

**THE EVALUATION OF THE EMPLOYEE ASSISTANCE PROGRAMME AT
THE DEPARTMENT OF CORRECTIONAL SERVICES**

by

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DECLARATION

“I declare that an exploration of the Impact of the In-house Model of the Employee Assistance Programme (EAP) at the Department of Correctional Services in Limpopo Province is my own work and that all materials used have been fully acknowledged”.

.....

Tlakale Cheryl Malata-Nkadimeng

Date

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DEDICATION

I dedicate this work to my daughters, Matshidisho Modiroadi, Mahlogonolo Kutwadi, Boiketlo Hunadi and Khudu Matladi Nkadimeng, as well as all my future children.

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ABSTRACT

The aim of this study was to explore the impact of the In-house EAP model in the Department of Correctional Services in Limpopo Province. The reason for this was to investigate whether an in-house model was appropriate for DCS.

A population from which a sample for this study was drawn consisted of 136 employees at the Makhado Correctional Centre. The sample consisted of 35 employees who were identified as users and non-users of the EAP services. Males (16) and females (19) were represented in both groups. The information was collected by means of a questionnaire developed for this study. Data was analysed using figures, bar graphs and diagrams.

The results showed that employees know and understand the EAP. However there was no significant difference with regard to utilisation of the service by male and female employees. Furthermore no significant gender difference was found in terms of the presenting problems. The users of the service indicated that they were satisfied with the service and were likely to continue with the service in the future.

The non-users of the service raised concerns with regard to issues of confidentiality and trust also had a belief that EAP was a management tool. Non-users were also found to rely on services from pastors, friends and outside private organisations whenever they needed help with their psychological and social problems. Recommendations for improving the service have been made to DCS management.

CHAPTER 1: GENERAL INTRODUCTION AND RESEARCH METHODOLOGY

1.1. INTRODUCTION

The traditional view of organisations is based on the assumptions that people should leave behind their personal problems and concerns whenever they step into their work roles.

It has become a trend in South Africa that organisations tend to establish an Employee Assistance Programme (EAP) after realising that production levels are declining as a result of employees' personal, work-related, psychological, financial, marital and legal problems. The Department of Correctional Services (DCS) also found it necessary to have an EAP in place for its officials. This was after realising that the production levels are declining due to personal problems that impact negatively on job performance because of the lack of any structure that deals with those kinds of problems.

EAPs were designed to assist employees with personal and work-related problems, which negatively affect employees' job performance (DCS EAP Policy, 2001:3). Every organisation has its own responsibilities, activities and roles in taking care of the well-being of its employees. There are several different models for delivery of an EAP, and it is imperative for a company when choosing an EAP model, to consider the following factors:

- the size and structure of the organization;
- availability of resources;
- location of the EAP office (how accessible will the office be to the employees);
- activities / functions / roles of the EA practitioner; and
- the model must be cost effective in terms of time and money for officials, so that they would not take long hours to reach

the EA office and also the Department would not lose money when officials are absent consulting with the practitioner who is far from the Department (Masi, 2000:320).

The DCS has chosen an In-house EAP model which was found to be a suitable model when compared to the Consortium, Contractual, Off-site, and Hot-Line models. The reasons for choosing this model appear below:

- It will save the Department in terms of money and time.
- The officials feel a sense of ownership of the programme since the EA practitioner is based within the Department.
- With this model the services are located within the organization; the practitioner is part of the personnel.
- The practitioner knows the dynamics of the organisation and its policies. Akabas (1995:1782) points out that this programme is also extended to family members of the employees.

The researcher consulted with the following experts who helped to broaden her views and ideas in gaining more knowledge on the need for the EAP In-house model:

- Tersia Mdunge: Corporate Social Investment (CSA) at Metropolitan in the Western Cape, and an EAP Practitioner in Private Practice;
- Mr Pravesh Bhoodram: Director Human Resource Support and Pioneer of EAP within DCS National Head Office;
- Dr Sello Sithole : University of Limpopo, Social Work Department and additional member of the EAPA-SA committee; and
- Mmakubu Mashilo: former EAP coordinator at DCS and currently coordinating EAP at Rand Water.

The experts were of the opinion that this research could help to improving service delivery at DCS, as certain problem areas could be highlighted. The study and its findings aimed to bridge gaps that were not visible before the research was conducted.

The focus of this study has been to explore the impact of the In-house model of the EAP at the DCS in Limpopo Province. The employees of DCS Limpopo Province would benefit from this study, as the EA practitioner has adapted her services to suit, and better address the needs and problems of the employees of DCS Limpopo Province. It is hoped that this research will contribute positively towards the enhancement of job performance by highlighting some important aspects relating to EAP service delivery in the Department of Correctional Services.

1.2 PROBLEM FORMULATION

Bless and Higson-Smith (2000:22) stated that there has to be motivation for the researcher to carry out the proposed research. Since conducting a research project is a long and difficult task, strong motivation is essential. When the choice of topic is dictated by a deep-seated interest, the quality of the research is likely to be positively influenced by such interest. These authors continue and state that once the research problem has been identified and reduced to a workable size, the researcher is in a position to formulate the research problem. It is of academic interest for the researcher to explore the impact of the In-house EAP model at the Department of Correctional Services in the Limpopo Province and to improve the service rendered.

The EAP at DCS Limpopo Province has been in operation since 1999. The researcher was the first EAP coordinator (stationed at the Polokwane management area), to be appointed for DCS Limpopo Province. Since its inception, the evaluation of the EAP programmes and services rendered to employees has not been explored to see whether employees' problems and needs are addressed effectively by EAP.

The Department of Correctional Services was one of the few governmental departments that had an Employee Assistance Programme in place. In the

past, this Department has focused on the well-being of inmates as the core business of the Department is to ensure safe custody of inmates. There was no provision for a wellness programme that could take care of employees' problems within the DCS. The decision by DCS to implement an EAP was found to be essential in all of the nine provinces.

In 1998, several workshops were held at all the Management Areas (Correctional Centers) countrywide in order to find out if EAP was needed for their employees. In 1999 a final national workshop under the Equity Directorate was held. It was during this workshop where all reports from nine provinces (Correctional Services offices) were submitted and reconciled. Some of the findings that came out of the workshop (DCS-Policy on the EAP, 2001:6) included: (a) the problems that were found to influence job performance; and (b) the types of services that could be rendered by an In-house EAP model within DCS.

Problems that influence job performance

Personal, domestic, financial, psychological, substance and drug abuse and work-related problems were found to be impacting negatively on employees' job performance. The types of coping mechanisms used by officials were also a problem to the system.

Types of services to be rendered by an In-house EAP Model within DCS

The services provided by an In-house model within the Department are classified into three broad categories which are discussed below.

- **Information (Resource Centre) Category**

All EAP Practitioners' offices have a resource centre that contains information on various themes, such as, information on the Department (new policy initiatives), and also information on mental, physical and spiritual health, financial management, personal and work-related problems.

- **Preventative (Pro-active) Category**

This category deals with the development and conducting pro-active, preventative and needs-based programmes.

- **Therapeutic Programmes Category**

Under this category EAP practitioners conduct both individual and group programmes for therapeutic purposes. This EA programme derived its essence from the mission and vision of the Department. For the past years since the inception of the EAP, quarterly statistics have reflected that the cases of relapses that the Department has experienced are predominantly those of lower level officials.

The In-house model at the DCS in Limpopo Province is not utilised optimally. EAPs are understaffed in the province (since there is only one EAP official for 1008 employees in the province) and the rate in which supervisors rarely refer officials (in most cases officials are only referred to the EAP when their problems have reached a crisis level). Although In-house models have been established within DCS nationally, and specifically in the Limpopo Province, they lack operational specifics. These factors may all have an effect on the utilization rate of the EAP services.

The research problem for this study is set out below

There is a need to evaluate the In-house model at DCS, as the impact of the In-house model may have an influence on the utilisation of the EAP.

1.3 PURPOSE, GOAL AND OBJECTIVES OF THE RESEARCH STUDY

Fouché and De Vos (1998:69) stated that the goal of research can be the acquisition of knowledge, or theory building, theory testing or problem solving. De Vos, Schurink and Strydom (1998:6-7) stated that aims and goals can be used as synonyms. Their meaning implies the broader, more abstract conception of the end toward which effort or ambition is directed.

Mark (1996:364), as cited in Fouché (2005:116), emphasises that the researcher should ensure that the problem has been defined specifically enough for the reader to understand what the proposed research study includes and what it leaves out. The objectives should be specific, clear and achievable. These authors continue by stating that objectives are the steps one has to take, one by one, realistically at grass-roots level, within a certain time-span, in order to attain the dream.

- **The purpose of the research**

For Bless and Higson-Smith (2000:42) the purpose of an exploratory research is to gain insight into a situation, phenomenon, community or person. The need for such a study could arise out of a lack of basic information concerning a new area of interest. The present study is exploratory in nature, as the researcher wanted to gain insight into the impact of an In-house EAP model within the DCS.

- **The goal of the research**

The goal of the research was to explore the impact of the In-house model of the EAP at DCS.

- **The objectives of the study**

In the present study, the researcher wanted to achieve the following objectives.

- to explore the theoretical framework of an EAP In-house model within the DCS.
- to collect data from the employees about their views and perceptions of EAP in DCS by means of an empirical study.
- to recommend strategies to the DCS to enhance the effectiveness of the EAP in Limpopo Province.

1.4 RESEARCH QUESTION

De Vos (1998:115) states that research questions are posed about the nature of real situations. According to Babbie and Mouton (2001:75), an empirical question addresses a real-life problem, and to resolve this question, researchers either have to collect new data or analyse existing data.

Currently, little is known about the impact of the EAP In-house model in the DCS. This conclusion is based on the scarcity of literature in this regard. It is for this reason that the researcher is of the opinion that an exploration of the impact of the In-house model can play a major role in the enhancement of EAP services at DCS.

The following question is investigated in this research.

What was the impact of the In-house EAP model on the utilisation of the EAP at Makhado Correctional Centre?

1.5 RESEARCH APPROACH

According to Fouché and De Vos (2005:101), the prospective researcher should orientate himself/herself to the differences between quantitative and qualitative approaches and come to a decision as to which one will be the better choice for his/her project, or whether a combined quantitative/qualitative approach would be appropriate.

As cited in Fouché and De Vos (2005:101), Mouton and Marais identify the following characteristics of the quantitative approach.

- It is more highly formalised and more explicitly controlled (than the qualitative approach).

- Its range is more exactly defined (than that of the qualitative approach).
- It is relatively close to the physical sciences

Quantitative research describes the technical research procedures used, and these procedures are shared with explicit methods (Neuman, 2000:122-123). The quantitative approach is based on the following features: it measures objective facts; focuses on variables; reliability is the key; is value free, independent of context; presents data by means of exact figures gained from precise measurement; research design is standardised according to fixed procedure and can be replicated; and data analysis is undertaken by means of standardised statistical procedures. A phenomenon is controlled, and measures are systematically created before data collection, and are standardised.

For the purpose of this study the researcher has used a quantitative approach because it measured objective facts.

1.6 TYPE OF RESEARCH

The type of research; according to Fouché (2002:108-109), is determined by the results that the research project is aimed at achieving. According to Durrheim (1999:41), applied research aims to contribute towards practical issues of problem-solving, decision-making, policy analysis and community development. Fouché (2002:108-109) states that research can be either basic, where the researcher intends to develop new theory, a foundation for knowledge and understanding, or it can be applied where the researcher wishes to provide certain answers to problems in a field, or to help practitioners accomplish specific tasks.

Applied research has been used in this study because the results of the study will be used to make recommendations to management of DCS in Limpopo Province on the utilisation of the EAP through the In-house model.

1.7 RESEARCH DESIGN AND METHODOLOGY

Before the researcher can begin with the research process, it is important to design a plan of the whole process. According to Durrheim (1999:29), research design is a framework for action that serves as a bridge between research questions and the execution or implementation of the research. Research design also provides a plan that specifies how the research is going to be executed in such a way that it answers the research question.

Neuman (2000:121-155) distinguishes between quantitative and qualitative research designs. The quantitative category includes experiments, surveys and content analysis. The types of experiment described are: the classic experimental design; pre-experimental designs; and as the one shot case study, the one-group pretest-post-test design, and the static group comparison. Quasi-experimental and special designs described are the two-group post-test-only design, interrupted time series, equivalent time series, Latin square designs, the Solomon four-group design and factorial designs.

There is a subtle difference in the way in which quantitatively and qualitatively orientated researchers view the nature of research designs. Quantitative researchers consult their lists of possible designs and select one (or develop one from the models available), while qualitative researchers develop their own designs as they progress using one or more of the available strategies or tools as an aid or guideline. This researcher will use quantitative research design for the study. The quantitative research design includes experiments, surveys and content analysis (Fouché & De Vos 2002:138).

The researcher has used a quantitative research design for the study because it measures objective facts.

1.7.1 Data collection method

The researcher has made use of questionnaires as a data collection method (Fouché & De Vos 2002:142). According to Babbie and Mouton (2001:233), although the term questionnaire suggests a collection of questions, a typical questionnaire will probably contain as many statements as questions, especially if the researcher is interested in determining the extent to which respondents hold a particular attitude or perspective. The basic objective of a questionnaire is to obtain facts and opinions about a phenomenon from people who are informed on the particular issue. Questionnaires are probably the most generally used instruments of all.

The researcher has used personal administered questionnaires, since the respondents and the researcher are colleagues in the same province, and it would be easier for the respondents to complete questionnaires on their own. It was also easy for the researcher to deliver the questionnaires to the Makhado Correctional Centre to Human Resource for distribution, follow-up and collection. The advantage of personal administered questionnaires is that the response rate is high because of personal contact. The population for this study was 136 officials of DCS Makhado Correctional Centre in Limpopo Province.

The questionnaires have been self administered and were delivered by hand and collected within two weeks (Bless & Higson-Smith, 2000:100).

1.7.2 Data analysis

Babbie and Mouton (2001:411) indicated that there are many computer programmes today that serve specifically to analyse social science data.

According to Delport (2005:172) it is important for the researcher to decide on the methods or facilities of data analysis while constructing the questionnaire, as the actual processing of the data and the consequent analysis could be seriously influenced by the fact that questionnaire is not constructed in a specific manner.

Data analysis is a process by which a large set of numbers is reduced to a smaller set of numbers to make sense of the data collected. The types of analysis that can be performed are constrained by nature of the data – whether the data is continuous or categorical. In order to use the computer in the analysis of data, the questionnaire should be compiled in a certain manner, for example it should incorporate item numbers that can be used in a data set. The researcher can also divide the questionnaire into different sections in order to facilitate the eventual processing of the data. The requirements in this regard will depend on the computer package and statistical consultation utilised in the analysis of the data, (Delport, 2005:172).

The research support service of the Department of Health and Social Development in Polokwane Provincial Hospital was utilised to analyse data. Data has been presented in tables, bar graphs and pie chart with corresponding interpretations processed by computer.

1.8 PILOT STUDY

Bless and Higson-Smith (2000:155) describe a pilot study as “a small study conducted prior to a larger piece of research to determine whether the methodology, sampling, instruments and analysis are adequate and appropriate.” According to Sarantagos (2000:291), as cited in Strydom (2005a:205), the pilot study is indeed a prerequisite for the successful execution and completion of a research project. The pilot study forms an integral part of the research process.

Babbie (1998:250) says that, no matter how carefully a data collection instrument is designed, there is always the certainty of possible error, and the surest protection against such error is through pre-testing the instrument.

1.8.1 Pilot testing of questionnaire

The questionnaire was given to two employees at the same Correctional Centre where the study was conducted. The employees did not form part of the main study. The purpose of the pilot study was to examine whether respondents understood the meaning of the words and whether questions were clear and unambiguous. The response received from this phase indicated that a few of the questions had to be revised under the various sections. The questionnaire was amended and the revised draft was then presented to the EAP practitioner at the Witbank Correctional Centre and EAP for final editing.

According to Delport (2005:171) in all cases it is essential that newly-constructed questionnaires, those in their semi-initial form, be thoroughly pilot tested before being utilized in the main investigation. This ensures that errors of whatever nature can be rectified immediately at little cost.

As a pilot study helps the researcher to identify any difficulties before the study begins, the questionnaire has been pilot tested on two respondents not involved in the main study and the results have showed that employees were not ready to take part in the research as they feared victimization from management. It was explained that their names and identifying details would not be mentioned anywhere in the study.

There are different ways in which the validity and reliability of documents can be tested. Babbie and Mouton (2001:285-286) recommended those set out below.

- If the authors are still living, he/she can be requested to read the whole product and present an auto critique.
- Another technique is to verify data by interviewing other informants, persons in the same roles or persons knowledgeable on the subject, or who were personally involved in the event. The content of the document is thus compared with an external source.

It must be noted that, in order to establish content validity, the judgments/opinions of experts in the EAP field at the Department and outside were elicited. Feedback from the pilot study and from the EAP experts was incorporated into designing the final version of the questionnaire.

1.8.2 Feasibility of the study

For Strydom (2005a:209) the feasibility study is a very valuable way of gaining practical knowledge of and insight into a certain research area. A prospective researcher commits a grave error if he/she has planned his/her project exclusively in his/her office without exploring the practical situation in the research area. Even if he/she has considerable knowledge and experience of research, it remains important to prepare him/her thoroughly for every possible specific and unique situation.

Permission to do the study at DCS in Limpopo Province was granted by DCS Head Office, (see Appendix A). Since the researcher was working at DCS in Limpopo Province it was relatively easy for her to get information. The respondents have been easily accessible since a large number of them live within the prison's premises and time was arranged between the respondent's shifts at work. There was no financial constraint on this research, as the researcher had access to the facilities and other resources such as photocopying of questionnaires at minimal cost. The researcher made the application to do research in the DCS. The approval for the research depended on the completion and approval of the research proposal at the University of Pretoria. Moreover the researcher was instructed to do the study at a centre where she was not based.

1.9 RESEARCH POPULATION, SAMPLE AND SAMPLING METHOD

1.9.1 Population

Bless and Higson-Smith (2000:85) view population as the set of elements that the researcher focuses upon, and to which the results obtained should

be generalized. McBurney (2001:248) as cited in Strydom (2005b:194), refers to the population as the sampling frame. A population is the totality of persons, events, organisational units, case records or other sampling units with which the research problem is concerned. The researcher's view is that a population is the totality of people, organisational section/units, case records or events.

The employer (DCS) requested that the study should not be conducted at the Correctional Centre where the researcher is stationed (Polokwane Correctional Centre), therefore population consisted of employees at both lower and middle level consisting of 136 officials at Makhado Correctional Centre where the study has been conducted.

1.9.2 Sample

According to Gravetter and Forzano (2003:465), as cited in Strydom (2005b:193), the term sample always implies the simultaneous existence of a population or universe of which the sample is a smaller section, or a set of individuals selected from a population.

This researcher has defined a sample as a group of selected individuals for research that will represent the entire population. The researcher has made use of 45 employees from all race groups, both female and males of different age groups from Makhado Correctional Centre.

1.9.3 Sampling method

The researcher has used probability sampling in the quantitative study. According to Kerlinger (1986:110), as cited in Strydom (2005b:196), random sampling is that method of drawing a portion – or sample – of a population so that each member of the population has an equal chance of being selected. He further states that random sampling is that method of drawing a sample of a population so that all possible samples of fixed size have the same probability of being selected.

The researcher used a systematic sampling method. Strydom (2005b:200), indicated that in systematic sampling only the first case is selected randomly, preferably from a random table. All subsequent cases are selected according to a particular interval, e.g. fifth or tenth case on a list of names, depending on the percentage sample needed. The 134 employees (136 employees excluding the respondents involved in the pilot testing) at Makhado Correctional Centre were numbered consecutively from 001 to 134. The researcher then selected a digit at an interval of three in order to have a sample of 45 employees for the quantitative study.

1.10 ETHICAL ASPECTS

Since social research is about the use of human beings as the subjects of the study, Durrheim (1999:65) is of the view that researchers need to protect the rights and the welfare of such respondents. The researcher believes that it was important to comply with professional ethics when conducting a research study. The following ethical aspects have been taken into consideration when conducting this study.

1.10.1 Violation of Privacy/anonymity/confidentiality

For Strydom (2002:67) privacy implies the element of personal privacy. Questionnaires completed by employees have not included their personal details such as names, addresses, work force numbers or identity numbers. The researcher has refrained from mentioning respondents by their names. The participants were informed that they might, at any time withdraw from the study.

Dane (1990) and Babbie (2001), as cited in Strydom (2002:68), distinguish between anonymity and confidentiality. They believe that confidentiality implied that only the researcher and possibly a few members of his/her staff should be aware of the identity of participants, and that the latter should also have made a commitment with regard to confidentiality.

The researcher's view on the above is that it is essential to get permission from respondents beforehand. The questionnaires used will not have details such as names, addresses and work force numbers to ensure confidentiality. (See Appendix C)

1.10.2 Harm to experimental subjects and / or respondents

One may accept that harm to respondents in the social sciences will mainly be of an emotional nature, although physical injury cannot be ruled out completely (Strydom, 2002:64). Emotional harm to subjects is often more difficult to predict and to determine than physical discomfort, but often has more far-reaching consequences for respondents.

1.10.3 Informed consent

Obtaining informed consent implies that all possible or adequate information on the goal of the investigation, the procedures that will be followed during the investigation, the possible advantages, disadvantages and dangers to which respondents may be exposed, as well as the credibility of the researcher, be communicated to potential subjects or their legal representatives (William *et al.*, 1995), as cited in Strydom (2002:65).

Hakim (2002), also as cited in Strydom (2002:64), says informed consent becomes a necessary condition rather than a luxury or an impediment. Emphasis must be placed on accurate and complete information so that subjects will fully comprehend the nature of the investigation and consequently be able to make a voluntary, thoroughly reasoned decision about their possible participation.

The researcher's policy has been that the respondents in this study will be fully informed about the research. A consent form and its contents was explained to them. It has also been explained to them that they only participate voluntarily and may withdraw from the project if they do not want to continue. (See Appendix B)

1.10.4 Deception of respondents

Neuman (2000:229) states that deception occurs when the researcher intentionally misleads subjects by way of written or verbal instructions, the actions of other people, or certain aspects of the setting.

The researcher has explained to the respondents what the research was about and how it will benefit them and other officials using the EAP. Once that was done respondents were requested to sign the consent form and accepting responsibility to participate in the study.

1.10.5 Actions and competence of the researcher

According to Strydom (2002:69), researchers are ethically obliged to ensure that they are competent and adequately skilled to undertake the proposed investigation. The researcher has been involved in several research cases at the university during her studies, at work and also with the current study, as a result the researcher is competent and skilled to undertake this study.

1.10.6 Release or publication of the findings

Dane (1990), as cited in Strydom (2002:72), indicates that subjects should be informed about the findings in an objective manner, without offering too many details or impairing the principle of confidentiality. Also researchers should compile a report as accurately and objectively as possible so that report writing, “includes doing all you can to make sure your report is as clear as possible and contains all the information necessary for readers to understand what you have written”.

For the purpose of this study, the researcher has compiled a mini-dissertation about the research which will be available for the public to read in the library of University of Pretoria. A final copy will be submitted to the Commissioner of Department of Correctional Services before publication of the report.

1.11. PROBLEMS AND LIMITATIONS OF THE STUDY

This section describes how the researcher gathered the data for this study. The researcher was dependent on the Head Correctional Centre and Centre Coordinator Staff Support for distribution of the questionnaires, since the researcher was not based at the Centre where the study was conducted but at another Correctional Centre in the province. The distributors were requested to hand deliver the questionnaires.

Respondents were initially given two weeks to complete the questionnaire. A date was set with Makhado Head Correctional Centre and Centre Coordinator Staff Support to collect the questionnaire. That time elapsed, with only about 40% of questionnaires returned. An extension of two more weeks was given, during this time telephonic follow-ups were made but nothing came up. An additional 38% was only collected recently after great deal of efforts. It is likely that employee's concern about confidentiality may have contributed to the low return rate.

The researcher had to rely heavily on the employees who administered the questionnaire on her behalf, since she was not based at the Correctional Centre and therefore experienced a low response rate and delay in getting the completed questionnaires on time. Furthermore, some of the respondents were not always available because they regularly had to accompany inmates to courts.

EAPs are still seen as new phenomena in South Africa. Hence, literature and previous research are still limited, particularly in relation to the South African context. Therefore, the researcher used some of the older resources. Given the small sample size of this study, the results cannot be considered to be conclusive. Furthermore, the anonymity of the questionnaire meant that there was no way to track and follow-up with employees who had not responded to some of the questions.

1.12 DEFINITIONS OF KEY CONCEPTS

1.12.1 Employee Assistance Programme

The Standard Committee of EAPA defined EAP as a worksite-based programme designed to assist in the identification and resolution of productivity problems associated with employees impaired by personal concerns, including but not limited to: health, marital, family, legal, alcohol, drug, emotional, stress, or other personal concerns which may adversely affect employee job performance (Terblanche, 1999:4).

Bennet (1999) defined EAPs as workplace-linked counseling systems with benefits for both employers and employees. For employers, a good EAP means better productivity. For employees, it means professionally dealing with a range of personal and job-related problems to achieve optimal job performance and the capacity to meet their potential. Problems could include health issues such as AIDS or substance abuse concerns, as well as emotional difficulties and balancing work and life demands. EAPs could also play a role in dealing with issues such as disability management and retrenchments.

The DCS policy on EAP (2001:3) defined EAP as a holistic support programme available to all employees at all levels and aimed at ensuring optimal functioning for enhanced service delivery. The researcher defined EAP as a programme that is designed to assist employees and their dependents in a way that their personal and work-related problems are solved and attended to so that their production level and social functioning are improved.

1.12.2 In-house (internal) model

According to Leong and Every (1997:49), an internal EAP implies that the staff members are themselves employees of the company they serve. Other

(1999:65) adds that the in-house model allows for closer management of EAP professionals.

The researcher's view on an In-house EAP model is when the organisation employs an Employee Assistance Practitioner to be situated within the organization, so that management, supervisors and employees can access her/him at any time they experience problems that impact negatively on job performance. This is the situation at the DCS. The Department of Correctional Services utilises the In-house EAP model.

1.13 STRUCTURE OF THE RESEARCH REPORT

The study will consist of the following four chapters.

Chapter 1: General introduction and research methodology.

Chapter 2: Literature study on the EAP In-house model in the field of Correctional Services.

Chapter 3: Empirical study, analysis, findings and interpretations of data.

Chapter 4: Conclusions and recommendations.

1.14. SUMMARY

The Department of Correctional Services established the EAP for its employees in November 1999 as it realised that production level and service delivery were declining due to unresolved personal and work-related problems that impacted negatively on job performance, because of a lack of a structure that deals with those kinds of problems. The next chapter will focus on an In-house EAP model and also provide theoretical grounding regarding issues around EAP.

CHAPTER 2: THE EAP IN-HOUSE MODEL IN THE FIELD OF CORRECTIONAL SERVICES

2.1 INTRODUCTION

This chapter will focus specifically on an In-house EAP model. It will also provide theoretical grounding regarding issues around EAP's. The Department of Correctional Services is using an In-house EAP model. This is a model where services are located within the organisation; the practitioner is part of the employees and knows the dynamics and policies of the Department. The Department is using the In-house model because it is cost effective in terms of time and money for officials, so that they would not take long hours to reach the EA office and also the Department would not lose money when officials are absent consulting with the practitioner who is far from the Department (Masi, 2000:230).

2.2 IN-HOUSE MODEL

2.2.1 Advantages of an In-house model

Researchers view is that In-house model EAPs are far more attuned to the unique culture of their settings and ongoing changes, potential problems, and shifting political coalitions. This provides an invaluable source of influence and information for EAP managers, who are able to assess needs and anticipate interventions on behalf of individual workers, sub-units, or the overall system. This in turn contributes greatly to the credibility and increased use of the programme.

In-house managers have access to the formal and informal resource systems within organisations, and they may serve as client advocates in both direct and indirect ways that are beyond the power of the average employee or external EAP provider. The In-house location also may provide opportunities for organisational assistance that contribute to the evolution of more responsive work environments in general. The information, feedback, and

intervention loops to which on-site, In-house EAPs have access to produce a responsive and flexible uniquely tailored program to the host setting. In-house EAPs in the Department of Correctional Services also make use of existing resources to provide information and feedback to employees, such as morning parades, personnel meetings, notice boards and bi-monthly health letters.

Adams (in Attridge, Herlihy and Maiden 2005:205) explains that, in order to provide a workplace that is competitive, a company needs to address work-life balance issues. The internal wellness program has been created not only to address employee needs, but also to integrate with business strategy. The program is based on a salutogenic model of wellness and health promotion - in other words, it is not about 'how did I get sick?' it is about how to stay well.

2.2.2 Why is an EAP an effective tool?

An EAP may be as a strategic tool, which is an essential business driver, and may be used in the development and retention of staff, thus reducing absenteeism in the workplace (Volpe, 2002). In addition, the EAP is recognised as a valuable asset to business and industry in reducing absenteeism, workplace accidents, alcohol and substance abuse and lost productivity. An EAP is a cost-effective way to promote productivity, increase morale, decrease medical expenses, and most of all, to promote employee health and well-being

2.2.3 Disadvantages of the In-house EAP model

- In-house EAPs are not profit generating and may be vulnerable during periods of organisational change or mergers.
- There is a possibility that In-house EAP staff may be more subjective in their counselling simply because they share the same work environment.
- Many In-house programs are located in organizations that are not corporate in nature, and different organisational issues and preferences will prevail.

- Researcher's view is that in-house EAPs are seen as a management tool by employees.
- Location of In-house EAP offices to some employees is also a problem as they believe that they will be stigmatised by being seen by other colleagues.

2.3 REALITY OF EMPLOYEE ASSISTANCE PROGRAMMES IN SOUTH AFRICAN ORGANISATIONS

2.3.1 Current Trends

According to Bennet (1999), EAPs have a vital role to play in today's fast-paced, rapidly, changing society. Nevertheless, fewer than half of SA's big companies have an EAP in place, and, in most, the EAP is not part of core business structures. The researcher's view is that the core business of the Department of Correctional Services is the safe custody of the inmates, but it also takes into consideration that its employees face challenges as they work closely with inmates, hence the establishment of the in-house EAP model.

Human asset manager, Tracey Harper (in Bennet, 1999), who has been a pioneer of the development of EAPs in South Africa and who was the first president of the South African chapter of the Employee Assistance Professionals Association – EAPA, is of the opinion that many South African companies are still stuck in the old crisis of management mode of dealing with individual employees' problems in a haphazard and reactive way. According to Harper, EAPs are also often seen as existing only for 'fringe' and stigmatised members of society like alcoholics or the mentally ill (cited in Bennett, 1999). The researcher's view is that the Department of Correctional Services also established the EAP for the same reasons mentioned above, but it has currently shifted from being reactive as it offers preventative programmes to all employees.

When EAPs were first introduced into SA in the early 1980s, they tended to operate in a vacuum without any set standards and ethics. The EAPA - SA has sought to change all of that, establishing strict guidelines for

professionals. Gradually, companies are recognising the importance of EAPs in maintaining and improving productivity, and also to help them meet the requirements of labour laws (Bennet, 1999). The researcher's view is that to be on the same level as other EAPs in the world, all EAPs in DCS should be registered with EAPA-SA so that set standards and ethics could be adhered to.

In 1995/96 Harper (in Bennett, 1999) surveyed 93 of South Africa's top 100 companies, finding that 45% had an EAP in at least one of their operations. Since then, more and more organisations have introduced or are planning EAPs. Harper advocates, in line with a global trend, that companies recognise that employees' problems do affect productivity. Problems should therefore be approached in a structured way, focusing on both the individual and the organisation, and keeping an information system to help identify common problems and trends. She says, the EAP is becoming a strategic business and management tool, an essential component of a competitive organisation.

Bennet (1999) is of the view that the role of EAPs is particularly important in South African where employers and employees are battling to comprehend not only global changes but also more uniquely local issues, including affirmative action, crime and transformation. Maiden (1992) reflects that practising under the social and economic conditions created by apartheid presents some daunting tasks for the EAP professional in South Africa.

The current trend both in the United State of America and South Africa has shifted to the integration of Employee Assistance, Work-Life and Wellness Services. These are three commonly provided kinds of interventions that have the goals of reducing healthcare costs, improving employee performance and fostering a healthier workplace culture. The integration of these kinds of programmes is a recent trend that has the potential to offer additional synergistic benefits (Attridge, 2005:31). The researcher's view is that in South Africa with its many stressors including the effect of HIV / AIDS and crime, the rapid rate of change which the country is undergoing, diversity

challenges and high levels of poverty and unemployment, EAPs, if appropriately implemented, have the potential to provide considerable relief to the management of staff in organisations.

Table 1

The following is the Alignment-Influence-Impact of the EAP, Work-Life and Health and Productivity (Gornick & Blair, 2005:18).

Employee Assistance	Work-Life	Health and productivity
Origin	Origin	Origin
Employer initiative to address alcoholism in the workplace (1950s)	Employer-sponsored childcare initiatives in late 1970s-early 1980s	Employer initiative to reduce health care costs and improve the health of workers
Purpose	Purpose	Purpose
Provide individual and organisational solutions to the problems caused by mental health issues and personal problems at work	Maximise personal effectiveness and well-being to contribute to business growth	Maximise the individual health and well-being to lower health care costs and increase workforce productivity
Aligned with	Aligned with	Aligned with
<ul style="list-style-type: none"> • Human Resources • Work-life • Diversity • Occupational Health Safety • Benefits-Disability Management • Training and Development 	<ul style="list-style-type: none"> • Human Resources • Employee Assistance • Diversity • Occupational Health Safety • Benefits-Health Care • Fitness, training and Development 	<ul style="list-style-type: none"> • Human Resources • Employee Assistance • Work-life • Diversity • Occupational Health Safety • Benefits-Health Care • Benefits-Disability Management • Fitness, training and development
Services	Services	Services
<ul style="list-style-type: none"> • Individual Assessment • Individual Short-Term Problem Resolution • Consultation with Managers, Unions, HR • Crisis Response • Education • Disability 	<ul style="list-style-type: none"> • Education • Consultation and Referral • Flexible Work Arrangements • Work Re-Design • Lactation Programmes 	<ul style="list-style-type: none"> • Health Risk Assessments • Health Screenings • Education • Health Fairs • Lactation Programmes • Disability Management • Disease Management

Management <ul style="list-style-type: none"> • Disease Management • HR Consultations 		
Impact	Impact	Impact
<ul style="list-style-type: none"> • Individual Performance • Work Group Performance • Absenteeism • Violence Prevention • Workplace Safety • Presenteeism • Resilience • Improved Labour-Management Relations 	<ul style="list-style-type: none"> • Individual Performance • Work Group Performance • Absenteeism • Worker Productivity • Recruitment and Retention • Presenteeism • Resilience • Work Environment-Culture 	<ul style="list-style-type: none"> • Individual Performance • Work-Group Performance • Absenteeism • Health Care Cost Containment • Worker Productivity • Workplace Safety • Resilience • Presenteeism

The researcher's view is that the table above illustrates how the integration and alignment of EAPs, Work-life and Wellness programmes can influence productivity at the work environment. The Department of Correctional Services has also devised a Employee Wellness Strategy where religious, health, fitness, education, HIV and AIDS, psychological and social work services are integrated in order to achieve a holistic approach to employees and the Department.

2.4 SOUTH AFRICAN LEGISLATION IN RELATION TO THE EAP IN THE WORKPLACE

The Department of Correctional Services is a state organisation which operates within the legal mandates of the Constitution of the Republic of South Africa. The relevant legislation is discussed below.

Legislation has certain implications for the establishment of an In-house Employee Assistance Programme. South African legislation has been changed drastically to redress past inequities and facilitate socio-political transformation. This is proved by the introduction of several new acts; namely, the Employment Equity Act (1998), the Labour Relations Act (1996),

and the Skills Development Act (1998), which have been promulgated to regulate development and improve the quality of work life and the rights of employees in their work and personal environment (Israelstam, 1999).

The Labour Relations Act (LRA) of 1996 is seen as comprehensively reforming and extending the previous legislative system with the purpose of advancing economic development, social justice, labour peace and the democratisation of the workplace. The drafters of the act had an eye on redressing the adversarial heritage and injustices of the old system. The previous act had not provided sufficient protection and support to employees. The new Act seeks to shift this balance onto a more even keel through the uniform extension of employee rights (Du Toit, Woolfrey, Murphy, Godfrey, Bosch & Christie, 1998).

Labour Relation Act (1996) suggests for instance that, “In certain kinds of incapacity, for example alcoholism or drug abuse, counselling and rehabilitation may be appropriate steps for the employer to consider”. Furthermore the Labour Relation Act can play a vital role is with the writing up of the policy statement of the EAP. According to the Labour Relation Act, it is essential that both union and non-union employees are involved in this process. This can be achieved through consultation with worker representative bodies, for example proposed workplace forums and shop steward committees. In some countries this involvement is a legal obligation in the area of workplace health and safety (Harper, 1999).

Similarly, the Skills Development Act (1998) is set to have a major impact on training and development in South Africa. It seeks to develop the skills of the workforce and thereby increase the working conditions of workers, improve the productivity of the workplace and promote the delivery of social services. This act seeks to encourage employers to use the workplace as an active learning environment and to provide opportunities for new entrants to the labour market to gain work experience. A special focus is to improve the employment equity prospects of previously disadvantaged persons through education and training (Finnemore, 1998).

In terms of the Employment Equity Act (1998), employment equity is seen as the achievement of workplace fairness in regard to race, gender and state of health/fitness of employees. The Employment Equity Act aims to achieve such workplace equity and fairness, firstly via legislation against discriminatory practices, such as pay disparities at all workplaces, and secondly, by imposing affirmative action requirements on most employers. In view of the Employment Act's urgency, employers will need to begin designing plans geared toward correcting employment imbalances while, at the same time, minimising damage to the effectiveness of the organisation. Expert assistance will be essential for the effective design of these plans. Currently there exist high levels of scepticism, fear and resistance brought about by the government's affirmative action policy (Israelstam, 1999).

According to the Employment Equity Act of 1998, employers are prohibited from testing an employee or applicant for employment to determine the person's HIV status unless the testing is determined by the Labour Court to be justifiable. In this event the, the Court may impose conditions relating to the provision of counselling, the maintenance of confidentiality, the period during which the authorisation for testing applies, and the category for testing.

According to the Skills Development Act of 1998, an employer is compelled to assist a person with special problems, such as alcohol dependency or drug addiction to enter, or re-enter the labour market.

In terms of the Occupational Health and Safety Act 1993, it is the responsibility of the employer to make sure that the working environment is safe at all times. It can be a criminal offence to permit any person who appears to be drunk or under the influence of drugs to enter or remain at a workplace, or on premises where machinery is used, if such person's presence constitutes a threat to his/her own safety or of others. Furthermore, it can be a criminal offence to have intoxicating liquor in one's possession, to

partake thereof, or offer it to another person, at a workplace, or on premises where machinery is used, without the express permission of the employer.

The researcher's opinion is that an In-house model in DCS is playing an important role in assisting and preparing employees and organisations to deal with these rapid changes ushered in by this new legislation.

All of the post- 1994 legislative and policy requirements of the government call for a radical shift from the manner in which the Public Service departments were run, both in terms of how the business of Public Service is conducted, as well as the manner in which people in those departments are managed. The government of National Unity advocates in its mission a "people centred and people driven Public Service" which is a challenge facing DCS. According to this researcher, the implementation of the In-house EAP model is a step in the right direction and its employees in all provinces (Correctional Centres) welcomed this. In its attempts to align the In-house EAP model in compliance with key legislative and policy requirements of the government were guided by a combination of policies which include the following:

2.4.1 Constitution of the Republic of SA, 1996 (Act no. 108 of 1996)

Chapter 2 Section 27 of the Bill of Rights marks a decisive break with discriminatory past and entrenches qualities of human dignity, equality and freedom of individuals. Section 27 of the constitution promises: health care, food, water and social security. Everyone has the right to have all those. The constitution charges that people should be regarded as a significant task for those who have been charged with that responsibility and should be conducted in a professional manner.

The researchers' opinion is that, the EAP encourages the organisation and employees to make behavioural, psychological and environmental adjustments which are also in keeping with the principles of Human Resource Management with the Public Service and include: creating a

flexible environment that takes into account both the operational needs of the organisation and the needs of the employees.

2.4.2 White Paper on transforming Public Service Delivery

The transformation of Public Service can only to be judged accurately, by the practical differences people see in their everyday lives. Words have to be turned into action and the service delivery programme of the EAP will be based on the eight principles of Batho Pele (People First) which is a policy that governs service delivery.

2.4.3 Department of Public Service and Administration

The Minister of the Public Service and Administration has approved a recommendation by the Public Service Commission that all departments and provincial administrations be assigned the responsibility for offering an In-house EAP to their employees.

The following principles also apply. The state as an employer is responsible for the optimal development and utilisation of its employees and should pay the cost of treatment for employees. The Department of Correctional Services In-house EAP and Human Resources are working together to identify and resolve problems of employees concerning the issues set out below.

- Whose potential is not being fully utilised due to incorrect placement because of inefficient recruitment, selection and or placement procedures?
- Who appear to be uncertain / disrupted in their careers?
- Some employees have limited abilities for satisfactory work performance.
- Sometimes personal, domestic, emotional or physical problems are experienced which may have an impact on the employees job performance, working relationships and morale.

- Such costs of treatment should be managed as in the case of medical and dental care for Public servants.

2.5. FACTORS CONTRIBUTING TOWARD EMPLOYEE PERCEPTIONS WITH REGARD TO UTILISATION OF THE IN-HOUSE EAP MODEL

According to various researchers (Mazloff, 1998; Leong & Every, 1997; Hutchison & Emener, 1997), the perceptions that employees have of the EAP can emanate from many different sources. These factors include, but are not limited to, programme publicity, orientation and training, reports from people who have used the programme, preconceptions about what such a programme might be like and “grapevine” information containing varying amounts of factual information, distortions and preconceptions.

2.5.1 Policy Statement

Every organisation having an EAP must have a clear policy statement in place. According to this researcher the policy should not only come from top management but also from employees and employees’ representatives.

Harper (1999:6) is of the opinion that an EAP without a policy and procedures is like “a house without foundation”.

Hutchison and Emener (1997:48) state that the policy statement must clarify that:

- human problems are inevitable;
- these problems often interfere with work performance; and
- the company prefers to restore the employee to full capacity by providing the appropriate assistance in a confidential and professional manner. It is important to include a statement that employees’ participation in the EAP will not jeopardize their future within the organisation. The basic tenets that the EAP is a mechanism for the employee be granted in an environment where confidentiality will be maintained, and that the EAP exists to assist employees and their families, not as a substitute for disciplinary principles and policies, are

necessary components of the policy statement. According to Harper (1999), policies and procedures need to be reviewed constantly to ensure that they are in line with changing legislation, service and organisational needs.

2.5.2 Confidentiality

Confidentiality and employee privacy are two important components which affect the use of EAPs. Sieber (1982:145) in Strydom (2002:67), views confidentiality as a continuation of privacy, “which refers to agreements between persons that limit others’ access to private information”. This researcher believes that confidentiality is absolutely imperative not for employees’ protection only but it is also legislated by most helping professions. All employees have the right to know that their problems will be held in the strictest confidence. It is the responsibility of the DCS In-house EAP to assure employees that their problems are confidential and private, unless they give written consent on some of their problems to be divulged to managers. Problems such as In-house EAP are a management tool, and the location of its offices is usually identified by employees as problems affecting the utilisation of EAP.

2.5.3 Awareness, Familiarity and Visibility of the EAP

According to Mazloff (1998), one factor which is continuously cited as crucial to utilisation is employee awareness of the EAP. The author indicates that, without awareness and understanding of the programme and how to access the services, the EAP will fail. He further says that the content and amount of information provided to employees help shape their understanding of the EAP.

Leong and Every (1997) add that employee familiarity with the programme and the staff may also increase utilisation. With a more acculturated EAP, the notion that of only ‘sick people’ need assistance can be reduced. As employees become more personally familiar with the EAP practitioner, people may become more relaxed in seeking help.

This researcher concurs with the above authors that as more employees become aware and familiar with the EAP, the utilisation of the will increase. Furthermore, DCS In-house marketing and educational programmes clearly present EAP services to employees and encourage them to use the service. The most common marketing techniques used in DCS are brochures, awareness posters, health letters, supervisory training, seminars and presentations during personnel meetings and morning parade.

The researcher also believes that managerial and supervisory training should involve communication. In addition the role the manager takes is often that of an advisor when and if an employee's problem becomes noticeable on the job or is shared voluntarily by the employee. The supervisor could recommend the person to the EAP as a resource for dealing with personal issues.

2.5.4 Physical location

The researcher has observed that the location of the EAP can have a strong influence on employees' willingness to attend, particularly if the location is such that confidentiality may be put at risk. Thus, the physical location of the EAP should be accessible to all employees but should maximise confidentiality. The EAP offices in DCS are not far from the main structures but are not attached to them, where it is easy to notice if an employee is visiting the EAP.

2.6 IN-HOUSE EAP MODEL AS A STRATEGIC INTERVENTION

According to Avian (2003) implementation of an In-house EAP calls for a systematic approach to the provision of workplace support in general, and counselling in particular. It requires an overall strategy, based on an organisation's current and future needs; design, implementation and promotion; manager and employee training; professional delivery, monitoring and evaluation. EAP counsellors must understand the organisation, and particularly the subtle differences between providing counselling in the

workplace and targeting the public market. Furthermore, whilst providing personal support to employees and their families, an EAP is first and foremost an organisational resource where staff problems that affect productivity can be addressed. The well-run, professional EAP is a sophisticated organisational tool, not simply an employee benefit.

2.7 TYPES OF ASSISTANCE PROVIDED BY EAPs

Challenger (1997:43) states that EAPs are trying to become all things to all people. According to Hutchison and Emener (1997:49) and many other authors, there is a developing awareness that EAPs have gone from occupational alcoholism programmes to broad brush programmes that address problems of employees and their family members as well as promoting health and wellness. Problems of living include substance use disorders, psychological problems, marriage and family problems and legal/financial problems. These categories continue to be relevant for EAPs.

However, changes in society and at the workplace have produced additional specific problems that readily fit into the EAP structure to offer organizations and employees professional assistance with personal and workplace problems, as well as the opportunity to develop healthy lifestyles and a wellness philosophy. According to the authors, newly emerged personal problems include HIV/AIDS, domestic violence, and single parenthood. Likewise, they point out that the workplace has also changed. The concept of downsizing to increase corporate profits has left many managers and employees without jobs, with options to move and change jobs, or to accept early retirement, or to change careers entirely. This has created an additional and underlying stress.

In addition technology has expanded rapidly. The introduction of voicemail, computers, e-mail and the internet are realities requiring the development of new of new skills for those who do not bring them to them to the workplace from their education or previous on-the-job training experience. As a result

EAPS have expanded and developed additional services to address these new demands.

Dickman and Challenger (1997:411) contend that the current trend in the broad field of health care is moving more and more in the direction of addressing the whole person – a “systems” approach to mental, emotional and physical wellness. According to them, if one looks at a person as having many parts, functioning as a unit, then it is not difficult to see how a problem in one area can have a significant bearing on one’s functioning in other areas. An EAP sensitive to employee needs will do everything possible to adopt and promote this holistic approach.

According to Dickman and Challenger (1997), some of the general components that the In-house EAP model would address are discussed below.

2.7.1 Stress:

An informed EAP which embraces the concept of “wellness” will include education on stress, its signs and symptoms, prevention methods and alternate coping strategies. This can be accomplished by raising employee awareness through lectures, films, seminars and workshops (Dickman & Challenger, 1997). Traumatic stress debriefing has also become a standard EAP service together with anger management and conflict resolution training.

2.7.2 Physical Wellness

Here EAPs can make available to their employees general information on common prescription drugs and over-the-counter drugs. Seminars, information and counselling should be available through a progressive EAP to assist employees (Dickman & Challenger, 1997).

2.7.3 Mental and Emotional Wellness:

A supportive EAP offers programmes which promote mental and emotional wellness. According to Dickman and Challenger (1997), these may include the following:

- Communication Skills Training - Helping workers with effective methods for interpersonal communications on and off the job;
- Assertiveness Training - assisting employees in getting what they want, pleasantly and effectively;
- Retirement Preparation - assisting workers to plan ahead for their retirement;
- Loss and Death - running support offering opportunities for sharing, and programmes outlining coping strategies will help employees through difficult periods brought on by the death of a loved one, divorce and major geographical relocations;
- Victim Assistance - EAPs can help immeasurably with, emotional and financial wounds resulting from being victimised;
- Day Care - provision for caring for young children of working parents would maximise the potential work force available to an employer;
- HIV/AIDS - the disease AIDS is already entering the ever increasing list of problems that fit under the umbrella of EAPs. Some EAPS have the task and responsibility of assisting AIDS victims in developing coping mechanisms and initiated self-help and support groups. In addition, many organizations are providing educational materials and workshops for their employees. The last two are:
 - Health Care Costs; and
 - Various Legal Concerns.

The changing demands and opportunities of the workplace continue to produce the need for broad brush EAP services. The unique structure and philosophy of EAPs, that it is an employee benefit and with employee confidentiality assured will provide a unique opportunity to organisations to address the changing workplace and the needs of employees and their families in a responsible, and potentially growth productive manner (Hutchison & Emener, 1997:49).

2.8 TYPES OF SERVICES TO BE RENDERED BY AN IN-HOUSE EAP IN DCS.

The services to be rendered by the In-house EAP practitioners within the Department are classified into three broad categories (DCS policy on EAP, 2001:6).

2.8.1 Information (Resource Centre) Category

All EAP practitioners' office will have a resource centre that will contain information on various themes such as, information on the department (new policy initiatives), information on mental, physical and spiritual health, financial management, personal and work-related problems.

2.8.2 Preventative (Pro-active) Category

This category deals with developing and conducting pro-active, preventative and needs-based programmes such as stress management, trauma management and debriefing, anger management, substance abuse, conflict management.

2.8.3 Therapeutic Programs Category

Under this category EAP practitioners will conduct both individual and group programmes for therapeutic purposes. This EAP derives its essence from the mission and vision of the department.

2.9 SUCCESS CRITERIA FOR IN-HOUSE MODEL SERVICES

Moodley (2003) lists the following EAP pyramid elements that the organisation can examine the success of in-house services. These appear below.

2.9.1 Review

It is the responsibility of management to track the trends in their own and other organisations, and to offer suggestions for their In-house model ongoing success.

2.9.2 Risk management

Management, with the assistance of In-house EAP practitioners, should ensure proper insurance for their practitioners. For example, sometimes practitioners have to work with employees who may become violent and dangerous to them.

2.9.3 Professional ethics

Practitioners should always maintain professional ethics. They should determine strategies to maintain confidentiality in order to avoid possible lawsuits that might ensue and cause delays in rendering the service. They must also ensure ethical behavior and eliminate unethical practices. EAP professionals are responsible for the consequences of their actions. A potential conflict may arise when an EAP provides “ancillary” services beyond the core EAP services.

2.9.4 Supervisory application

It is the responsibility of the practitioners to guide the supervisors and inform them about any discrepancies.

2.9.5 Communication

There should be a mutual interaction between the practitioners and the organisation that they are serving. The practitioners should also encourage the same interaction amongst employees and their supervisors/managers.

2.9.6 Capacity

Practitioners should hold workshops with members on how to accommodate diversity in the workplace. Diversity also involves language and culture

differences. Disability in the workplace should also be taken into account, and employees should be treated with respect.

2.9.7 Design and consultation

Each organisation should design an EAP programme that will be in line with their policies. Employees should be consulted and their inputs must be considered.

2.9.8 Positioning

Management should be well informed about the trends that are being followed. It is further argued that the South African EAP has to adapt to the country's political climate and must render services that are appropriate and applicable to South African organisations. It must be noted that there has been a great deal of mistrust between employees and employers, and a service that is provided by the employers will almost certainly be viewed with suspicion and attitudes of employees towards the service will be cautious.

2.10 UTILISATION AND CLIENT GENDER

Finnemore and Cunningham (cited in Cunningham, 1994) are of the opinion that women are now rapidly entering professions and skilled jobs previously dominated by men. Growth in part-time work has also encouraged many women to enter the paid workforce. The Employment Equity Act OF 1998 is likely to accelerate this entry even further. However, lack of access to child care facilities, the "glass ceiling" barrier to advancement, unequal pay and sexual harassment are some of the problems found in most workplaces, and are typical consequences of a society that has supported patriarchal values for generations.

As more and more women are now spending a significant portion of their adult lives in employment outside home, the issue of gender in dealing with troubled employees will become increasingly more important and will need to be addressed by the in-house EAPs. Men and women are about equally troubled, but women are twice as willing to seek help, generally from a

general physician. Since women have traditionally made more use of some types of social service agencies, it is reasonable to assume that they may also be likely to make use of workplace in-house EAPs voluntarily. The results of the study reveal that, on the whole, women are urged both formally and informally by others to seek help before their behaviour becomes so bizarre as to be beyond ignoring by others. Men, on the other hand, are advised to pull themselves together rather than go to talk to someone.

The In-house EAP can play an important role in linking men who share similar concerns. Promoting such “male peership” could further reduce the reluctance to seek assistance.

2.11 FUTURE DIRECTIONS FOR THE IN-HOUSE EAP MODEL

According to Emener (1997:206), all indicators relevant to the future of EAPs in the United States provide compelling evidence that EAPs will continue to develop, grow and flourish. In the United States managed health care, child care, elder care and work and family issues have emerged as agenda items for the future. While aspects of these issues are present and future concerns of South African EAPs, the major socio-political changes taking place in the country are shaping other priorities.

Dealing with violence in the workplace and communities, stress, facilitating change process, fear and conflict related to change, and cross-cultural awareness emerge as obvious concerns. Acquired immune syndrome (AIDS) is becoming a major concern, with some analysts predicting devastating consequences for the South African workforce. The precise number of projected AIDS cases is difficult to estimate. Some EAP practitioners have developed AIDS policies and are involved in AIDS education, and great use is made of community resources specialising in AIDS counselling.

It is impossible to predict the exact nature of the future socio-political and economic context of EAPs and the effects of upcoming changes in the

workplace. Basic EAP work that still needs to be done includes the establishment of a wide range of specialised treatment / assistance resources. The future may bring a revitalised commitment to health and welfare. EAP practitioners need to be alert to the dynamics both within and outside the workplace. They must be innovative and willing to take risks with the new programmes that will become part of the evolution of the indigenous South African EAP wisdom (Du Plessis, 1999).

In-house EAP professionals in South Africa with reference to DCS and other private and public sectors have demonstrated remarkable achievements. Many of the first programmes have been implemented in the mining industry. Their growth continues as other employers in South Africa begin to recognise the value of EAPs. They encounter barriers that most EAP professionals in the United States of America can hardly fathom. Their roles in organisations are much more extensive than EAPs in American organizations. This occurred not out of design but out of demand from the employees and employers they serve. To date, their accomplishments are commendable (Maiden, 1992:10).

2.12 SUMMARY

The success of an In-house model depends on recognition, acceptance, support and involvement from the workers and management, but even more so, from the organisation that established them. Hence, that manner in which EAPs are promoted and sensitivity to the perceptions of workers are crucial considerations in determining whether an EAP will be utilised or not.

Given the literature review regarding factors which could influence the perceptions of employees towards In-house EAPs, the present study aims to determine the extent of employee awareness as well as identify significant factors contributing towards employees' willingness or unwillingness to use the EAP in their company. The next chapter describes the empirical findings of this research project.

CHAPTER 3: EMPIRICAL STUDY, ANALYSIS, FINDINGS AND INTERPRETATIONS OF DATA

3.1 INTRODUCTION

This chapter describes how the research project was conducted. Specifically, the chapter describes the type of research, sample of the study, the measuring instrument used, and the procedure followed to gather the data.

The type of research used was applied research, and the research design was quantitative. Applied research was used in this study because the results would be used to make recommendations to management of DCS on the utilisation of the EAP through an in-house model. Systematic sampling was used to draw the sample from the population. Questionnaires were also used to collect data from the respondents and it was analysed through the support service of the Department of Health and Social Development in Polokwane Provincial Hospital.

The study was conducted at Makhado Correctional Centre in Limpopo Province. The In-house EAP model in the Department of Correctional Services came into existence in 1999, and consisted of one EAP coordinator for the five prisons in the province, hence the goal of the study was to explore the impact of an In-house EAP model in the DCS. Currently the situation is still the same: one EAP coordinator for 1000 employees which is not required by the EAPA-SA standards with the ratio of 1:200. The Makhado Correctional Centre employs approximately 200 correctional officers including professionals i.e. teachers, nurses and social workers.

To access potential respondents for this study, the researcher had to rely on the cooperation of the Makhado Head Correctional Centre and Centre Coordinator Staff Support. The sample used in this study was derived from the number of employees (35) who completed the research questionnaire.

Altogether 45 questionnaires were provided for distribution at the correctional centre, with a return rate of 78%.

A questionnaire was developed to gather the relevant data for the study. The questionnaire contained items covering a number of different areas (see Appendix C). Section A sought information on respondents' demographics. Section B focused on respondents' knowledge about the EAP. Questions were posed to ascertain whether employees understood what an EAP is, whether they were aware that their Department had an EAP in place, how they learnt about the EAP and by which methods they preferred to be made aware of the EAP. Section C focused on respondents' utilisation of, and satisfaction with the EAP. Questions concerning type of referrals, the number of times respondents used the EAP, whether respondents were satisfied with the services provided, and reasons for having used the EAP were examined. This section also examined issues such as confidentiality and whether the physical location of the EAP influenced respondents' decision to use the EAP. Section D focused on respondents who did not utilise the EAP. The purpose of this section was to assess their attitude towards seeking help.

Throughout the questionnaire, questions contained discrete responses from which respondents had to select the option(s) and in some instances more than one option, that best suited their situation, experience or attitude. Some questions included open-ended options called 'other'. If respondents chose this option, space was provided for them to record their specific response. Additionally, there were also questions which required a 'yes' or 'no' response coupled with an open-ended question. Similarly respondents had to substantiate their reasons for having chosen that particular response.

3.2 DATA ANALYSIS

Data was analysed and computed by a statistical package for the social sciences. The data analysis involved primarily descriptive statistics such as frequency distributions, measures of central tendency and a pie chart. These

distributions showed the frequency of responses and percentages for each of the items in the questionnaire. Rankings for the number and types of problems in relation to gender and methods of EAP awareness were established.

The results of the study are reported on the tables and figures below.

Section A: Demographic information

Pie-chart 1: Distribution of Gender

Pie-chart 1 above shows that the majority of the respondents were females.

Bar chart 1: Distribution of Age

Bar chart 1 above indicates that 29% of the respondents were in the Age Group of 36-40 years.

Pie-chart 2: Distribution of Race

Pie-chart 2 above shows that 80% of the respondents were Africans, meaning that the Makhado Correctional Centre is dominated by blacks, 14% were Whites and 6% of the respondents were Coloured.

Pie-chart 3: Distribution of Marital Status

Pie-chart 3 shows that 68% of the respondents were married, 23% were single and 9% were divorced.

Bar chart 2: Distribution of Level of Education

Bar chart 2 shows that the highest percentage of the respondents passed their Matric, followed by the number of those with a Diploma or and Degree. This is because entry level of Correctional officers is matric.

Bar chart 3: Distribution of language

Bar chart 3 depicts the Language Distribution in the Makhado Correctional Centre. Venda is the predominant language at the Makhado Correctional Centre at 40% while other languages are between 0% and 20%. The Makhado Correctional Centre falls under the Venda area.

Bar chart 4: Distribution of Job classification

Bar chart 4 above indicates that 50% of participants were correctional officers.

Bar chart 5: Distribution of Years of experience

Bar chart 5 above indicates that 31% of the respondents have 6-10 years of experience.

Section B: Awareness and knowledge about the In-house EAP model:

Pie chart 4: Distribution of Understanding of EAP

Pie-chart 4 above indicates that a high number of the respondents have an understanding of the EAP at 92% while only 8% are unsure.

Pie-chart 5: Awareness of DCS EAP Services

Pie-chart 5 indicates that all the respondents were aware of the Departmental In-house EAP Services.

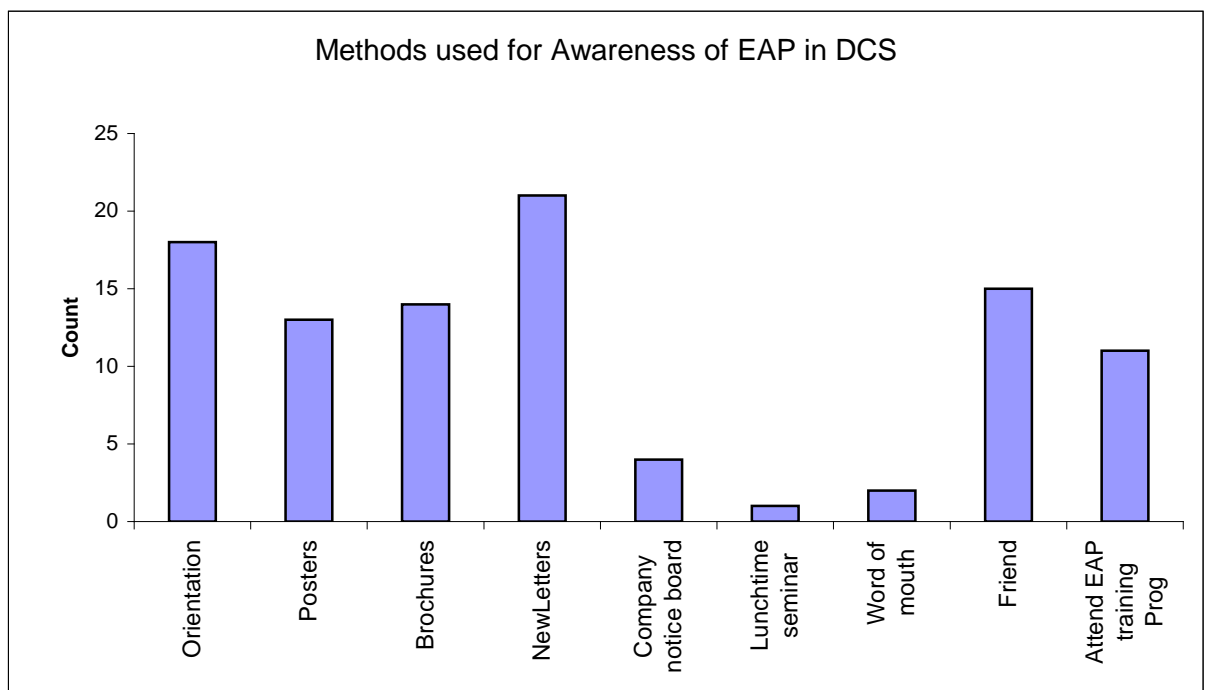
Bar chart 6: Familiarity with DCS EAP services

Bar chart 6 indicates that about 52% of the respondents were very familiar with the DCS EAP services, 20% were somewhat familiar, 20% were certain and 5% were unsure of the services.

Bar chart 7: Awareness of different services offered by the EAP

Bar chart 7 above indicates that 56% of respondents were very aware of the services, 32% were somewhat aware, and 12% were not sure of different services offered by the EAP. The researcher’s interpretation is that, although the majority of employees are aware and familiar with the services offered by the In-house EAP model in DCS their utilisation rate is low.

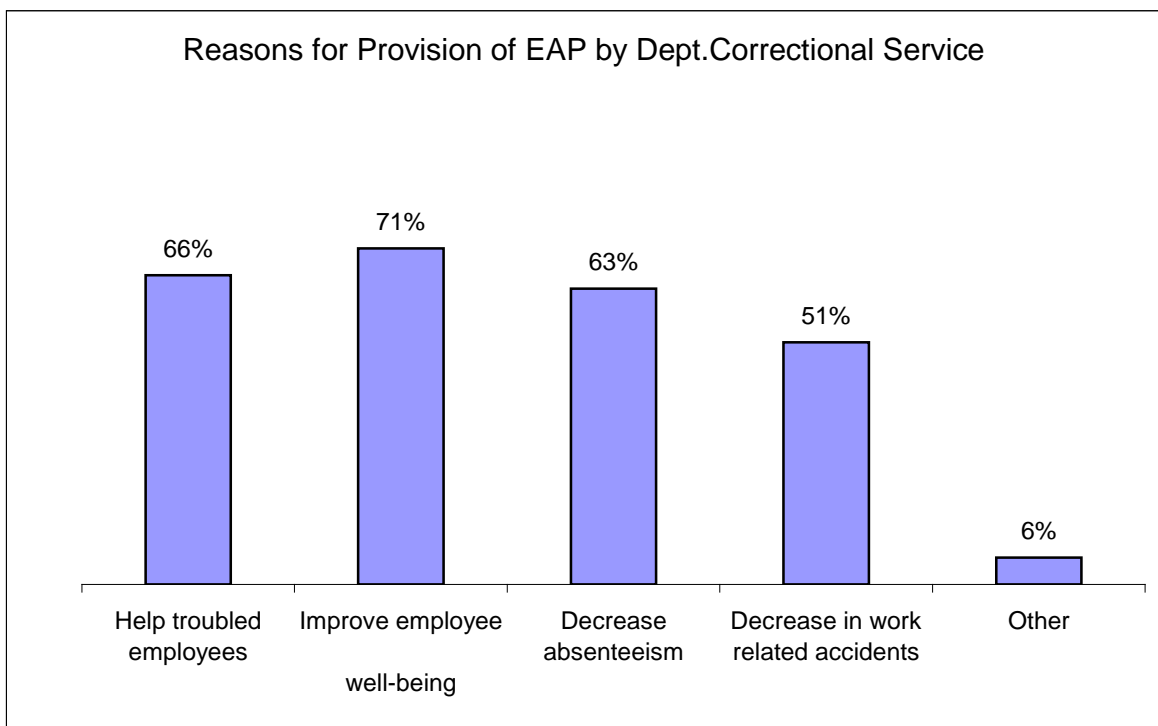
Bar chart 8: Methods used for Awareness of EAP in DCS



Bar chart 8 above indicates that respondents became aware of the EAP in Department of Correctional Services through newsletters, orientation, friends, brochures, posters and attending EAP Training programmes. Almost all employees were aware of the EAP although they did not make use of it. Leong and Every (1997), add that employee familiarity with the programme and the staff may increase utilisation. As employees become more personally familiar with the EAP practitioner, people may become more relaxed about seeking help.

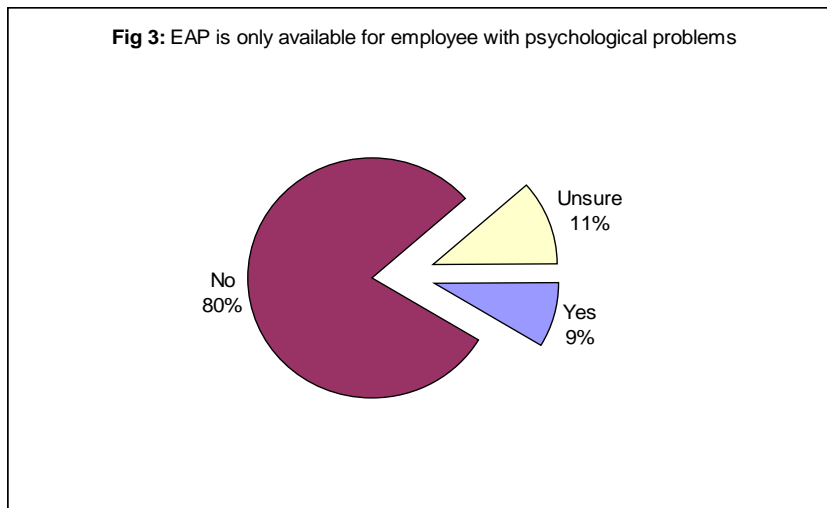
According to Peters (1999), the EAP should be marketed on two levels. The first level is directed towards the clients of the EAP who are the employees. The second level is aimed at customers who would like to buy EAP services. The In-house marketing has a direct impact on the utilisation of the service. It is therefore necessary that all functionaries receive training so that they are aware of why, when, and how to use the EAP. Given the presenting problems by employees to the EAP researcher some of the reasons why they use the EAP are: personal, family problems, work related and others.

Bar chart 9: Reasons for Provision of EAP by DCS



Bar chart 9 above shows that employees are familiar with the EAP services offered by the DCS In-house model. According to Volpe (2002), the EAP is recognised as a valuable asset to business and industry in reducing absenteeism, work-place accidents, alcohol and substance abuse and lost productivity. The figure above shows that employees are familiar with the EAP services offered by the DCS In-house model.

Pie-chart 6: The EAP is only for employees with psychological problems



When asked whether EAP is only for those employees with psychological problems, 80% answered no, showing that they are aware and understand what the EAP is; 11% are unsure and 9% answered yes.

Mazloff (1998) indicates that, without awareness and understanding of the programme and how to access the services, the EAP will fail. Pie-chart 6 shows that the majority of employees are aware of what EAP is all about, although the about 20% of them still needs training.

Section C: Utilisation of EAP services

Bar chart 10: Utilization of EAP services

Bar chart 10 above indicates that 48% of employees used the EAP services in the past and 52% are non-users of the service. Most referrals on the users of EAP services are by supervisors (50%), 25% are self-referrals, while 12.5% are through information and co-worker.

Bar chart 11: Satisfaction with EAP services

Bar chart 11(a): Reasons for utilizing the EAP

Bar chartures 17 and 17(a) above shows that problems such as stress, marital and financial are at high levels as compared to other reasons for Utilisation level of the program is very minimal: 62% of employees found services to be very beneficial, 25% beneficial and 12.50% not beneficial. Most employees are using the EAP for personal reasons mainly stress and family problems i.e. marital, abuse and illness. Other reasons are financial problems and work-related i.e. career problems and absenteeism. Leong and Every (1997) indicate that the employee familiarity with the programme and staff may also increase utilisation.

Bar chart 12: Opinion about EAP services provided

Bar chart 12 shows that employees are very confident of the In-house EAP in DCS. According to Sieber (1982:145) (in Strydom, 2002:67) confidentiality is a continuation of privacy, “which refers to agreements between persons that limit other’ access to private information”.

There is a slight increase amongst respondents who prefer the location to be off-site. The majority do not have any reservations about the programme and also want the programme to be continued.

Section D: Respondents who do not utilise the EAP

Bar chart 13: Alternative Services used by employees

In **Bar chart 13** below it can be seen that some employees use the services of supervisors/friends, a pastor, social workers, other people concerned with their problems, in-laws and private service providers.

Bar chart 14: Factors preventing employees from using EAP

In **Bar chart 14** above some of the reasons for the use of alternative services included the following: there being no need for the service; use of own resources; EAP not being confidential, self-reliance; EAP as a management tool; no knowledge of EAP; it might harm chances for promotion and others feel co-workers will find out that they are using the EAP services. According to Sieber (1982:145) in Strydom (2002:67), confidentiality is a continuation of privacy, “which refers to agreements between persons that limit others’ access to information”. Users indicated that they had trust in the service, while some of non-users regarded the service as not confidential enough.

Bar chart 15: EAP Location

Bar chart 15 above, shows that there was a contradiction concerning the EAP location as affecting non-usage of the service: 64% prefer the EAP office to be on-site as compared to 35% off-site. On contrary 79% did not agree that EAP location had an influence on the non-usage.

3.2.1 Gender differences and type of problems

There was no significant difference in terms of gender and utilisation of the EAP. In this study both males and females utilised the EAP equally and no preference was evidenced with regard to utilisation of the service by male and female employees.

Initially the researcher thought that there would be a difference of significance between the gender and types of problems for which the In-house EAP was used. However, the comparison of male and female and the type of problem indicated no gender predominates in terms of presenting problems. Thus the researcher feels that there was no support for this hypothesis.

3.3 SUMMARY

In this study 45 employees of the Makhado Correctional Centre were sampled to respond to the questionnaires compiled to explore the impact of the EAP on the Department of Correctional Services in Limpopo Province. The empirical study was done from a quantitative approach and the findings are set out below:

The findings from this study show that: employees are aware that their Department has an In-house EAP; they know and understand what In-house EAP is; and they know the reasons why the Department established the In-house EAP.

The reasons given for not making use of the EAP fully were the lack of confidentiality and the thought that it is a management tool to prejudice them. Coupled with that was the fact that others used social workers, friends and pastors.

The next chapter sets out the conclusions and recommendations. The researcher presents results obtained from this study.

CHAPTER 4: CONCLUSIONS AND RECOMMENDATIONS

4.1 INTRODUCTION

In this chapter the researcher presents the research results obtained from this study and how the results relate to the objectives of the study. The purpose of the study was exploratory in nature, as the researcher wanted to gain insight into the impact of an In-house EAP model within the Department

of Correctional Services in Limpopo Province. The goal of the research was to explore the impact of an EAP In-house model within the DCS in Limpopo Province. Smit (1983:229), as cited in Strydom (2005c:247), describes the overall goal of a research as conveying the knowledge and findings of the research project in an intelligible and scientifically based manner, i.e. conveying the information as effectively and economically as possible. The objectives were:

- to explore the theoretical framework of an EAP In-house model within the DCS,
- to collect data from the employees about their views and perceptions of EAP in the DCS by means of an empirical study; and
- to recommend strategies to the DCS to enhance the effectiveness of the EAP in Limpopo Province.

4.2 CONCLUSIONS

4.2.1 Satisfaction with and use of the EAP in the future

- The findings of this study suggest that there was a significant positive relationship between satisfaction with the EAP and the likelihood of using the EAP in the future.
- Employees, who were satisfied with the services, indicated that they were likely to continue to use the service in the future.
- Respondents who were satisfied with the service are more likely to recommend others to utilise the service as well.
- Regardless of whether problems were resolved respondents suggest that they would contact the EAP office should the need arise.
- Employee satisfaction with the service in itself represents an important informal service in marketing of the EAP.

4.2.2 Awareness and utilisation rate

- There was statistically no significant association between awareness of the EAP and utilisation thereof.
- Several non-users understood the EAP and had knowledge about it.

4.2.3 Information dissemination and employee awareness

- The majority of users and non-users became aware of the In-house EAP mainly through EAP newsletters, friends/colleagues and through the EAP orientation training and presentations.

4.2.4 Confidentiality

- Confidentiality is an important factor in respondents' decision to use the EAP.

4.2.5 Location and utilisation

- No evidence was found that the location of the EAP affects the utilisation rate of the EAP.

4.3 IMPLICATION FOR FUTURE RESEARCH AND PRACTICES

4.3.1 Implications for Research

This study focused on one Department. Given the sample size of this study, issues of gender, age, marital status, utilisation proved to be insignificant. The researcher believes that more research needs to be conducted which would address all those dimensions above. Even though awareness and understanding have been noted as crucial variables leading to the success of an EAP, there are few studies examining the knowledge level of employees and supervisors, and/or the promotional strategies used to educate employees (Mazloff, 1998).

4.3.2 Implications for Practice

There are many factors that could cause an employee's work performance to deteriorate. Employees' problems affect productivity/service delivery, performance and morale. It is therefore imperative for Departments to take care of the well-being of their employees. Also the support for the EAP by supervisors/managers is crucial. Departments should look at ways of addressing employees' perceptions and concerns with regard to confidentiality aspects as this is a factor affecting utilisation.

4.4 RECOMMENDATIONS

The findings offer some considerations regarding factors influencing employees' perceptions and willingness to utilise or not utilise the EAP.

- The Department should distribute enough newsletters for employees since most employees indicated on the questionnaires that they became aware of the EAP through the newsletters.
- There has to be support from top management in terms of resource allocation i.e. transport for EAP official and also an alignment of the In-house EAP to the Departmental strategy. This will encourage management to measure its impact.
- The EAP office needs to be placed at a strategic position where users would not easily be seen when visiting the EAP.
- More trainings and awareness sessions to sensitise non-users of the programme about the importance of making use of the EAP, and also to make them aware that the EAP is for their benefit and is not a management tool, and also that the EAP service is confidential.

4.5 SUMMARY

This research report comprises four chapters that are divided as follows.

Chapter 1 presented the conceptualisation of the study. That involved the general background of the study, the rationale for the study, the problem formulation, the purpose, goal and objectives of the study, as well as the research methodology that was used in the study.

Chapter 2 provided the theoretical grounding regarding issues around EAP.

Cross and Brodie (1998:18), as cited in Strydom (2005c:252), indicated that the field of study has to be located in the research paper, and this is usually done through the literature review which maps out the main issues in the field being studied, and should point out where this particular research fits in.

Chapter 3 described how the research was conducted. Specifically, the chapter described the sample of the study, the measuring tool used, the procedure followed to gather data, problems experienced with the sample and data analysis. In Strydom (2005c:253) the largest portion of the report consists of the findings, including the processing, analysis and interpretation of the data in figures, tables or other forms of data display.

Chapter 4 presented the summary of the whole research process, the conclusions drawn from the findings and also recommendations. The researcher has accomplished her objectives since:

- she explored the theoretical framework of an EAP In-house model in DCS;
- Collected data from the employees about their views and perceptions of EAP in the DCS; and
- She also made recommendations to the DCS management to enhance the effectiveness of the EAP In-house model in Limpopo Province.

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APPENDIX C

Dear Colleague

REQUEST TO COMPLETE A RESEARCH QUESTIONNAIRE

The attached questionnaire contains questions to find out whether the EAP In-house model and its utilisation are having any impact in DCS Limpopo Province. There are no right or wrong answers because everyone has his/her own views. Please make sure that you answer all the relevant sections i.e. Sections A, B, & C. Please answer all questions pertaining to the particular section. I understand you are very busy, but kindly ask you to spare a few minutes of your time completing this questionnaire.

Please be reassured that your responses will be held in the strictest of confidence. For this very reason you do not have to write your name on the questionnaire. Also be assured that no one has access to this information. This is precisely why your questionnaire is handed to you in an envelope. On completion, replace in the envelope, seal it and please return it within a week to the Assistant Head of Correctional Centre or Human Resource Manager.

I am fully aware that this will take some of your time and will involve you sharing your private thoughts and opinions; but I assure you that the information provided will be used for research purposes only.

Thank you in advance for your cooperation.

Regards

Nkadimeng - Malata T.C.

EAP Coordinator - DCS Limpopo Province

Please make sure that you answer all those sections applicable to i.e.

- If you utilize the EAP please answer sections A, B and C.
- If you do not utilize the EAP please answer sections A, B, and D.

SECTION A:

RESPONDENT'S DEMOGRAPHICS

Please answer the questions by placing a cross (x) over the figure in the brackets which corresponds to the answer you want to give. The number in the brackets has no significant value.

1. What is your Gender?

Male (1)

Female (2)

2. What is your preferred language?

English (1)

Afrikaans (2)

Venda (3)

Tsonga (4)

Other (please specify) (5)

3. What is your marital status?

Single (1)

Married (2)

Divorced (3)

Widowed (4)

4. How old are you?

Under 25 years (1)

26-30 years (2)

31-35 years (3)

36-40 years	(4)
41-45 years	(5)
46-50 years	(6)

5. What is your race?

White	(1)
Coloured	(2)
African	(3)

6. What is your job classification?

Correctional Officer	(1)
Operational	(2)
Specialist	(3)
Administration	(4)
Head Correctional Centre	(6)

7. What is your highest qualification?

Standard 8	(1)
Standard 10	(2)
Diploma	(3)
Degree	(4)
Other (Please specify)	(5)

8. How long have you been employed at DCS?

1 - 5 years	(1)
6 years – 10 years	(2)
11 years – 15 years	(3)

16 years – 20 years	(4)
21 years – 25 years	(5)
26 years – 30 years	(6)
31 years or longer	(7)

SECTION B:

RESPONDENTS AWARENESS OF AND KNOWLEDGE ABOUT THE IN-HOUSE EAP MODEL

Please answer the questions by placing cross (x) over the figure in the brackets which to the answer you want to give.

1. To what extent are you familiar with the EAP in your department?

Not much	(1)
Unsure	(2)
Very familiar	(3)

2. How did you become aware of the EAP in your department? Indicate all the sources.

Orientation course	(1)
Posters	(2)
Brochures	(3)
Newsletters	(4)
Company notice board	(5)
Lunchtime seminars	(6)
Friend / Colleague	(7)
Attended EAP training programmes	(8)
Grapevine	(9)
Other (please specify)	(10)

3. Why do you think the department provides an EAP? Please mark ALL that you think apply.

Help troubled employees	(1)
-------------------------	-----

- | | |
|------------------------------------|-----|
| Improve employee well-being | (2) |
| Decrease in absenteeism | (3) |
| Decrease in work-related accidents | (4) |
| Other (please specify) | (5) |

4. Do you believe that the EAP is only for people who have psychological problems?

- | | |
|--------|-----|
| Yes | (1) |
| No | (2) |
| Unsure | (3) |

SECTION C:

RESPONDENTS' UTILISATION OF AND SATISFACTION WITH THE IN-HOUSE EAP MODEL.

Please answer the questions by placing a cross (x) over the figure in the brackets which corresponds the answer you want to give.

1. How many times have you used the EAP?

- | | |
|-----------------------|-----|
| None | (1) |
| Once | (2) |
| Twice | (3) |
| More than three times | (4) |

2. Who referred you to the EAP?

- | | |
|----------------------------|-----|
| Self-referral | (1) |
| Referral (e.g. supervisor) | (2) |
| Information | (3) |
| Co-worker | (4) |

3. To what extent have you benefited from the EAP?

- | | |
|-----------------|-----|
| Not at all | (1) |
| Not much | (2) |
| Very beneficial | (3) |

Not sure (4)

4. Have your needs been met by the EAP service?

No (1)

Seldom (2)

Yes (3)

Often (4)

5. Have your problem(s) been resolved after having utilised the EAP?

Yes (1)

No (2)

6. All in all, are you satisfied with the help you received from the EAP?

Not satisfied at all (1)

Not much (2)

Satisfied (3)

Very satisfied (4)

7. What is the likelihood of your continuing to use the EAP in the future?

Not likely (1)

Likely (2)

Most likely (3)

8. Would you recommend others to utilise the EAP service?

Yes (1)

No (2)

If you answered **yes**, what information would you convey in order to convince the person to utilise the EAP? If **no**, why not?

9. Listed below are reasons why an employee utilises the EAP. Please examine the list and tick all the reasons why you used / are using the EAP:

PERSONAL / PSYCHOLOGICAL PROBLEMS

Stress _____

Depression _____

Sleep Disorder _____

Others (specify) _____

FAMILY PROBLEMS

Marital Problems _____

Divorce _____

Custody _____

Abuse _____

Illness or death of a family member _____

Other (specify) _____

WORK RELATED PROBLEMS

Organizational Change _____

Absenteeism _____

Career-related Problems _____

Dismissal _____

Misconduct _____

Other (specify) _____

HEALTH PROBLEMS _____

CHEMICAL DEPENDENCY PROBLEMS _____

FINANCIAL PROBLEMS _____

LEGAL PROBLEMS _____

OTHER (Specify) _____

10. Are there any other services which you would like the In-house EAP model to provide which have not been provided? Please specify

11. How confident are you that the information you entrusted to your EAP will remain between the two of you?

Not confident at all (1)

Confident (2)

Very confident (3)

12. Do you prefer the location of the EAP offices to be?

On-site (1)

Off-site (away from the department's premises) (2)

13. Do you have any reservations about the EAP?

Yes (1)

No (2)

(If yes why?)

14. In your opinion should the EAP be continued?

Yes (1)

No (2)

Unsure

(3)

15. If you could make an improvement to the EAP, what would it be?

SECTION D

RESPONDENTS WHO DO NOT UTILISE THE EAP

1. If you do not utilise the EAP, what services (if any) do you use to assist with personal / job-related problems you might be experiencing? (Please specify)

2. Listed below are a number of factors which would prevent an employee from utilising the EAP. Please examine the list and indicate (by making a cross in the brackets) ALL the factors which prevent you from using the EAP.

- | | |
|--|------|
| I have no need for the service. | (1) |
| I am self-reliant. | (2) |
| The EAP is not confidential. | (3) |
| I don't understand the EAP . | (4) |
| I have no knowledge of the EAP services offered. | (5) |
| It might jeopardize my job/harm my career if I use the service. | (6) |
| It might harm any chances for promotional opportunities. | (7) |
| I believe that the EAP is a management tool. | (8) |
| I fear that my co-workers would find out that I have utilized the EAP. | (9) |
| I believe that using the EAP won't help. | (10) |
| I prefer using my own resources for working through problems. | (11) |
| Other (please specify). | (12) |

3. Apart from those factors mentioned above, which other factors would deter you from using the EAP?

4. Would you prefer the location of the EAP offices to be:

On-site? (1)

Off-site (away from the Departments' premises)? (2)

5. Has the location of the EAP office influenced your decision not to utilise the services?

Yes (1)

To some extent (2)

No (3)

Thank You for your participation Malata-Nkadimeng T.C.