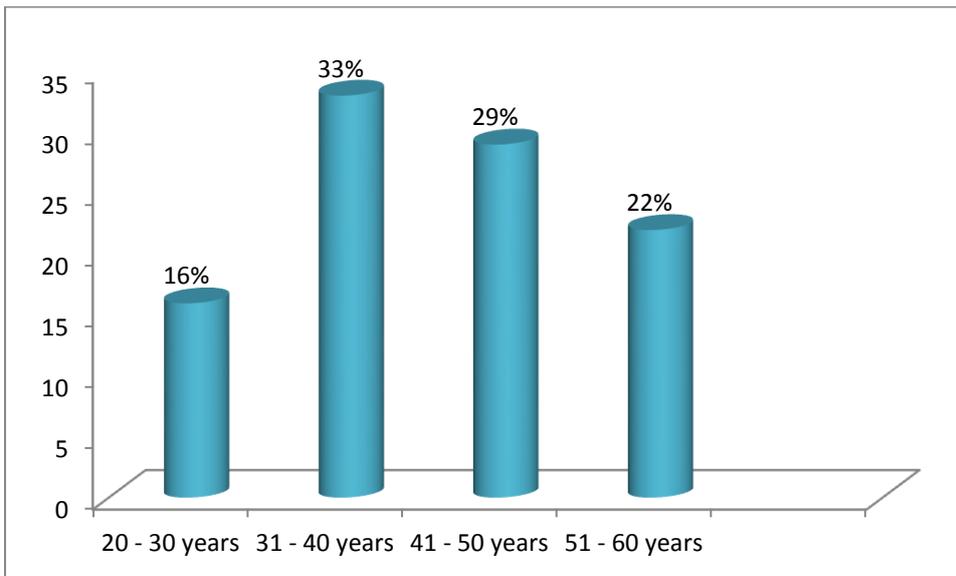
4.1.1.1 Gender of respondents



Pie chart 1: Gender of respondents

It is evident from Pie chart 1 that (n=74; 74%) of the employees in the sample were females and (n=26; 26% were males). The demographics of an organisation and the characteristics of each client influence EAP utilisation. Research indicates that women are more likely to utilise an EAP than men (Phillips, 2005:25). Despite the fact that the Department is having gender equity targets and an employment equity plan, it is interesting to note that the gap between the genders is wide. Phillips (2005:25) asserts that women and men do not experience events in the same way and this challenges employers to design programmes that meet the needs of both genders. The researcher deduces that, the dynamics of gender in relation to the programme utilisation extends to include other factors of preference in consultation: degree of management support; gender of supervisors and gender of subordinates; the occupational category of the employees supervised; social distance between the supervisor and troubled employee; the supervisor's attitude and the knowledge about EAP.

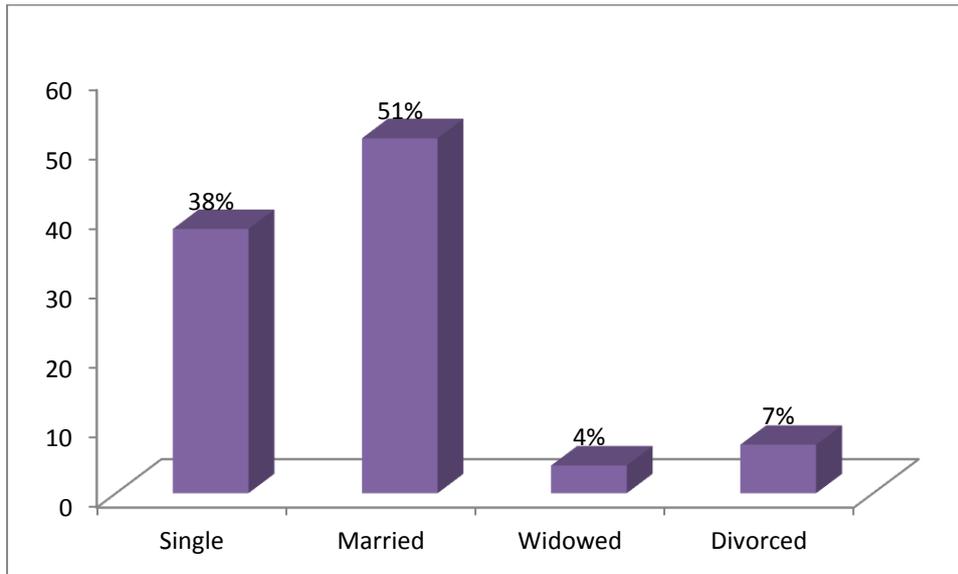
4.1.1.2 Age of respondents



Bar graph 1: Age of respondents

From Bar graph 1 it is apparent that the age of the employees in the sample ranges from 20 – 60 years and this sample met representation. Bar graph 1 indicates that thirty three (n=33) of employees in this organisation are between the ages of 31 – 40 years old. This is followed by the age group of 41-50 years of age (n=29; 29%), whereas the age category of 25-29 was (n=22; 22%) and 20-30 years of age (n=16; 16%) had a minimum number of respondents. Demographic variables have also been linked with seeking help from an EAP. The types of problems experienced by different age groups will have an impact on the services required from the EAP. The research findings in (Mnisi 2005: 97) indicate that employees within the age group of 31-40 were more willing to utilise EAP. The study at hand concurs with Mnisi's study as the research findings based on the EAP case load in PTH indicated that thirty one (n=31; 88%) employees out thirty five who utilised the services were between the ages of 31-62 years old. It is important that employees, their families, and all others eligible for the programme be informed about the organisation's EAP and the services it offers and be continually updated on new programme initiatives in order to enhance programme penetration rate (Csiernik, 2003:47).

4.1.1.3 Marital status of respondents



Bar graph 2: Marital status of respondents

Bar graph 2 depicts that Fifty one percent (n=51) of the respondents were married while thirty eight percent (n=38) indicated single status. Seven percent (n=7) per cent were divorced and four percent (n=4) were widowed. It is evident that most of the respondents were married which would indicate that they may understand the need for EAP assistance with work and family problems, families and marriages often experience problems and challenges. Dickman in Emener, Hutchison and Richard (2003:52), state that relationship problems comprise the second largest EAP case load, therefore these researchers deduced that married employees would utilise EAP services more than others. Individual characteristics may be predictors of propensity to use an EAP.

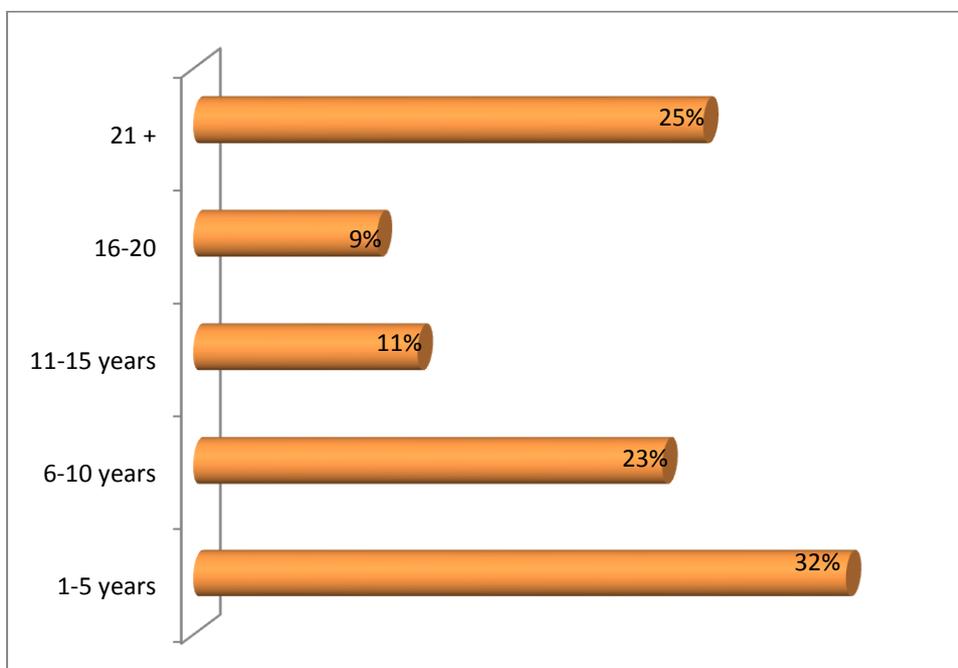
4.1.1.4 Table 4.1: Current position of respondents in the department

Variable	N	Percentage
Administration staff		
Administration clerk	1	1%
Administration officer	1	1%
Data capturer	1	1%
Personal assistant	3	3%
Secretary	1	1%
Senior admin officer	2	2%
Training officer	1	1%
Allied health professional		
Occupational therapy technician	1	1%
Registered dietician	1	1%
Speech pathologist and audiologist	1	1%
General assistants		
Cleaners	26	26%
Grounds man	3	3%
Horticulture	2	2%
Porter	9	9%
Nursing staff		
Auxiliary nurse	5	5%
Enrolled nurse	9	9%
Professional nurse	28	28%
Pharmacists	1	1%
Supervisors (Managers)		
Assistant director	1	1%
Chief therapist	1	1%
Deputy manager HRD and training	1	1%
Housekeeping manager	1	1%
Total	100	100%

Table 4.1 illustrates that the sample was a representative of various occupational groups or ranks in the Department. Twenty eight percent (n=28) of the respondents were employed as professional nurses followed by cleaners (n=26). Nurses and

cleaners constitute a large percentage within the department. The occupational level could be a factor in the quality of responses received from the respondents. Health care workers as well as non-professional assistants to these professionals are often confronted with extremely stressful and demanding situations that they have to deal with, such as violent, disagreeable, demanding or manipulative patients or patients with severe trauma and also cardiac arrest. To manage the emotional and physical stress, these professionals need to use a variety of coping methods. Nurses and cleaners in health setting are more likely to utilise an EAP due to nature of their work (Vettor & Kosinski, 2000).

4.1.1.5 Years of experience in the department

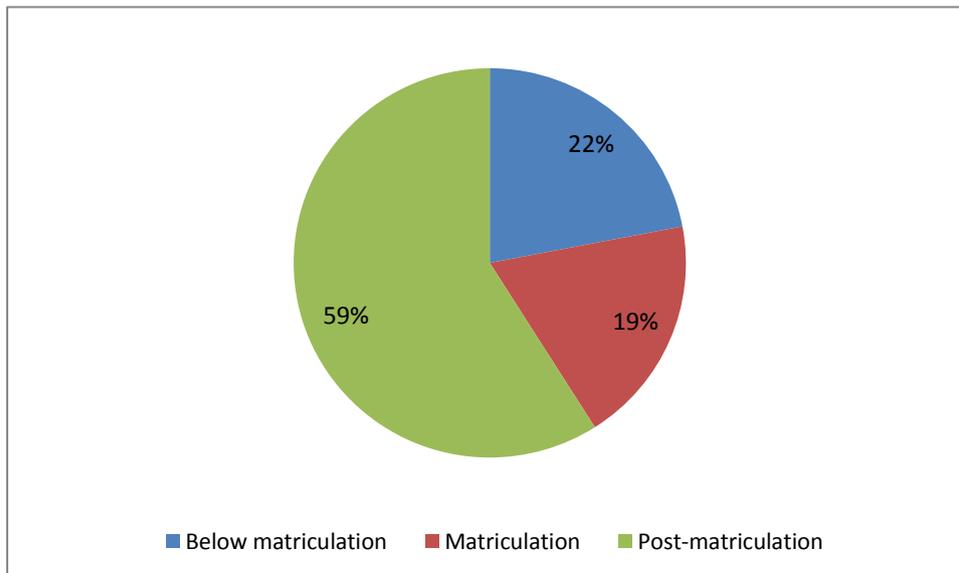


Bar graph 3: Years of experience in the department

The results indicate that the length of employment of the employees at PTH ranges from 1 year to more than 20 years. The vast majority of respondents have more than 5 years of service; thirty two percent (n=32) have up to five years, followed by more than 20 years of service with twenty five percent (n=25) which means that they were already on the PTH payroll when the EAP was introduced in 2007. The information implies that the respondents were supposed to be in a good position to realise the impact of the EAP on work performance and on the organisation, as some of them were employed before the programme was implemented in 2007. Manzini (2005:58) in her study

conducted at Gauteng Department of Labour found out that eighty seven percent (n=87) of respondents who had five to eight years of work experience were exposed to the existence of the EAP services within their department, not only were they aware sixty seven percent (n=67) utilised the services.

4.1.1.6 Educational level of respondents



Pie chart 2: Educational level of respondents

The respondents were requested to indicate their qualifications so that the researcher may have an idea about their level of education. Pie chart 2 indicates that nineteen percent (n=19; 19%) have matric qualifications; fifty nine percent (n=59) have post matriculation while twenty two percent (n=22) have below matric. The implication is that those employees with below-matriculation qualifications may find it difficult to read messages and flyers circulated or places on notice boards about EAP and its activities within the department. Beidel (1999:98) asserts that promotional material should be in a language which is commonly used or understood by the personnel of the organisation, and it should be brief with the intended audience in mind with good layout or format, content and design.

4.1.1.7 Table 4.2 Cross tabulation of educational level and age of respondents

		Have you heard of EAP before				<i>p</i>	<i>(x²)</i>
		Yes		No			
		n	%	n	%		
Educational level	Below matriculation	4	4	18	18	20.472	< 0.001
	Matriculation	3	3	16	16		
	Post-matriculation	37	37	22	22		
	Total	44	44	56	56		
Age categories in years	20-30	6	6	10	10	1.856	< 0.001
	31-40	14	14	18	18		
	41-50	16	16	14	14		
	51-60	8	8	14	14		
	Total	44	44	56	56		

A strong association was recorded regarding hearing of EAP between the two variables. Comparing the educational level and the age difference of the respondents, the statistics indicate that responded below matriculation and between the ages of 20-30 never heard about EAP this can also be attributed to the fact that twenty six percent (n=26; 26%) of the respondents were cleaners with low level of education. The types of problems experienced by different age groups will have an impact on the services required from the EAP. The respondents between the age group between 41-50 and those with post matriculation appear to have heard about EAP. In South Africa, specifically, past discrepancies in education and opportunity have resulted in black employees (and to some extent, women), still occupying lower positions in the organisational hierarchy. Standing in the organisation, or perceptions of status, may therefore account for the fact that certain groups of employees, those who occupy lower positions might find it difficult to read information about EAP. (Dickman, 2003: 53).

4.1.2 Summary

Seventy four percent (n=74) of the respondents were females and thirty percent (n=33) were in the age group of 31-40. Majority (n=51) of the respondents were married, Thirty two percent (n=32) of the respondents had one to five years of work experience in PTH. Twenty eight percent (n=28) of the respondents were employed as nurses, the research was conducted in a hospital setting. Fifty nine percent (n=59) of the respondents had post matriculation. This group also had knowledge of EAP.

4.2.1 SECTION B: AWARENESS OF EMPLOYEE ASSISTANCE PROGRAMME

The purpose of this section was to obtain information regarding awareness of the Employee Assistance Programme by employees of the PTH.

Table 4.3: Hearing about EAP

Variable	n	Percent
Yes	44	44%
No	56	56%
Total	100	100

According to Table 4.3, forty- four percent (n=44) of respondents indicated that they heard about the EAP while fifty six percent (n=56) indicated that they had never heard anything about it before. This therefore suggests that the department's marketing strategy must be intensified to make sure that all employees become knowledgeable about the programme. Marketing of EAP refers to the theory and practice of presentation, advertising and selling the programme. Constant marketing of EAP enhances employees' awareness of EAP (Dickman, 2003: 53).

4.2.1.2 Table 4.4: Respondents' knowledge of the EAP rationale

Variable	n	Percent
Yes	37	37%
No	63	63%
Total	100	100

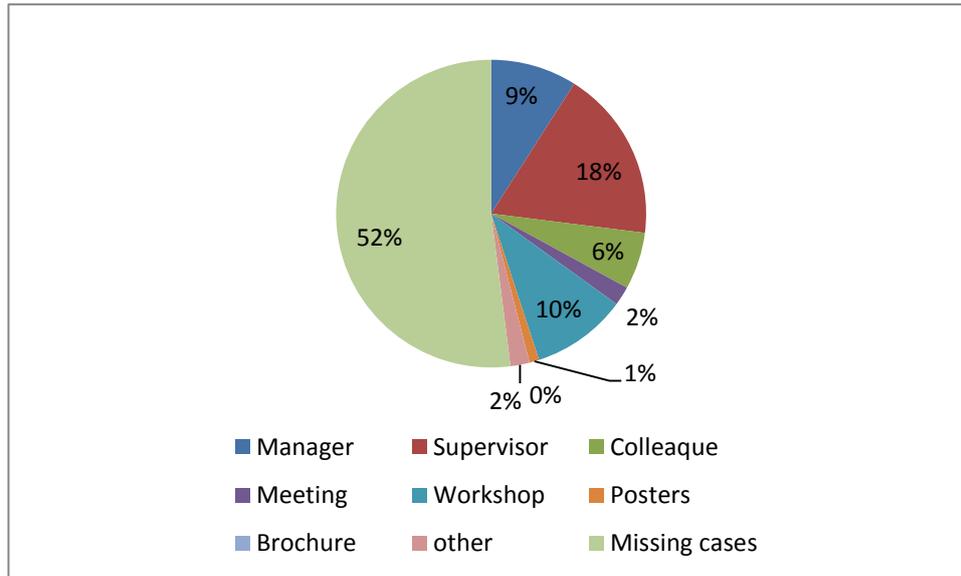
From the above information in Table 4.4 thirty six percent (n=37) of the respondents knew the rationale of EAP while sixty three percent (n=63) did not know and they never respond to the request to briefly explain the rationale of the EAP. Lawrence et al. (2002:4) states that there is a link between employees' familiarity with the EAP and the utilisation of the programme. Employees' familiarity with the EAP implies having a thorough knowledge of what the EAP does. The employees should be aware of where the programme is located and how to access the programme and the services rendered.

Table 4.5: Perspectives about the rationale for EAP

Variable	n	Percent
To maintain the overall well-being of the employee	3	3%
Intervention in compromising situations	3	3%
Improve quality of life	1	1%
Assist with general problems at work and at home	15	15%
Assist with financial problems	3	3%
Assist with health related problems	3	3%
Assist with rehabilitation	1	1%
Total	29	29%
Missing cases	71	71%
Total	100	100

The above information in Table 4:5 are comments made by those employees who indicated that they know the rationale of EAP. Fifteen percent (n=15) indicated that the rationale of EAP is to assist with general problems at work and at home. Awareness of EAP means knowing the programme, services rendered and how to access the programme. Csiernik (2003:21) advises that information updates about the programme need to occur regularly to maintain the spotlight on the programme and ensure its continued support and usage. It is therefore, important, that all employees should be informed about the programme in order to enhance their chances of utilising EAP and enhancing the programme penetration rate.

4.2.1.3 How employees get to know about the EAP



Pie chart 3: How employees get to know about the EAP

The information in Pie chart 3 indicates that employees were informed by managers, supervisors, colleagues, meetings, workshops, posters and brochures about the EAP. Fifty two percent (n=52) of data is missing because the respondents did not indicate who presented information to them regarding the EAP; this could be the respondents who were not aware of the EAP services in the department. Eighteen percent (n=18) indicated that they were informed by their supervisors about the EAP while nine percent (n=9) mentioned their managers and six percent (n=6) knew about the EAP through their colleagues. These overall results imply that only small percentage of managers or supervisors know their roles within the EAP. It is evident from the findings that most of the respondents did not know about the EAP only few knew about the programme through managers, supervisors and workshops. Dickman (2003:53) states that, when an EAP utilises several methods to inform the workforce about its services, the employees' level of awareness is likely to be high and thus enhances utilisation of the programme as well as the penetration rate.

4.2.1.4 Table 4.6: EAP services provided by EAP in PTH

Variable	n	Percent
Yes	36	36%
No	64	64%
Total	100	100

Table 4.6 illustrates that thirty six percent (n=36) of respondents indicated that EAP services are provided in the department while sixty four percent (n=64) indicated that services are not provided. Therefore from the research findings it can be deduced that the majority of employees in the PTH are not aware of the services provided within their department. This might be due to the fact that most employees were stationed in various sections wherein they were unlikely to access EAP information. Frost (1990:46) states that, essential to a successful EAP is the ability to communicate to all employees' the services available through the EAP since this can have an impact on the employees' utilisation of an EAP, penetration rate and programme adequacy.

4.2.1.5 Table 4.7: Services rendered by EAP in PTH

Variable	n	Percent
Counselling	27	27%
Substance abuse	10	10%
Financial management	16	16%
Stress Management	16	16%
Domestic violence	6	6%
HIV/AIDS	11	11%
Other	4	4%
Total	90	90%
Missing cases	10	10%
Total	100	100

From table 4.7, it is interesting to note that (n=27; 27%) of the respondents indicated that counselling services are rendered by the EAP at PTH. a quite evenly distributed response rate (n=16; 16%) for financial management and (n=16; 16%) for stress management meanwhile (n=11; 11%) chose HIV/AIDS and (n=10; 10%) mentioned that substance abuse services are provided. Only (n=4; 4%) chose “other” as an option but could not elaborate on it. Lawrence, Boxer and Tarakeshwar (2002:4) maintain that there is a link between employees’ familiarity with EAP services and utilisation of the programme. The EAP must be designed to positively respond to a wide range of problems.

4.2.1.6 Table 4.8 Contact details of EAP professional

Variable	n	Percent
Yes	22	22%
No	78	78%
Total	100	100

From Table 4.8 the research findings revealed that (n=22; 22%) of respondents indicated that they know the contact details of the EAP professional while (n=78; 78%) mentioned that they do not know it. From the research findings it can be deduced that the contact number of the EAP professional was not known by the majority of the employees at the PTH. The location and contact information of an EAP professional may influence client utilisation of the programme. The ease of EAP access is identified as one of the aspects that can enhance employees' utilisation of the programme (Lawrence, Boxer and Tarakeshwar 2002: 3). It is, therefore, important that employees to have contact information of an EAP professional. This can be achieved through presentations to employees in meetings or workshops.

4.2.1.7 Table 4.9: Cross tabulation of educational level and years of experience of respondents

		Do you know the rationale of EAP				<i>p</i>	<i>(χ²)</i>
		Yes		No			
		n	%	n	%		
Educational level	Below matriculation	4		18	18	15.169	< 0.001
	Matriculation	2		17	17		
	Post-matriculation	31		28	28		
Total		37		63	63		
Experience (in years)	1-5	6	6	26	26	8.705	< 0.001
	6-10	9	9	14	14		
	11-15	7	7	4	4		
	16-20	4	4	5	5		
	21 and above	11	11	14	14		
Total		37	37	63	63		

A significant association was recorded regarding the educational level and years of experience of the respondents. The statistics above suggested that respondents with post -matriculation (n=31; 31) knew about the rationale of EAP. Eleven (n=11) of the respondents with more than twenty one years' experience also knew about the rationale of EAP. Therefore the researcher deduces that some of them were employed before the programme was implemented in 2007 and they might have been exposed to EAP session. Beidel (1999:98) asserts that the role of communication in an organisation is to teach, persuade, influence or set expectations, exchange values, and establish or enhance relationships. Written communication, which is used for the purpose of promoting the EAP services, include newsletters, brochures, pay slip inserts, posters, wallet cards, flyers and other documentation with information on EAP services. Such promotional material should be in a language which is commonly used or understood by the personnel of the organisation, and it should be brief with the intended audience in mind with good layout or format, content and design.

4.2.2 Summary

Forty-four percent (n=44) of respondents indicated that they heard about the EAP. This therefore suggests that the department's marketing strategy must be intensified to make sure that all employees become knowledgeable about the programme. Thirty six percent (n=37) of the respondents knew the rationale of EAP while sixty three percent (n=63) did not know and they never respond to the request to briefly explain the rationale of the EAP this could imply that the respondents were not familiar about the EAP. Fifteen percent (n=15) indicated that the rationale of EAP is to assist with general problems at work and at home. Eighteen percent (n=18) indicated that they were informed by their supervisors; therefore a dedicated initiative directed towards the provision of supervisory training is essential. Sixty four percent (n=64) indicated that services are not provided. It is interesting to note that twenty seven (n=27) of the respondents indicated that counselling services are rendered by the EAP at PTH. Seventy eight percent (n=78) percent of the respondents mentioned that they do not know the contact details of the EAP professional. Knowledge of the location and contact information of an EAP professional may influence client utilisation of the programme. The statistics above suggested that most staff members in the PTH were not aware of the services provided within their department.

4.3.1 SECTION C: PERCEPTION TOWARDS THE USE OF EAP

In this section the researcher's aim was to establish the employees' perception of the use of EAP. Misperception and lack of understanding about EAPs have been found to inhibit utilisation (Csiernik, 2003: 45)

4.3.1.1 Table 4.10: Accessibility of EAP Services

Variable	Frequency	Percent
Yes	22	22%
No	78	78%
Total	100	100

Accessibility entails being able to reach the EAP in a convenient manner. From the research findings, the majority, (n=78; 78%) of the respondents confirmed that EAP services were not accessible whereas a minority, (n=22; 22%) indicated that an EAP was accessible. The respondents who were uncertain about the accessibility of the EAP could be those who were not aware of the programme. Dickman (2003:53) mentions that when employees are able to get to their EAP site in a timely, convenient and efficient manner, utilisation of its services as well as the programme penetration rate increases. Accessibility is one of the major policy principles within EAP services. The PTH should also cater for diversity in ethnicity, race, religion and language to ensure complete accessibility of services to employees.

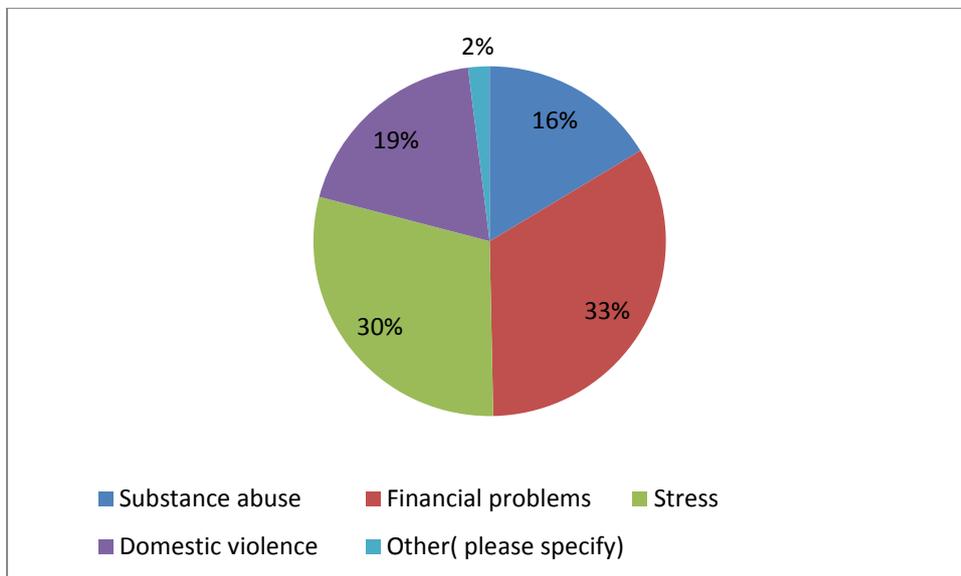
4.3.1.2 Table 4.11: Exposure to EAP Session

Variable	Frequency	Percent
Yes	5	5%
No	93	93%
Total	98	98%
Missing cases	2	2%
Total	100	100

Employees' exposure to EAP differs from awareness of the programme. Exposure means introduction or disclosure of the programme to the workforce whereas awareness entails having knowledge and understanding of the programme and its services.

It is evident from the research findings that majority of respondents (n=93; 93%) indicated that they had not been exposed to EAP information sessions while (n=7; 7%) indicated that they had been exposed to EAP information sessions. It is evident from the research findings that the majority of employees from PTH were not exposed to EAP information sessions. Bell, (2006:27) indicates that an EAP can have all the cutting edge programmes, but this does not matter if no one knows about it. Employees' awareness and understanding of the EAP can be achieved by adopting any number of strategies, in some organisations each employee is informed about the EAP and the services it provides at the time of orientation (Dickman, 2003:53).

4.3.1.3 Employees' need for assistance in dealing with problems



Pie chart 4: Employees' need for assistance in dealing with problems

Respondents were given a list of problems to choose from. These problems are within the scope of services that the EAP provides. Fifty one percent (n=51) stated they need help in dealing with financial problems, forty five (n=45%) indicated stress while thirty (n=30; %) mentioned that they need assistance to deal domestic violence matters. From Pie chart 4, it is clear that problems such as substance abuse scored lower with (n=16; 16%), this might imply that employees have fear of telling someone about the problems they are experiencing. Three percent (n=2%) of the respondents chose other as an option but could not specify. The results indicate the relevance of adopting a broad brush approach when implementing EAP services by the organisation so that

employees can be assisted in dealing with the problems which negatively impact on their job performance. When the EAP is designed to positively respond to all employees problems, more employees will utilise the programme (Emener, Hutchison & Richard, 2003: 52).

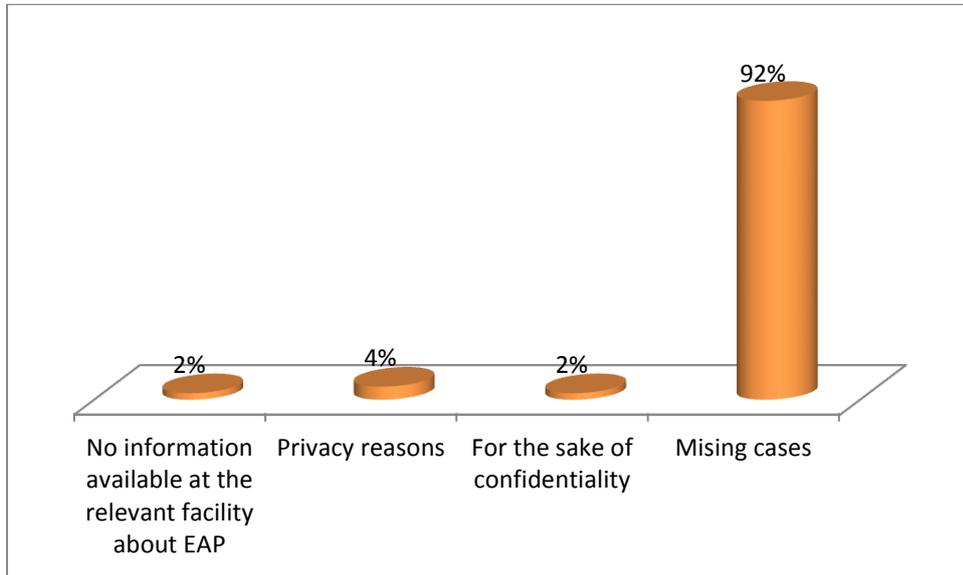
4.3.1.4 Table 4.12 Utilisation of EAP services provided within the department

Variable	Frequency	Percent
Yes	91	91%
No	9	9%
Total	100	100

Research findings indicate that ninety one (n=91) of the respondents were willing to utilise EAP services whereas only nine percent (n=9) were not. Lawrence, Boxer and Tarakeshwar (2002: 3) identify issues that appear to mediate EAP utilisation including employees' trust in confidentiality of the services provided, the ease of access and perceived efficacy of the programme. Weiss (2003:63) states that employees will not participate in the programme unless they feel assured that confidentiality will be maintained, assurance of client confidentiality is associated with high programme utilisation. Unfamiliarity with the scope of the programme could restrict employees from using the EAP, whereas employees' awareness of it might enhance the utilisation of the programme as well as the penetration rate. The researcher supports Weiss (2003:3) who states that it is important for employees to know about the organisation's EAP and understand what the programme can and cannot do for them.

Respondents who stated they are not willing to utilise the service were requested to motivate

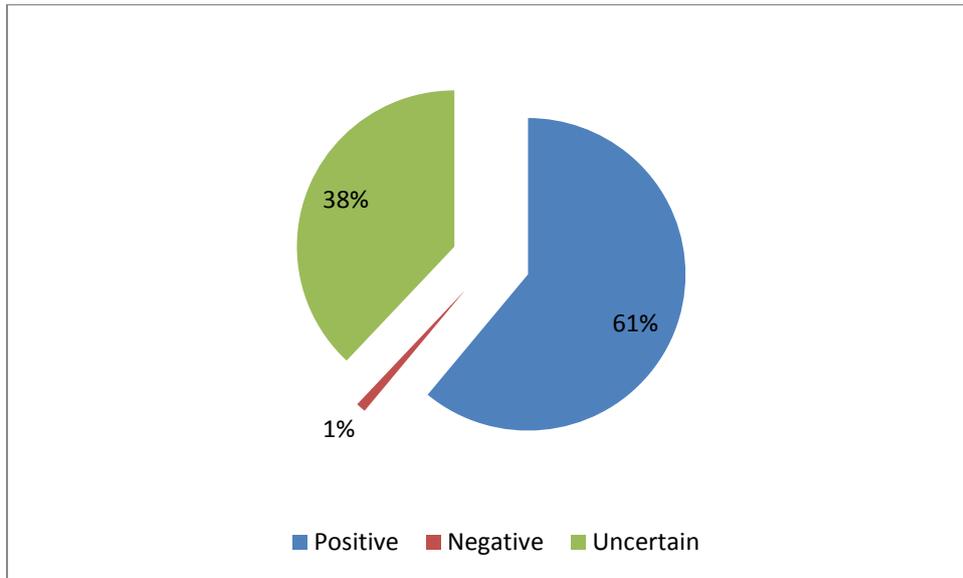
Employees' motivation for not utilising EAP



Bar graph 4: Employees' motivation

From Bar graph 4, it is evident that majority (n=92; 92% of the respondents who did not comments might be those who did not know about EAP. Trust and confidentiality issues are influenced by amongst others, the location of EAP and the privacy of the EAP office were reasons given by (n=4; 4% of the respondents. The results imply that employees might not be comfortable to utilise the EAP services. A major concern about internal programmes is that they may be perceived as being closely identified with particular departments, groups or persons in the organisation and that confidentiality of employees' problems may be difficult to protect (Christie, 2003:45). Patton (2008) indicates that confidence or trust in the EAP or belief in confidentiality specifically is related to willingness to use or actual use of services.

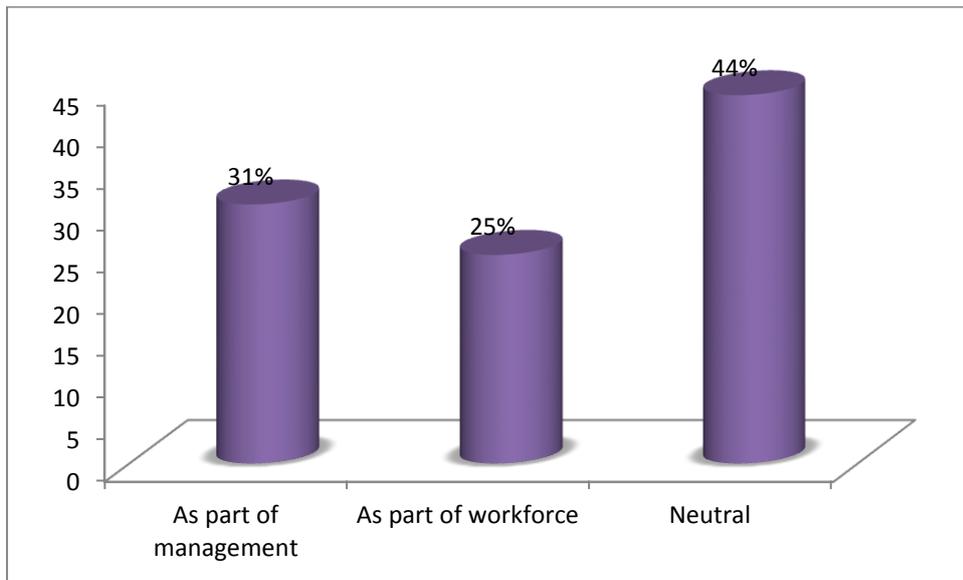
4.3.1.5 Employees' attitude towards EAP



Pie chart 5: Employees' attitude towards EAP

The research findings revealed that (n=60; 61%) of the respondents had a positive attitude towards the EAP whereas (n=38; 38%) were uncertain. The small percentage (n=1; 1%) of respondents who were uncertain of their attitude towards the EAP could be those who were not aware of the programme or those who had not utilised the service before. Harlow (1998:2) mentions that employees, who had used the EAP before, usually had a more positive attitude towards the programme than non-users. From the research findings, there is an indication that even though majority employees were not aware and had not utilised the EAP services they felt that the can be beneficial and thus most employees might utilise the service in future when the need arises since majority of the respondents had a positive attitude towards the EAP. Therefore this may indicate failure on the part of the EAP professional to market the programme because it evident from the research findings that, employees were willing to make use of the programme.

4.3.1.6 Employees' view of EAP practitioners



Bar graph 5: Employees' view of EAP practitioners

The EAP serves both the organisation and the workforce. Information from this Bar graph indicates that (n=44; 44%) of the respondents viewed EAP practitioners as neutral, (n=31; 31%) percent as part of the management while (n=25; 25%) view them as part of workforce. From the research findings, the researcher is of the opinion that the respondents viewed EAP practitioners as neutral might be the respondents who could not locate them in either category. Hutchison and Richard (2003:59) state that the primary stated purpose of both the union and the EAP is to help its members. Thus, when a union supports the efforts of an EAP, it is doing what is primarily designed to do, namely helping its members. When employees view an EAP as a neutral programme serving both the organisation and the workforce, there is a greater chance for employees to utilise the services.

4.3.1.7 Table 4.13: Cross tabulation of gender and marital status of respondents needing help to deal with various problems.

Do you need help in dealing with any of the following problems (Marital status)																		
Variable	Single				Married				Widowed				Divorced				<i>p</i>	(x^2)
	Yes		No		Yes		No		Yes		No		Yes		No			
	n	%	n	%	n	%	n	%	n	%	n	%	N	%	N	%		
Substance abuse	10	10	24	24	15	15	33	21	1	1	1	1	0	0	7	7	< 0.001	0,024
Financial problems	18	18	19	19	28	28	21	21	4	4	0	0	1	1	6	6	< 0.001	2,337
Stress	19	19	17	17	24	24	26	26	2	2	2	2	0	0	7	7	< 0.001	794
Domestic violence	11	11	23	23	18	18	31	31	1	1	3	3	0	0	0	0	< 0.001	709
Total	58	58	83	83	85	85	99	99	8	8	6	6	1	1	20	20		
Do you need help in dealing with any of the following problems (Gender)																		
Variable	Male				Female				<i>p</i>	(x^2)								
	Yes		No		Yes		No											
	n	%	n	%	n	%	n	%										
Substance abuse	7	7	17	17	19	19	50	50	< 0.001	0.028								
Financial problems	17	17	9	9	34	34	37	37	< 0.001	5.362								
Stress	14	14	12	12	31	31	40	40	< 0.001	6.721								
Domestic violence	6	6	18	18	24	24	46	46	< 0.001	3.896								
Total	44	44	56	56	108	108	173	173										

There is an association between gender and marital status of respondents when it comes to the need of EAP services. Comparing men and women, women are more likely to utilise the services than men. From the table above it is evident that (n=34;

34%) of female respondents indicated that they need help with financial problems and twenty four percent (n=24) needed help with domestic violence. Phillips (2005:25), men and women are equally troubled, but women are twice as willing as men to help for themselves and spouses. Married respondents (n=85; 85%) would like to utilise the EAP services than those who are single (n=58; 58%) Relationship problems comprise the second largest EAP caseload in PTH, therefore research indicates that married employees would utilise EAP services more than others. (Dickman in Emener, Hutchison and Richard 2003:52).

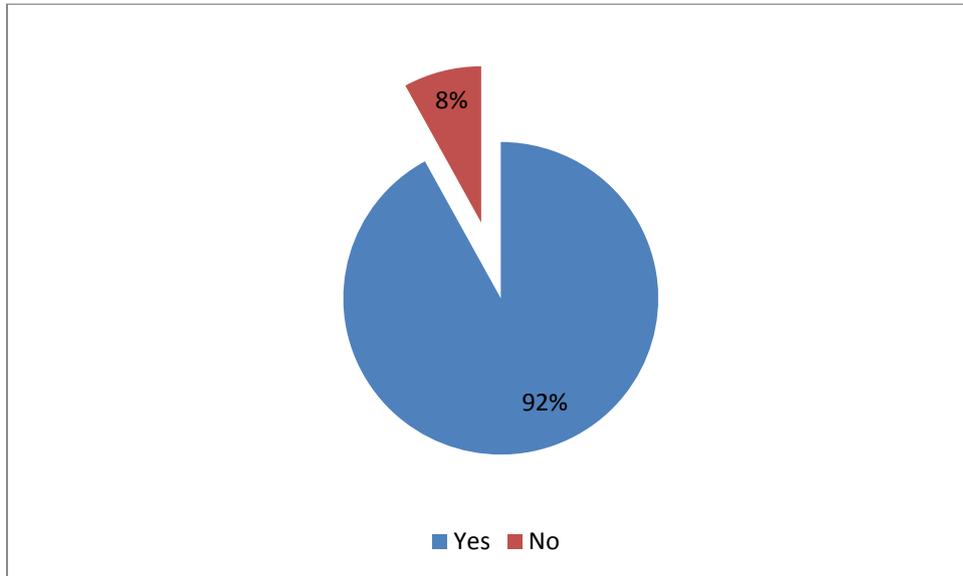
4.3.2 Summary

The majority, (n=78; 78%) of the respondents confirmed that EAP services were not accessible. Ninety three percent (n=93) indicated that they had not been exposed to EAP. Fifty one percent (n=51) stated they need help in dealing with financial problems, this indicate that there is a need for financial management session in a workplace. Research findings from indicate that nine percent (n=9) of the respondents were not willing to utilise EAP services provided within the department .Trust and confidentiality issues are influenced by amongst others, the location of EAP and the privacy of the EAP office were reasons cited by the respondents. Sixty one percent (n=61) of the respondents had a positive attitude towards the EAP. Forty- four percent (n=44) of the respondents viewed EAP practitioners as neutral.

4.4.1 SECTION D: EMPLOYEES' UTILISATION OF EAP

The purpose of this section was to obtain information regarding employees' utilisation of EAP at the PTH. Csiernik (2003:131) states utilisation assessment provides programmes with data concerning who is using what services and to what extent.

4.4.1.1 Employees' utilisation of EAP



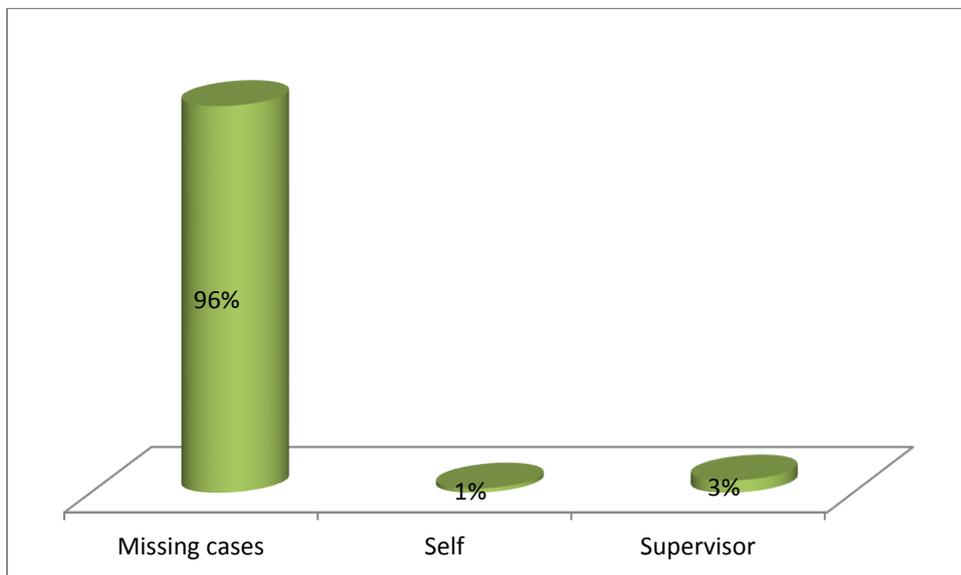
Pie chart 6: Employees' utilisation of EAP

Pie chart 6 shows that the majority (n=92; 92%) of the respondents mentioned that they had never utilised the EAP before whereas a minority (n=8; 8%) indicated that they had utilised the EAP services. The research findings are in conjunction with the 2013/2014 EAP annual report whereby only thirty five (1.86%) employees from the total population of (1877) utilised the services. The study findings revealed that only eight percent (n=8) has utilised the EAP services in PTH whilst ninety two percent (n=92) has never utilised the services. Campbell and Langford (2000:80) assert that employees' confusion about what the EAP is and how to use it can be a major barrier to utilisation.

Beidel (1999:91) states that, the marketing of the EAP and its services are its bread and butter – not only in promoting the services to the workforce, but often in forming the foundation of expectations on which the programme's effectiveness will be measured. Marketing enhances the knowledge of employees regarding the programme, which might have an influence on the utilisation of the EAP by the employees. Thus, without marketing the programme, employees will not know the programme and as a result its purpose will not be utilised optimally. The visibility of the EAP implies that the

programme should clearly be seen or noticeable by employees. The understanding of the programme by the organisation’s personnel will also enhance the improvement of the image of the EAP within the workplace or within the specifically targeted underserved population. It is therefore important to ensure the EAP is perceived as available, user friendly and helpful to increase its utilisation. Csiernik (2006: 46) states that the high utilisation rate of an EAP can be an indication of the programme’s success. However, lower utilisation, on the other hand, may cause companies to ask whether the programme is worth the costs.

4.4.1.2 Source of referral to EAP

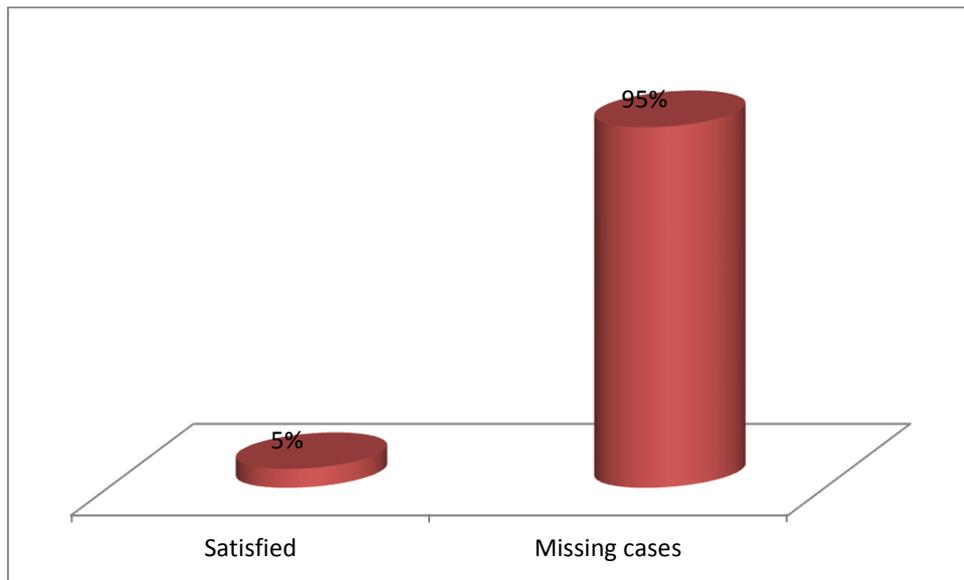


Bar graph 6: Source of referral to EAP

Majority (n=96; 96%) of the respondents did not respond to the question, and most probably this might be the respondents who had never utilised the EAP before. The research findings revealed that (n=3; 3%) of the respondents were referred by supervisors to EAP whereas only (n=1; 1%) referred themselves. The results imply that the relevant structures of the organisation with whom the employees interact on a daily basis does not have knowledge and understanding of the programme. Although a supervisor can also informally encourage an employee to contact the EAP, it remains the prerogative of the individual whether to contact the EAP or not (Cagney, 2006:28). Blair (2002:11) indicates that there are two types of referral namely formal and informal. Formal referral occurs to a situation when a supervisor or manager refers an employee

with personal problems contributing to poor performance to the EAP. Self-referral is based on one of the fundamental principles of EAP, namely: voluntarism. From the case load in PTH it is evident that there is a low rate of self-referral as only three employees out thirty five who utilised the services were self-referrals.

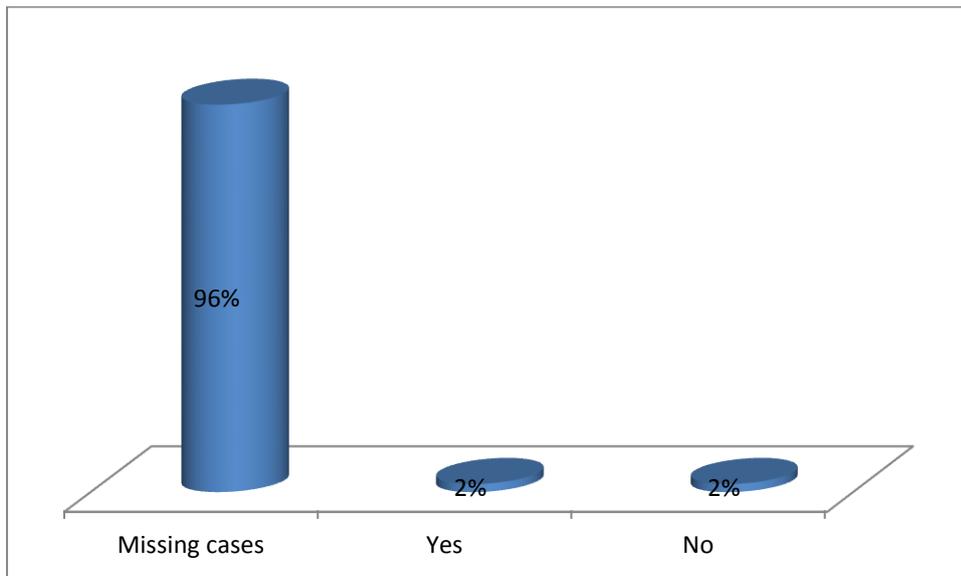
4.4.1.3 Employees' satisfaction with EAP



Bar graph 7: Employees' satisfaction with EAP

Bar graph 7 illustrates that (n=5; 5%) of the respondents showed satisfaction with the EAP, whereas the majority (n=95; 95) of the respondents did not respond. This might be due to the fact that most employees never utilised the programme before. Satisfaction with the programme may also mean that the services are effective and this may imply that the programme responds to the needs of the workforce. Yamatani (1993:77) states that satisfaction with the programme is good for marketing because satisfied employees would inform their colleagues about the programme and this is likely to improve utilisation and can be a good indication of the programme's success. The programme might not be utilised optimally and its impact to the organisation might remain invisible if the clients are dissatisfied with the programme (Ligon & Yegidis, 2003:131; Yamatani, 1993:77). The researcher concurs with Ligon and Yegidis (2003:131; Yamatani, 1993:77) as the research findings revealed that only a minority (n=5; 5%) of the respondents were satisfied about the EAP and the utilisation rate at PTH was very low.

4.4.1.4 Referral of employees to external resources



Bar graph 8: Referral of employees to external resources

The EAP operates at its optimal level when it is fully integrated and maintains a working relationship with support resources available in the community. In the study's findings, a quite evenly distributed response rate ($n=2$; 2%) for yes and ($n=2$; 2%) no, Ninety six percent ($n=96$) did not respond to the question. Most probably these were employees who had never utilised the EAP services before. Emener and Hutchison (2003:92) postulate that where the EAP clients are referred to, may determine the quality and effectiveness of the care the client will receive. By so doing the programme will be addressing the needs of the employees. Reynolds and Lehman (2003:239) assert that, awareness of the EAP and its referral processes would appear to be a prerequisite for being willing to use the EAP. Based on the EAP case load in PTH, the referral rate is minimal; only twelve employees were referred to external resources.

4.4.1.5 Table 4.14: Recommending EAP to a colleague

Variable	Frequency	Percent
Yes	50	50%
No	22	22%
Uncertain	26	26%
Total	98	98%
Missing cases	2	2%
Total	100	100

Table 4.14 illustrates that fifty percent (n=50) of the respondents indicated that they would recommend EAP services to a colleague, twenty six (n=26) would not and other twenty two percent (n=22) were uncertain about recommending EAP to colleagues. Although most of the respondents had not utilised EAP services before, half of the respondents stated that they would recommend EAP services to a colleague. These results imply that, if the programme is well marketed it can be supported by the employees of the organisation. The respondents who had previously used an EAP can serve as a consumer grapevine sharing their experiences with other employees and this can enhance employees' utilisation of the programme. When the EAP is addressing the needs of the employees, the level of satisfaction with the programme as well as the referral and penetration rate may increase. One may also infer that the programme is adequate in that it meets the needs of the majority of the employees (Yamatani, 1993: 70).

4.4.1.6 Table 4.15: Cross tabulation gender, age, marital and educational levels of respondents.

Variable	Ever used EAP before?				P	(χ^2)
	Yes		No			
	n	%	n	%		
Gender						
Male	3	3	22	22		
Female	5	5	71	71	< 0.001	6.037
Age categories in years						
20-30	0	0	16	16	< 0.001	6.078
30-44	0	0	30	30		
41-50	5	3	25	25		
51-60	3	4	18	18		
Marital status						
Single	2	2	35	35	< 0.001	4.005
Married	5	5	44	44		
Widowed	1	1	3	3		
Divorced	0	0	7	7		
Educational level						
Below Matriculation	4	4	17	17	< 0.001	1.724
Matriculation	2	2	16	16		
Post matriculation	2	2	55	55		

A significant association between gender, age marital status and educational level of respondents was recorded with regard to utilisation of EAP services. Demographic variables have also been linked with seeking help from an EAP. Hopkins (1997:34) asserts that marital status, education, age and gender are the most significant

predictors. Five percent (n=5; 5% of the respondents were between the ages of 41 – 50 years old. Comparing the gender of the respondents, statistical significant association was found regarding gender and the utilisation of EAP services, five percent (n=5; 5%) of female respondents utilised the EAP services than men (n=3; 3%) and five percent (n=5) were married. Four percent (n=4; 4%) were below matriculation. A statistical association was also found regarding the educational level of respondents and EAP utilisation; it may therefore account for the fact that certain groups of employees such as general workers with low level of education or those who occupy lower positions, tend to be the primary consumers of the EAP. This may be because they do not fear a loss of status if it emerges that they have used the service, or alternatively, it may be that these employees experience greater challenges or problems as a result of their position (for example greater financial pressures) for which they need to seek help (Hopkins,1997:34) .

4.4.2 Summary

A minority (n=8; 8%) of the respondents indicated that they had utilised the EAP services. Thus, without marketing the programme, employees will not know the programme and as a result its purpose will not be utilised optimally. Three percent (n=3) of the respondents were referred by supervisors to EAP. This may indicate a failure on the part of supervisors to identify and refer employees needing EAP intervention. Five percent (n=5) of the respondents showed satisfaction with the EAP. Only two percent (n=2) were referred to external resources. The EAP operates at its optimal level when it is fully integrated and maintains a working relationship with support resources available in the community. Fifty percent (n=50) of the respondents indicated that they would recommend EAP services to a colleague. The encouraging factor is that, if known, EAP might be utilised effectively by most employees at PTH. The feeling of confidence about the EAP exists and the service will be recommended to colleagues.

4.5.1 SECTION E: EMPLOYEES CONCERNS ABOUT CONFIDENTIALITY

The aim of this section was to determine the employees' concerns about confidentiality. In line with the Code of Ethics and Standards on the Employee Assistance Programme, consultations with EA practitioners shall be treated with the strictest of confidence. Information provided during consultations shall not be shared with anyone, including the department's management, except where written permission has been given by the member concerned or when it is required by law.

4.5.1.1 TABLE 4.16: Employees' feelings about disclosing their problems

Variable	n	Percent
Yes	69	69%
No	12	12%
Uncertain	18	18%
Total	99	99%
Missing cases	1	1%
Total	100	100

From Table 4.16 it is evident that the majority of the respondents, sixty nine percent (n=69) indicated that they would feel safe to discuss their personal problems with EAP staff members, while twelve percent (n=12) indicated that they would not feel safe to discuss their problems with EAP staff and eighteen percent (n=18) were uncertain. Confidentiality is one of the fundamental principles of an EAP. Lawrence, Boxer and Tarakeshwar (2002:3) regard employees' trust in confidentiality as one of the issues that mediate EAP utilisation by employees. Majority of employees are sure of confidentiality. As a result, confidentiality influences the utilisation of the programme but that is not the case with the EAP in PTH as most employees are not aware of the programme. Even though the majority of employees were not exposed to EAP, the programme was viewed positive and as a beneficial option, It is encouraging that majority of the respondents had a positive attitude of EAP services because they are likely to utilise and inform others of the service which may help to spread a positive image of the service in future. This also adds to fact that the utilisation rate will increase. A number of factors impact on the principle of confidentiality. They include the location of the office, whether it is an internal or external programme and where an EAP is housed. The EAP operates at its optimal level when it is fully integrated with internal

organisational activities. It is, therefore, important that an EAP establish a working relationship with a variety of internal departments. Close involvement and collaboration improve EAP visibility and increases its ability to make an impact (Csiernik, 2003:18).

4.5.1.2 TABLE 4.17: EAP staff adherence to confidentiality

Variable	Frequency	Percent
Yes	15	15%
No	41	41%
Uncertain	43	43%
Total	99	99%
Missing cases	1	1%
Total	100	100

Table 4.17 illustrates respondents' responses with regard to their trust in EAP staff in maintaining confidentiality. Fifteen percent (n=15) indicated that they thought that the EAP staff would discuss their problems with other employees, whereas forty one percent (n=41) mentioned that the EAP staff would not discuss their problems with other employees, forty three percent (n=43) were uncertain. These could be employees who were not aware of the existence of the EAP. Weiss (2003:63) maintains that assurance of client confidentiality is associated with a higher utilisation of the programme. The protection of confidentiality is the criterion that is basic to the success of an EAP regardless of which model is implemented. Unless confidentiality is assured, employees may choose not to contact the EAP.

4.5.1.3 TABLE 4.18: Privacy of EAP's office

Variable	Frequency	Percent
Yes	25	25%
No	8	8%
Uncertain	66	66%
Total	99	99%
Missing cases	1	1%
Total	100	100

Research findings reveals that the majority (n=66; 66%) of the respondents revealed that they were uncertain whether the office in which EAP services were provided was conducive to privacy, while a smaller number, Eight percent (n=8) regarded it as not conducive to privacy and twenty five (n=25) stated that the office in which EAP services were provided was conducive to privacy. From the research findings it can be deduced that employees who were uncertain about the conduciveness of the EAP's office to privacy might be among the category of workers who were not aware of the availability programme. When the EAP is located where employees have fear for confidentiality, it might inhibit the utilisation of the programme (Csiernik, 2003:18).

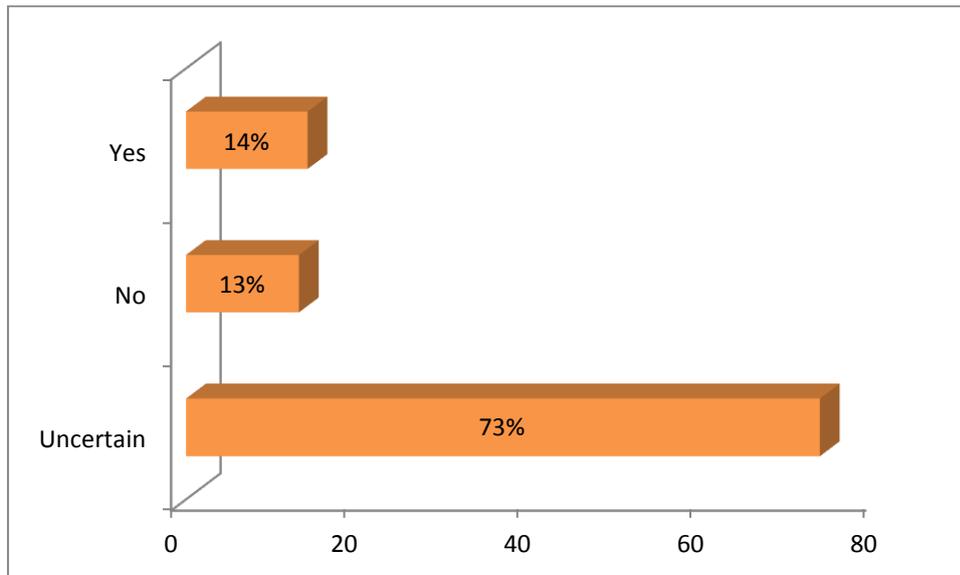
4.5.2 SUMMARY

Sixty nine percent (n=69; 69%) indicated that they would feel safe to discuss their personal problems with EAP staff members whereas forty one percent (n=41; 41%) mentioned that the EAP staff would not discuss their problems with other employees. The protection of confidentiality is the criterion that is basic to the success of an EAP regardless of which model is implemented. Sixty six percent (n=66; 66%) of the respondents revealed that they were uncertain whether the office in which EAP services were provided was conducive to privacy. Lack of confidentiality is found to be the single most important factor discouraging employees from seeking help. EAPA-SA (2005:14) declares that the EAP's credibility depends on the maintenance of confidentiality and protecting the privacy of the employee.

4.6.1 SECTION F: PROGRAMME ADEQUACY

The aim of this section was to determine the extent to which an EAP offers the needed services to those who need them most. Programme adequacy examines the appropriateness of EAP service availability, usage, and penetration rate (Yamatani, 1993:70)

4.6.1.1 EAP's response to employees' personal problems



Bar graph 9: EAP's response to employees' personal problems

Seventy three (n=73) of the respondents mentioned that they were uncertain whether the existing EAP was responding to their personal needs whereas (n=14; 14%) indicated that the programme did respond to their personal problems and thirteen percent (n=13) stated that it did not. Most probably, the uncertain group constituted employees who were not aware of the existence of the service. From the research findings, it can be deduced that EAP is not offering services needed by employees. Yamatani (1993:70) indicates that programme adequacy is associated with the following factors:

- Comprehensiveness of service needs
- EAP service acceptance by employees as well as the employer
- Allocation of resources for meeting the employees' needs.

4.6.1.2 Table 4.19: Employees' experience about the EAP services

Variable	Frequency	Percent
Useful	13	13%
Uncertain	1	1%
Total	14	14%
Missing cases	86	86%
Total	100	100

From Table 4.19 it is apparent that eighty six percent (n=86) of respondents did not respond to the question and this may constitute employees who were not aware of the programme or those who had never used the service before whereas thirteen percent (n=13) found them useful. Programme adequacy is the feature that attempts to address the output of a programme in relation to the needs that the programme is projected to serve (Perry & Cayer, 1992:8).

4.6.1.3 Table 4.20: Employees' suggestions on other services that EAP should render

Variable	Frequency	Percent
Counselling with regard to absenteeism	2	2%
Financial management	9	9%
Information giving sessions on how to maintain a good relationship between employee and manager	5	1%
Marketing the programme or EAP awareness	5	5%
Provide services that can enhance employees performance	1	1%
Quarterly sectional visits	1	1%
Service to family members	1	1%
Total	24	24%
Missing data	76	76%
Total	100	100%

It is evident from the research findings that seventy six percent (n=76) of the respondents did not comment on the question asked only a minority (n=9; 9%) indicated that they would prefer EAP staff to render financial management whilst a quite evenly distributed response (n=5; 5%) mentioned improvement on information giving sessions on how to maintain a good relationship between employee and manager services and (n=5;5%) indicated that awareness campaigns should be conducted to sections in order to alert all employees about EAP services. Coshan (1991:43) postulate that essential to a successful EAP is the ability to communicate to employees what services are available and how to access them through workshops. The workshops should cover aspects such as: what is EAP, principles of EAP, types of referrals, services rendered as well as the policy on EAP.

4.6.1.4 Table: 4.21: Employees' suggestions on improvement of EAP services

Variable	Frequency	Percent
Awareness about the role and responsibilities of the EAP	3	3%
Attend to all employees	1	1%
EAP should put more emphasis on confidentiality	2	2%
EAP to work collaborate with GEPF	1	1%
Market the EAP services	3	4%
Provide 24 hour service	1	1%
Improve working conditions	1	1%
Quarterly counselling	1	1%
Recruitment of more EAP staff	1	1%
Total	14	14%
Missing cases	86	86
Total	100	100%

The research findings thus showed that the majority, eighty six percent (n=86) of the respondents did not respond while the minority indicated that EAP staff should conduct awareness campaigns or workshops in various sections about its services. They also stated that EAP staff should provide a twenty four hour services a conduct sectional visits on a quarterly basis. It is evident that there is a need for EAP services to be marketed in all the sections in order to enhance employees' awareness of the services rendered by EAP. From the research findings is evident that there is a need for EAP staff to frequently visit sections to inform all employees about EAP services. Higher visibility of EAP has a direct impact upon utilisation (Beidel, 1999:91).

4.6.2 Summary

Seventy three (n=73; 73) of the respondents mentioned that they were uncertain whether the existing EAP was responding to their personal needs. Thirteen percent (n=13) found them useful. Nine percent (n=9) indicated that they would prefer EAP staff to render financial management. Minority (n=3; 3%) of the respondents indicated that

EAP staff should conduct awareness campaigns or workshops in various sections about its services. Therefore the researcher established that minimal emphasis was placed on the marketing of the programme at PTH, This factor is critical in influencing both the perception of the value of the programme and the prevention of underutilisation.

4.7.1 SECTION G: MANAGERS / SUPERVISOR'S INVOLVEMENT IN EAP POLICY FORMULATION AND REFERRAL TO EAP

The objective of this section was to obtain information regarding managers / supervisor's involvement in EAP. One of the keys to the utilisation of a new EAP is supervisory involvement (Cagney, 2006). Supervisors are essential to the EAP, since they are the first to notice any decline or change in the work performance of an employee, and early identification of problems is key to the success of an EAP. Only four managers or supervisors participated in this section.

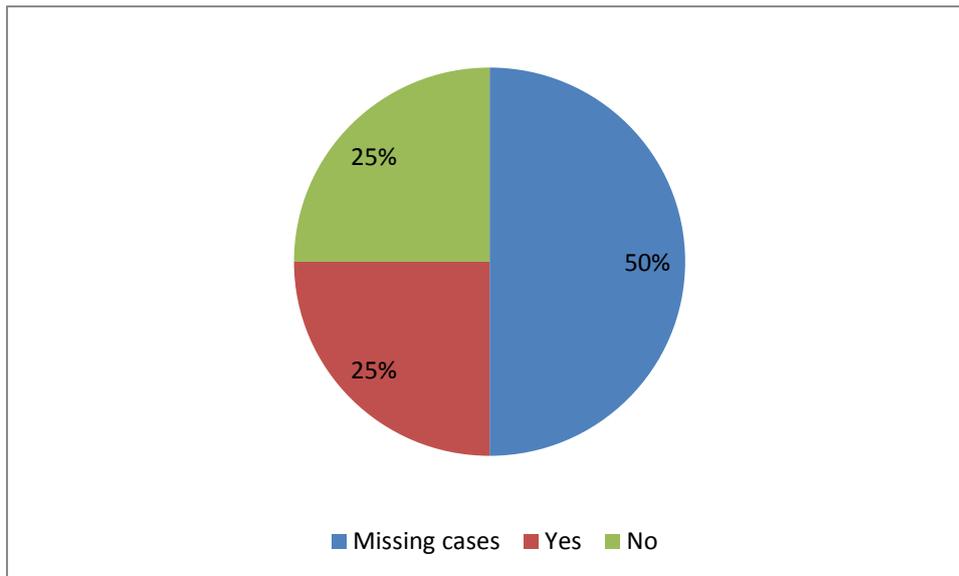
4.7.1.1 Table 4.22: Managers' / supervisors' awareness of EAP policy within the Department

Variable	Yes		No		Missing cases		Total	
	n	%	n	%	n	%	N	%
Deputy manager HRD and training	0	0.0%	1	25.0%	0	0.0%	1	25.0%
Assistant director	1	25.0%	0	0.0%	0	0.0%	1	25.0%
Housekeeping manager	0	0.0%	0	0.0%	1	25.0%	1	25.0%
Chief therapist	0	0.0%	1	25.0%	0	0.0%	1	25.0%

Almost half of the respondents (n=2; 50%) indicated that they were not aware of the EAP policy, whilst 25% (n=1) of the respondents did not respond to the question and (n=1; 25%) stated that they were aware of it. This can be attributed to the fact that the EAP policy was not communicated to all managers and it was not accessible to all employees. Peters (1999:96) states that supervisors are essential to EAP, as their primary function is to ensure that employees are productive and they are the first to

notice decline or change in work performance on an employee. Supervisory training is essential to maintain the health and vitality of EAP's. It is important for supervisors to know about the organisation's EAP policies, highly effective EAP must take time to train and consult supervisors. The existence of a written policy and supervisors' awareness of it might enhance the utilisation of the programme as well as the penetration rate.

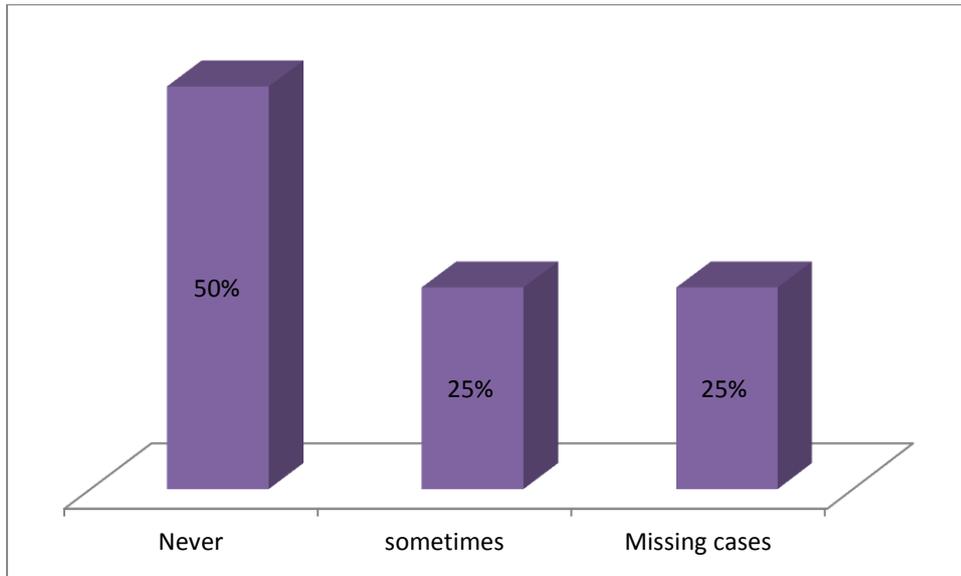
4.7.1.2 Managers' / supervisors' participation in policy formulation



Pie chart 7: Managers' / supervisors' participation in policy formulation

A quite evenly distributed response rate (n=1; 25%) for yes and (n=1; 25%) no was indicated by the respondents regarding their participation in policy formulation whilst 50% (n =2) did not respond. Managers/supervisors' participation in policy formulation may have an impact on the utilisation of the EAP by workers (Weiss, 2003:63). Managers/supervisors' participation in policy formulation enhances and facilitates ownership of the programme and, therefore, utilisation of the programme. Terblanche (1992:20) also suggests that the development of a policy statement should precede any EAP implementation. The statement can serve as a guide to supervisors and managers regarding constructive handling of employees' personal problems. The involvement of Managers/supervisors in policy formulation allows them to make inputs that might be relevant to services needed so that the programme could be addressing the employees' needs.

4.7.1.3 Frequency of supervisors' referral of employees



Bar graph 10: Frequency of supervisors' referral of employees

The study has revealed that (n=2; 50%) of the respondents indicated that they never referred employees to the EAP, whereas 25% (n=1) sometimes referred employees to the EAP and (n=1; 25%) of the respondents did not respond. From the research results, it is thus evident that the referral rate of employees to EAP was low. The most effective way to gain supervisors support is through management training designed to create awareness of the EAP, its principles, role clarification within the context of EAP and to provide adequate procedures for referral. Supervisors can significantly influence an employee's perceptions of the organisational climate, and it is argued that if they succeed in creating an impression of a supportive environment, then the likelihood of using an organisational service will increase (Hopkins, 1997:34).

4.7.1.4 Identified problems for employees' referral to EAP

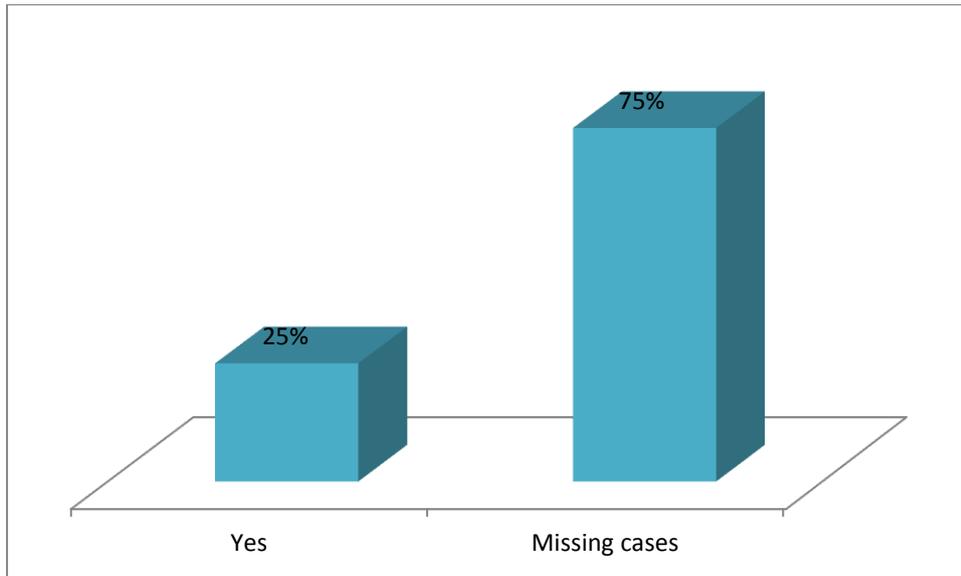
Table: 4.23: identified problems for employees' referral to EAP

Response	Frequency	Percent
Absenteeism, Aggressive behaviour, Low performance and Financial problems.	1	25%
Missing cases	3	75%
Total	4	100%

From the above table, it is apparent that almost majority (n=3; 75%) of the respondents never referred employees to EAP. One of the respondents (25%) indicated that employees were referred due to absenteeism, aggressive behaviour, low performance and financial problems.

Reynolds and Lehman (2003:239) assert that awareness of the EAP and its referral processes would appear to be a prerequisite for being willing to use the EAP. Supervisors' referral of employees to EAP is based on some of the following factors: (i) job impairment, (ii) poor performance, (iii) tardiness, and (iv) absenteeism. However, supervisors can only refer on the basis of these aspects if they were given the necessary training. One of the primary goals of the supervisory training for the EAP is to encourage utilisation through education and it also increases supervisors' awareness of the "troubled" employee whose job performance has been impaired by the magnitude of stress related symptoms.

4.7.1.5 Managers' / supervisors' decision whether to use EAP or not



Bar graph 11: Managers' / supervisors' decision whether to use EAP or not

The majority (n=3; 75%) of supervisors did not respond to the question; this might be attributed to the fact that many supervisors were not trained on EAP services as the research findings in Bar graph 10 illustrated that the supervisory referral rate of the respondents to the EAP within the PTH was low. One of the respondents (25%) had decided not to use EAP before with the reason that the Department is not following the correct problem solving process or procedure when dealing with conflict between supervisor and supervisee at the workplace. Cagney (2006:14) noted that pragmatic training is necessary in order to produce supervisors who are both knowledgeable and willing to use an EAP.

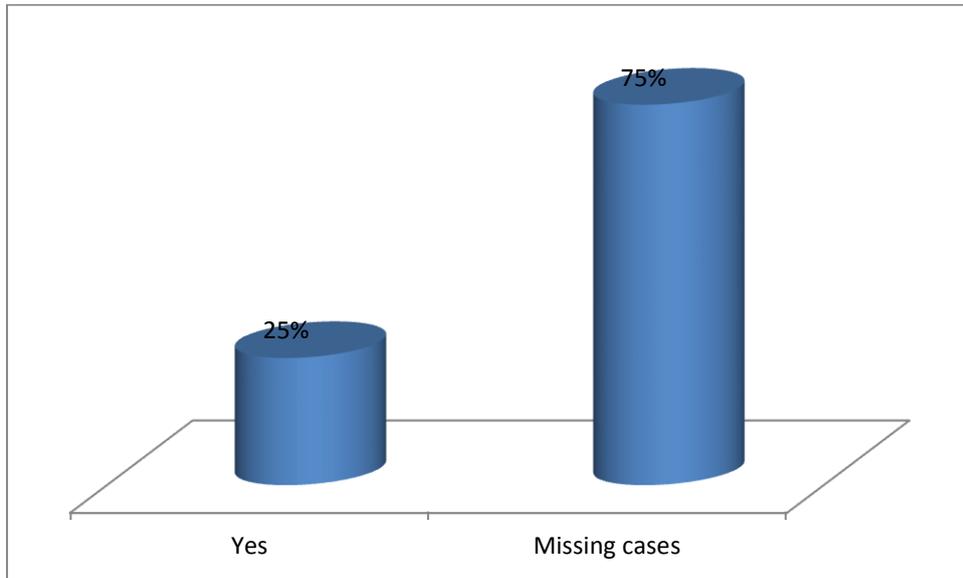
4.7.1.6 Problems encountered by supervisors / managers when referring employees to EAP



Pie chart 8: Problems encountered by supervisors / managers when referring employees to EAP

It is evident from Pie chart 8 that a quite evenly distributed response rate supervisor / manager respondents (n=2; 50%) did not respond to the question and (n=2; 50%) respondents did not have problems when referring employees to EAP. Cagney (1999:29) states that when an employer has a functional EAP, he/she does not have to wait for the employees' problems to escalate to a point where fitness for duty deteriorates and encounter resistance. This will increase utilisation and minimise problems in terms of referral. The competent supervisor is likely to understand that, if left untreated, performance issues can become added stressors in a workplace (Mannion, 2008). The author contends that, if supervisory referral is essential to the success of a new EAP, supervisor training is the "cornerstone" of the EAP.

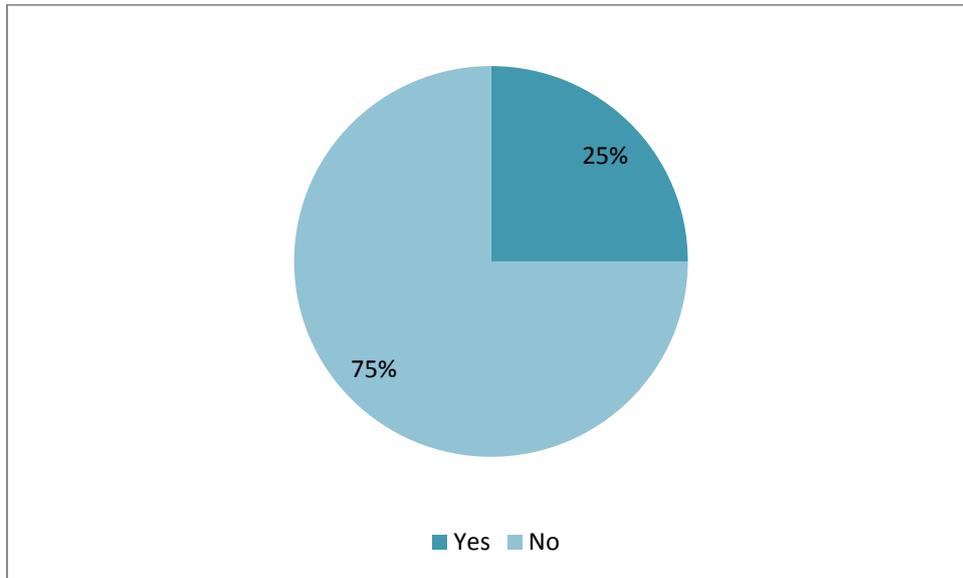
4.7.1.7 Supervisors' observation of changes after an employee was referred to EAP



Bar graph 12: Supervisors' observation of changes after an employee was referred to EAP

Bar graph 12 indicates that three of the respondents (75%) did not respond. Although the referral rate by the supervisor respondents at PTH was low, one of the managers / supervisors (25%) had observed positive changes after an employee had been referred to the EAP. The observed changes include two categories, namely work behaviour such as changes in work attendance and improved job performance as well as attitude. From the research findings it is thus clear that most supervisors who did not respond are the ones never referred employees to EAP. From the research results, it can thus be inferred that the programme is not addressing the needs of the employees. Yamatani (1993:74) indicates that programme effectiveness examines the extent of changes associated with programme intervention in the areas identified by the programme goals and objectives, which include normal work behaviour (for example, change in work attendance) and reductions in the cost of health insurance and other related benefits.

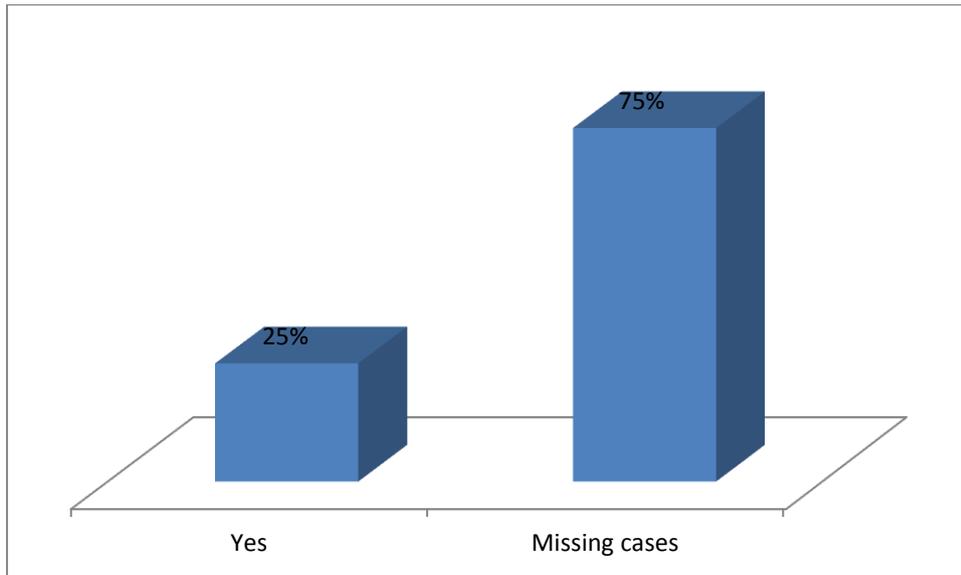
4.7.1.8 Supervisors information regarding employees' familiarity with EAP services



Pie chart 9: Supervisors information regarding employees' familiarity with EAP services

The research findings indicate that three of the supervisor respondents (75%) remarked that employees were not familiar with the EAP services, whilst (n=1; 25%) did not respond. This can be due to the fact that EAP services are not well marketed. Employees' familiarity with the EAP implies having a thorough knowledge of what the EAP does. Peters (1996:96) asserts that the training of supervisory personnel in an EAP procedure is essential to utilise the EAP appropriately. This will help to develop them into a key source to familiarise the employees with the services. Peters (1996:96) further states that supervisor attitudes towards the EAP, and in particular, the extent to which they encourage employees to utilise the services, will have profound impact on their subordinate's help-seeking behaviour. Supervisors may play a pivotal role in aiding troubled employees to seek help, as they are "conduits to assistance" (Hopkins, 1997:34). In order to enhance employees' utilisation of an EAP, employees need to be familiar with the services rendered by an EAP. It is thus important that information on EAP be shared amongst the workforce to improve the utilisation rate (Lawrence et al., 2002:5).

4.7.1.9 Supervisor's information regarding employees' need of EAP services



Bar graph 13: Supervisor's information regarding the need of EAP services by employees

Majority of supervisors (n=3; 75%) perceive the EAP as a beneficial option to help employees deal with their problems which affect their job performance. Only one respondent (25%) did not respond to the question. Bar graph 13 indicates that respondents are in favour of future use of the EAP should there be a need for it. Supervisors' encouragement is positively related to propensity to use the EAP. The encouraging factor is that the EAP is perceived as a service that is available for all staff to utilise and, most importantly, respondents expressed favour of future use of the programme. Therefore the EAP services in PTH need to be marketed to all staff. Beidel (1999:91) states that marketing of the EAP and its services are its bread and butter – not only in promoting the services to the workforce, but often in forming the foundation of expectations on which the programme's effectiveness will be measured. When assessing the programme it may be desirable to expand or extend parts of a programme into new areas (Ligon & Yegidis 2003:130). However, activities such as this require the convincing of others that the expansion or extension is worthwhile. Thus, it is clear that organisational variables may play a large role in an individual's decision to seek help from the EAP, which ultimately impacts on utilisation rates. However, given that the organisation provides the context for the EAP, a much wider array of organisational factors may affect propensity to use an EAP.

4.7.2 Summary

Fifty percent (50%) of the respondents indicated that they were not aware of the EAP policy. Unfamiliarity with the policy and scope of the programme efforts could prevent employees from using the EAP. Educational programmes also make employees aware of the organisation's commitment to helping those in need. One manager (25%) indicated involvement regarding the EAP policy formulation. Fifty percent (50%) of the respondents indicated that they never referred employees to the EAP. Twenty five percent (25%) indicated that employees were referred due to absenteeism, aggressive behaviour, low performance and financial problems. Twenty five percent (25%) of the respondents had decided not to use EAP before with the reason that the Department is not following the correct problem solving process or procedure when dealing with conflict between supervisor and supervisee at the workplace. Fifty percent (50%) of the respondents mentioned that they did not have problems when referring employees to EAP. Twenty five percent (25%) of the respondents had observed positive changes after an employee had been referred to the EAP. Seventy five percent (75%) of the respondents remarked that employees were not familiar with the EAP services. Supervisors who have insight into the functioning of the EAP and who believe in the benefits of the programme will access the services of the EAP and refer appropriately. Seventy percent (75%) of the respondents perceive the EAP as a beneficial option to help employees deal with their problems which affect their job performance.

4.7.3 SUMMARY OF THE KEY FINDINGS

The study was aimed at assessing the utilisation of the EAP services by employees at PTH. In this chapter, the researcher presented information collected from the respondents by means of questionnaires. The researcher provided an interpretation of this data that suits the purpose and meaning of the study. Data collected for this study was largely presented in tabular form and figures, followed by a discussion and an interpretation of the data. From the research findings it thus be deducted that employees who were in the lower positions such cleaners, females , and those who were married and between the ages of 41-50 made use of the EAP, although many was not aware of the services provided. This is why the cross tabs were run to corroborate claims as such. The association was done satisfactory.

The following is the summary of the key findings from the empirical study:

- The utilisation of EAP services at PTH was very low.
- The findings have shown that the majority of the employees were not aware of the EAP services within the department and a minority of those who utilised the services were satisfied with the services provided.
- The EAP policy was not accessible to employees, supervisors and managers.
- Referral of employees to EAP was very low.
- The level of the employees' trust of the EAP staff in maintaining confidentiality was high
- The majority of employees were uncertain as to whether the EAP respond to their personal needs
- The EAP did not respond to employees' personal needs and did not provide broad-brush services.
- Employees are in favour of future use of the EAP should there be a need for it.

The relevance of utilisation focused evaluation theory in this section is that; EAP evaluation should be an on-going process, supplemented periodically, by more specific investigations to answer questions about the programme in time. Utilisation evaluation includes attention to the inputs, activities and processes of the programme. As discussed earlier in trying to understand EAPs as they exists today it was necessary to review factors influencing the usage of the services within the environment in which they operate. Evaluation helps to inform decision makers about what is going on in the programme and how the programme has developed. Based on the literature acquired from the utilisation focused evaluation theory and the research findings the researcher was be able to gather the following information based on utilisation assessment: clients experience about the programme, services that are provided to clients and how the programme is organised. This evaluation helped in determining if the EAP in PTH is utilised whether it is addressing the needs of the employees or not. EAP evaluation also assists in the improvement of services.

CHAPTER 5

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

5.1 INTRODUCTION

On the basis of the research results presented in chapter three, the following chapter focuses on summary, conclusions and recommendations about the utilisation of the EAP of the PTH as they resulted from this study and the respondents were requested to provide suggestions on the improvement of the programme. The EAP in-house model has been in existence at the PTH since 2007, but its utilisation has not been formally assessed so far. The main goal of the study was to assess the utilisation of EAP services by employees at PTH. In this chapter most information drawn from literature and empirical data will be briefly discussed. The summary is outlined, followed by conclusions based on the findings and then recommendations are presented.

5.2 CONCLUSIONS AND RECOMMENDATIONS

5.2.1 Biographic and demographic details.

The following conclusions about the employees' demographic factors are salient:

5.2.1.1 Conclusions

The researcher concludes that the PTH comprises of more females than males. The majority of employees are married and minority are within the ages of 31-40. The results also imply that the conclusion on utilisation of the programme is based more on the opinions of females than that of males. Their educational level is mostly at post-matric and the duration of employment by the organisation ranges between one (1) year and twenty (19) years.

5.2.1.2 Recommendations

Based on the study findings, the following recommendations are pertinent:

Taking into consideration the fact that most employees were in middle to late adulthood, it is recommended that the EAP introduce pre-retirement programmes for the employees in order to educate and prepare older employees for retirement.

The pre-retirement programmes should include the following:

- Financial planning: This should include items pertaining to investments and financial management.
- Health planning: This should include physiological changes associated with advancing age. Physical fitness and nutritional needs should be stressed.
- Psychology of retirement: Employees should be prepared for various kinds of stress and adjustments that accompany retirement.

5.2.2 Awareness of Employee Assistance Programme.

The following conclusions about employees' awareness of EAP are pertinent:

5.2.2.1 Conclusions

A minority of the respondents were aware of the existence of the EAP within the department while the majority of employees were not. Only few knew the rationale of EAP and a small number indicated that the EAP services are provided within the department. Majority of respondents did not know the contact details of EAP professional. This indicates lack knowledge of employees regarding the EAP services. Awareness of the EAP is an important predictor of programme utilisation and willingness to utilise the services. There is a need for all employees to be informed about the EAP within PTH.

5.2.2.2 Recommendations

The following recommendations are significant with regard to employees' awareness of EAP:

It is, therefore, recommended that the EAP unit should develop continuous and innovative marketing strategies to enhance employees' awareness of the EAP in order to ensure that all employees within PTH are aware of the programme.

It is also recommended that EAP marketing strategies should take into consideration the educational level of the employees within the department. Therefore, EAP marketing strategies should be designed to cater for all employees.

The department should utilise various marketing strategies as suggested by literature. These include the following:

- Posters and brochures which should be in languages which are commonly used and understood by the employees to enhance their understanding of EAP services.
- Off-site visitation: The EAP staff needs to visit various section within the hospital in order to inform employees about EAP.

These strategies could assist in improving on the visibility of the programme and this will, in turn, enhance employees' awareness of the programme and its penetration rate. The involvement of the practitioner in marketing the programme will also enhance the employees' understanding of the EAP operation.

5.2.3 Perception towards the use of EAP

Based on the findings regarding the perception of the use of EAP, the following conclusions are applicable with regard to the accessibility of the programme:

5.2.3.1 Conclusions

Although EAP is within the hospital, the majority of the respondents confirmed that EAP services were not accessible. The majority of respondents indicated that they were not exposed to EAP information sessions. They also indicated the willingness to utilise EAP services. It is evident that trust and confidentiality issues are influenced by amongst others, the location of EAP and the privacy of the EAP office. Respondents stated that they need help in dealing with financial problems, stress and domestic violence matters. The research findings revealed that majority of the respondents had a positive attitude towards the EAP. The results indicate the relevancy of adopting a broad brush approach when implementing EAP services by the organisation so that employees can be assisted in dealing with the problems which negatively impact on their job performance.

5.2.3.2 Recommendations

Although an EAP is located within the hospital there is a need for an EAP professional to conduct regular sectional visits in order to ensure that all employees are able to

access the programme. The EAP should be located where employees would feel free to consult the EAP professional.

By visiting all sections, the EAP staff will get an opportunity to interact with employees and to establish good working relationships with employees which in turn may assist in enhancing the utilisation and penetration rate of the programme.

5.2.4 Employees' utilisation of EAP

Based on the findings the following conclusions are important:

5.2.4.1 Conclusions

The utilisation rate of EAP within the PTH is low, as the majority (n=92; 92%) of the employees never utilised the EAP services. A minority n=8; 8%) of the respondents utilised the services. The research findings revealed that (n=7; 7%) of the respondents who utilised the services were self-referrals to EAP whereas (n=1; 1%) was referred by the supervisor. Five percent (n=5) of the respondents were between the ages of 41 – 50 years old. Four percent (n=4) were below matriculation whilst five percent (n=5) of female respondents utilised the EAP services. Five percent (n=5) were married. Those who occupy lower positions have been found to be the primary consumers of the EAP. This may be because they do not fear a loss of status if it emerges that they have used the service, or alternatively, it may be that these employees experience greater challenges or problems as a result of their position (for example greater financial pressures) for which they need to seek help.

5.2.4.2 Recommendations

The following recommendations are pertinent in ensuring maximum utilisation of EAP by employees:

Employees should also be informed about the various methods of utilising the EAP such as self-referral, supervisor's referral, and referral by colleague or family member as highlighted in the study. This could be communicated to employees during meetings, workshops, induction, and seminars. It is also recommended that EAP introduces financial management sessions to employees within the department as well as Health Promotion Programmes in order to assist employees with financial and health related problems. The supervisory training should be intensified; supervisors who are have

insight in the functioning of the EAP and who believe in the benefits of the programme will refer appropriately. Therefore the utilisation rate will increase.

5.2.5. Employees concerns about confidentiality

The following conclusions about confidentiality are salient:

5.2.5.1 Conclusions

It is evident that the majority of the respondents indicated that they would feel safe to discuss their personal problems with EAP staff members. However, a minority of the employees were concerned about confidentiality issues. It can, therefore, be concluded that not all employees within the department were aware of confidentiality when using the programme. The researcher deduces that assurance of client confidentiality is associated with a higher utilisation of the programme. The EAP's office in the PTH is located within the management building and this can be inhibitory to employees' privacy and confidentiality when utilising the programme. Majority of the respondents also revealed that they were uncertain whether the office in which EAP services were provided was conducive to privacy. It can nevertheless, be concluded that there were employees in PTH who did not know about the location of the EAP's office.

5.2.5.2 Recommendations

The study led the researcher to make the following conclusions with regard to confidentiality:

Since the study revealed that confidentiality is the cornerstone of EAP, it is recommended that the employees be informed about the confidentiality aspect of EAP. All employees should be educated about the EAP policy. The researcher recommends that the union representatives should be involved in the marketing of the EAP to enhance the employees' trust and utilisation of the programme.

5.2.6 Programme adequacy

The following conclusions on programme adequacy are salient:

5.2.6.1 Conclusions

Majority of the respondents mentioned that they were uncertain whether the existing EAP was responding to their personal needs. It can be concluded that the EAP within the PTH is not addressing the problems of the majority of employees. A smaller number

of employees viewed the EAP services as useful, but the majority did not respond to the question asked. The non-response of the employees about the usefulness of the services might be due to the fact that some employees were not aware of the programme. The minority of the respondents were satisfied about the EAP services. The researcher is of the opinion that employees' satisfaction with EAP can enhance staff utilisation of the programme and can be a good indication of the programme's success.

5.2.6.2 Recommendations

The following recommendations regarding programme adequacy are pivotal:

The researcher recommends that there should be regular assessments of the EAP in order to determine if the programme is addressing the employees' needs or not. Giving employees an opportunity to make suggestions and give feedback with regard to the programme will assist in the improvement of the programme.

5.2.7 REFERRAL TO EAP

Based on the study, the following conclusions about referral to EAP are of paramount

5.2.7.1 Conclusions

The referral rate of employees to the EAP by supervisors or managers in the PTH was low. It is evident from the research findings that most supervisors or managers had never referred employees to the EAP only one (n=1; 25%) had. It is also evident from the research findings that supervisors indicated that they observed positive changes after employees had been referred to the EAP. It can, therefore, be concluded that most supervisors and managers within the PTH were not subjected to supervisory training. Supervisors and managers lack knowledge regarding their roles in EAP, only twenty five of supervisors were involved in EAP policy formulation. Few supervisors indicated that the employees were familiar with the EAP services, although most indicated that the employees were not familiar with the EAP. It can, therefore, be concluded that not all employees within PTH were familiar with the EAP.

5.2.7.2 Recommendations

The following recommendations regarding employees' referral to EAP are crucial:

- It is recommended that all supervisors and managers should be involved when developing the policy to give them an opportunity to make inputs. Supervisory training for managers and supervisors should be conducted at least twice a year to educate supervisors and managers about the EAP services and provide feedback on the operation of the programme.

The training should include the following aspects:

- Policy on EAP
- How to identify a troubled employee
- Referral procedures
- Principles of the EAP

5.3.1 FUTURE RESEARCH

Evaluation of the EAP is viewed as crucial to the success of the programme.

The following research areas can also be considered:

- The effectiveness of the EAP model adopted by the PTH.
- The impact of not having adequate, suitably qualified EAPs to manage the EAP in an organisation.
- The effectiveness of the marketing strategies which are used to market the programme within the organisation.

5.3.2 ACCOMPLISHMENT OF THE GOAL AND OBJECTIVES OF THE STUDY

The researcher will discuss the accomplishment of the goal and later discuss the accomplishments of the objectives of the study. The discussion is presented in tabular form as reflected in Table 5.1 below.

- **The goal of the study**

The goal of the study was to assess the utilisation of the EAP services by employees at the PTH. The goal of the study was reached since the researcher was able to determine the employees' awareness of the programme, its utilisation and programme adequacy.

Form the research findings, the study presented recommendations in order to improve the EAP at the PTH.

- **Objectives of the study**

Table 5.1: Accomplishment of the objectives of the study

No.	Objective	Achievement
1.	To establish the employees' understanding and knowledge of the EAP services at PTH.	This objective has been accomplished as the researcher was able to establish through research findings that the majority of the employees in PTH never heard about EAP and they do not know the rationale of EAP. Most employees (n=63; 63%) are not aware of the services that are provided within their own department.
2.	To determine whether managers were involved in the formulation of EAP policies and programmes in PTH.	The objective was achieved through quantitative analysis. This study has illustrated that only one (n=1; 25%) of the managers was involved in the formulation of EAP policies and programmes in PTH.
3.	To establish whether employees in PTH are utilising the EAP.	This objective was realised when the respondents were requested to indicate whether they have utilised EAP. The research findings show that the majority (n=92; 92%) of the respondents mentioned that they had never utilised the EAP before whereas only a minority indicated that they had utilised the EAP services.

4.	To determine whether EAP benefits or addresses employees' needs.	This objective has been accomplished. This study illustrates five percent (n=5) respondents' satisfaction with the EAP. The study has also shown that seventy three percent (n=73) of the respondents mentioned that they were uncertain whether the existing EAP was responding to their personal needs whereas (n=14; 14%) indicated the programme does respond to their personal problems and thirteen
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5.3.3 CONCLUDING STATEMENT

Utilisation assessment of an EAP is crucial to the successful operation of the programme. This study was aimed at assessing the utilisation of Employee Assistance Programme at the Polokwane Tertiary Hospital. The study focused on the employees' awareness of the programme, its utilisation and programme adequacy.

The research statements were as follows:

- Poorly visibility, lack of knowledge and understanding of what EAP is, and concerns about confidentiality negatively affects utilisation of the services.
- When management is not involved and fully committed to the EAP in an organisation, the programme will not serve the purpose it was designed and the situation leads to an infrequent or underutilisation of the services.

Based on the findings, the above research statement was supported by the fact that the majority of the employees did not know the rationale for an EAP and were not aware of its services rendered or available within the PTH. The research findings revealed that eight percent (n=8) of the respondents utilised the services and the EAP case load revealed that only thirty five (n=35; 1.86) employees out of 1877) employees utilised the services during the twelve months period which is the year 2014 when the research was conducted. Therefore the researcher deduces that the utilisation of EAP at PTH is very

low. The study has shown that only one (25%) of the supervisors or managers was involved in EAP policy formulation and referred employees for assistance.

Based on the findings, the above research statement was supported by the fact that the majority of the employees were not aware of the EAP services rendered or available within the PTH. The study recommendations are presented in order to improve utilisation of the EAP services within the PTH.

5.3.4 SUMMARY

The employees at PTH perceive the EAP as a beneficial option to deal with problems which affect job performance and they will use the programme in future. This implies that employees understand the significance of the EAP in dealing with problems. However, the programme is not utilised optimally by the employees, due to mistrust and various threats to confidentiality regarding the employees' problems. Even though some of the employees of the PTH are aware of the existence of the programme, in general awareness of the different EAP aspects and methods of communication is still very low. It has been established in the study that awareness of the programme has an impact on utilisation and the willingness to utilise the programme services. Awareness of the EAP is an important predictor of EAP utilisation, there is a need to improve the effectiveness of the EAP marketing in PTH.

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APPENDICES



UNIVERSITEIT VAN PRETORIA
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YUNIBESITHI YA PRETORIA

APPENDIX A

REQUEST FOR PERMISSION TO CONDUCT RESEARCH

P.O BOX 5851

POLOKWANE

0750
27/02/2014

TO: THE HOD

DEPARTMENT OF HEALTH

18 COLLEGE STREET

POLOKWANE

0699

Dear Sir/Madam

REQUEST FOR PERMISSION TO CONDUCT RESEARCH

My name is Patricia Sipiwe Manganyi, and I am a Master's Social Work student in EAP at the University of Pretoria; Student No: 10549481. The research I wish to conduct for my Master's dissertation is "utilisation of the Employee Assistance Programme Services at Polokwane Tertiary Hospital". This project will be conducted under the supervision of Mrs N.J Bila from the University of Pretoria

The objectives of the research include the following:

- To establish the health workers understanding and knowledge of the EAP services in PTH.
- To determine to what extent managers were involved in the formulation of EAP policies and programmes in PTH.
- To establish the extent to which employees in PTH are utilising the EAP
- To establish reasons why EAP services are not utilised
- To determine whether EAP benefits or addresses employees' needs.

I am hereby seeking your consent/approval to conduct the study at Polokwane Hospital. I have provided you with a copy of my proposal as well as the consent forms and questionnaires to be used in the research process. Upon completion of the study, I undertake to provide the Department of Health with a copy of my full research report. If you require further information, please do not hesitate to contact me on Cell: 071 412 3932, Email patmanganyi@webmail.co.za, Fax 086 776 4556.

Thank for your time and consideration in this matter.

Yours sincerely,

Manganyi P.S

University of Pretoria



LIMPOPO
PROVINCIAL GOVERNMENT
REPUBLIC OF SOUTH AFRICA

DEPARTMENT OF HEALTH

Enquiries: Latif Shamila

Ref:4/2/2

Manganyi PS
University of Pretoria
Pretoria
0001

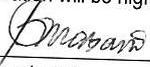
Greetings,

Utilisation of the Employee Assistance Programme (EAP) services by employees at Polokwane Tertiary Hospital.

The above matter refers.

1. Permission to conduct the above mentioned study is hereby granted.
2. Kindly be informed that:-
 - Further arrangement should be made with the targeted institutions.
 - In the course of your study there should be no action that disrupts the services.
 - After completion of the study, a copy should be submitted to the Department to serve as a resource.
 - The researcher should be prepared to assist in the interpretation and implementation of the study recommendation where possible.
 - The above approval is valid for a 3 year period.
 - If the proposal has been amended, a new approval should be sought from the Department of Health.

Your cooperation will be highly appreciated.


Head of Department

11/08/2014
Date

18 College Street, Polokwane, 0700, Private Bag x9302, POLOLKWANE, 0700
Tel: (015) 293 6000, Fax: (015) 293 6211/20 Website: <http://www.limpopo.gov.za>

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APPENDIX C

INFORMED CONSENT FORM

Department of Health

Private Bag x 9302

Polokwane

0700

Researcher's Name: Manganyi Patricia Sipiwe

Contact details: 015 293 6245 / 071 412 3932

INFORMED CONSENT FORM

1. **Title of the study:** Utilisation of the Employee Assistance Programme (EAP) Services by employees at Polokwane Tertiary Hospital.

2. **Participant's Name:** I hereby voluntarily grant my permission for participation in this study as explained to me.

3. **Purpose of the study:** The purpose of this study is to assess the utilisation of the Employee Assistance Programme (EAP) Services by employees at Polokwane Tertiary Hospital.

4. **Procedures:** I will be requested to complete a questionnaire.

5. **Risks and Discomforts:** There are no known medical risks or discomfort associated with this study.

6. **Benefits:** I understand that there are no known direct benefits to me for participating in this study. However, the results of the study may help the researcher gain a better understanding on the utilisation of EAP services in PTH.

7. **Participants rights:** I understand my right to choose whether to participate in this study and that I may withdraw participating in the study at any time.

8. **Confidentiality:** I understand that the information furnished will be handled confidentially and that the results of this study may be published in professional journals or presented at professional conferences, but my identity will not be revealed unless required by the law.

9. I am aware that the collected data will be stored for 15 years at the Department of Social work and Criminology according to the policy of the University of Pretoria and when necessary may be used for future research.

10. I understand that upon signature of this form, I will be provided with a copy.

Participant's signature: _____ Date: _____ Place: _____

Researcher's signature: _____ Date: _____ Place: _____



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APPENDIX D

LETTER AND QUESTIONNAIRE TO EMPLOYEES

Ref: Manganyi P.S.

Tel: 015 287 5000 Ext 5824/5825

Cell: 071 412 3932

Email: patmanganyi@webmail.co.za

Dear Respondent

RESEARCH STUDY: UTILISATION OF THE EMPLOYEE ASSISTANCE PROGRAMME (EAP) SERVICES BY EMPLOYEES AT POLOKWANE TERTIARY HOSPITAL.

The research project is aimed at assessing the utilisation of the Employee Assistance Programme by employees at Polokwane Tertiary Hospital. You are kindly invited to participate in this study, the topic of which is reflected above.

The researcher defines EAP as a programme which has the explicit aim of improving the quality of life of all its employees and their families by providing support and assistance to alleviate the impact of everyday work and personal problems.

This study, conducted through University of Pretoria, is in partial fulfilment of the requirements of a Masters Degree in Social Science. You are requested to complete the questionnaire anonymously in order to ensure confidentiality. The information which you will provide will assist in improving the programme.

Thanking you in advance.

Yours sincerely

Patricia Sipiwe Manganyi

Ms N.J. Bila

Supervisor



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YUNIBESITHI YA PRETORIA

QUESTIONNAIRE FOR THE EMPLOYEES

INSTRUCTIONS

Please answer ALL questions by choosing the correct statement or marking with an [x] in the appropriate box. In some questions you will be asked to motivate your answers.

1. SECTION A: BIOGRAPHIC AND DEMOGRAPHIC DETAILS

For office use

1.1 Gender

Male	<input type="checkbox"/>
Female	<input type="checkbox"/>

1.2 Age

20-30	<input type="checkbox"/>
31-40	<input type="checkbox"/>
41-50	<input type="checkbox"/>
51-60	<input type="checkbox"/>

1.3 Marital status

Single	<input type="checkbox"/>
Married	<input type="checkbox"/>
Separated	<input type="checkbox"/>
Widowed	<input type="checkbox"/>
Divorced	<input type="checkbox"/>
Cohabiting	<input type="checkbox"/>

1.4 State your current position: for example: Professional nurse.....

1.5 Years of experience in the department

1-5	
6-10	
11-15	
16-20	
21+	

1.6 Educational level

Below matriculation	
Matriculation	
Post-matriculation (National Diploma/Degree etc.)	

2. SECTION B: AWARENESS OF EMPLOYEE ASSISTANCE PROGRAMME

2.1 Have you ever heard of EAP before?

Yes	
No	

2.2 Do you know the rationale of the EAP?

Yes	
No	

If 'yes,' briefly specify

.....

.....

2.3 How did you get to know about the EAP?

Manager	Supervisor	Colleague	Meeting	Workshop	Posters	Brochure	Other

2.4 Are EAP services provided in the department?

Yes	
No	

2.5 Which of the following services are rendered by your EAP?

Counselling	Substance abuse	Financial management	Stress management	Domestic violence	HIV/AIDS	Other

2.6 Do you know the contact details of the EAP professional in the department?

Yes	
No	

3. SECTION C: PERCEPTION TOWARDS THE USE OF EAP

3.1 Are EAP services easily accessible?

Yes	
No	

3.2 Have you ever been exposed to an EAP session?

Yes	
No	

3.3 Do you need help in dealing with any of the following problem(s?)

	Yes	No
Substance abuse		
Financial problems		
Stress		
Domestic violence		
Other(please specify)		

3.4 If you had any problems, would you utilise EAP services provided within the Department?

Yes	
No	

If 'no,' please motivate

.....

3.5 What is your attitude towards the EAP?

Positive	
Negative	
Uncertain	

3.6 How do you view EAP practitioners?

As part of management	
As part of workforce	
Neutral	

4. SECTION D: EMPLOYEES' UTILISATION OF EAP

4.1. Have you ever used the EAP before?

Yes	
No	

4.2. If yes, who referred you to the EAP?

Self	
Supervisor	
Colleague	
Family	
Other	

4.3. How did you feel about the service?

Satisfied	
Dissatisfied	
Uncertain	

4.4 If you have used the EAP services before, were you ever referred to external resources for further assistance?

Yes	
No	

4.5. Would you recommend the EAP services to a colleague?

Yes	
No	
Uncertain	

5. SECTION E: EMPLOYEES CONCERNS ABOUT CONFIDENTIALITY

5.1. Would you feel safe to discuss your problems with the EAP staff?

Yes	
No	
Uncertain	

5.2. Do you think EAP staff would discuss your personal problems with other employees?

Yes	
No	
Uncertain	

5.3. Is the office in which the EAP services are provided conducive to privacy?

Yes	
No	
Uncertain	

6. SECTION F: PROGRAMME ADEQUACY

6.1. Does the existing EAP respond to your personal problems?

Yes	
No	
Uncertain	

6.2. If 'yes', how are you experiencing the service?

Useful	
Not useful	
Uncertain	

6.3. What other services would you want the EAP to render?

.....

6.4. If you could make one improvement to the EAP, what would it be?

.....

NB: THIS PART SHOULD BE COMPLETED BY MANAGERS AND SUPERVISORS ONLY

7. SECTION G: MANAGERS / SUPERVISOR'S INVOLVEMENT IN EAP POLICY FORMULATION AND REFERRAL TO EAP

7.1. Are you aware of the EAP policy in your Department?

Yes	
No	

7.2. Did you participate in the policy formulation?

Yes	
No	

7.3. How often do you refer employees to the EAP?

Often	
Sometimes	
Never	

7.4. For which of the following problems have you referred an employee to an EAP?

Absenteeism	Aggressive behaviour	Low performance	Substance abuse	Financial problems	Health problems	Other, Specify

7. 5. Did you ever decide not to use the EAP?

Yes	<input type="checkbox"/>
No	<input type="checkbox"/>

If 'yes,' please motivate

.....

.....

7.6. Do you have problems when referring employees to the EAP?

Yes	<input type="checkbox"/>
No	<input type="checkbox"/>

If 'yes,' please motivate

.....

.....

7.7. Have you observed changes after an employee was referred to the EAP?

Yes	<input type="checkbox"/>
No	<input type="checkbox"/>

If 'yes', please motivate

.....

.....

7.8. Do you think that employees are familiar with EAP services?

Yes	<input type="checkbox"/>
No	<input type="checkbox"/>

7.9 Do employees in the department need EAP services?

Yes	<input type="checkbox"/>
No	<input type="checkbox"/>
Uncertain	<input type="checkbox"/>

Thank you for your participation.



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Faculty of Humanities
Research Ethics Committee

3 July 2014

Dear Prof Lombard

Project: Utilisation of the Employee Assistance Programme (EAP) services by employees at Polokwane Tertiary Hospital
Researcher: PS Manganyi
Supervisor: Ms Nj Bila
Department: Social Work and Criminology
Reference number: 10549481

Further to our letter of approval, please note that this approval will be rescinded should the hospital not grant Ms Manganyi permission to conduct the research. Written proof of hospital's approval is therefore required.

Sincerely

Prof. Karen Harris
Acting Chair: Research Ethics Committee
Faculty of Humanities
UNIVERSITY OF PRETORIA
e-mail: karen.harris@up.ac.za

Research Ethics Committee Members: Dr L Blokland; Prof M-H Coetzee; Dr JEH Grobler; Prof KL Harris (Actign Chair); Ms H Klopper; Dr C Panebianco-Warrens; Dr C Puttergil; Prof GM Spies; Dr Y Spies; Prof E Taljard ; Dr P Wood



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UNIVERSITY OF PRETORIA
YUNIBESITHI YA PRETORIA

Faculty of Humanities
Research Ethics Committee

3 July 2014

Dear Prof Lombard

Project: Utilisation of the Employee Assistance Programme (EAP) services by employees at Polokwane Tertiary Hospital
Researcher: PS Manganyi
Supervisor: Ms Nj Bila
Department: Social Work and Criminology
Reference number: 10549481

Thank you for the application that was submitted for ethical consideration.

I am pleased to inform you that the above application was **approved** by the **Research Ethics Committee** on 3 July 2014. Data collection may therefore commence.

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

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

We wish you success with the project.

Sincerely

Prof Karen Harris
Acting Chair: Postgraduate Committee &
Research Ethics Committee
Faculty of Humanities
UNIVERSITY OF PRETORIA
e-mail:Karen.harris@up.ac.za

Research Ethics Committee Members: Dr L Blokland; Prof Prof M-H Coetzee; Dr JEH Grobler; Prof KL Harris (Acting Chair); Ms H Klopper; Dr C Panebianco-Warrens; Dr Charles Puttergill; Prof GM Spies; Dr Y Spies; Prof E Taljard; Dr P Wood



UNIVERSITEIT VAN PRETORIA
UNIVERSITY OF PRETORIA
YUNIBESITHI YA PRETORIA

APPENDIX F

REQUEST FOR PERMISSION TO CONDUCT RESEARCH

P.O BOX 5851

POLOKWANE

0750
12/08/2014

TO: THE CEO

POLOKWANE HOSPITAL

CNR DORP & HOSPITAL STREET

POLOKWANE

0700

Dear Sir/Madam

REQUEST FOR PERMISSION TO CONDUCT RESEARCH

My name is Patricia Sipiwe Manganyi, and I am a Master's Social Work student in EAP at the University of Pretoria; Student No: 10549481. The research I wish to conduct for my Master's dissertation is "utilisation of the Employee Assistance Programme Services at Polokwane Tertiary Hospital". This project will be conducted under the supervision of Mrs N.J Bila from the University of Pretoria

The objectives of the research include the following:

- To establish the health workers understanding and knowledge of the EAP services in PTH.
- To determine to what extent managers were involved in the formulation of EAP policies and programmes in PTH.
- To establish the extent to which employees in PTH are utilising the EAP
- To establish reasons why EAP services are not utilised
- To determine whether EAP benefits or addresses employees' needs.

I am hereby seeking your consent/approval to conduct the study at Polokwane Hospital. I have provided you with a copy of my proposal as well as the consent forms and questionnaires to be used in the research process. Upon completion of the study, I undertake to provide the Department of Health with a copy of my full research report. If you require further information, please do not hesitate to contact me on Cell: 071 412 3932, Email patmanganyi@webmail.co.za, Fax 086 776 4556.

Thank for your time and consideration in this matter.

Yours sincerely,

Manganyi P.S

University of Pretoria



LIMPOPO
PROVINCIAL GOVERNMENT
REPUBLIC OF SOUTH AFRICA

DEPARTMENT OF HEALTH
PIETERSBURG HOSPITAL

ENQ. : MOKOELE M.L.

TO : MS P.S. MANGANYI

FROM : CHIEF EXECUTIVE OFFICER – MR T.B. SEATE

DATE : 13 AUGUST 2014

SUBJECT – REQUEST FOR PERMISSION TO CONDUCT RESEARCH

1. Your letter dated 12/08/2014 refers.
2. Your request to conduct a research is granted.
3. In the course of your study there should be no action that disrupts the services.
4. After completion of the study, a copy should be submitted to office of the CEO to serve as a resource.
5. For any enquiries feel free to contact the Chief Executive Officer – Mr T.B. Seate at 015 287 5013.

for  2014/08/13
.....
MR T.B. SEATE
CHIEF EXECUTIVE OFFICER