

**THE EFFECTIVENESS OF THE EMPLOYEE ASSISTANCE PROGRAMME (EAP)
ON SUBSTANCE ABUSE IN THE LIMPOPO DEPARTMENT OF PUBLIC WORKS
IN THE SEKHUKHUNE DISTRICT**

BY

REBECCA MOKOKOBALE LETSOALO

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SUPERVISOR: PROF. Z. MPEHLE

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DECLARATION

I declare that this mini-dissertation hereby submitted to the University of Limpopo (Turffloop Graduate School of Leadership), for the degree Master of Public Administration (MPA) has not previously been submitted by me for a degree at this or any other University; that is my work in design and in execution, and that all material constrained herein has been duly acknowledged.

.....

MS.R.M LETSOALO

.....

DATE

DEDICATION

This study is dedicated to my children Reneilwe and Malebo Letsoalo for being the pillar of my strength. Your unconditional love, understanding, support and your innocent smiles bring out the best in me.

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I would like to share my gratitude and appreciation to the following people whom their valuable contribution towards this study is unforgettable:

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ABSTRACT

This study was undertaken in order to evaluate the effectiveness of the Employee Assistance Programme on substance abuse in the Department of Public Works. Qualitative and quantitative research approaches were applied in the study. Purposive sampling was used to select clients who were on the EAP data base due to substance abuse as well as supervisors as they have first-hand experience with employees utilising the Employee Assistance service and shop-stewards because they play significant role in the workplace in all matters affecting their members including substance abuse. Ten (10) EAP clients were interviewed using the structured interview schedule. A questionnaire was distributed amongst twenty (20) supervisors and six (6) shop-stewards.

All EAP clients were males as they are mostly exposed to alcohol and drugs due to a cultural acceptance that men are allowed to drink alcohol and smoke in contrast to women. The majority of the respondents were Sepedi speaking as the study was conducted in Sekhukhune District which is dominated by the Sepedi speaking people.

Some of the major findings of the study are:

Most of the EAP clients with substance abuse problems had low education level which ranges between standard 3 to 9 and were mostly doing technical work which includes bricklaying, carpentry, welding, electrician work etc. Therefore this suggests that illiteracy contributes towards alcohol and drug abuse due to lack of information of the dangers of the substances.

Supervisors and shop-stewards believe that the EAP plays a pivotal role in the workplace to address employees' problems such as substance abuse that negatively affects employees' performance and productivity. They are also aware of their role of identifying, supporting and referring employees who need help. However, more supervisory training should be conducted to capacitate and strengthen their skills and knowledge on EAP.

The study revealed that the Department does not have an effective preventative method as well as aftercare programme to assist employees with substance abuse problem which was identified to be the most common in the workplace. It was also highlighted that EAP focus in the Department was more on HIV/AIDS related issues and counselling than other issues. Preventative programmes, such as awareness campaigns on substance abuse, alcohol educational programmes, and peer-intervention as well as aftercare programmes are not implemented. Known cases of substance abuse intervention were identified with no aftercare programme which leads to clients relapsing.

It was also found out that there are challenges experienced by EAP clients, supervisors and shop-stewards while utilising the service. Some of the challenges identified were lack of resources such as shortage of staff and budget.

The largest group of EAP clients prefer an off-site model as well as ninety-five (95%) of supervisors, who agree that an off-site model is the best for the Department as an in house model promotes conflict of interest and poses confidentiality risks. Nevertheless, all EAP clients maintained that the principle of confidentiality was adhered to. It was also emphasised by the respondents that an off-site model exposes clients to a pool of different professionals such as social workers, psychologists, psychiatrists, nurses etc. as compared to an in-house model where only one professional is rendering all services.

From the findings it was concluded that EAP in the Limpopo Department of Public Works (LDPW) is not effective in addressing substance abuse since there are no preventative programmes as well as after-care services in place; hence the high rate of EAP clientele with substance abuse problem. However, the respondents are satisfied with the other services rendered through the EAP. For the programme to effectively address substance abuse problem it needs to be fully resourced with skilled staff and have enough budget.

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CHAPTER ONE

GENERAL ORIENTATION OF THE STUDY

1.1 INTRODUCTION AND BACKGROUND OF THE STUDY

The Bill of Rights as enshrined in the Constitution of the Republic of South Africa, 1996 (Section 23, 24 and 27) emphasizes that everyone has a right to an environment that is not harmful to health and wellbeing and a right to health care services respectively. It has, therefore, become imperative that organizations, whether private or public, approve that a workplace is a favorable environment as far as health is concerned, and that employees have access to health care services.

Mazantsana (2013:31) argues that Section 10 and 11 of the Constitution indirectly guarantee employee wellness and safety at work. These two sections are categorized as “entirely” non-derogable rights, with section 10 providing respect and protection of human dignity. Section 11 of the Constitution provides for a non-derogable right to life, which should be read in conjunction with sections 23 and 24 which provide for a right to fair labour practices to an environment that is not harmful to one’s health or wellbeing respectively. The Constitution is the supreme law of the country, thus by virtue of its supremacy it puts an obligation on employers to look after their employees’ state of mental and health.

Section 41(d) (vii) of the Public Service Act, 1994 entitles the Minister for Public Service and Administration to make regulations that will ensure that all institutions should put the employees’ health and safety as a priority in the workplace. Part VI, Section D of the Public Service Regulations as amended (5 of 2001) requires every Head of Department to create and maintain a safe working environment for employees. Part VI, section E5 further mandates the Head of Department to establish a health promotion programme through education, awareness and prevention programmes. Section F provides for a Head of Department to introduce measures for monitoring and evaluation of the impact of any health promotion programme among departmental employees. It is, therefore, clear from the these provisions that the Public Service Act and its regulations

guarantees workplace wellness and requires Heads of Departments to put in place wellness and an Employee Assistance Programme (EAP) for employees dealing with problems in their jobs. This is substantiated by the Occupational Health and Safety Act (1993), which emphasises that the employer should ensure that the working environment is safe and free from hazards as way of caring for the health of employees. Thus this necessitates the employer not to only focus on the health of employees but also their physical and psychological wellbeing.

Part IX, Section E of the Public Service Regulation provides that in the case of unsatisfactory performance on the part of an employee, the departmental executing authority shall provide systematic remedial or developmental support to assist the employees improve their performance either through training and support on workplace or personal related issues. It is on this premise that the EAP in the Limpopo Public Service was established in November 2000 by the Office of the Premier as mandated by the Department of Public Service and Administration (DPSA) which cascaded to other Departments at a later stage (Department of Public Service and Administration Circular 3/3/1/9/26. 1996).

In 2003 the Limpopo Department of Public Works (LDPW) also introduced the Health and Wellness Programme (EH&W) as mandated by the Office of the Premier (OTP) to ensure that its employees' health and well-being is taken care of. The EH&W programme has got three sub-programmes namely: Human Immune Deficiency Virus / Acquired Immune Deficiency Syndrome (HIV/AIDS), Occupational Health and Safety (OHS), and EAP (EH&W Strategic Framework, 2008:5). This implies that EAP in Limpopo is still new with less than twenty years of existence. The programme was established with the aim of addressing - among other things - substance abuse in the Department in order to improve on the employees' performance and productivity. The EAP sub-programme has developed a substance abuse policy and other procedures in place to deal with employee substance abuse. The district is a wing of the provincial LDPW and the EAP services are decentralized with each of the five districts having one coordinator.

Therefore, EAP is the focus of this evaluative study to evaluate the programme effectiveness in addressing substance abuse in the LDPW. According to the Employee Assistance Practitioners Association of South Africa (EAPA-SA, 2005:18) it is important for the EAP practitioners to have an evaluation plan that is directly related to the programme goals and objectives in the programme design in order to determine the programme's effectiveness. It is, therefore, in the interest of the researcher to undertake this evaluative study to determine the effectiveness of the EAP in the Limpopo Department of Public Works in the Sekhukhune District with specific focus on substance abuse. It is the view of the researcher that evaluating the effectiveness of the programme will determine whether its intended objectives are met or not.

1.2 STATEMENT OF THE PROBLEM

The researcher was interested in evaluating the effectiveness of the EAP within the LDPW in the Sekhukhune district with specific focus to substance abuse. Since the establishment of the programme in 2003, the programme was never subjected to a formal evaluation process in order to check, whether the programme meets its intended goals. One of the EAP goals outlined by Mathlape (2003:37) is to address alcohol problems in order to improve productivity and employees' performance. It is, therefore, necessary to evaluate if the programme's intervention on employees' substance abuse produces the desired results.

According to the departmental EAP statistics for 2010-2014, there is high case load of employees with substance abuse problem which is mostly alcoholism. For instance for the 2010-2011 financial year there were nine (9) substance abuse cases, for the 2011-2012 financial year there were eleven (11) substance abuse cases, for the 2012-2013 financial year fifteen (15) cases and for the 2013-2014 financial year eighteen (18) cases (EAP statistical report: 2010-2014). The researcher also observed that most of the cases are repetitive as they were on the database more than once.

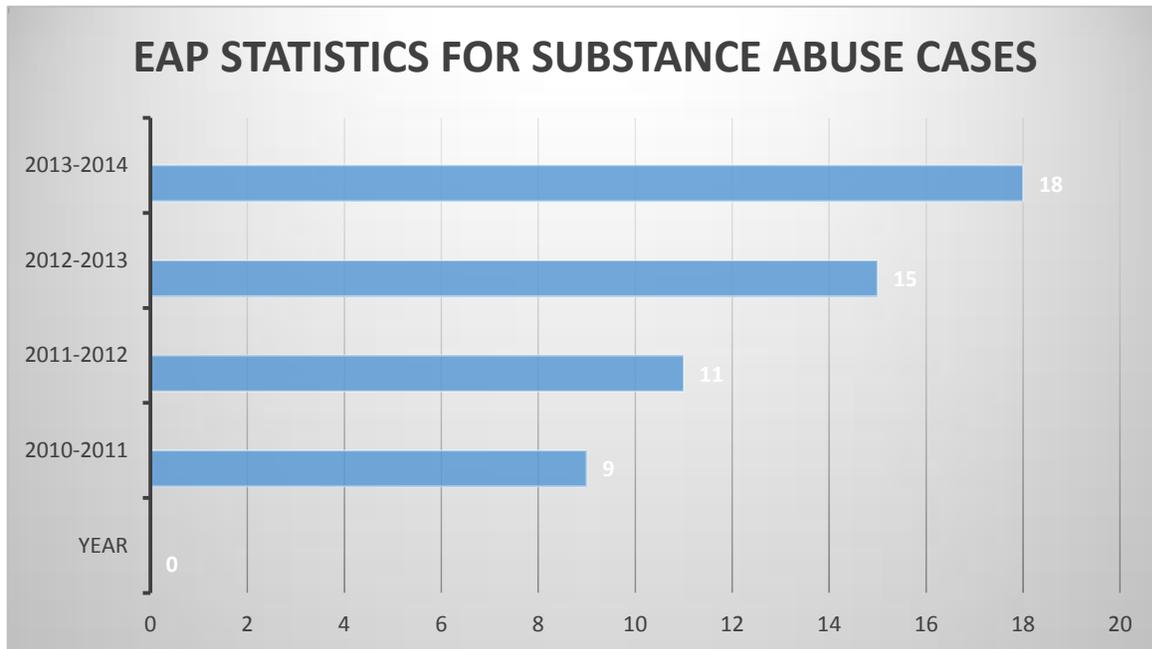


Figure 1: EAP statistics in the Department between 2010 and 2014

The above Figure1 illustrates that there is an increase in the substance abuse cases referred to the EAP on a yearly basis since 2010. This might suggest that the EAP measures in place such as preventative, intervention and after-care services are not effective. The preventative measures in place include awareness campaigns on substance abuse, workshops and seminars. Intervention involves counselling services and referral to treatment centers whereas after-care involves the support the employee gets after utilising the service.

EAP in the Department of Public Works operate as an internal programme, which is often called the in house model. Albertyn and McCann (1993:126) put emphasis on that EAP can operate as an internal programme or in conjunction with the aid of an external specialized agency and as an external programme. The in-house model is the one in which the entire staff is employed by the organisation. The organisation manager supervises the programme personnel, approves policy and finalises all procedures. The advantages of this model are that the ownership of the programme lies with the organisation i.e. “it is our program” which makes it easier for the management, to support it with human, physical and financial resources to ensure its effectiveness. The

other advantage is that the EAP staff since they are part of the organisation they have the knowledge of the organisation and its culture. The internal program also has disadvantages which include, among other things, confidentiality issues; also the neutrality of the EAP staff can be compromised in the process of transverse involvement in various components; and finally, the EAP staff can also be used by the management against the individual employee or vice versa (Masi, 2000:407). Since the establishment of the programme in 2003 as highlighted earlier, the Department moved from internal programme in conjunction with other external agencies to a complete in-house model where all interventions are done internally by the small staff in the district.

Therefore evaluating the appropriateness of the EAP model used in the Department is essential when determining the effectiveness of the programme in addressing substance abuse, the programme should be evaluated In holistically as to what could be contributing to the high rate of substance abuse, whether employees' performance and productivity is improved after the intervention of the programme and whether the staff is adequate to handle the substance abuse cases.

1.3 RATIONALE OF THE STUDY

The researcher's background, interests, exposure and experience in EAP motivated her to undertake this study. The researcher as EAP Deputy Manager in the district wants to satisfy her own curiosity in the context of her professional obligation to learn, whether the EAP service rendered in the Department is effective or not.

The programme was also never subjected to rigorous evaluation with the specific focus on substance abuse within the Limpopo Department of Public Works. Although research was conducted in the Vhembe District, its focus was only on EAP awareness. Therefore this is adequate motivation for the researcher to evaluate the programme by involving both the clients and department officials in order to get an in-depth understanding on whether the programme is yielding the intended results.

1.4 SIGNIFICANCE OF THE STUDY

This study will be significant to the Department as it will:

- ✚ Allow the organisation to assess whether its objectives are being reached and to find ways of improving the effectiveness of the programme, and whether the programme requires redesigning in order to be effective.
- ✚ The study was also significant to the EAP professionals within the Department to broaden their knowledge on the subject and help them come up with the best EAP model.
- ✚ The policy developers also benefited from the study as it provides knowledge that will assist in the formulation of Employee Health and wellness programmes policies to ensure proper implementation and evaluation.
- ✚ The researchers also benefited from this study as it serves as a basis for future research studies within the field through its recommendations.

1.5 AIM OF THE STUDY

The aim of the study was to evaluate the Employee Assistance Programme effectiveness with the specific focus on substance abuse within the Limpopo Department of Public Works in Sekhukhune District.

1.5.1 Objectives

According to Fouche (2005:107) the objectives are the steps the researcher has to take, one by one, realistically at grassroots level within a certain span, in order to attain the dream. The following objectives were formulated to achieve the aim of the study:

- ✚ To ascertain the roles and responsibilities of managers, supervisors and union representatives in identification, referral and support of employees with substance abuse problems; and
- ✚ To identify and analyse systems put in place to ensure the effectiveness of EAP in addressing substance abuse;

- ✚ To detect challenges experienced by both clients and officials who are involved in EAP.

1.5.2 Research questions

According to Fouche, Strydom and Delport (2005:32), a research question should be related to the goals, objectives and suggestion of the study. The researcher will use research questions, not the hypothesis, since there is no sufficient information on the evaluation of EAP with the specific focus on substance abuse. The research questions are as follows:

- ✚ What are the roles and responsibilities of managers, supervisors and union representative in EAP?
- ✚ Which EAP mechanisms are put in place to address substance abuse in the workplace?
- ✚ What are the challenges experienced by clients and officials who are involved in EAP?

1.6 DEFINITION OF CONCEPTS

a) Substance abuse

Substance abuse refers to the improper, excessive, irresponsible, or self-damaging use of addictive substances (Reber and Reber, 2001). The Diagnostic and Statistical Manual of Mental Disorders (DSM-IV-TR) (APA, 2000) defines substance abuse as a maladaptive pattern of substance use leading to clinically significant impairment or distress, manifest by one or more of the following symptoms within a 12-month period: recurrent substance use in situations that cause physical danger to the user, or in the face of obvious impairment in school or work situations, or despite resulting social, interpersonal or legal problems (Frances, Pincus and First, 2000 : 5).

The National Drug Master Plan (Department of Social Development, 1999) maintains that the term substance abuse includes both the misuse and abuse of legal substances

such as nicotine, alcohol, over the counter drugs, prescribed drugs, alcohol concoctions, indigenous plants, solvents, and inhalants, as well as the use of illicit drugs.

For the purpose of this study substance abuse refers to the alcohol misuse or abuse by employees which ends up affecting their normal functioning at work.

b) Employee Assistance Programme (EAP)

It is defined as a worksite based programme designed to assist in the identification and resolution of productivity problems associated with employees impaired by personal concerns but not limited to health, marital, family, financial, alcohol, drug, legal, emotional, stress, or other personal concerns which may adversely affect employee job performance (EAPA-SA 1999:5).

According to Burgess (2001:12), EAP is a work-based intervention programme aimed at the early identification and/or resolution of work and personal problems that adversely affect performance. These problems generally include health, marital relationships, family, substance abuse and emotional concerns.

For the purpose of this study an employee assistance programme refers to a program initiated by the employer to assist employees with personal or work related problems that can hinder their work performance.

c) Evaluation

It is the systematic assessment of operation and/or the outcomes of a program or policy, compared to a set of explicit or implicit standards, as a means of contributing to the improvement of the program or policy (Weiss, 1998:4).

Emener and Yegendis (2003:243) define evaluation as the determining of the relative importance of something, an extent to which a pre-determined goal or expectation has been attained, and the relative effectiveness and efficiency of specific activities or sets of activities.

For the purpose of this research, evaluative programme will refer to the type of research where an evaluation of the EAP in the Department of Public Works is being done by assessing the programme effectiveness.

d) Effectiveness

Kusek and Rist (2004: 12) refer to effectiveness as the extent to which the development intervention's objectives were achieved, or are expected to be achieved, taking into account their relative importance.

It is also used as an aggregate measure of (or judgment about) the merit or worth of an activity, for example the extent to which an intervention has attained, or is expected to attain, its major relevant objectives efficiently in a sustainable fashion and with a positive institutional developmental impact.

For the purpose of this study effectiveness refers to the extent to which the EAP has achieved its objectives.

1.7 RESEARCH METHODOLOGY

According to Mouton (2001: 25) research design is a plan or blue print of how one intends to conduct the research. There are two types of research approaches namely the qualitative approach and the quantitative approach. Qualitative approach refers to meanings, concepts, symbols, characteristics and descriptions of things whereas quantitative approach refers to counts and measures of things (Anderson, 2006:3).

For the purpose of this study the integration of both qualitative and quantitative approaches was adopted. Adopting both research approaches allowed the researcher to uncover rich, quality, in-depth information as opposed to only quantifying the problem (Marshall and Rossman, 2006). However, the study was more of a qualitative than quantitative as it deals with phenomenological theory which focused on people's subjective experiences and interpretation of the world. This study is evaluative in nature because its focus was on evaluation to determine the effectiveness of the EAP.

According to Babbie (2001:33) evaluative research can be regarded as “the process of determining whether a social intervention has produced the intended results”.

1.7.1 Area of study

The LDPW in Sekhukhune District is situated in Lebowakgomo which is 48 km east of Polokwane town. It consists of a district office which serves as the headquarters and three service centres called Cost Centres which are the Thabamooopo Cost Centre with a sub-unit at the Government Complex (Legislature), as well as the Nebo and Tubatse Cost Centres.

1.7.2 Population

Brink (1996:132) defines a population as the entire group of persons or objects that meets the criteria of the study. This was substantiated by Bless and Higson-Smith (2006:98) who asserted that a population refers to a set of objects or people which is the focus of the research and about which the researcher wants to determine some characteristics. The total employee population of the LDPW in Sekhukhune District is two hundred and thirty-one (231).

Table 1: Total population of the district staff

Total number per workstation	Work station
84	Thabamooopo Cost Centre
71	District Office
41	Nebo Cost Centre
35	Tubatse Cost Centre

The target population for this study was derived from both males and females within the Department, from any developmental stage group, any occupational category and any salary level who met the following criteria:

- ✚ Employees who are on the EAP data base with substance abuse problem (who have utilised the programme). The current substance abuse case load since 2010 is fifty three (53).
- ✚ Supervisors and colleagues who never utilised the programme (observers) but who have referred people to the programme and
- ✚ Labour unions representative as they have interests on employees' issues.

1.7.3 Sampling

A sample refers to the actual units selected from the population to participate in the study Trochim and Donnely (2007:34). For the purpose of this study, the researcher used the non-probability purposive sampling. According to Bless and Higson-Smith (2006:106), a non-probability purposive sampling strategy involves selecting units that are judged to be the most common in the population under investigation. Babbie (2001:128) affirms that purposive sampling selects a sample on the basis of knowledge of a population, its elements and the purpose of the study. This implies that people can be selected deliberately because their views and experiences are relevant to the issue concerned.

The researcher deliberately selected employees with substance abuse problem, eleven (11) employees who were referred to the EAP by their supervisors (formal referral system) were chosen, twenty (20) supervisors who referred employees with substance abuse problem to the EAP were also be chosen, and six union representatives as they have interest in employees' issues, including substance abuse. Three union representatives were from the Public Service Association (PSA) and another three were from the National Health and Allied Workers Union (NEHAWU). These are the only two workers unions in the Department. Therefore the purposive sampling was more relevant for this study. From the above categories, a sample of thirty-seven (37) respondents was selected from different categories as outlined earlier.

1.7.4 Data collection methods

The researcher utilised self-administered, structured questionnaires and face-to-face interviews to collect data. **Self-administered questionnaires** were distributed to the twenty (20) employees of the LDPW who are holding supervisory roles and to six union representatives. A self-administered questionnaire is less time consuming, less expensive than other forms of questionnaires and allows for an immediate clarification of any doubts in the responses (Strydom and Delport, 2005:168).

Face-to face, **open-ended interviews** were conducted with ten employees or EAP clients who have a substance abuse problem. This method was chosen taking into consideration the educational level of most of the clients which is below matric. This assisted the researcher to clarify issues with the respondents. Tutty, Rothery and Grinnell (1996:52) indicate that face-to-face interviews are one of the methods that can be used to collect qualitative data from participants that aim at gaining understanding a phenomenon from the participants' point of view. Therefore, the interview with open-ended questions allowed the researcher to use probes to encourage participants to provide more depth on the issues under study (Meadows, 2003:466).

1.7.5 Data analysis

The data were analysed after the researcher received the completed questionnaires from the respondents and interviewed all the respondents to satisfy the sample size as chosen. Data analysis is the process of bringing order, structure and meaning to the mass of collected data (De Vos 2005:333). Since the researcher was using both research methods, the data were analysed as follows.

Qualitative data analysis is the non-numerical examination and interpretation of observations (Babbie, 2001: 411). It seeks to discover patterns such as changes over time, which is the case in this study of evaluating the EAP programme effectiveness in addressing substance abuse problems. The data collected were organised and converted into text units and themes. The researcher read the data to familiarise herself with the information to prepare for generating categories and coding the data. The data

were also analysed by sorting responses to open questions and interviews into broad themes. Then they were grouped into specific themes, which helped the researcher to develop a real sense of a person's understanding of a situation. It was finalised by descriptions and classifications and by showing connections of the data collected and the thesis statement.

Quantitative data were analysed in numerical form; they were put into categories or in rank order or measured in units of measurement. This type of data was used to construct graphs and tables of raw data and by transforming them into numbers and percentages. The researcher then evaluated data and its usefulness in the study and search for alternative explanations (McLeod, 2008).

1.8 ETHICAL CONSIDERATIONS

Written permission to conduct the study was granted by the Limpopo Department of Public Works' Accounting Officer. Verbal permission from the Acting Senior Manager of the district was obtained. Voluntary informed consent was obtained from each respondent. Verbal information was given to the respondents regarding the purpose of the study and the importance of their participation. This information was also indicated in the covering letter accompanying each questionnaire. The respondents were assured that anonymity and confidentiality would be maintained. No personal details of the respondents were written on the questionnaire.

1.9 LIMITATIONS OF THE STUDY

The researcher realised, the use of English language was a challenge when collecting data since most of the employees in the district have little formal education and do not speak nor understand the language. Translation from English to any of the local languages was also a challenge since some of the Sepedi, Tsonga and Venda words are not found in English.

The literature on the EAP evaluation focusing on programme effectiveness is limited in South Africa.

1.10 OUTLINE OF RESEARCH REPORT

The study is divided into five chapters as follows:

Chapter 1: General orientation of the study

This chapter presents the outline and background of the study as well as context within which the study was situated. It focuses on the statement of the problem, the rationale, the aims and objectives, the research questions and the significance of the study.

Chapter 2: Literature review on EAP and substance abuse

This chapter is composed of a comprehensive literature review focusing on the EAP mechanisms to address substance abuse, the roles and responsibilities of supervisors and union representatives in EAP and the link of the human relations theory to the programme. The effectiveness of the programme was determined through evaluation. This chapter also addresses the importance of evaluation, types of evaluations and different evaluation procedures in EAP.

Chapter 3: Research methodology

This chapter highlights the research design, sampling, data collection method, and the type of data analysis utilized for this research, their strengths and weaknesses as well as their appropriateness for this study.

Chapter 4: Data presentation, analysis and interpretation

This chapter is comprised of presentation of the results after analysis as well as the discussion of the findings.

Chapter 5: Summary, recommendation and conclusion

This is the summary of the research results as well as recommendations and suggestions for further research.

CHAPTER TWO

LITERATURE REVIEW

1.11 INTRODUCTION

This chapter reviews the relevant literature on the management of substance abuse through EAP and the roles and responsibilities of stakeholders in the programme. The objective is to present a sound theoretical basis that serves as a guide in responding to the research questions. De Vos (2005:123) asserts that literature review is aimed at contributing towards a clearer understanding of the nature and meaning of the problem that has been identified.

The chapter focuses on the rationale for EAP as well as the history or the evolution of the programme. It further looks on the management or mechanisms put in place to address substance abuse through EAP and the roles and responsibilities of supervisors and of the labour representative as well as the importance of supervisory training. The link between the human relations theory and EAP is discussed as well as the evaluation of the programme, its importance and different types of evaluation relevant to the programme.

1.12 RATIONALE FOR EMPLOYEE ASSISTANCE PROGRAMMES

EAP is seen as a workplace programme aimed to assist employees with their problems and assist them to increase productivity or employees' performance. Balgopal (1989) refers to the often repeated justification that the EA programme helps an organisation to reduce employee problems and hence increases their productivity. To supplement this information the Public Service Commission (PSC: 2007) conducted a study in the public service both nationally and provincially. Their study revealed that generally EAPs represent a commitment by an organisation to improve the well-being of its employees through programme assistance in dealing with personal difficulties. In a table form the summary of aims of an EAP as taken from the PSC report (2007:22), the results are as follows:

Table 2: Summary of 2007 PSC report

EAP aims to increase	EAP aims to decrease
Attendance	Absenteeism
Communication	Accidents
Organisational commitment	Interpersonal conflict
Performance and productivity	Staff turnover

Mogorosi (2009:344) asserts that there are different reasons for the establishment of the programme which makes the programme important. For example the importance of this programme is that of reducing organisational costs, in relation to attending to employee challenges and problems, such as acclimatization, absenteeism, discrimination and substance abuse; contributing to the efforts to humanise the workplace; meeting the needs of changing working environment and workforce; helping to improve employee work performance; meeting employees general well-being needs etc. However the researcher concurs with different authors cited above as the researcher is of the opinion that the main reason for the establishment of EAP in a workplace is to improve employees' performance and productivity by assisting with both their personal and work-related problems hindering their performance. For the programme to be effective there are common elements or ingredients that ensure the success of EAP.

1.13 ESSENTIAL ELEMENTS OF THE EMPLOYEE ASSISTANCE PROGRAMME

Mogorosi (2009:347) indicates that the twelve common elements characterising EAPs are discussed by most authors in the field, including Erfurt and Foote (1984), Myers (1984), Balgopal and Patchner (1988), Roman(1990), Sonnenstuhl, Trice(1990), Kurzman (1993) and Pace (2006). These elements contribute towards understanding what is needed in such programmes. What are the crucial ingredients that help to ensure the success of employee assistance programmes?

1.13.1 Management / supervisor endorsement

It is vital that organisational management endorses the programme and what it sets out to do. There is also a need for active involvement from the highest level of management or corporate structures of the organisation for the programme to succeed. Organisational leadership is always carefully watched to set the tone in terms of how any policy or programme is actively supported. Programme endorsement can be demonstrated by the management's vocal and practical endorsements of activities being carried out by the programme. For example, managers may attend some of the scheduled employees' or supervisors' orientation, information and training sessions (Mogorosi, 2009:347).

A critical role of the supervisor is to ensure that all employees perform their assigned duties and responsibilities in an effective and efficient manner. The role of the supervisor has evolved from directive function towards a supportive function as they are responsible for strengthening employee relations and morale so as to foster a productive working environment. Ally (2009) in her master's dissertation investigated the supervisors' experiences and perceptions of employees' substance dependence and abuse. Her findings from the study were that supervisors do not perceive substance abuse as a prevalent problem. However it has been perceived to have negative effects on personal relationships, productivity, punctuality, attendance and health and safety. As employees' substance abuse is likely to hinder job performance, supervisors have to be equipped to deal with the problem. This will be done through training and development on EAP strategies that will help them to identify, refer and support their subordinates or employees. Hopkins (1997:1220) reminds us that the willingness of supervisors to intervene and to identify with employee problems is crucial as it determines the extent to which employees are helped and assisted. Therefore it is obligatory for the supervisors to be adequately trained and willing to deal with employees' substance abuse or any EAP related issues. He further states that a collapse in the supervision process results in a collapse of the assistance process as a whole. The role of the supervisor in assisting an employee with a problem that affects his/her performance and the organization's productivity include:

- ✚ Observing and documenting;
- ✚ Informally discussing;
- ✚ Confronting the employee with the people;
- ✚ Referring to EAP;
- ✚ Follow-up.

The role of the supervisor in an organisation is to ensure that the organisational goals are reached timeously.

1.13.2 Employee and union endorsement

Not all organisations' endeavours are going to gain support of employees and their unions. Organised labour and staff need to participate in these programmes, as clients of these programmes are their members. Without union support the programmes may be viewed with suspicion, skepticism and resistance. To ensure support, proper consultation processes need to take place among all parties concerned at the workplace (Mogorosi, 2009:348).

The institutionalisation of EAP is the responsibility of the management; however the involvement of both management and Labour representatives is imperative for the EA programme to be successful. Monyakeni (2009: 39) stresses that without the involvement of labour representatives, the programme is likely to yield no results unless the two parties (management and labour representative) work jointly together. The researcher's view is that the involvement of the labour force can help increase programme acceptance and efficiency. The formation of an advisory committee that includes labour representatives may enhance the potential for EAP success and increase participation to a meaningful degree.

For the stakeholders to be effective, they should be trained on how to execute their duties which will ensure the utilisation of EAP. As highlighted above one of the functions of the programme is training. This indicates that the EAP professional within the organisation should provide training to the stakeholders on EAP issues and their roles and responsibilities.

1.13.3 Voluntary participation

The programme services need to be provided in a climate free of any form of coercion, and where all service users are treated equally. Employees should also feel that they are not compelled to consult the programme, and that even though they may be using the services, they have a right to disengage when they want to (Mogorosi, 2009:347).

1.13.4 Confidentiality and privacy

A programme is likely to be more effective if employees trust that services are provided within appropriate professional boundaries of confidentiality and privacy. Emphasizing the importance of these issues, Myers (1984:75) says that employees' fear of broken confidentiality may result in co-workers learning about their problems and management using the information to make unfair decisions. Sources of confidentiality protection are found in both legal statutes and social work's code of professional ethics. Both can help to provide guidelines on how and when to disclose confidential information.

1.13.5 Professional staff / personnel

For programme staff to be able to deliver appropriate and effective services, they need to be trained and knowledgeable in the appropriate fields and have access to resources in areas of employee concerns. These include aspects such as counselling, substance abuse, health, financial and legal advocacy services, and also in organisational development and social responsibility. Occupational social workers, occupational nurses and counsellors bring with them, from their respective professional training, appropriate skills necessary for the challenges in the programme (Mogorosi, 2009:348).

1.13.6 Supervisors and union representatives training

Benderly and Hafer (1998:8) emphasise that it is important for the employers to provide the training supervisors may need to support the organisation's policy on alcohol, smoking and other drug, to recognise employees who may have difficulties with these substances, through observation of specific performance and/or behavioural problems,

to intervene and to refer employees for assistance. Supervisors should know and understand the institution's policy on EAP, how to evaluate and document job performance, inform workers of any work-related problems and help them make improvements where necessary. The EAPA-SA (2009) standard document also emphasises the importance of training of managers, supervisors and union representatives. It is corroborated by Googins and Godfrey (1987), in Govender (2009:68) that training is an essential feature of a successful EAP.

Training helps to bring about changes in existing levels of knowledge and attitudes which enable to realise its objectives within the organisation. Training is also a powerful tool to strengthen communication, eliminate misconceptions and introduce change. Without proper training and regular re-training supervisors, personnel administrators, labour movements (unions) and other contributors to the programme would fail to pool resources towards developing an effective EAP and utilising its services optimally. The contents that makes up the training often includes information on company policy and procedures, explanation of the EAP itself and instruction on identifying, confronting and referring an employee with job performance problems.

Yandick (1999), as cited in Monyakeni (2010: 44) reminds that delegates for supervisory training should be warned not to diagnose the troubled employee but to look for signs which indicate that the employee has problems that impair job performance which include, but are not limited to, absenteeism, erratic behaviour, tardiness, irritability, poor performance, a drop in productivity and poor relationships with colleagues. They should also know that employees' problems are private and personal, but work related if it impairs their work performance.

Beidel and Brennan (2006:26-30) affirm that EAP supervisory training provides clear value to individual managers and the organisation in general by ensuring that managers, supervisors and shop-stewards are familiar with, understand dimensions of and are prepared to fully engage in the supervisory referral process and the dynamic EAP consultation process.

Referring to the “job-performance model” of supervisory training in the then popular occupational alcoholism programme during the early 1970s, Sonnenstuhl and Trice (1990:18) point to the contribution of that training that could be incorporated into general supervisor training in the programmes:

- ✚ emphasis on management’s programme support;
- ✚ explanation of the supervisors’ role in programme implementation; and
- ✚ demonstration of how programmes can be helpful to supervisors and managers in their job responsibilities.

Employee leadership training for union representatives and stewards may be done at least once a year, covering a wide range of issues such as substance abuse, family problems, intervention strategies and the referral process.

1.13.7 Broad service component

Workplace programmes need to be able to respond to a wide range of employee problems and needs. Services made available depend on whether the programme is internal or external, narrow or broad-brush (comprehensive), run by management, labour union or jointly run by organisations and labour. Narrowly focused programmes may only provide information and refer employees to outside community resources. In contrast, comprehensive programmes provide a wider range of services to employees, even though they may still refer to other outside community resources. Comprehensive programmes also include training for managers and supervisors.

Studies by Ramokolo (2004), Chabeli (2006) and Khorombi (2007) reveal that EAPs deal with a wide variety of issues, including work relationship challenges, employee personal problems (including marital, substance abuse and legal challenges), financial management difficulties, staff morale and productivity challenges, stress management and HIV/AIDS. These programmes address such problems and challenges through counselling, referrals, campaigns and training (Mogorosi, 2009:348).

1.13.8 Financial aspects

Programme policy needs to spell out clearly all related financial matters. This, however, depends on the organisation and context. Work organisations need to make decisions about how much financial and practical responsibilities they can assume for the health and wellbeing of the staff. In South Africa, for example, major employers (in both public and private sectors) would have some kind of medical and service benefit schemes for their employees. But usually no financial transactions are discussed or entered into between the organisation and employees for the kind of services that the EAPs provide. Organisations would perceive the costs of running such programmes as having no ascribable relationship to their individual employees, apart from the fact that the services are for all of them (Mogorosi 2009:349).

1.13.9 Programme accessibility

Employees need access to the programmes in both a convenient and confidential manner. Whether it is an organisational in-house, external model or union programme, a decision needs to be taken about how best to locate the programme within a site, because of possible problems of access and confidentiality. As Erfurt and Foote (1984:31) put it, “private isolated locations tend to be inaccessible and hard to find”. However organisational needs differ from organisation to organisation, as some prefer an in-house EAP services whereas others prefer an EAP offsite services.

1.13.10 Programme marketing and awareness

To be accessible and effective, programmes need to ‘market’ themselves constantly at all levels within organisations. Marketing is the promotion to the organisation, staff and other employees of existing programme services. Ramokolo (2004) states the following as goals of marketing of programmes:

- ✚ To increase employees’ knowledge of the EAP and its services.
- ✚ To increase familiarity and comfort with EAP’s operations and to enhance the acceptance and use of the programme service.

- ✚ To increase utilisation of the programme services.
- ✚ To enhance the integration of the EAP within the host or contract organization.
- ✚ To promote a feeling of ownership by all stakeholders (managers, other staff and employees).
- ✚ To maintain the visibility of the EAP and its presence as vital contributor to organisation's.
- ✚ Productivity, efficiency, work life, and employees' wellbeing.

Marketing of an EAP occurs through various employee education forms such as posters, new employee induction and orientation sessions, information and workshop sessions with supervisors, union representatives and employee associations. Information about available services can be given through other departments, such as human resources and the health / medical divisions, which are in constant contact with employees (Mogorosi 2009:349).

1.13.11 Policy statement and service principles

An EAP needs a clear policy statement and service principles, which include intentions, programme procedures and available services. Cloete and De Coning (2011:4) define policy as a statement of intent or an action plan to transform a perceived problem into a future solution. This clarifies the duties, rights, responsibilities and privileges of all involved (i.e. management, programme staff, employees and union). Additionally, to ensure proper understanding of what the programme is for and how it operates, these service principles should be prominently displayed and distributed within the targeted population of a work organisation (EAPA-SA, 2005). This can be done in the form of wall poster statements and pamphlets, and incorporated into staff orientation, induction and general information booklets. Most of these service principles overlap with those discussed in general as “essential elements of a programme”.

Bendererly and Hafer (1998:6) highlight that a formal written policy is a signal that substance abuse prevention and employee health are an important company priority.

The employees and unions should be involved early in the process of developing the policy. These authors suggest that an effective policy should include the following:

- ✚ A rationale that explains the policy's justification, purpose, and goals.
- ✚ A clear statement of exactly what behaviours one expects from employees and how the EAP processes address the problem.
- ✚ Explicitly stated consequences for violating the policy, including procedures for determining if a violation has occurred and methods which an employee can appeal.
- ✚ Assurances that confidentiality will be protected, the policy will be administered fairly, impartially, and consistently, and employees will be helped to gain access to resources that provide needed help. Such efforts can range from offering information about locally available organisations to providing an EAP or a health plan that covers counselling and treatment programs. For the policy implementation to be effective the employees should know and understand the policy. The policy can be publicised through e-mail messages, newsletters, posters, payroll inserts and informational meetings.

According to the survey conducted by Parker (2007:23) the top three reasons why organisations introduce policies to help manage substance abuse at work are, to promote safety at work, to support employee health and to address concerns over deteriorating employee performance. This is supported by Mathlape (2003:37) who says that the establishment of EAP in South Africa is the most common intervention used in the workplace to address alcohol problems in order to improve productivity and employees' performance. This implies that the two authors agree with each other that the establishment of EAP in organisations is meant to increase productivity and employees' performance and it should start with a clear policy in place. This suggests that substance abuse in the workplace affects productivity and performance negatively hence most if not all organisations see the need to have policies and procedures in place to address the problem. This is supported by Terblanche (1992:21) in his survey study that the policy statement is a crucial component of EAP, which provides the

opportunity to stipulate specifics with regard to those aspects that need to be addressed.

1.13.12 Program evaluation

It is crucial for the organisation and the EAP to know if the program is working and it is doing what it purports to do (Balgopal and Palcher 1988:39-52). EAP must be evaluated for its appropriateness, effectiveness and efficiency. This may help in addressing obstacles affecting service delivery to ensure that the programme addresses the employees' needs. Balgopal and Patchner (2008) argue that the evaluation of these ingredients independently or as a group may provide the effectiveness of an EAP from the dual perspective of service delivery and utilisation.

1.14 BENEFITS OF HAVING THE EAP IN AN ORGANIZATION

Dickman and Emener (2003:58) state that mutual involvement and trust can ensure EAP success and create exceptional benefits for all concerned. In most cases the EAP is developed and financed by the organisation, however for it to be effective and be utilised by all employees it needs to be endorsed by labour representatives. This implies that the management and labour representatives need to be involved from the initial stage of the EAP. It is therefore necessary to highlight the benefits of their involvement in the programme.

1.14.1 Benefits to the union

Both the union and the EAP have a common mission to help employees. Thus the union, by supporting the programme, helps to create a caring attitude towards its members' wellbeing and wellness and to build cohesiveness amongst its members. Involvement of union prevents employees from punitive measures which can be instituted against them as a form of disciplinary action. This is so because the EAP is considered to be an alternative means of dealing with employees' unacceptable behaviour or assist with problems that result to poor performance.

Monyakeni (2010:69) stresses that a healthy workforce enhances overall productivity which saves an organization expenses and increase profits. Therefore union has the opportunity to shine as when the organisation's profit is high, union might have justifiable reasons to negotiate for higher salaries or benefits for its members. For that reason EAP is beneficial to the unions or labour movements and it becomes a win-win situation for both unions and members.

1.14.2 Benefits to management

EAP is beneficial to the management since it enhances closer cooperation amongst the structures of the organisation. EAP involves key personnel in supervisory training. This training focuses on intervention techniques, referral procedures, signs to look for in the troubled employee, as well as review and discussion of company policies and procedures. Importantly, supervisors, management representatives and labour representatives are trained together so that training experiences can facilitate closer cooperation and in for the organisation. The involvement of management or supervisors in the referral of employees to the programme shows a caring attitude and the willingness to help employees. These create mutual trust and strengthen relationships and increase employees' morale and consequently improve the organisation productivity.

1.14.3 Benefits to the programme itself

EAP benefits from the close cooperation and mutual trust of the labour movement and management as it increases utilisation and success rate. The EAP coordinator will enjoy full support from the organisation and this make it easy for the coordinator to conduct the activities of the programme, such as training, marketing, evaluation and other activities. Dickman and Emener (2003:61) conducted a study which focused on consumer or customer satisfaction. In addition to finding a high degree of satisfaction with the EAP, most participants reported that they would not have attended to their problem as early as they did had it not been for the existence and the assistance they

received from EAP. This implies that EAP also benefits from early identification of the problem, which makes it easier to be treated.

1.14.4 Benefits to employees

The organisational aim of implementing EAP is to help employees deal or manage their problems which have a negative impact on their job performance. Employees benefit by getting assistance from their workplace which saves them time and money as the service is easily accessible and affordable. When the employee feel cared for as a person, it ensures a trusting environment and employees tend to feel more comfortable to ask and accept help without the fear of stigmatisation. This reduces the stigma attached to the troubled employee if both management and labour representative jointly communicate and demonstrate that to be “troubled is to be human”.

The rational of the programme which is to improve productivity and enhance social functioning and benefits of EAP, which includes feeling cared for as a person, support the neo-classical management theory as opposed to the classical management theory. Classical management theory emphasizes that people are motivated by economic incentives and that they make choices that yield the greatest monetary benefits (Sridhar, undated: 4).

1.15 THE LINK BETWEEN EAP AND THE NEO-CLASSICAL MANAGEMENT THEORY

Neuman (2000:46) states that theories contain many concepts, definitions of such concepts and assumptions. Theories specify how concepts are related to one another whereas Mouton and Marais (in De Vos 2005: 35) consent that a theory classifies and discovers, through its function, explanation and understanding.

1.15.1 Neo-classical management theory (1920s-1950s)

It is a more human-oriented approach with an emphasis on time needs, drives, behaviours and attitudes of individuals. This approach was developed around the same

time as the development of the concepts industrial psychology. Two important groups, namely, the human relations and the behavioural schools emerged during 1920s and 1930s under the neoclassical management theory (Sridhar, undated: 8). For the purpose of this study the researcher focused on the human relations school of thought in relation to the Employee Assistance Programme.

1.15.2 Human relations theory

Human relations refer to the study of how organisations manage and interact with their employees in their efforts to improve employee and organizational effectiveness (Business 101, online: 2)

Elton Mayo has been considered as the father of the human relations movement, which later became organisational behaviour. The other two important co-researchers of this school are FJ Roethlisberger and William J Dickson. They conducted studies at Hawthorne, which became the Hawthorne *Experiments* (or Studies). According to Sridhar (undated: 9), Mayo and his colleagues arrived at the following conclusions:

- ✚ Existence of strong informal groups
- ✚ Employees' behaviour at work is affected by non-economic factors and the social person view that
- ✚ Individuals are motivated by social needs
- ✚ People obtain their sense of identity through interpersonal relationships
- ✚ Employees are more responsive to the social forces of peer groups than to incentives and controls offered by management and
- ✚ Employees respond to the provisions for their social needs and acceptance offered by management.

This is substantiated by Rose (2005:49) who states that the human relations theory has identified the importance of the human factor in organizations. He indicates that Mayo's conclusions from the *Hawthorne Studies* are that:

- ✚ Better communication between managers/supervisor and employees;
- ✚ Greater management involvement in employees working lives and
- ✚ Working in groups or teams

Mayo and his colleagues' *Hawthorne Studies* revealed that money and job security are not only sources of employee motivation. This implies that the three agree with Mayo and his colleagues' findings that they emphasize the importance of human factors in an organisation. It also implies that employees become more productive as a result of the interest the employer or the manager has in them. The theory focused on managers taking more of an interest in the workers, treating them as people who have a worthwhile opinion and realising that workers enjoy interacting with each other. Thus, the employer's effort or mandate from the Constitution and other related legislations in the establishment of the EAP in the institutions to cater for the wellbeing of their employees support this theory.

According to Cayer and Patchner (2008:152) EAPs have emerged as part of "good management" and out of humanizing of the workplace which is a hallmark of the growth of organisational theory. EAPs are justified as good management because they are expected to save money and increase organisational productivity. Humanism focused on the psychological well-being of employees and used social groups and norms and support to complement formal management. The individual is viewed as a whole person who has needs and a life outside the organization. This theory underlines that it is impossible for the individual to function inside the work organisation with no reference to his/her life outside.

The involvement of managers and supervisors in EAP by assisting employees with personal and work-related problems such as substance abuse promotes caring and good interpersonal relationships between managers and employees. Sridhar (undated:9) reminds us that when employees are given special attention, output is likely to increase, regardless of the organisational factors such as working conditions. Therefore the employer by having mechanisms in place in the institution to address substance abuse and other problems through EAP might increase employees'

commitment and performance. The involvement of union representatives, and colleagues as well as management through identification, consultation, referrals and support programs indicate that employees are more responsive to the social forces of peer groups as concluded by Mayo and his colleagues.

According to Rose (2005:51) the biggest advantage of the human relations approach is that business and customers are more often better equipped to handle a person to person interaction when there is an issue. In relation to the EAP the supervisory and shop-steward training serve as a way of equipping the stakeholders (management, supervisors and employees) with information as to how to assist an employee who has problems. Human relations theory has the potential to increase employee retention rates and productivity; so it functions as the EAP's foundation of improving productivity and enhancing social functioning.

As much as this theory is seen to be good and it has programmes like EAP that supports its findings it also has limitations. According to (Business 101, online: 3) it may be more difficult to reprimand employees for poor performance or dismiss them once they have become invested in the organisation which might end up becoming costly. This is supported by Sridhar (undated: 10) who emphasises that this approach makes an unrealistic demand on the supervisor and expects him/her to give up his desire for power. For an example an employee with substance abuse problem must have the opportunity for rehabilitation before they can be terminated for alcoholism related job deficiencies. These processes involve finances and become costly to the organisation and take away the disciplinary power of the supervisor.

1.16 EMPLOYEE ASSISTANCE PROGRAMME AND SUBSTANCE ABUSE

EAP can be categorized into two types, which are the substance abuse approach and the broad-brush approach. The substance abuse approach is traditional and usually emphasises alcohol abuse which is limited to employee problems and job performance issues. Whereas, the most contemporary EAPs adopt the broad brush approach which is designed to include all problems which impact on an individual employee. It

incorporates a wide range of familial, marital, legal, emotional, financial and psychological issues in addition to substance abuse (Albertyn and McCann, 1993:126). The LDPW also adopted the broad brush approach however substance abuse (alcohol) singles itself out of the other problems experienced by employees that need the EAPs attention.

The emergence of Employee Assistance Programmes (EAPs) as a response to workplace substance abuse, originated in the United States of America in the 1940s' (Hopkins, 1997:1216). However Riley and Zaccaro, (1987) in (Elliot and Shelley, 2005:125) argue that the origin of EAP can be traced to the founding in 1935 of Alcoholics Anonymous (AA), an organisation that fostered the concept of alcoholism as a disease and promoted a long-term treatment for recovery. EAPs have been tailored and incorporated within organisations worldwide (Maiden, 1992:28). By the 1940s several major corporations were actively promoting helping relationships between alcoholic employees and AA members. EAPs offer an employment conservation function, meaning that employees are offered the assistance they require to rehabilitate themselves so that they can continue to do their jobs (Bennett, Blum and Roman, 1994:551). Employee assistance programmes have since evolved into a comprehensive model for dealing with employee issues (Merrick, 2007:1265).

It was during the 1980s that EAPs first emerged within the South African context in the Chamber of Mines for the treatment of alcohol/drug (substance) problems of miners. Substance dependence within the workplace is commonly associated with high levels of absenteeism, and lower levels of employee performance and productivity. Substance abuse also leads to greater health care expenses for occupational injuries and illnesses which becomes costly for the organisation (Terblanche, 1992:18). These is also substantiated by the legislation highlighted in chapter one such as the RSA Constitution, Occupational Health and Safety Act as well as the Public Service Act and its regulations that mandate the institutions to ensure the safety, health and wellbeing of employees.

The effects of substance abuse on the employee and his or her work are severe, which can result in a sharp decline in the quality and quantity of work. Because of the

magnitude of the problem in South Africa, many employers have developed policies and procedures through the EAP to deal with employee alcohol and drug abuse (Grobler, Warnich, Carrel, Elbert and Hatfield, 2006:400). Terblanche (1992:17) reminds us that EAPs in South Africa are relatively new workplace phenomena, despite assistance given to employees in the workplace dating back at least four decades. Both the organization and the employees can benefit from a workplace program that combats substance abuse. Research conducted by Bendererly and Hafer (1998:3) has shown employees who receive information about alcohol and other drugs, who work for companies with written policies in these areas, and who have access to Employee Assistance Programs (EAPs) definitely have lower use of illicit drug use and alcohol abuse. As a result the design of the EAP in an organisation should start with the formal written policy.

Roman and Blum (2002:50) specify that workplace programs include both primary and secondary prevention. Primary prevention aims to keep the substance abuse problems from developing while the secondary prevention seeks to reduce existing problems. Researchers have voiced concern that workplace programs overemphasise secondary prevention (James and Jane, 1992 in Roman and Blum, 2002). Primary prevention often is more cost-effective than secondary prevention; however, the workplace is not conducive to strategies aimed at preventing alcohol use. Most employees are adults and therefore are legally allowed to consume alcohol. Employers rarely are in a position to prevent their employees from initiating drinking as an off-the-job lifestyle practice, nor do they desire to do. The prevention and secondary strategies are discussed below as follows:

1.16.1 Primary prevention strategies

1.16.1.1 *Awareness campaigns*

The campaigns focus on the health and wellbeing of the employees and a safe, productive workplace by providing alcohol, drug, smoking awareness information to all employees. Besides preventing and reducing substance abuse such prevention efforts

improve morale and benefit employees' families and the broader community (Bendererly and Hafer, 1998:7).

Awareness also includes making sure that the employees are informed about the organisation's policy on alcohol, drug and smoking, health risks and other problems caused by substance abuse, some ways to assess whether they or others may have problems with alcohol or drugs, where to go for help, including information on using the company's Employee Assistance Program. These can also be done through the distribution of pamphlets with the information on them for those who are able to read.

1.16.1.2 *Alcohol educational programs*

Roman and Blum (2002:52) point out that the principal means of addressing the employee's off-the-job drinking is through alcohol education programs conducted at the worksite. The goal of these education programs just like health programs is to encourage behavioural change or the use of the associated services (i.e. self-referral to an EAP).

Several studies (Kishchuk, 1994; Stoltzfus and Benson, 1994; Cook and colleagues, 1996) have examined the impact of alcohol education programs and the overall suggestions from these studies are that, alcohol education appears to be a useful investment, showing significant effects in all reported studies. The data suggest that these effects need boosters if they are to be sustained, a finding common to most educational interventions and that more research is needed to specify the training content required to improve efficacy and the durability of effects.

Employee education has always been a part of occupational programmes, and the newer, broad-based EAP continues to conduct education for all employees. Education programmes, however, might include information about a wide range of personal problems and solutions, for example, information about alcohol and drug abuse, family problems, and stress management, what employees can do for themselves, self-help groups, and professional counselling. This selection of subject matter would make employees aware of the scope of the company's commitment to help them and also

encourage employees to help themselves especially on substance abuse which is the most common problem.

1.16.1.3 *Health promotion programs*

In addition to alcohol education programs, employers also may offer health promotion programs, which may motivate employees to alter their drinking behaviours. Health problems such as weight, high blood pressure, or gastric problems are identified in a health survey administered at the worksite. The administering health worker may suggest a reduction in drinking as a means of alleviating the primary symptom. Alternatively, employees undertaking exercise programs or other health - oriented activities might change their drinking behaviour because drinking may not be consistent with their new health regime. Previous research has revealed that wellness programs can significantly reduce employee drinking. In particular the researchers state that heavy drinkers are characterised by a series of unhealthy behaviours that can be addressed through a wellness program (Roman and Blum, 2002:53).

1.16.1.4 *Peer-intervention programs*

As deviant drinking patterns become more chronic and pervasive in an employed person's life, his or her job performance will eventually be affected. Co-workers may notice job performance problems before such problems become evident to supervisors. The alcohol education programs may prepare peers to suggest assistance to one another, but this has not been documented. More specifically, the techniques for peer intervention programs are useful for addressing early problem behaviours, as has been documented among unionised workers (Bacharach, Bamberger and Sonnenstuhl, 1996:292). Peer intervention is not applicable in all settings, only where it is possible to tap into what Bacharach and his colleagues call "communal voluntarism" or a committed desire of workers to look out for each other's wellbeing. According to Roman and Blum (2002:53), these programs are reported to be highly effective, although the extent to which they may provide early identification of alcohol problem behaviours has not been documented.

1.16.2 Secondary prevention strategies

EAPs are the most common intervention used in the workplace to address alcohol problems through the secondary prevention process, which include the referral route, counselling and treatment.

1.16.2.1 EAP referral routes

Self-referral: This is when the employee realises that he/she has a problem and decides to look for help from the EAP. According to the researcher this is the most effective method of addressing substance abuse as it has the element of willingness which is essential to recovery. However as compared to other problems addressed through the EAP, self-referral for employees with substance abuse is very seldom.

Informal-referrals: In this instance the referral is prompted by social interaction and discussion, often involving an employee's colleague or a supervisor. For reasons that are largely self-evident, both supervisors and subordinates prefer these informal procedures. The disadvantage of the informal referral is that there is no official record of the employee being referred to the EAP or of any related job performance problem (Roman and Blum, 2002:51).

Formal Referral: These referrals often are prompted by a supervisor detecting a decline in job performance that cannot be explained by the conditions of work. In essence formal referral focuses on the job situation and not on the nature of the personal problem. Therefore a referral to the EAP is offered as a means of problem correction.

Counselling and treatment: Counselling or treatment at a community agency follows, with arrangements usually made by the EAP coordinator to assure the best match between quality of care and financial coverage available through the workplace. It is important to emphasize that the use of treatment or counselling is a decision made by the employee and not a mandate from the employer. The employee is responsible for payment for services that the company's health plan does not cover.

1.16.3 After-care services and relapse prevention

After using EAP services and receiving counselling and treatment, the employee should ideally go through a period when his or her symptoms are in remission. However relapse during the post-treatment period is very common for those with alcohol related problems. These relapses may account for what many regard as the disappointing overall success rates of alcohol-problem treatment and may have little or nothing to do with the quality of EAP service provided (Roman and Blum, 2002:51).

According to Roman and Blum (2002:51), treatment programs vary greatly in the extent to which such services are provided after treatment ends. EAPs and workplaces can play important roles in relapse prevention however opportunities for relapse prevention lie in the nature of work and access to employees who are attempting to maintain recovery. Unlike the community setting, where follow-up requires finding clients and/or motivating them to return to the treatment setting for aftercare counselling, the workplace has built-in opportunities to reach these persons and provide counselling and support necessary to sustain recovery. It is also easier for the recovering employee to seek assistance, as needed, to assure recovery gains. Many EAPs include follow-up and relapse prevention to help employees maintain recovery. A study conducted by Foote and Erfurt (1991) has examined the effects of post-treatment follow-up on EAP clients treated for alcohol problems and has found that the tendency to relapse was significantly lower in the follow-up group as compared to the similar clients who did not receive follow-up contact, indicating the efficacy of follow-up for relapse prevention.

To ensure that the organisation implementation strategy is effective, there has to be an evaluation to determine whether the programme meets its intended objectives. Therefore the following discussion entails the evaluation of the EAP in an organisation.

1.17 EVALUATION OF THE EMPLOYEE ASSISTANCE PROGRAMME

As previously highlighted, programme evaluation is one of the elements for a successful programme as well as the function of EAP. Therefore it is important for organisations to evaluate their programme to check whether it meets its intended objectives. Programme

evaluation is defined by Patton in De Vos (2005:369) as a systematic collection of information about the activities, characteristics and outcomes of programmes to make judgements about the programme improve its effectiveness and inform decisions about future programmes. Moreover, Rossie, Lipsey and Freeman in (De Vos 2005:269) indicate that evaluation addresses concerns such as the need for services, conceptualisation and design of the programme, implementation of the programme, programme outcomes and programme efficiency.

1.17.1 The purpose and benefits of evaluation of the Employee Assistance Programme

It is essential to evaluate the wellness programme to justify its resource allocation and to identify any improvements (Grobler et al., 2006:403). The Employee Assistance Programme is evaluated to identify whether employees are satisfied with the services they receive from the EAP professionals. In an evaluation conducted in an emergency services organisation to identify the levels of satisfaction with the established EAP, the survey data showed that there was a high level of satisfaction with the individual services the organisation provides, the EAP programme in general and the high level of these services (Shakespeare, 2005:71-91).

An EAP must also be evaluated to justify its existence to some external authorities, and even if this is not the case, it should be evaluated to ascertain the extent to which it is reaching its objectives, and to find ways to improve its effectiveness.

Evaluation of an EAP can be a process or outcome evaluation. With process evaluation, organisations need to know that the EAP is running smoothly and that the efficiency and quality of the service is high. It actually examines whether the programme was carried out as planned. On the other hand, outcome evaluation confirms the assumptions on whether the EAP is effective or not. This evaluation is needed to ensure that an EAP is correctly designed for the organisation in which it is operating and that it is meeting the needs of the organisation and its employees (Highley and Cooper, 1994:50). Consequently, this study has the elements of both process and outcome evaluation.

The purpose of evaluation is also to provide government officials, development managers and civil society with better means for learning from past experience, improving service delivery, planning and allocating resources, and demonstrating results as part of accountability to key stakeholders (Nayoo, 2005:229). Masi in (Joja 2004:22) identifies several reasons justifying the significance of evaluation:

- ✚ It allows the organisation to assess whether its objectives are being reached and to find ways of improving the effectiveness of the programme and whether it requires change.
- ✚ It is also essential to evaluate whether the organisation's investment in the EAP is actually helping its employees.
- ✚ It is important for the organisation to ascertain whether the programme is reaching and serving all levels of the employee population, men, women, all managerial levels, families, minorities and so forth.
- ✚ An organisation / company should also determine whether the appropriate range of the problem categories is being properly diagnosed.
- ✚ An evaluation can determine the EAP's cost -effectiveness, which in turn is often closely connected to the programmes continuation.
- ✚ An evaluation provides legal protection for the employer and shows a good faith effort to ensure that programme standards are being met.

The purpose of evaluation is essential to help the researcher with information as to why the study is conducted. Programme evaluation can also be a tool for improving the effectiveness of organisations. It is therefore important to identify different types of evaluation in order to determine which type is suitable for the study and the particular environment.

1.17.2 The different types of evaluation of an Employee Assistance Programme

De Vos (2005: 105) explains that evaluative research can be utilized to assess, amongst other things, the design, implementation and the applicability of social intervention. Evaluative research, quite broadly, can include any effort to judge or

enhance human effectiveness through systematic data base inquiry. Yamatani (1993:65-79) identifies different kinds of EAP evaluation as follows:

1.17.2.1 *Service needs*

The major objective of service needs assessment is to establish the potential number of workers needing various EAP services by identifying the seriousness / significance of the problems of the workers, specification of selected problems and service needs, assessment of service gaps in the work setting and development or modification of EAP goals and objectives. The service assessment needs can be conducted based on a company-wide study of the entire employee population, critical incidents and assessment of supervisory and administrative personnel.

The service need assessment is useful in determining the extent to which available programs and resources within the organisation meet various identified needs. It also determines the most appropriate programme goals and objectives in reference to gaps in currently available services, estimated cost of the service, political, social and environmental viability of mounting such a programme and the potential risks and uncertainties of achieving programme success.

1.17.2.2 *Compliance versus legality assessment*

The compliance and legality issues affecting an EAP are becoming serious matters to be considered by organisations and EAP personnel with regard to rules, agreements and demands which are applicable to both. The EAP providers should be familiar with other state laws and regulations as well as organisational policies regarding its operations. Employers and EAP counsellors should be informed about the potential disputes and preventative approaches.

1.17.2.3 *Program adequacy*

The program adequacy assessment examines the appropriateness of EAP service availability, and usage of and penetration rates. The two concerns in determining the

adequacy are the extent to which an EAP offers needed services and the extent to which those services are provided to those who need them the most. Factors that are closely associated with the determination of programme adequacy include comprehensiveness of service needs and compliance / legality assessments which can affect the EAP operations, EAP service acceptance by the employee as well as the employer and necessary allocation of resources for meeting employees' needs.

1.17.2.4 *External resources assessment*

EAP frequently relies on the outside resources for delivering services to their clients, for reasons such as unavailability of necessary services, client overload, service gap, EAP staff knowledge and skill, cost efficiency etc. Therefore it is vital to assess the quality and the comprehensiveness of the service rendered. The assessment of external resources includes an examination of the type of outside agencies and services used, the extent of usage and the client satisfaction with these services.

A successful integration of selected community resources with an EAP depends heavily on the accuracy of service needs and on adequacy assessments. Yamatani (1993:72) emphasises that it is important to note that the ultimate beneficiaries of such integration system should be employees; it should not just serve to advice administrative benefits of cost efficiency and simplicity. An external resource should be based heavily on the programme standard that should be generated by the EAP. For example, if the EAP is using the private clinician from the community, there should be clear qualification standard that guide EAP in the selection and making of contractual agreement. Client follow-up studies based on the treated sample group should be conducted in order to identify service gaps as well as areas of strengths and weaknesses among external service providers.

1.17.2.5 *Program effort versus process*

This is designed to describe major processes involved in the program initiation, utilisation and implementation of the EAP programme. Suchman (1967:61, in Cayer and Perry 2008:158) assets that evaluations of program effort concentrate upon assessing

the input or energy expended in goal connected activity. Cayer and Perry (2008:158) argue that one is not concerned with goal achievement here, but only with the effort of commitment associated with the program. It includes information regarding the nature of administrative and staff activities, equipment and space assigned for program use, and budget devoted to the development of the programmes and activities. Other pertinent information regarding programme effort may include activities devoted to finding resources that could increase the service utilisation rate. A major focus of service utilization assessment is to compare programme usage against its maximum capacity to provide services.

Programme effort assessment is generally useful for further strengthening the EAP system by identifying potential areas in need of process improvement. It is also useful for an EAP experiencing failure or suffering from law suits due to unanticipated outcomes.

1.17.2.6 *Programme effectiveness*

The effectiveness of the EAP can be evaluated by measuring the extent of changes associated with programme intervention in the areas identified by the programme goals and objectives. The information derived should be based directly on the programme's goals and objectives which delineate changes in the employee-clients as a result of their exposure to EAP interventions. The anticipated changes include two major categories: work behaviour (e.g. change in work attendance, performance, attitude etc.) and the reduction in costs of health insurance and other related benefits. Therefore, these anticipated changes can be measured based on the pre- and post-measurements (e.g. 12 months prior to or after the EAP intervention). The EAP effectiveness assessment should consider a research design which includes a treatment group (employees exposed to EAP intervention) and a comparison group (sample of healthy employees who can represent those individuals not in need of the EAP service). The comparison of the two groups seeks to find out if the EAP enables troubled employees to measure up to the healthy work force in the areas of work behaviour and benefit consumption (Yamatani 1993:73).

Khorombi (2006:25) asserts that EAPs have received great exposure but little evidence exists about the effectiveness of these programmes. It is therefore, important that EAPs should be evaluated in order to determine their effectiveness.

1.17.2.7 *Benefit equity*

The assessment concentrates on whether all service benefits are distributed evenly among different groups of the population. The major reference is whether services are distributed fairly, irrespective of the demographic factors such as age, gender, race etc. and types of personal problems such as alcoholism, marital difficulties, work related stress etc. among EAP users as well as non-users. The key assumption is that the demographic factor or type of problem should not be the major predictor of clients' recruitment, retention and treatment outcomes. Thus, the criterion of benefit equity is closely related to legal or social rationality and refers to the distribution of service benefits among different groups in the work setting. These seek to close the gap that EAP may be superior in its effectiveness but it may be considered as discriminatory on the grounds that it has produced an inequitable distribution of EAP benefits among different groups of workers.

1.17.2.8 *Client satisfaction*

Evaluation of clients may be surveyed regarding their satisfactions and dissatisfactions related to the programme goals and objectives, adequacy, effectiveness and staff attitude and interest. Assessment involves solicitation of opinions of clients regarding the adequacy and quality of services received, and their suggestions regarding programme improvement. The assessment should also include the clients' opinions regarding the overall strengths and weaknesses of the program as well as areas regarding improvement and modifications. Client satisfaction studies are more contributory towards program improvements when the EAP identifies the sources of clients' dissatisfaction and modifies its operation accordingly.

1.17.2.9 Cost versus benefit assessment

Cost / benefit assessment calls for comparison between the cost of a programme operation and an estimated amount of benefits it generates. The different sorts of costs incurred by the EAP can be categorised into two major groups: fixed costs and variable costs. Fixed costs are items that are unlikely to change annually during the EAP operation such as the administrator's salary, whereas variable costs are costs that are more likely to change according to the change in number of EAP clients as well as other factors such as staff salaries, service provider contracts *etc.* (Yamatani, 1993:78).

The benefits attributable to EAP can be divided into two major categories as well which are tangible and intangible benefits. The tangible benefits are represented by measurable positive effects of EAP that are directly related to its program objectives such as savings affected by EAP as a result of changes in the work behaviour of the employee or decrease in costs of health insurance and other related benefits. Work performance, absenteeism, paid health insurance claims, workmen compensation payments and sicknesses as well as accidents payments are areas often considered in EAP benefit calculations. The intangible benefits include psychological and attitudinal changes. These intangible changes contribute toward underestimation of total benefit generated by EAP because it is difficult to translate them into dollar or rand figures (Levin, 1985).

On the basis of cost and benefit data, EAP should be capable of determining a break-even point, which is a balance between the total cost of operating EAP, and the total benefit generated by the employee served by EAP.

1.17.2.10 Programme constrains analysis

The success of EAPs can be prevented or inhibited by various challenges which might be experienced during its operation. The program constraints analysis explores various limitations or restrictions that stand in the way of EAPs achieving successful outcomes (Monyakeni, 2009:62). The major areas of assessment include budgetary constraints, legal constraints, organizational constraints and physical constraints. The inflexible

budgetary regulations, such as low budget, may have limited the possibilities of alternatives that could have maximised program effectiveness. The organisational constraints, such as political fragmentations, excessive centralization, poor management or supervision, training and low morale and physical constraints (e.g. lack of needed equipment and facilities) may also be responsible for a partially successful or unsuccessful EAP system.

Program adequacy, compliance versus legality, effectiveness, and benefit equity are not only related to the implementation effort but may also be related to various limitations and obstacles that stand in the way of achieving successful outcomes. An evaluation study may explore this area by targeting EAP administrators, staff and clients as a study sample in order to identify sources of program limitations (Yamatani, 1993: 79-80).

On the ten evaluations discussed above, the selection of evaluation type could possibly be influenced by various factors which include but not limited to rationale of implementing the programme, to determine whether the programme is effective or not. The effectiveness of the programme will be measured by whether the goals and objectives of the programme are met or not met. Therefore, this research study falls within different types of evaluation namely, service need assessment, program adequacy, program effort versus process assessment, programme effectiveness assessment, and benefit equity assessment, client satisfaction assessment and program constraints analysis.

1.18 CONCLUSION

In this chapter the researcher has reviewed literature that highlights the importance of EAP in an organisation. It has been clearly indicated that EAP is essential in organisations because it promotes a healthy working environment and increases productivity. The program is beneficial to all the stakeholders involved who include the employer, the employees, the union representatives and the programme coordinators. The literature reviewed also stresses that the programme was initially addressing substance abuse as it was the most common problem experienced by employees and

affected their performance. Currently, the programme is addressing variety of problems such as marital problems, financial problems, stress, legal problems, HIV/AIDS etc. However substance abuse is still a challenge in the workplace. EAP mechanisms are put in place to address the problem effectively such as alcohol educational programmes, peer-intervention program, health promotion programs etc.

CHAPTER THREE

RESEARCH METHODOLOGY

1.19 INTRODUCTION

The previous chapter focused on reviewing the relevant literature to the study which is aimed at determining the effectiveness of the Employee Assistance Programme in addressing substance abuse. According to Unrau, Krysik and Grinnell (1997:251) research methodology is the use of qualitative & quantitative, or both approaches, to find answers to specific questions. The integration of both approaches was employed in data collection, as they complement each other. Leedy and Ormrod (2001:14) define research methodology as the “general approach the researcher takes in carrying out the research project”.

In outlining how this research project was carried out the researcher discussed the topics which are incorporated in the research methodology as follows:

- ✚ Research design
- ✚ Types of approaches
- ✚ Area of the study
- ✚ Target population
- ✚ Sampling technique
- ✚ Data collection method
- ✚ Data analysis method
- ✚ Ethical considerations

1.20 RESEARCH DESIGN

Research design is a plan or blue print of how one intends conducting the research (Mouton, 2001: 25). According to Bless and Higson-Smith (1995:63), research design is the planning of any scientific research from the first to the last step. It also represents a

plan for collecting data (Leedy, 2005:85). In this sense, it is a programme to guide the researcher in collecting, analysing and interpreting observed facts.

In this present study the researcher considered the most suitable research designs to be an exploratory research design as well as an evaluative research design. The purpose of exploratory research is to gain a broad understanding of a situation or phenomenon (Bless and Higson-Smith, 2000:93). It addresses the “what” question (Neuman, 2000:25) The exploratory design enabled the researcher to explore the challenges experienced by employees who utilised the programme as well as exploring mechanisms in place to address the substance abuse problem.

The evaluative design, on the other hand, was aimed at determining the effectiveness of the programme. It focuses on the “how” question and enabled the researcher to provide a detailed picture of the background and context of the respondents or participants situation (Neuman, 2000:26). This study is evaluative in nature as it evaluates the effectiveness of the programme to determine client satisfaction, programme utilisation as well as sustainability and cost effectiveness. It also determines whether the programme increases productivity and reduces the use and abuse of substances.

1.21 RESEARCH APPROACH

In this study the researcher selected both qualitative and quantitative approaches (mixed method approach). This approach is appropriate because the researcher needed both numerical and textual data to respond to the research questions. Williams (2007:65) argues that researchers typically select a quantitative approach to respond to research questions requiring numerical data, a qualitative approach for research questions requiring textual data, and a mixed method approach for research questions requiring both numerical and textual data.

The appropriateness of this approach allowed the researcher to uncover rich, quality, in-depth information as opposed to only quantifying the problem (Marshall and Rossman, 2006:36). A structured interview schedule technique was used to collect qualitative data. This technique enabled the researcher to observe the non-verbal cues, to listen and reflect on what the participants are saying. Wood (2005:5) highlights that non-verbal cues are signals that include facial expressions, the tone and the pitch of the voice, gestures displayed through body language and even the distance between communicators. He further expressed that these non-verbal signals can give clues and additional information and meaning over and above spoken (verbal) communication.

A questionnaire technique was used to collect quantitative data. This approach enabled the researcher to quantify the results with the intention to establish, confirm, or validate relationships and to develop generalizations that contribute to theory (Leedy and Ormrod, 2001:102). This mixed method approach is an extension of, rather than a replacement for the quantitative and qualitative approach to research, as the latter two research approaches will continue to be useful and important (Johnson and Onwuegbuzie, 2004 in Williams, 2007: 70).

1.22 AREA OF STUDY

The Limpopo Department of Public Works (hereafter referred to as the Department) in the Sekhukhune District is situated in Lebowakgomo, which is 48 km south-east of Polokwane city. The Department is comprised of a District Office which serves as the head quarter and three service centres called Cost Centres which are Thabamoopo (with a sub-unit at the Government complex which is called Legislature), as well as the Nebo and Tubatse Cost Centres.

1.23 TARGET POPULATION

Brink (1996:132) defines population as the entire group of persons or objects that meets the criteria of the study. This is substantiated by Bless and Higson-Smith (2006:98), who assert that a population refers to a set of objects or people which is the focus of the research and about which the researcher wants to determine some characteristics.

According to Babbie (2010:199), a population is the theoretically specified aggregation of study elements. From the above-mentioned definitions it can be deduced that target population is the group of people whom the researcher perceives to be relevant in determining some characteristics within which a study is concerned.

The total employee population of the Department is two hundred and thirty nine (231). It is illustrated as follows in a tabular form.

Table 0: Total population of Department of Public Works in the Sekhukhune District as per level, gender and job category

Employees categories	Male	Female	Total (gender and job category)	Technical function	Support function
Top Management (Level 12- 13)	04	02	06	04	02
Middle management (level 9-11)	14	04	18	12	06
Junior management (level 6-8)	34	23	57	31	26
Lower level (3-5)	100	50	150	130	20
Total	152	79	231	177	54

The target population for this study was derived from both males and females within the department, from any developmental stage group, any occupational category and any salary level who met the following criteria:

- ✚ Employees, who were on the EAP data base with substance abuse problem (who utilised the programme). The current substance abuse case load since 2010 is fifty three (53).
- ✚ Supervisors and colleagues who never utilised the programme (observers) but referred people to the programme and
- ✚ Labour unions representative as they have an interest in employees' issues.

1.24 SAMPLING

A sample refers to the actual units selected from the population to participate in the study Trochim and Donnely (2007:34). For the purpose of this study, the researcher used the non-probability purposive sampling. According to Bless and Higson-Smith (2006:106) a non-probability purposive sampling strategy involves selecting units that are judged to be the most common in the population under investigation. This implies that people were selected deliberately because their views and experiences were relevant to the issue concerned. The researcher deliberately selected employees as follows:

Table 4: The sample of respondents for the study

EAP clients with substance problem	Eleven (11)
Supervisors those who referred clients to EAP and those who did not (observers)	Twenty (20)
Union representatives as they have interests on issues affecting the employees (shop-steward)	Six (6) 3 from PSA 3 from NEHAWU
Total number of respondents selected form different categories above	Thirty- seven (37)

Therefore the purposive sampling was the most relevant one for this study. De Vos et al. (2005:202) support that this type of sample is based entirely on the judgment of the researcher. This is affirmed by Babbie (2001:128), who says that purposive sampling selects sample on the basis of knowledge of a population, its elements and the purpose of the study.

1.25 DATA COLLECTION

According to Strauss and Corbin (1998), data collection is the gathering of pieces of information that are necessary for the research process. Terre Blanche, Durrheim and Painter (2006:51) maintain that it is crucial for the researcher to have sound data to analyse and interpret, because the data are the basic material with which the researcher works. Cooper and Schindler (2001:82) indicate that data include facts collected from participants or observations, and published information which is categorized as primary or secondary. The researcher relied on primary data which is facts collected from participants. However, the instrument used to collect that data should be clearly outlined. It can have the format of a questionnaire, tests, observations or interviews (Polit and Beck, 2004). The following instruments were used to collect data:

1.25.1 Questionnaires

According to Bless and Higson-Smith (2000:156), a questionnaire is an instrument of data collection consisting of standardised series of questions relating to the research topic to be answered in writing by participants. The researcher compiled and distributed questionnaires with open and closed-ended questions. According to Fouchè (1998:160), an open-ended question has advantages when a variable is relatively unexplored or unknown to the researcher. McMurty in Fouchè (1998:160) indicates that the closed question is advantageous when a substantial amount of information about the subject exists and the response options are relatively well known.

The researcher hand delivered questionnaires to twenty four (26) respondents so that they might be able to complete them during their spare time without interference from the researcher. Bourque and Fiedler (1995:2) indicate that a self-administered questionnaire is an instrument used to collect information from people who complete the instrument themselves. A self-administered questionnaire is less time consuming and less expensive. However, it has got the limitation that respondents do not have opportunity to be clarified on issues of concern.

1.25.2 Interviews

The Azaliah College (1999:78) structured interview schedule indicates that the content and procedure are organised in advance. The sequence and wording of the questions are determined by means of a schedule and the interviewer is left little freedom to make modifications. There are three kinds of structured interviews: the fixed alternative items that allow the respondent to choose from two or more alternatives; open-ended questions where a minimum restraint is put on the answers provided by respondents; and the scaled items where the responses are structured by means of a series of gradations (Cohen and Manion, 1982:246).

The researcher personally interviewed the respondents on the structured interview schedule with fixed alternative items and open ended questions and recorded the responses on the template.

1.26 DATA ANALYSIS

De Vos (2005:333) refers to data analysis as the process of bringing order, structure and meaning to the mass of collected data. The data were analysed after the researcher received the completed questionnaires from the respondents and interviewed all the respondents to satisfy the sample size as chosen. Since the researcher was using both quantitative and qualitative approaches data was analysed as follows:

1.26.1 Qualitative data analysis

When analysing qualitative data the researcher organised and converted the data collected into text units and themes. The researcher then read the data to familiarize her with the information and to prepare for generating categories and coding

(De Vos, 2005:334). Creswell (1998:142) adds that qualitative data is also analyzed by sorting responses to open questions and interviews into broad themes. Then they are grouped into specific themes, which help the researcher to develop a real sense of a person's understanding of a situation. It is finalized by showing the relation between the data collected and the statement of the problem as outlined earlier.

1.26.2 Quantitative data analysis

Quantitative data were analyzed in numerical form by putting them into categories, or in rank order or measuring them in units of measurement. This type of data was used to construct graphs and tables of raw data and by transforming them into numbers and percentages. The researcher then evaluated data and their usefulness in the study and search for alternative explanations (McLeod, 2008: 12).

1.27 ETHICAL CONSIDERATIONS

The researcher, in planning research, needs to be aware of the agreements about what is proper and improper in scientific research. Therefore, ethical concerns are considered as an integral part of the planning and implementation of research. Researchers are responsible for designing and carrying out research both knowledgeably and ethically (Milley, O' Meila and Dubois, 2001:402). The following ethical considerations were taken into account in this study.

1.27.1 Permission to conduct study

The researcher requested permission to conduct the study in the Department of Public Works and the permission was granted by the Accounting Officer after the granting of ethical clearance by the University of Limpopo.

1.27.2 Harm to experimental subjects

Monette, Sullivan and De Jong (1994:48) indicate that people should never be exposed to situations that might cause serious or lasting harm. Harm to subjects can be physical or emotional, where emotional harm to the participants is often more difficult to predict and to determine than physical discomfort. Motepe (2006:45) stress that researcher should protect participants from unwarranted physical or mental distress, harm, danger or deprivation. The study ensured that participants were not exposed to any harm as they were prepared and given information prior their participation.

1.27.3 Necessity for informed consent

A written consent form was given to the participants to complete before they could participate in the study. Miley, O'Meila and Du Bois (2001:402) state that this ethical principle (informed consent) emphasises that subjects should give their consent to participate only after researchers fully disclose the purpose of the research, what it entails, and its potential effects or consequences. Informed consent should include information about the nature, extent, and duration of the participation requested and disclosure of the risks and benefits of participation in the research. The participants signed a consent form indicating the aim, objectives of the study and the fact that participation was voluntary and that respondents and/or participants may withdraw from the study at any time when they felt so.

1.27.4 Anonymity, privacy and confidentiality

Confidentiality refers to agreements between persons that limit others' access to private information (De Vos, 2002:67). The study adheres to this ethical aspect by ensuring that information provided by respondents and/or participants is safely stored and never shared with other people. According to Strydom (2002:68) anonymity means that no one, including the researcher, should be able to identify any subject afterwards. The researcher made sure that the respondents' identity would not be disclosed or accessed by other people and that their identity would be treated with respect and be protected.

1.28 CONCLUSION

This chapter has outlined the research design and research methodology in depth. The researcher has used both exploratory designs (because little is known about the programme) as well as evaluative design, in order to determine the effectiveness or non-effectiveness of the programme in the Department. The researcher discussed the use of mixed method approach which is the integration of qualitative and quantitative approaches as they are equally appropriate for this study.

The area of study focused on one district within the LDPW. The population for the study is from the total staff establishment and a non-probability sampling which focused on choosing relevant people for the study due to their knowledge and experience etc. It also highlighted how the data were collected through the use of questionnaires and interviews for different categories of employees. The next chapter deals with data analysis, that is data collected from the sampled population.

CHAPTER FOUR

RESEARCH FINDINGS, PRESENTATION AND ANALYSIS

4.1 INTRODUCTION

The previous chapter discussed the researcher's method of collecting data from various respondents. This chapter now focuses on the presentation, analysis and interpretation of the data collected. Hofstee (2006:13) refers to this chapter as the core of the dissertation thus its importance cannot be underestimated.

This chapter is divided into three parts. Firstly, part one, are the responses from the questionnaire completed by supervisors, which was presented and analysed using the Excel workbook method. The second part is the responses from the questionnaire completed by labour representatives / shop-stewards which was also presented and analysed with Excel. The last part is interview responses from EAP clients which are presented and analysed using the qualitative method.

Due to the nature of the study and the target population the researcher used non-probability purposive sampling because the researcher selected employees who have relevant information to participate in the study such as supervisors, EAP clients and shop-stewards as they are directly or indirectly involved in EAP issues. The researcher purposely selected them as reflected in table 5 below:

Table 5: Distribution of respondents by categories

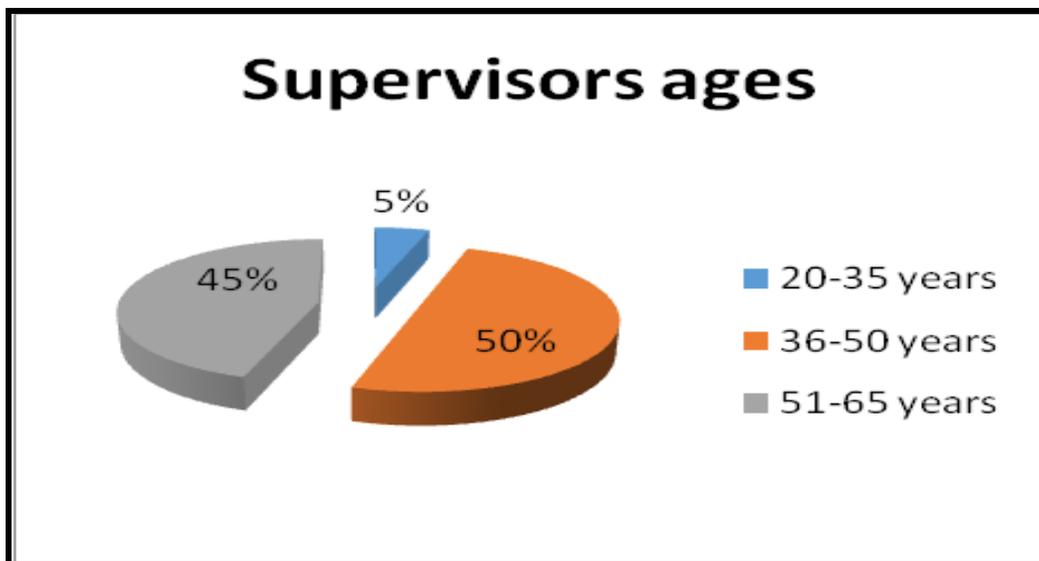
Employee Category	Target	Reached
Manager/Supervisor	20	20
Union representative/Shop steward	6	6
EAP clients	11	10
Total	37	36

The table illustrates that the study had 97 % response rate from the sampled population. The shortfall from the targeted population and sample of thirty-six (36) instead of thirty-seven (37) was due to some employees' unwillingness to participate in the study.

4.2 PRESENTATION OF ANALYSIS FOR QUESTIONNAIRES COMPLETED BY SUPERVISORS

Section A: Demographic data of the respondents.

Figure 2: Respondents by age

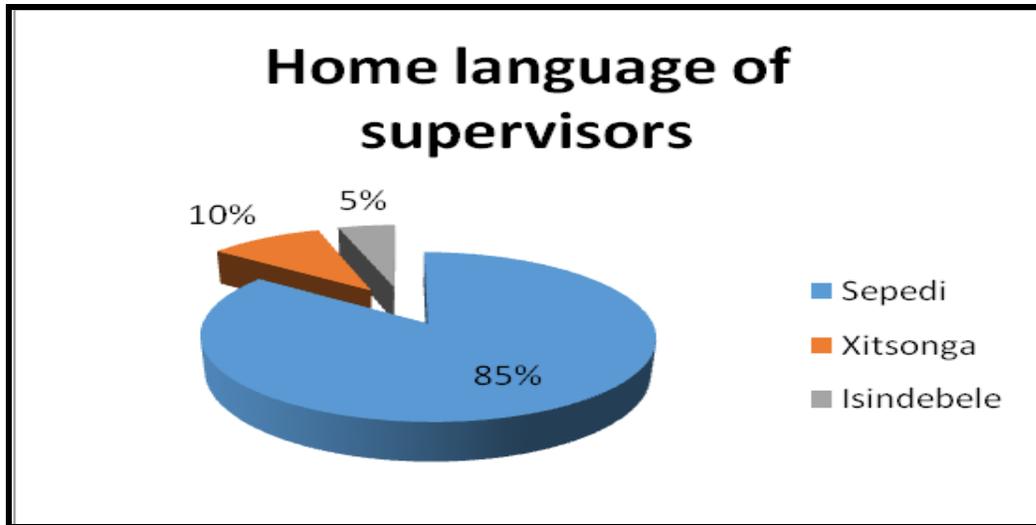


According to the above figure (50%) of the respondents were between the ages of 36 and 50 years. This age group is regarded as middle adulthood with forty-five (45%) of the respondents in their late adulthood stage. This demonstrates that most supervisors were adults who are matured and able to take decisions and take responsibility for their actions. Thus they can be able to play their supervisory role and maintain order in a workplace.

Respondents by gender

A considerable number of respondents at a supervisory level at sixty (60%) were males. This denotes that the Department is dominated by male employees due to the nature of work performed such as carpentry, bricklaying, welding, electrical etc. which are viewed as a career for men. Research findings in the study conducted by Khorombi (2006:73) in the same Department in the Vhembe district also indicated that males were more than females due to the nature of work performed. However the gap between the sexes poses a challenge to the human resource to implement the Employment Equity and Affirmative Action Acts during recruitment especially in the management since the participants were mostly in the middle management.

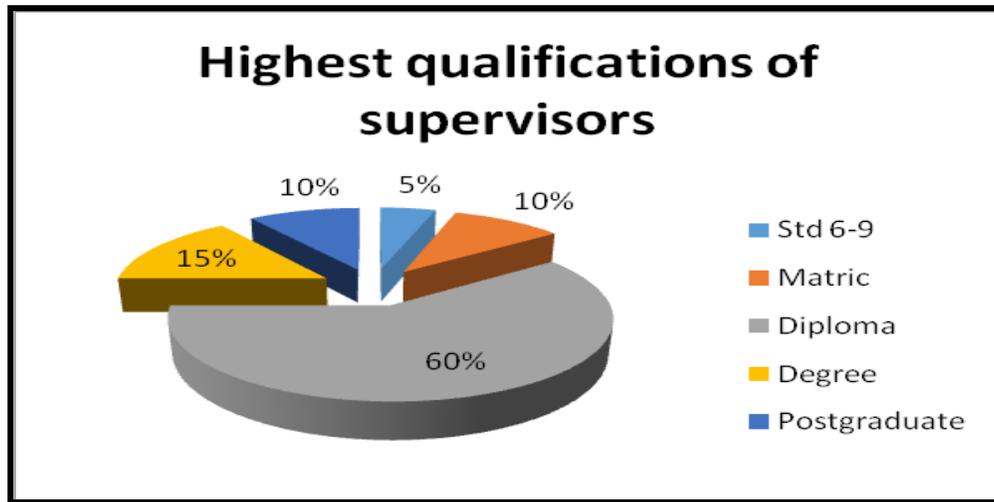
Figure 3: Respondents by home language



The figure above showed that eighty-five (85%) of the respondents were Sepedi people. The results pointed out that the Sekhukhune District is a Sepedi speaking dominated district, while Mopani is a Xitsonga dominating district and Vhembe a Venda dominating district. Therefore these results did not come as a surprise to the researcher despite

that South Africa is a diverse country with eleven official languages; hence there were few employees speaking other languages.

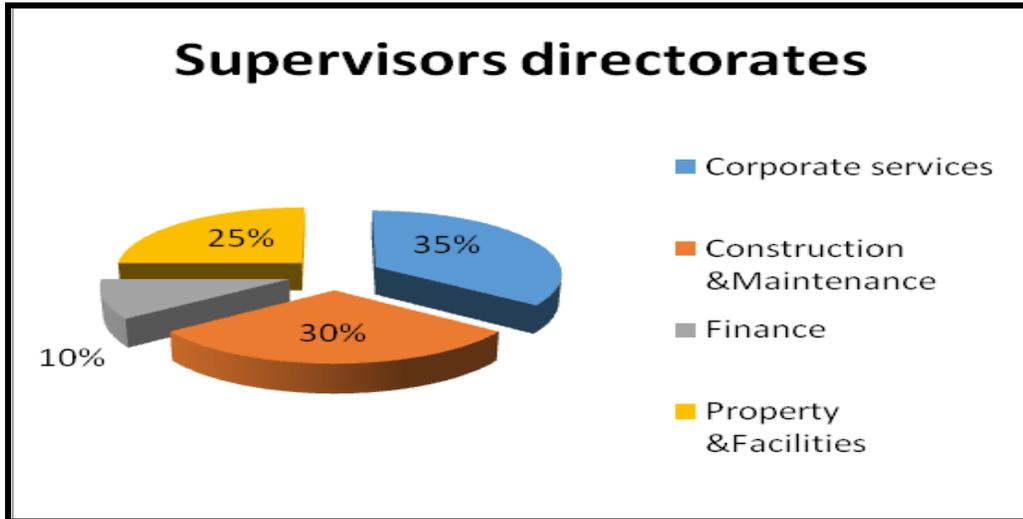
Figure 4: Respondents' highest educational qualification



The majority of the respondents sixty (60%) were in the possession of diploma. These results reflect that eighty (85%) of the respondents had post-matric qualifications, which suggests that they have the necessary knowledge and skills in their respective fields. Thus their participation in the study was meaningful. However 5% of the respondents with their qualification below matric pose a challenge especially in this era where education plays an important role in the society. Nevertheless this could be attributed to their experience in the field which they are supervising.

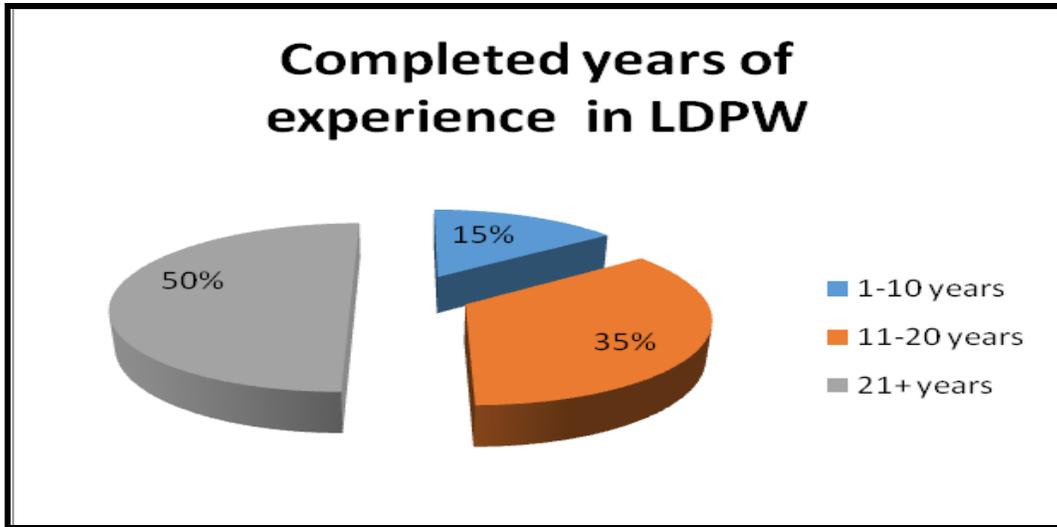
SECTION B: EMPLOYMENT DETAILS

Figure 5: Respondents' business/directorate



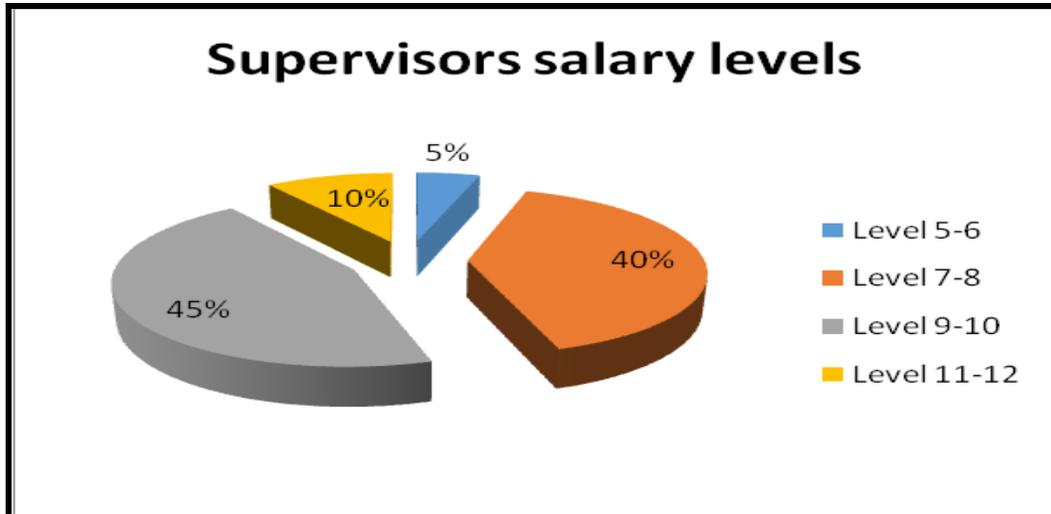
The information above shows that all the directorates within the Department at a district level were represented with Corporate services dominating at thirty-five (35%) and finance being the least represented at ten (10%). Therefore the results highlight the variety of opinions based on their different educational qualifications as well as experiences in their different categories. Corporate services which include human resource management is the heart of the organisation with responsibilities in policy formulation and implementation of programmes; thus their contribution was valuable.

Figure 6: Working experience in the Department



Fifty (50%) of the respondents have been in the Department between 10 and 20 years. The results show that most of the supervisors have been in service in the Department for a considerable number of years. This implies that these supervisors are experienced, know and understand the goals and objectives of the Department as well as understand its culture and environment.

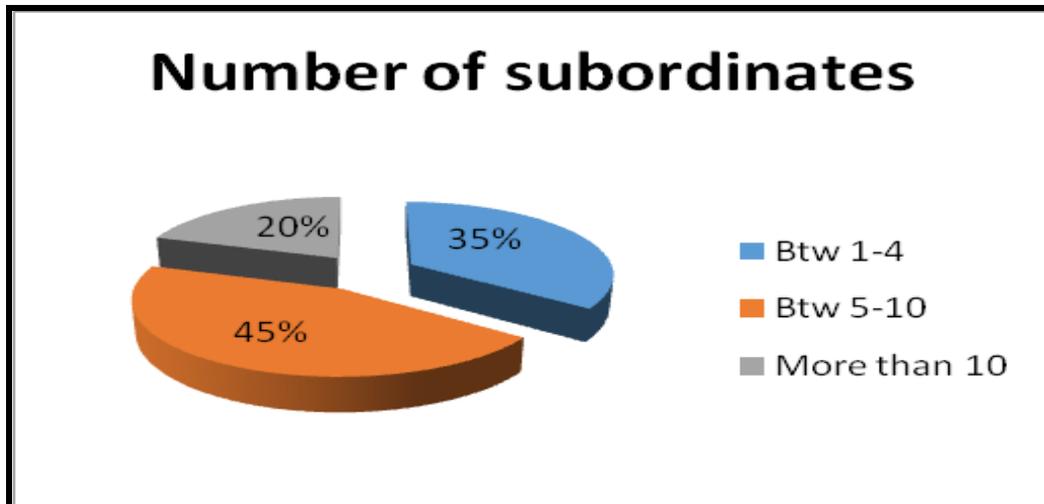
Figure 7: Respondents' salary level?



Forty-five (45%) earn a salary between level 9 to 10 which is the middle management and forty (40%) at level 7-8 which is a junior position but fit well in the study because of their responsibilities as supervisors of providing support, encouragement and mentoring. This results suggest that supervisors who participated in the study were between the salary range level 7 to 10 who are operational managers as compared to strategic management who are the executive.

There five (5%) of the respondents at level 5-6 also fit well in the study because of their roles and responsibilities. Nonetheless there is correlation between the rank and educational qualification as well as the supervisory duty performed. For example in this instance the employees at level 5-8 supervises cleaners and tradedman aid.

Figure 8: Number of subordinates per supervisor



Forty-five (45%) of supervisors had more than five subordinates. This reveals that there might be a shortage of staff as one supervisor is supervising more than five employees. These imply that supervisors are overloaded with supervisory responsibilities which can hinder them from identifying or giving attention to the employees with problems that need EAP attention.

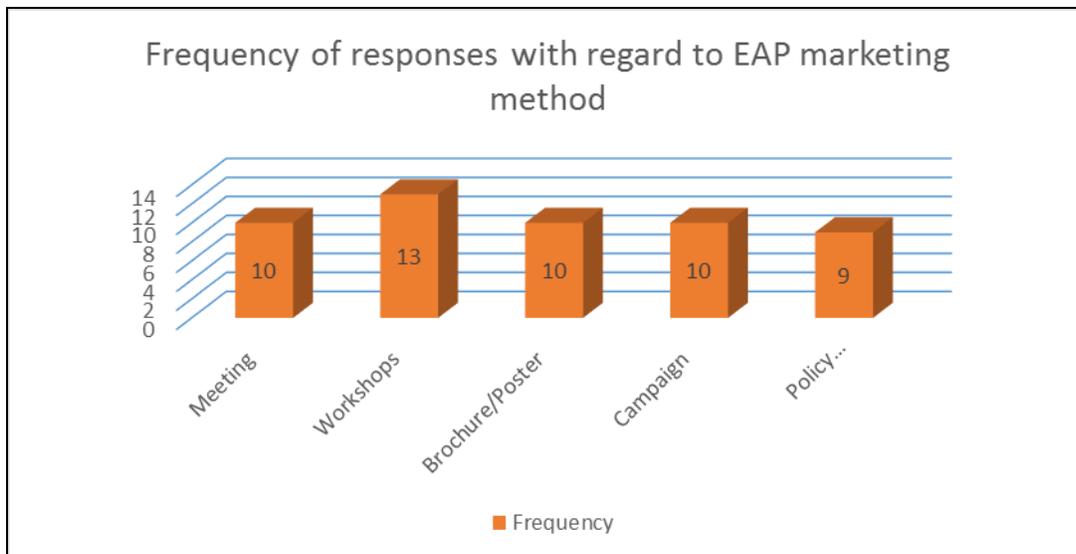
SECTION C: AWARENESS AND UTILISATION

All twenty participants at hundred (100%) were aware of EAP functions. This serves as a good basis for the conclusion that supervisors are aware of this service thus they incorporated it in their duties.

Furthermore, respondents were asked how they knew about this service. This question was asked to determine the programme marketing strategy in the Department. The figure below illustrates that most of the respondents chose more than one answer for this question. It is evident from the findings that most of them knew about the programme from workshops, meetings and policy presentation. This is appropriate as

supervisors attend most of the meetings and workshops as compared to their subordinates at junior levels. However few respondents indicated brochures and campaigns as their source of information and this implies that there are a several methods to inform the workforce about EAP services, therefore the employees 'level of awareness is likely to be high and thus enhances utilization as well as penetration rate (Dirkman,2003:53).Refer to the figure 9 below

Figure 9: Which marketing strategy was used by LDPW to market EAP services?



Have you ever been exposed to supervisory training?

This question was asked to ascertain whether the supervisors were trained on their roles and responsibilities in EAP. Fifty (50%) of the supervisors were exposed to EAP supervisory training. The results show that supervisory trainings are conducted; however, they do not cover all supervisors, therefore their frequency needs to be increased to cover all supervisors in order for them to support the programme. The researcher concurs with Googins & Godfrey (1987:126), who argue that training is a powerful tool to strengthen communication, eliminate misconceptions and introduce change. Without proper training and regular retraining supervisors, personnel

administrators, labour movements and other contributors the programme would fail to pool resources towards developing an effective EAP and utilizing the service optimally.

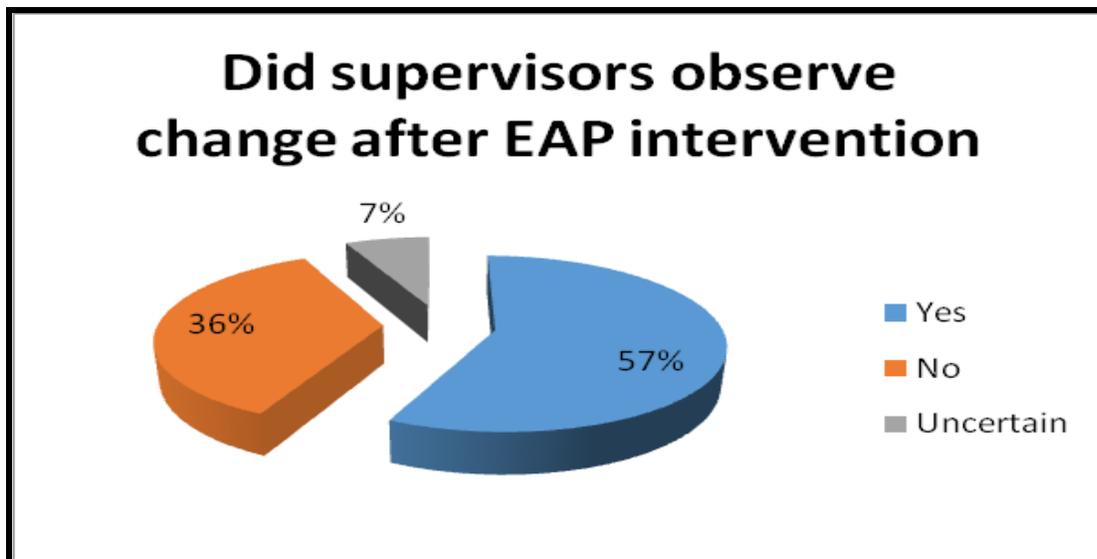
Referred subordinates to EAP

The significant number of respondents at seventy (70%) referred their subordinates to EAP. This gives an indication that supervisors perform their supervisory roles as they are able to identify troubled employees whom their performance has deteriorated due to personal or work related problems.

Which of the problems have you referred an employee for EAP?

Seventy (70%) who affirmed to the question, fifty-seven (57%) cited health problems as their reason for referral and all the respondents cited more than one problem with absenteeism being the highest at forty-five (45%) followed by substance abuse at thirty-five (35%). These results confirm that there is a relationship between substance abuse and absenteeism. Due to the relationship certain problems such as HIV/AIDS and aggressive behavior were not mentioned. This could be due to the fact that health problems, for example, also would include HIV/AIDS, whereas personal crisis can cater for aggressive behavior. These results confirm that EAP in the Department uses a broad-brush approach as it addresses a variety of problems, in contrast to the traditional substance abuse approach. Since the programme is now integrated into wellness management, it even caters for other areas such as Occupational Health and Safety which is not covered in the EAP standards. The figure below talks to the information above.

Figure 10: Did you observe any change after the EAP intervention?



The respondents were further asked whether they observed any positive change from their subordinates after undergoing the EAP. Figure 13 above demonstrates 57% observed positive change after the EAP intervention. Some of the respondents who observed change substantiated their responses; for example, **respondent A** by highlighting that the employee became cooperative and went to seek the health advice from the professional doctors as he/she refused to go for the EAP intervention. **Respondent B** also pointed out positively that his subordinate's behavior changed, as he was taken to the rehabilitation and up to this date the supervisor is satisfied with his conduct.

Nonetheless, those who did not observe changes also supplemented their responses for example **respondent C** said *"the officer is still continuing with substance abuse and absenteeism"*. **Respondent D** also outlined his reasons that *"One of the employees who were referred to EAP was once suspended from the public service because of the continuity"*. These results emphasize that there is progress with some of the EAP clients and there are still challenges of people relapsing after the programme. Thus strong mechanisms should be put in place to ensure positive outcomes after the programme.

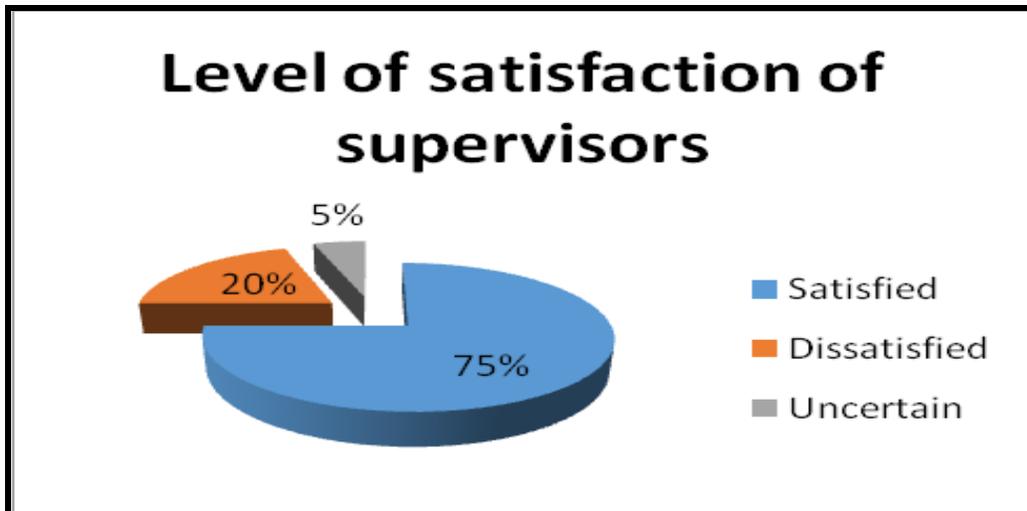
Table 6: How often do you refer employees?

N=20

How often do you refer employees	Percentage
Frequently	0%
Sometimes	40%
Rarely	40%
Not at all	20%
Total	100%

Supervisors did not refer their employees frequently to the programme. From these results it is evident that the referral rate in the Department is low. The fact that there were no supervisors who frequently referred employees poses as a challenge. Therefore the researcher concurs with the EAPA-SA (2005:20) that supervisory training on EAP would enhance management understanding of the programme and this might have a positive impact on the utilization and programme penetration rate.

Figure 11: Are you satisfied with the EAP services rendered in LDPW?



It can be deduced from this results that the majority of the supervisors at (75%) were satisfied with the EAP service rendered in the Department. However, there are areas which need improvements and modifications as there were those dissatisfied with the service. Yamatani (1993:66) argues that evaluation of clients may be surveyed regarding their satisfactions and dissatisfactions related to the programme goals and objectives, adequacy, effectiveness and staff attitudes and interest.

The areas of improvement as indicated by supervisors include capacitating the programme with more staff as it is understaffed and allocating more budgets for the programme. This shows that supervisors see the importance of the programme.

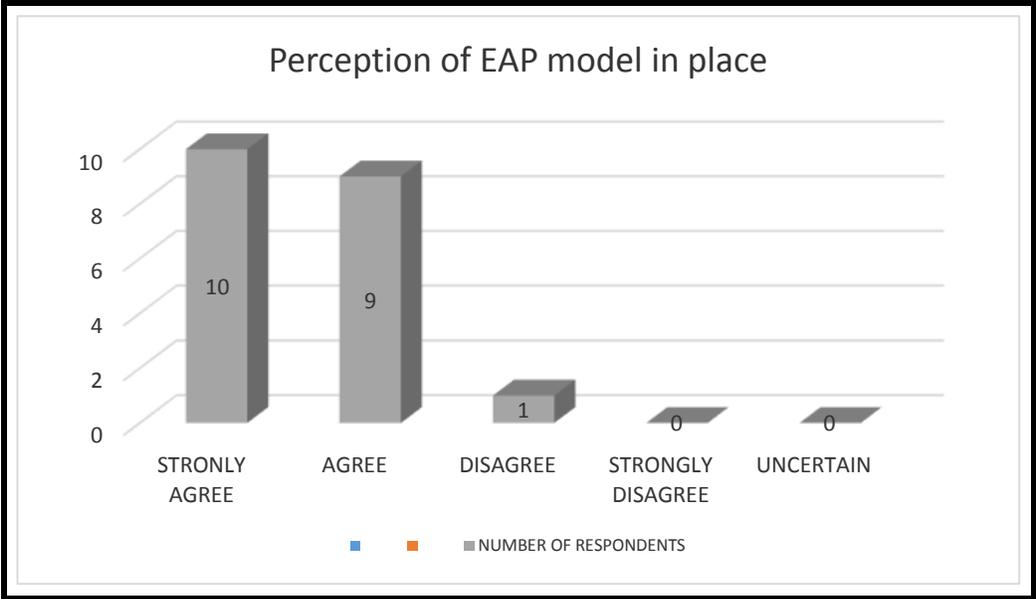
Table 7: Do you experience problems when doing referrals?

N=20

<i>Response</i>	<i>Percentage</i>
Yes	5%
No	80%
Uncertain	15%
Total	100%

Eighty (80%) of the respondents did not experience any problems when referring their subordinates to the programme. This is an indication that there is an open communication and good relationship between the supervisors and the EAP staff. Despite other supervisors dissatisfactions and uncertainties when doing referrals most of the supervisors at ninety-five (95%) have a positive perception about the programme. They believe the programme offers an essential support role to employees and the organization itself.

Figure 12: What is your perception of the EAP model in LDPW?



Supervisors were made aware of different EAP models focusing more on the off-site model and in-house model with both their advantages and disadvantages. They were asked to respond to the statement that the in-house model promotes conflict of interest between the organisation and the EAP staff. Fifty (50%) strongly agree that an in-house model promotes conflict of interest and forty-five (45%) also agree with the statement and a minority at five (5%) disagreed with the statement. This suggests that supervisors do not view the in house model as the best option for the Department but prefer an external model where the organization contracts or uses people outside the organization to render the EAP service.

4.3 PRESENTATION OF ANALYSIS FROM THE QUESTIONNAIRES COMPLETED BY SHOP-STEWARDS

Annexure B of the questionnaires was directed to the union representatives within the Department. This was done in order to determine their awareness on the programme and involvement since they have a vital role to play. They are perceived to have first contact with employees who are EAP clients and are influential where the employees concerns matters. Six union representatives, three each from two popular unions, participated in the study. Section A consists of demographic information, section B is on union representative awareness and utilization whereas section C concentrates on union representative involvement in EAP.

SECTION A

Gender of shop-steward as respondents

Fifty (50 %) of males labour representatives participated in the study. This is evidence that both sexes were equally represented, to ensure balanced views and opinions. It also indicates that there is gender representativity in labour matters within the Department.

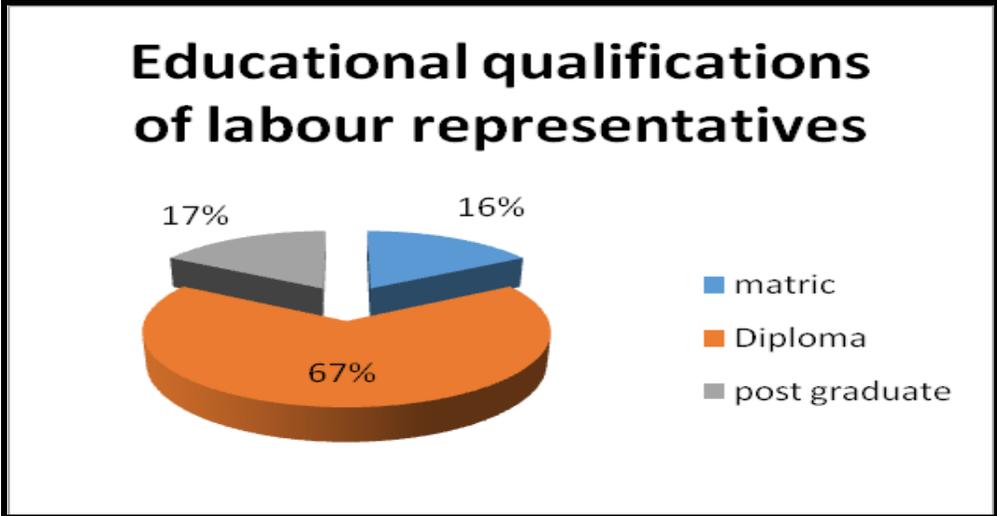
Table 8: Which Union organization do you belong to?

N=6

UNION	PERCENTAGE
PSA	50%
NEHAWU	50%
TOTAL	0

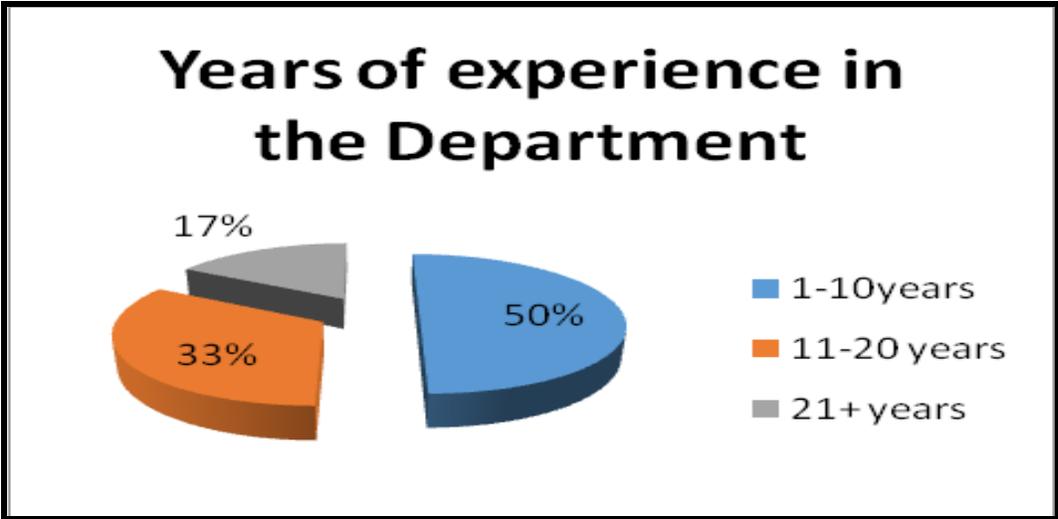
The table above illustrates that an equal number of participants from two different unions participated in the study. This was done in order to have balanced views from both unions as the two most dominant ones in the Department.

Figure 13: Highest qualification of shop-steward as respondents



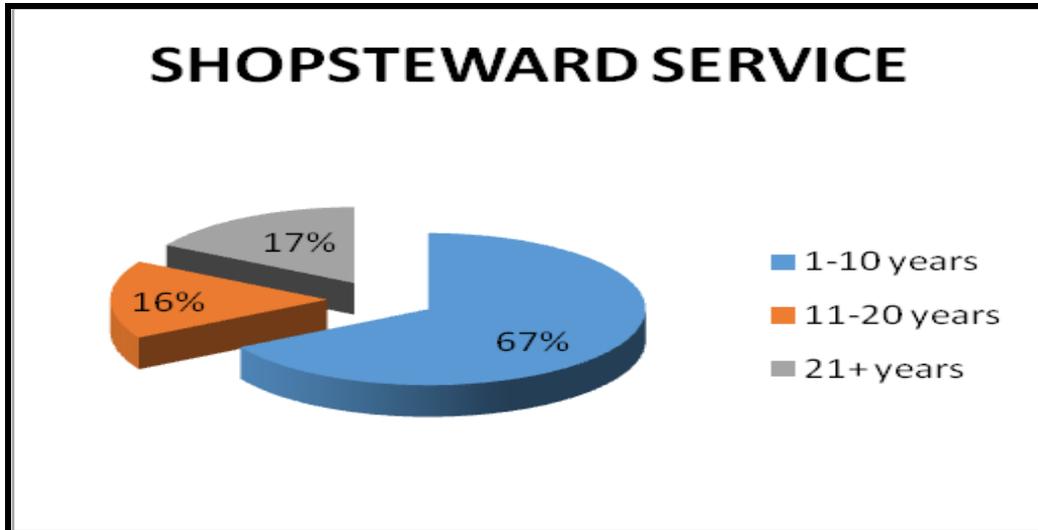
Sixty-seven (67%) of the participants had Diploma as their highest qualification and mostly in their middle ages as outlined previously. This illustrates that the majority of union representatives has knowledge and skills in their respective fields as they possess Diplomas in those field. This enabled them to make informed inputs into the study.

Figure 14: How many years of experience in LDPW?



Fifty (50%) have been employed by the Department for less than 10 years. This explains that most of the people involved in union activities are newly employed people who came with the rise of high political involvement after 1994 and therefore the alliance between the trade union organization and the ruling party were visible; hence current the involvement of most employees in labour union activities. This is also substantiated by the results that sixty-seven (67%) of the shop-stewards also had less than ten years representing employees in labour movements as shown below.

Figure 15: How long have you been a shop-steward?

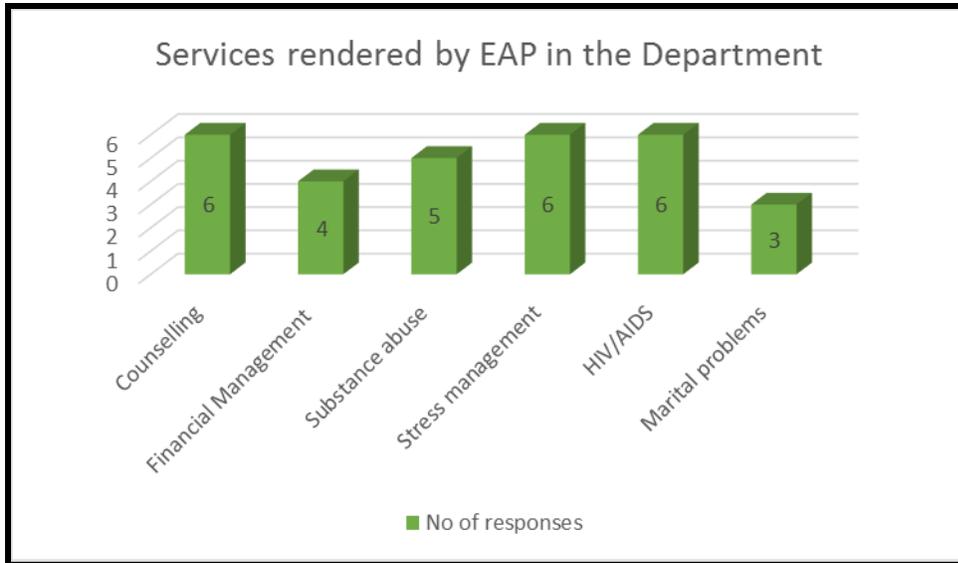


SECTION B: AWARENESS AND UTILISATION OF EAP

Are you aware of EAP services in LDPW as well as utilisation?

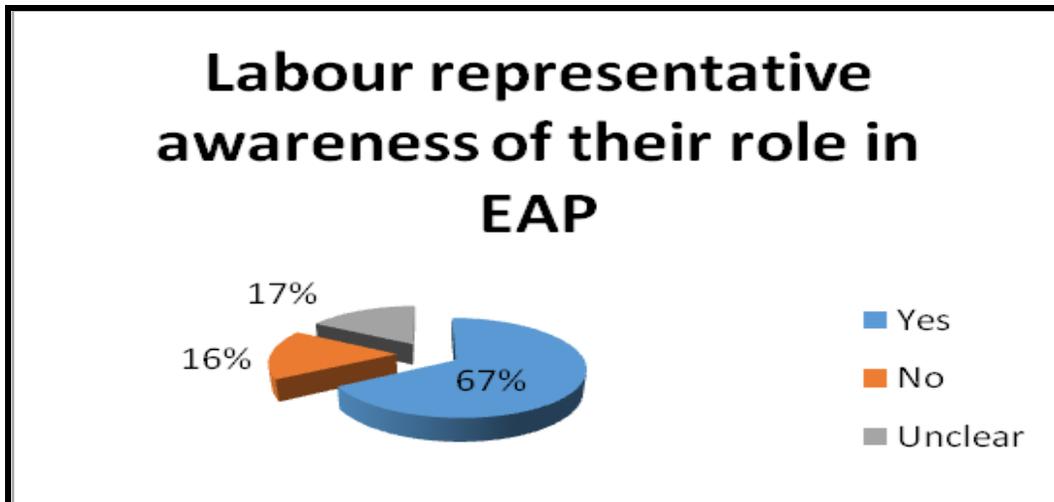
All the respondents were aware of the EAP service within the organization. Awareness of EAP means knowing the programme, being conversant with programme's processes and procedures as well as how to access the programme. This implies that shop-stewards see the programme as important in assisting their members as they are very influential in the employees work related activities. Khorombi (2006:21) indicates that awareness of EAP influences the utilization and penetration rate of the programme.

Figure 16: Which EAP services are rendered by your Department?



The majority of the respondents highlighted all the services identified on the figure with counselling, stress management and HIV/AIDS on the top followed by substance abuse, financial management and marital problems. This information suggests that EAP within the Department is a broad-brush approach which is able to respond to a variety of problems experienced by employees. However this information differs with the supervisors responses whereby absenteeism and substance abuse where at the top. This is an indication of the different interests between supervisors and union representatives in the organization. For example the supervisors 'focus is on problems hindering performance while union representatives, focus is on employees wellbeing.

Figure 17: What is the role played by union representative in EAP?



Most of the union representatives at sixty-six (66%) were aware of their role in EAP. Four of the respondents, who were aware of their role in EAP, cited their role as to ensure implementation of the Occupational Health and Safety Programme in the Department, to refer troubled employees to EAP, to support employees and consultation as well as to advise employees who have social challenges that affect their performance to visit the EAP for help. These results can be interpreted as an indication of an understanding of their role despite them not mentioning their critical role of involvement in EAP policy formulation.

There is still a challenge since some of the representatives are unclear about their roles whereas others do not know their role in EAP at all. This implies that continuous EAP training with representatives is essential to ensure that everyone understands his/her role in assisting the troubled employees.

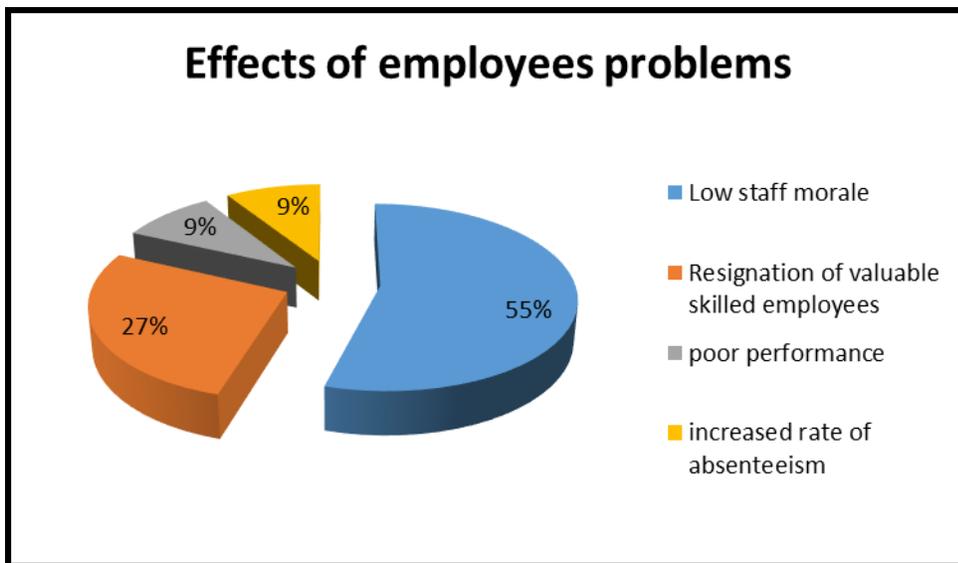
Have you ever advised your members to utilise EAP?

The majority of the respondents at eighty-three (83%) have advised their members to visit EAP, when performing their duties as the employees' representatives. This suggests that there is an understanding as well as a working relationship between the

unions and the EAP coordinators, who are the programme implementers. The representatives further highlighted that the employees were experiencing mostly personal problems, poor performance, aggressive behavior, substance abuse problems and issues of financial management. This also confirms that EAP in the Department uses a broad-based approach as it addresses a variety of problems experienced by the employees as compared to the traditional approach which focused only on substance abuse.

Seventeen (17%) of the respondents specified that she never advised any member to visit the programme as she reflected that she would do so if the need arises. This means that this union representative never had a client who was in need of the EAP service in her line of duty.

Figure 18: What are the effects of employees' problems in the department?



All respondents cited low morale as the most negative effect to the organization. Most shop-stewards cited more than one effect with resignation of valuable skilled employees, poor performance as well as increased rate of absenteeism as some of the effects.

These results mean that without EAP in an organization to address the above mentioned problems the organization is likely to suffer. Therefore EAP is seen to be essential for the organization to be effective. For example well cared for employees who are happy and healthy are more likely to be productive than unhealthy and unhappy employees. These results also suggest that there is low morale amongst the staff and resignations may be influenced by problems cited such as low morale, favouritism and nepotism. This entails that EAP coordinators have to be proactive by designing programmes that address the problems highlighted in order to improve the morale of the employees.

The rationale of EAP, as highlighted in the literature review, is to attend to employees' challenges and problems as well as contributes to the efforts to humanize the workplace.

SECTION C: INVOLVEMENT OF THE UNION IN EAP POLICY FORMULATION AS WELL AS IN TRAINING

Table 9: Are you aware of EAP policy in the department?

N=6

Awareness of EAP Policy	Percentage
Yes	66%
No	17%
Uncertain	17%
Total	100%

The majority of the representatives at sixty-six (66%), were aware of the EAP policy within the Department. This is an indication that the Department has an EAP policy to ensure proper management of the programme. However a smaller percentage was uncertain and had no knowledge of the policy which becomes a challenge, since policy is the foundation for the proper implementation of the programme. The researcher supports Weiss (2003:3), who says that it is important for employees to know about the

organization's EAP policies and to understand what the programme can and cannot do for them.

Amongst those who were aware of the policy, fifty (50%) were part of the policy formulation process. This suggests that unions are involved in EAP issues and this support Mazantsana (2013:27) statement that it is important that ownership of the EAPs is shared throughout the organization from directors, trade unions and employees from all ethnic groups and cultural background and must feel involved. Nonetheless those who were uncertain and not aware of the policy could not substantiate their uncertainty and lack of knowledge.

Have you ever been exposed to EAP training?

Seventeen (17%) of the respondents were exposed to EAP training. These propose that more shop-steward trainings should be conducted to ensure that they are knowledgeable on EAP matters and would be able to assist their members, who are employees benefiting from the programme.

Eighty-three (83%) of the respondents who were never exposed to EAP training. This appears to be a challenge in the eyes of the researcher because EAP training for trade unions is important as it equips them with information as to how they should assist their members, which include referral procedures and the role they are supposed to play.

Nonetheless union representatives are aware of the programme and understand their roles in EAP. However, knowledge of how they should perform their duties, as far as EAP is concerned, is limited. Googins and Godfrey (1987 in Govender 2009:68) argue that training is an essential feature of a successful EAP. Training helps to bring about changes in existing levels of knowledge and attitudes that enable to realize its objectives within the organization.

Have you ever been exposed to EAP awareness campaign in the previous financial year 2013-2014?

Sixty-seven (67%) were exposed to the campaigns. This is an indication that the programme is continuously marketing its services and is being both proactive and reactive in addressing the problems.

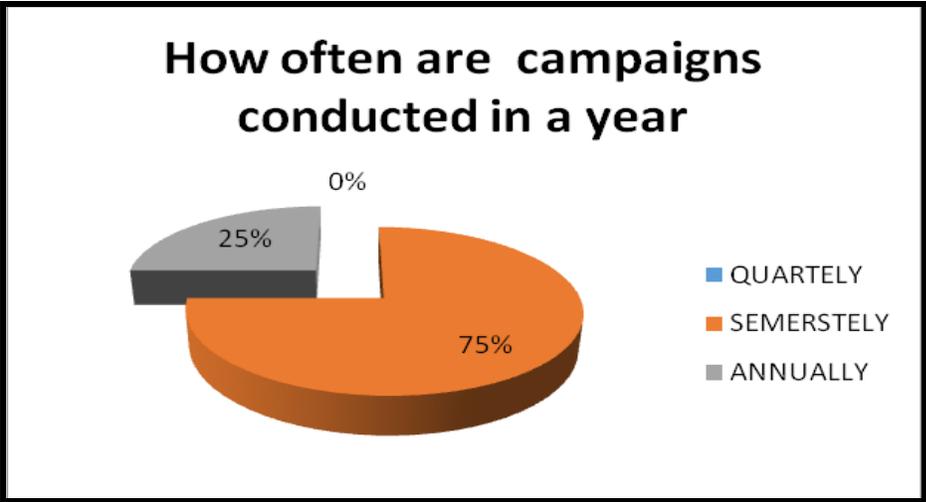
Furthermore, the sixty-seven (67%) who attended the awareness campaigns, indicated that the campaigns covered areas such as financial management, followed by HIV/AIDS followed by substance abuse and absenteeism which were highlighted by two respondents. This is an indication that shop-stewards do not see substance abuse as a problem given priority in the Department.

Table 10: What were the problems addressed during the awareness campaign?

Problems addressed during awareness campaign	No of respondents
Substance abuse	2 (out of 4 respondents)
HIV/AIDS	3 (out of 4 respondents)
Financial problems	4 (out of 4 respondents)
Absenteeism	2 (out of 4 respondents)

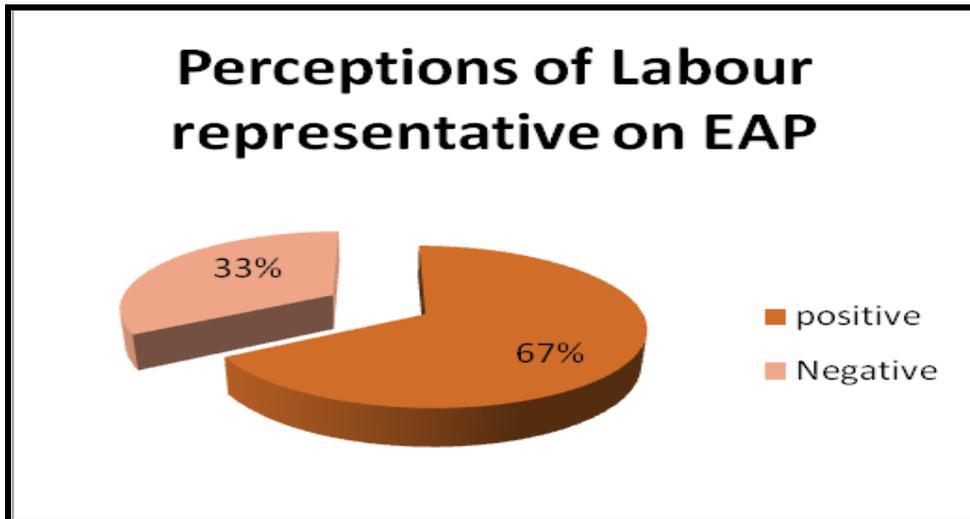
Therefore it can be deduced from these results that awareness campaigns were conducted focusing on a broad-based approach of addressing different kinds of problems affecting employees. Nevertheless, only two respondents out of four cited a campaign where substance abuse was the main focus. Thus, this might suggest that more of substance abuse campaigns should be conducted in order to reduce the high caseload of substance abuse within the Department which is the focus area for this study.

Figure 19: How often campaign conducted in a year?



The majority of the respondents at seventy-five (75%) attested that awareness campaigns are conducted once per semester, whereas twenty-five (25%) indicated that they were conducted annually. The conflicting responses are an indication that there is no consistency in the implementation of the marketing programmes. Therefore, for the programme to be effective, campaigns must be conducted quarterly so as to cover a wide range of employees. No respondent indicated monthly or quarterly. Therefore these results point out that no regular campaigns are conducted thus there are employees who were not exposed to the campaigns.

Figure 20: Shop steward Perception on EAP



Of the thirty-three (33%) with the negative perception one respondent pointed out that his negative perception was derived from his observation that the programme was only focusing on HIV/AIDS. The respondent further highlighted that disability issues should be encompassed in the programme as well as participating by buying T-shirts and stickers for casual day (coordinating disability awareness sessions for people with disabilities) with no mention of substance abuse.

Another respondent with a negative perception highlighted that EAP officers should be a representative of all genders to encourage openness to the affected employees. He further said that the EAP office should be visible and well equipped and that EAP offices should also be at the Cost Centers. Nevertheless, most of the shop-stewards are positive about the programme and this indicates that they support the programme. However, the issues such as gender representativity, visibility of the programme, and not having enough resources seem to be genuine and pose challenges to the programme.

4.4 PRESENTATION OF ANALYSIS FROM THE INTERVIEWS WITH EAP CLIENTS

Part three focuses on the interviews conducted with EAP clients. This part consists (in section A) of the biographic details of the clients which were analysed quantitatively using a computer software programme. Section B covers face-to-face interviews with open and closed ended questions regarding the programme. The responses were analysed qualitatively using themes and quotes.

SECTION A: BIOGRAPHIC INFORMATION

Table 11: What are the ages of the respondents?

N=10

Age	Percentage
20-35 years	0%
36-50 years	50%
51-65 years	50%
Total	100%

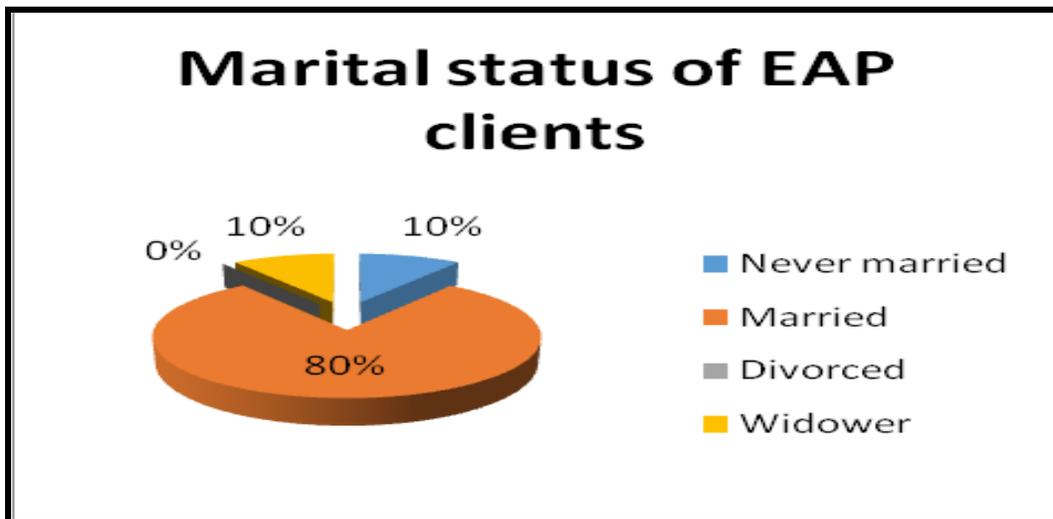
The above table indicated that there were no respondents between the ages of 20-35 years which is regarded as youth. Half of the respondents at fifty (50%) were between the ages of 36-50. The study by (Neale 2002) was completed on how age affects drug and alcohol use and vice versa, and the results show that there is a definite correlations between substance abuse and the age of the user. This suggests that people of different ages are susceptible to substances such as alcohol and drugs. This is mostly influenced by the environment as well the person's culture. Hence EAP services in the Department are mostly utilized by middle to late adulthood ages.

Gender of EAP clients as respondents

All EAP clients who participated in the study were males, which indicate that most of the clients on the data base with substance abuse problems were males. These results are an indication that the majority of the Department personnel are men. It also implies that

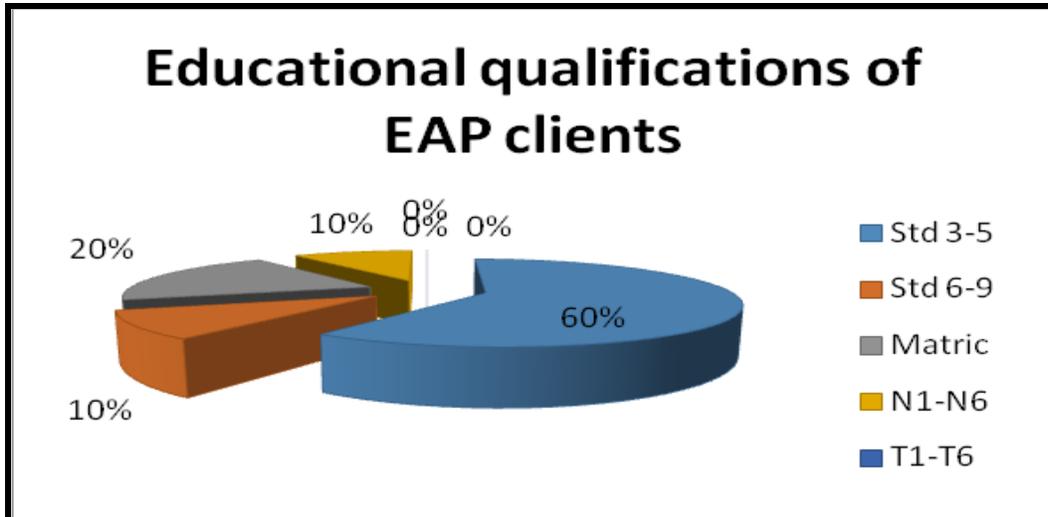
men are more susceptible to substance (alcohol and drug) abuse than women due to a cultural believe that men are allowed to drink alcohol, smoke cigarettes, dagga and other dangerous substances than women. This can also be attributed to the fact that districts operate as service centers where most of the labour work is performed. Thus, the nature of work performed by the Department which is bricklaying, carpentry, painting, plastering, electrical and mechanical services were considered to be male dominant in the past as opposed to currently where females are also flourishing in those professions. These results pose a challenge to the Human Resource Unit to review the Employment Equity Policy, in order to address issues of gender equity when recruiting new employees especially on the technical side.

Figure 21: Marital status of EAP clients as respondents



Majority of the participants at eighty (80%) were married and no divorced person participated in the study. Thus the results establish that most of the participants were married and stable during their middle and late adulthood.

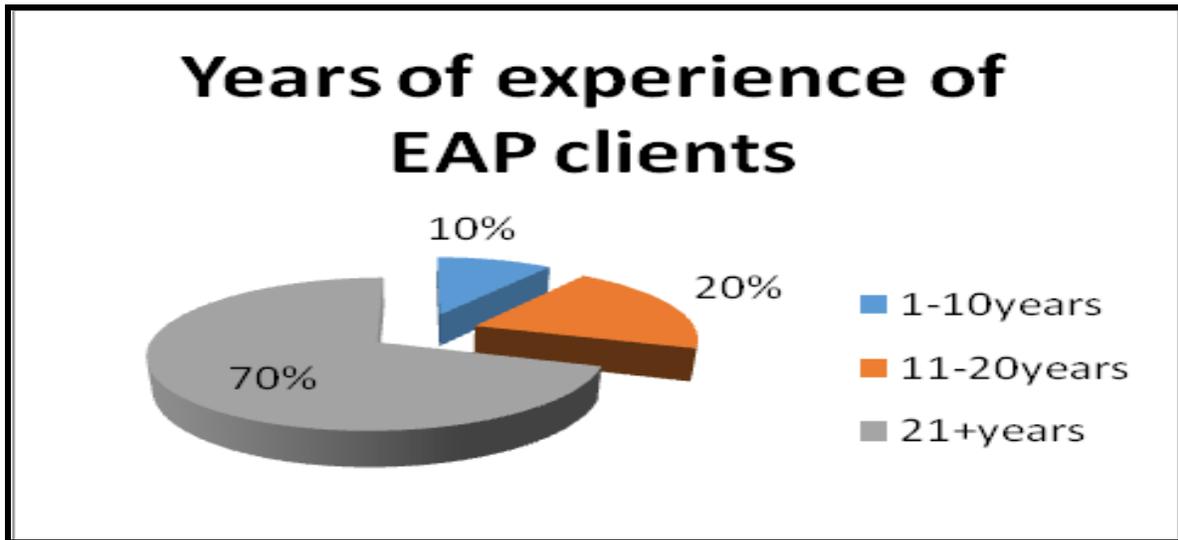
Figure 22: Highest qualifications of EAP clients as respondents



Sixty (60%) of the participants had their qualification between standard 3 and 5. This could be attributed to the fact most of them were employed as tradesman aid grade II which does not require any formal qualification as they are assistants to the artisans. Few of the respondents have matric and certificates are in the administrative field which mostly requires formal education as an entry to the workplace.

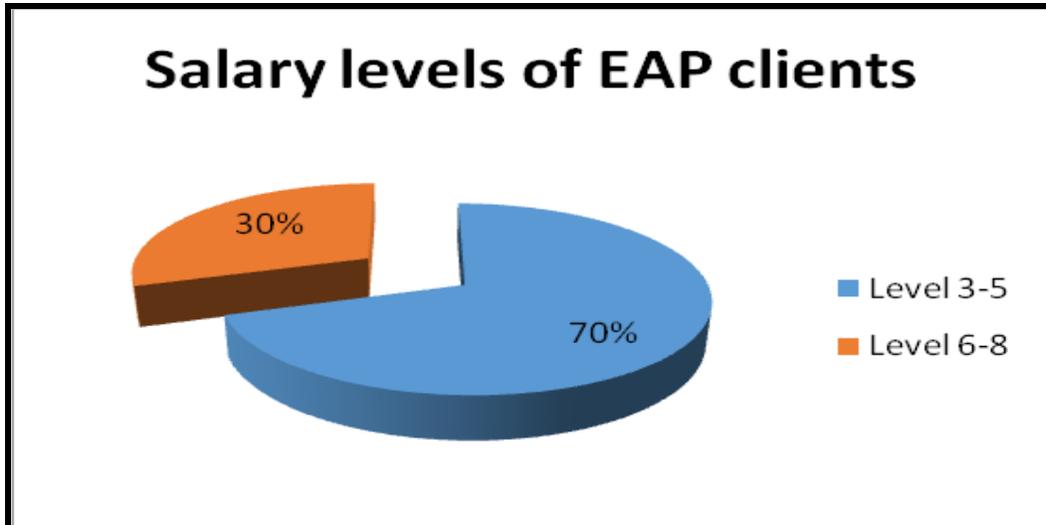
In relation to the study, the researcher's view is that less educated people are prone to alcohol/drug abuse because of lack of understanding of the repercussions associated with the use of substances. Lack of exposure to the entertainment world also plays a role. Therefore the researcher agrees with the findings of the study by Neale (2002) who indicates that low educational level has been found to have the risk of drug or alcohol abuse. The study found out that those with the lowest level of schooling were most frequently heavy smokers, heavy drinkers and the most physically inactive.

Figure 23: How many years of experience in the Department?



Seventy (70%) of the respondents had 21+ years of experience. These results demonstrate that most of the respondents had been in the Department for a considerable number of years as few respondents had been in the Department for less than ten years. However there is no clear distinction whether work experience which includes being in the same Department for a long time contributed towards their substance abuse problem.

Figure 24: What is your salary level?



Seventy (70%) of the respondents were earning salary level 3-5 (with the minimum notch of R87.330 and maximum notch of R145.758 per annum) which is the most junior level in the Department. These results corroborate the previous finding that the majority of the respondents had no formal education and had the most number of years in service. Conversely, thirty (30%) of the respondents were earning salary level 6-8 (with the minimum notch R148.584 and maximum of R268.338 per annum) and were mostly in the administrative field. This means that most of the EAP clients are employees in a lower salary scale as they were no employees from salary level 9-13 (which ranges between R270.804 and R819.321 per annum) which is regarded as the middle and senior management services who are supervisors.

Table 12: Which business directorate are you attached to?

Directorate attached to	Responses	Station attached to
Core/technical services	7	Cost Centre
Administrative services	3	District Office

A considerable number of the respondents at seventy (70%) were working in the technical services and attached to the Cost Centers, which are service centers where the actual labour work is performed.

SECTION B: OPEN AND CLOSED ENDED QUESTIONS REGARDING THE PROGRAMME

Theme 1: Method of referral to the programme

All the respondents at hundred (100%) were formally referred to the programme. Formal referral occurs in a situation where a supervisor or a manager refers an employee with personal problems contributing to poor performance to EAP (Khorombi, 2006: 87). These results depict that employees' poor performance was an issue before referral. Therefore, this supports the statement that the supervisor plays a major role in EAP, such as identifying troubled employee, supporting and referring them to get help.

Reasons for referral to the programme

The participants were asked as to why they were referred to the programme. This question was asked so that the researcher could determine whether the participants understand that they have problems that affect their performance and the Department productivity. All of the respondents at hundred(100%) were referred to the programme due to substance abuse, specifically alcohol and other related problems such as absenteeism, financial problems as well as violent and aggressive behaviour. This suggests that there is a relationship between the abuse of alcohol, absenteeism as well as financial problems.

For example **respondent A** said: *"I was referred to the programme because I had financial problems which amounted to big debts and I consoled myself with alcohol"*.

This could be attributed to the fact that substance abuse is the most common problem in a workplace. The literature reviewed highlighted that EAP was established as a response to the workplace substance abuse in USA around 1940 (Hopkins 1997:1216).

Three out of ten respondents added that their referrals were also influenced by their violence and aggressive behaviour towards their colleagues.

Respondent B said, *“I was having a problem of controlling my drinking and smoking, I drink a lot and when I am drunk I fight with colleagues at work or not come to work without prior arrangements”*.

These results reflect the researcher’s sample in which only clients with substance related problems were selected to participate. These participants seem to be relevant based on the nature of the study, which confirms the choice.

Theme 2: Causes of the problems

The respondents were asked a question about the causes of their problems. One of the respondents responded that his problems of absenteeism were caused by drugs. The majority of the respondents at sixty(60%) pointed to the causes of their problem as lack of control towards alcohol, work related stress such as oppression, workload and favouritism as well as family related problems. This shows that most of the problems were influenced by workplace environmental factors which serve as stressors.

However, two out of the ten respondents were negative towards this question as they did not want to take the responsibility. They blamed their supervisors and colleagues for misunderstanding their situation. One of the responses from **respondent A** in verbatim was *“I don’t think I have a problem because I just enjoy drinking”*.

Respondent B said *“I do not know what the causes are because according to me I do not have a problem, as I drink after hours at home and during weekends. I do not come to work under the influence of alcohol. They are just saying I am smelling alcohol which I took the previous day”*

The study by Elliot and Shelley (2006 in Ally 2009:16) claims that a large proportion of substance abusers do not believe that they have a problem and consequently are

unlikely to seek treatment and assistance. This is confirmed by the respondents as they did not seek help voluntarily but were formally referred by their supervisors.

Theme 3: Awareness of programme in place to address employee's problems

The participants were also asked whether they were/are aware of the programs in place to address their problems. Nine out of ten respondents (90%) responded positively towards this question as they were aware of the EAP services which offer preventative services as well as intervention as they have undergone the programme.

Respondent C displayed an irritation when responding to this question as follows: *"I don't know, but I don't think so because the Department cannot give me money to pay for my debts"*.

Theme 4: Employees' / clients' needs and expectations

The question as to whether the programme met their needs and expectations were posed to the respondents. Seventy (70%) responded positively (i.e. that the programme was useful to them and it met their needs and expectations).

However thirty(30%) indicated that they did not get the kind of help they wanted such as this response from **Respondent A** *"the programme did not meet my expectation because they won't pay my debts and I will continue to drink because when I am under the influence of alcohol I don't think about my lack of finances."*

Although needs and expectations of the majority of the employees were met, there are still those whom their expectations are not met and further they do not understand the programme. This suggests that the programme still needs to be marketed in order to ensure that clients are aware of the EAP services in order make informed decision to get help from the programme. Marketing is the promotion to the organisation, staff and other employees of existing programme services. Some of the goals of marketing the programme include:

- To increase employees' knowledge of the EAP and its services; which according to the researcher's opinion makes it easier for the clients to know which and what kind of services are rendered
- To increase familiarity and comfort with EAP's operations and to enhance the acceptance (Ramokolo, 2004).

It has been discovered that some of the respondents had expectations that were beyond the scope of programme, such as payment of debts, shows that employees lack information which can be cascaded to them through marketing sessions and awareness campaigns.

Theme 5: The principle of confidentiality adhered to

The respondents were asked a question whether confidentiality, as the most important principle in EAP was maintained while addressing their problems. All ten respondents (100%) acknowledged having a statement of confidentiality, which indicates respect and adherence to this principle. Some of the participants' response (**respondent D**) was, *"No information was disclosed without my consent"*.

Respondent E *"Yes, confidentiality is observed and maintained as the coordinator emphasized it to me when I visited her office"*.

Fifty (50%) of the respondents gave almost the same answer that they never heard anybody discussing their issues which were shared during EAP visits. This shows the researcher that clients are concerned about information they share during consultation in confidence. Since confidentiality is the cornerstone of EAP, it is a critical principle without which the programme would suffer poor credibility and inadequate utilization. Myers (1984:75) argues that the EA programme is likely to be more effective only if employees trust that services are provided within appropriate professional boundaries of confidentiality and privacy.

Theme 6: Appropriate EAP model for the department

The respondents were asked a question as to which EAP model is most useful and appropriate for the Department. Three respondents (30%) of the respondents expressed their satisfaction with the current in-house model as it makes the services to be easily accessible although there is shortage of staff. Still another 30% exhibited a not caring attitude where any of the models seem to be suitable for the Department. Four respondents (40%) believed that an off-site or external model would be suitable for the Department.

A large group of the respondents prefer the off-site model where the organisation contracts with an external service provider to render EAP service. Govender (2003:41) points out that many organisations prefer the external EAP for reasons such as having access to more diverse and professional staff and it is separate from the corporate politics of the organisation and neutrality is easier. Nonetheless, there are disadvantages such as lack of knowledge about the organisation and its corporate culture, no on-site capability and no ownership by the client system. There is no ideal model for EAP, since both internal and external models have their own sets of advantages and disadvantages. It has really become a matter of preference for the organisation to choose the model that best meets its needs, based on a unique set of factors.

Theme 7: EAP resources

The respondents were asked their thinking regarding the programme's resources. A minority number at twenty (20%) of the respondents expressed their satisfaction with the available resources for the programme. Another ten (10%) displayed a not-caring attitude towards the resources available for the programme. This could be attributed to the fact that the programme did not meet the respondent's expectation hence the negative response.

A significant number of the respondents at seventy (70%) believes that the programme does not have enough resources to be effective. For example, one respondent said that the programme does not have sufficient resources as it is only one person for the whole

district who runs the programme. Some of the respondents highlighted their frustrations because their appointments had to be shifted either because the coordinator was on leave, or attending meetings or courses. Their responses are quoted below as follows:

Respondent F: *“This office is understaffed because in many occasions my appointments were postponed because the coordinator had to attend something”.*

Respondent G: *“The programme is not well staffed because you cannot access the services if the coordinator is on leave”*

These examples show that the majority of the participants were not happy with the available resources for EAP. The programme in the Department is an in-house model which is managed by one person. Govender (2009:16) maintains that for a programme like this to be effective, it needs to have sufficient financial as well as human resources. She further stresses that organisations should be clear about the investment value of EAP as this will drive the employers to acknowledge the worth of allocating sufficient human and financial resources to operate an adequate EAP. Appropriate staffing and capacity regulate service effectiveness.

Theme 8: Referral or encouragement to visit EAP services

The respondents were asked if they can encourage a colleague in the same situation as themselves to visit the EAP service. This question was posed so that the researcher can determine whether the participants see the service as something essential that will be helpful to others. This will determine the respondents' level of trust and confidence in the service.

A minority of the respondents at twenty (20%) pointed out that that they will not encourage their colleagues to visit the programme as they are in support of the off-site contracted model where the employees just refer themselves to the external service providers such as psychologists and social workers not employed by the Department.

Respondent E responded as follows: *“No, I will not encourage the person to visit the programme because if a person has a problem must just visit the psychologist or social worker privately. If people see you out of that office and they will know that you have a problem.”*

Nevertheless majority of the respondents at eighty (80%) would encourage their colleagues to visit this service because they believe that it is helpful and ready to assist employees. From the responses it can be gathered that the programme has an important support role, which it plays in the organisation amongst colleagues as well as between supervisors and subordinates. This finding substantiates Harper’s (2000:317) suggestion that EAP in South Africa evolved from social and legislative conditions within the workplace environment. It is therefore acknowledged that EAP can play a key role in supporting employees and managers in the management of their work-life stressors, behavioural health and physical health risks.

Theme 9: After-care services

Table 13: Responses for after-care services received

N=10

After care service received	Percentage %
Yes	20%
No	30%
Uncertain	50%
Total	100%

The participants were asked whether they received an after-care service after they were discharged from the programme. The researcher asked this question with the view that most if not all respondents were referred to the programme due to substance abuse and as a result an after-care programme is vital for a substance abuse client to be rehabilitated.

Three respondents at thirty (30%) indicated that there were no follow-up sessions or after-care programme. Whereas two respondents at twenty (20%) indicated that they participated in the after-care programme. Five respondents at fifty (50%) indicated that they were not sure whether they were follow-ups or after care services after discharge from the programme. This could be due to the fact even though they had substance abuse problem they were not referred to the treatment centre due to different substance abuse circumstances such as unwillingness to be committed to the treatment centre, lack of support system etc. Nonetheless, this shows that there were no follow-up sessions for them after their sessions were terminated.

This suggests that the majority of the respondents did not attend the after-care program or there was no aftercare services lined up for them. Roman and Blum (2002:51) affirm that many EAPs include follow-up sessions and relapse prevention programs to help employees maintain recovery. Thus, EAP in the Department does not implement any after-care programme; an after-care programme is said to increase chances of recovery and serve as the support system. Darrick (1999:11) asserts that follow-up services are an important aspect of EAP care and may take many forms depending on the type of referral with the purpose of ensuring that the programme remains effective and that employee is improving as a result of clinical intervention.

Theme 10: Challenges while utilizing the EAP

The respondents were asked if they had experienced any challenges while utilizing the service. This was posed in order to identify the gaps in the programme with the purpose of addressing them. Eight out of ten respondents at eighty (80%) did not experience any challenges however when motivating their responses they highlighted some challenges such as not attending to the clients timeously, interference from supervisors, no follow ups, shortage of staff (unavailability of a coordinator due to leave or course attendance) and travelling time from the Cost Centres to the district as well as from the district to the Cost Centres. Their responses are quoted below as follows:

Respondent H *“The programme is easily accessible although it takes time to respond to our needs or make follow-ups”*

Respondent I *“...except that sometimes the coordinator is not available due to leave or attending courses.”*

Respondent J *“.....I wish there was a coordinator at the Cost Centre as it is time consuming to visit the coordinator at the district and also for her to come to the Cost Centre”.*

A minority of the respondents at twenty (20%) had experienced challenges such as shifting of appointments and struggling to adapt to the treatment Centre environment.

Theme 11: Recommendation with regard to the programme as a whole

Different responses were encountered from the respondents when they were asked to make recommendations regarding the programme. Some respondents recommended that the programme should be well staffed as it is understaffed and be allocated enough budgets.

4.5 SUMMARY OF FINDINGS OF THE STUDY

- ✚ The majority of the employees in the Department are in their middle and adulthood ages which precipitate them to be susceptible to life challenges.
- ✚ The Department has more male workforce than females both at a junior, middle and senior management level due to its nature of work
- ✚ Most of the EAP clients had no formal qualifications and mostly in the technical field. There were no EAP clients from the middle and senior management only junior level. Most of the shop-stewards and supervisors had Diplomas with few having a degree and post graduate qualifications
- ✚ The EAP within the Department is a broad-brush approach which addresses a variety of problems with absenteeism and substance abuse at an alarming rate.

- ✦ Hundred percent of the sampled employees identified counselling and HIV/AIDS as the services mostly rendered by EAP in the Department.
- ✦ The majority of the sampled employees were aware of the existence of the EAP within the Department through meetings and workshops.
- ✦ Most of the employees' problems (including substance abuse) are intra-institutional stressors such as favouritism, interpersonal relationships, low morale etc.
- ✦ Some employees would prefer or favour an off-site or external model to the existing in-house model
- ✦ Problems such as financial problems / indebtedness, personal problems, alcohol problems, abscondment / absenteeism, poor performance as well as health related problems as the most common in the Department. This confirms that from the union's point of view alcohol or substance abuse is amongst the common problems experienced by employees in the Department.
- ✦ Supervisors, union representative and EAP clients had a positive perception of the programme.
- ✦ Shortage of staff, which leads to inconsistent follow-up and after-care programmes, as well as budget constraints were the challenges most often highlighted by supervisors, shop-stewards and EAP clients.

CHAPTER FIVE

CONCLUSIONS AND RECOMMENDATIONS

5.1 INTRODUCTION

The previous chapter dealt with presentation, analysis and interpretation of data collected through structured questionnaires and structured face-to-face interviews. This is the final chapter, in which conclusions will be briefly discussed and recommendations be provided.

This study was aimed at evaluating the Employee Assistance Programme effectiveness with specific focus on substance abuse within the Department of Public Works. Chapter one presented the research problem from the aim of the study. In order to address this research problem, the research questions were posed. The researcher also formulated the research objectives which assisted in answering the questions. The objectives of the study were as follows:

- ✚ To ascertain the roles and responsibilities of managers, supervisors and union representatives in identification, referral and support of employees with substance abuse,
- ✚ To identify and analyse systems put in place to ensure the effectiveness of EAP in addressing substance abuse and
- ✚ To detect challenges experienced by both clients and officials involved in EAP.

While drawing conclusions from the findings of the study, the researcher will align the findings with the objectives of the study.

5.2. CONCLUSIONS

Conclusions for this study will be derived from three parts of the presentation and analysis discussed in chapter 4. Conclusions from the supervisors' responses, shop-steward responses and EAP clients will be discussed. The following conclusions with regard to the study were made:

5.2.1 Biographic information

The researcher concludes that the Department of Public Works in Sekhukhune District comprises of more males than females at 60%. The majority of employees are married are above 35 years of age. This finding supports Khorombi (2006:113) study at the Department of Public Works in Vhembe district that the Department has more males than females between the ages of 46-55.

The researcher also concludes that Diploma in different fields was the highest qualification for most of the employees at supervisory level in the Department. Most of the EAP clients with substance abuse problems ad their educational qualifications as low as standard 3 to 9 and they were mostly doing technical work which includes bricklaying, carpentry, welding, electrical work etc. Therefore this suggests that illiteracy contributes towards alcohol and drug abuse due to lack of information of the dangers of the substances.

Sepedi was the dominating language amongst the participants at 85% because of the area where the study was conducted. This conclusion supports that districts are demarcated based on their languages and culture. For example, the study by Khorombi (2006) points out that most of the employees was Venda speaking people in the Vhembe District.

The study also reveals that employees with no educational qualifications, at junior level, with low salary scales and doing more of labour work are mostly affected by a variety of problems including substance abuse and absenteeism.

5.2.2 EAP Awareness, utilization and marketing

Conclusion

Managers and supervisors are aware of the existence of the programme and endorse it as helpful to assist employees who have problems that affect their performance or the overall productivity of the Department. This points to the fact that the programme is accessible and visible and this increases its utilization rate. Workshops, meetings and policy presentation were revealed as the most effective marketing strategies in the Department to inform employees about the programme.

Recommendation

There should be consistent marketing campaigns mostly at the service centres (Cost Centres) from where most EAP clientele emanate. A variety of marketing strategies such as email, salary advice statements, posters as well as information brochures should be utilized so that the information reaches all employees at their different levels and categories.

5.2.3 Supervisor and shop-steward training

Conclusion

The results also revealed that the supervisors / managers and shop-stewards know and understand their roles and responsibilities in EAP. Nonetheless they view supervisory training as an important empowerment tool for them to be able to identify, refer, and support employees who need EAP services. However some of them were never exposed to the supervisory or shop steward labour trainings.

Recommendation

Based on the results, supervisor and shop-steward trainings should be conducted at least once per semester to ensure that stakeholders perform their duties effectively.

5.2.4 Participants level of satisfaction and perception of the programme

Conclusion

It can also be concluded that stakeholders (management, supervisors, shop-stewards and clients) were satisfied with the EAP service rendered in the Department and have a positive perception about the programme. Nonetheless they believe that there are areas that need to be strengthened and modified such as human and financial resources. The issue of gender representation amongst the EAP staff was raised as a genuine concern and a challenge.

Recommendation

More EAP staff should be recruited and there should be gender balance between males and females. The EAP budget should be decentralized, so that it is utilized effectively for the district's needs.

5.2.5 EAP model and confidentiality

Conclusion

All the three categories of participants prefer an EAP off-site model over an in-house EAP model. This is mainly because clients or employees believe that privacy and confidentiality are highly maintained if the service is rendered not within the organization's premises. However, this contradicts their views, where none of the EAP clients indicated that information which was shared in confidence was compromised. It can therefore be concluded that confidentiality was respected and observed while interacting with clients. There was also a feeling that an off-site model provides

employees with a variety or pool of professionals such as social workers, psychologists, psychiatrists and physiotherapists, amongst others.

The internal EAP model adopted by the Department is currently not appropriate. This is due to shortage of staff and this frustrates employees / clients and limits the programme utilization rate.

Recommendation

The Department should consider an off-site EAP model to ensure clients comfort as this will increase utilization rate. However the programme coordinators should put an effective monitoring tool in place.

5.2.6 Awareness and involvement in EAP policy

Conclusion

The study reveals that labourers (shop-steward and management) are aware of the EAP policy within the Department. The policy is the statement of intent, which means it outlines processes and procedures in EAP. Awareness of this policy was not enough if the stakeholders were not involved in the formulation and implementation of the programme. It was therefore evident that some of shop-stewards and members of the management were involved and contributed in formulating the policy; this entitles them to have a sense of ownership of the programme and ensure its effectiveness.

5.2.7 Traditional EAP approach versus a broad-based approach

Conclusion

A result presented from the reviewed literature is that EAP was previously established in America as a response to alcoholism in a workplace which was referred to as the “traditional approach”. This was mainly because alcohol abuse was high amongst the employees and impacted negatively on their performance and organisation productivity. Currently the programme has evolved into addressing a variety of personal and work-

related problems including alcohol and drug (substance abuse). It has been deduced from the results that EAP in the Department is a broad-based approach; however, substance abuse problems are increasing.

Recommendation

The EAP coordinators should develop an implementation plan for every problem category, monitoring and evaluation tool. More preventative measures for substance abuse should be put in place to reduce new substance abuse problems, offer more support to the clients and develop an after-care programme.

5.2.8 Department of Public Works EAP effectiveness on substance abuse

Conclusion with regard to the research question

The main question for this study was: Is EAP in the Department of Public Works in Sekhukhune District effective in addressing substance abuse? It can be concluded that the question for the study was answered as follows:

Substance abuse, absenteeism and financial problems, were identified as the common problems experienced by the employees within the Department. Even though substance abuse and absenteeism were identified as common problems, shop stewards (100%) believe that the programme is mostly focusing on counselling and HIV/AIDS management than any other problem. Particularly, that only few respondents affirmed that they attended an awareness campaign where substance abuse was the main focus; hence most of the substance abuse problems were attended to in an intervention level. Intervention means that employees were referred or attended to, after there were visible signs of substance abuse which impacted negatively on the employees' personal or work situation.

The researcher then concluded that substance abuse was not effectively addressed as there were not enough preventative measures put in place to address the problem and no effective after care programme. As Bendererly and Hafer (1998:7) argue, substance

awareness campaigns focus on the health and wellbeing of employees and a safe, productive workplace by providing alcohol, drug, smoking information to all employees. Besides preventing and reducing substance abuse such prevention efforts improve morale and benefit employees and the broader community. Thus the latter information supports the notion that “prevention is better than cure”. However Roman and Blum (2002:50) argue that the workplace is not conducive to strategies aimed at preventing alcohol and drug use because most employees are adults and therefore legally allowed to consume alcohol. The researcher concurs with Roman and Blum on this matter but believes that it is important to give employees information on the dangers and consequences of the substances.

The findings from the EAP clients with substance abuse problem at 80% highlighted that they never participated in follow up sessions or after-care programme after their discharge either from the treatment center or the service itself. For the programme to be effective in addressing substance abuse the prevention (alcohol educational programs, health promotion programs, and peer-intervention programs), intervention (EAP referral routes, counselling and treatment) and after-care and relapse prevention programmes need to be consistently taking place.

Recommendation

For the programme to be effective in addressing substance abuse, both the primary (prevention measures) and secondary (intervention and after-care services) strategies should be implemented. The programme should be consistently monitored and periodically evaluated.

5.3 CONCLUDING STATEMENT

It is therefore the researcher's opinion that the study contributed towards understanding EAP in the Department and how it addresses substance abuse ineffectively leading to increasing rates of relapses. Nonetheless, the programme as a whole seems to be effective and was viewed as useful and an essential service. This implies that the study provided a basis for a more wide-ranging research on the subject. The objectives of the study were reached and questions were answered.

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APPENDIX A: RESPONDENT'S CONSENT

**UNIVERSITY OF LIMPOPO
TURFLOOP GRADUATE SCHOOL OF LEADERSHIP**

MASTER OF PUBLIC ADMINISTRATION (MPA)

Researcher: Rebecca Letsoalo (076 253 6419)

Supervisor: Prof Z Mpehle (015 268 4253)

Research Office: 015 268 2212

CONSENT

I..... (Please write in your full name) hereby confirm that I understand the contents of this document and the nature of the research project, and I consent to participate in the research project. I understand that I am at liberty to withdraw from the project at any time, should I so desire.

.....
Signature of Respondent

.....
Date

APPENDIX B: LETTER TO THE RESPONDENTS

Private Bag X 2685
Sovenga
0727
August 2014

The respondents: Department of Public Works
Private Bag x 02
Chueniespoort
0745

INFORMED CONSENT FOR TAKING PART IN THE STUDY

The aim of the study is to determine the effectiveness of Employee Assistance Programme on substance abuse in the Limpopo Department of Public Works: Sekhukhune District. This study will be conducted by Rebecca Letsoalo as part of her studies towards a Master's Degree in Public Administration.

The study will take form of questionnaires and face to face interviews to the selected individuals. Please answer the questions to the best of your ability. Your accurate and objective response in answering the questions is of vital importance.

N.B The information you provide will be treated with high confidentiality. Your identity will not be disclosed during the data analysis phase. Be advised that you have a right to withdraw from the study at any given time when you feel uncomfortable.

The findings of the study will be available to you on request.

Yours Faithfully

Rebecca Letsoalo

APPENDIX C: REQUEST TO CONDUCT THE STUDY

Private Bag X 2685
Sovenga
0727
August 2014

The Head of Department
Department of Public Works
43 Church Street
Polokwane
0700

Dear Sir

REQUEST TO CONDUCT A STUDY AT THE LIMPOPO DEPARTMENT OF PUBLIC WORKS IN SEKHUKHUNE DISTRICT

I am a registered student at the University of Limpopo for Masters in Public Administration. Part of the requirements for the programme is that I must complete research work for me to qualify.

It is against this background that I kindly request your permission to undertake this study at your institution. I will be researching on the effectiveness of Employee Assistance programme on substance abuse in Sekhukhune district.

The study will take form of questionnaires in which employees and management from the Department will have to answer. Interviews will also be conducted with the selected EAP clients, which will take about 60 minutes of their time each.

Kindly be assured that all the information gathered from the Department will be used exclusively for the purpose of the study and will be treated with the level of confidentiality it deserves. Findings and recommendations from the study will be available to you on request. For further information, you are welcome to contact my supervisor, Prof Z Mpehle at: zwelibanzi.mpehle@ul.limpopo.ac.za

I hope my request will receive your favourable consideration.

Yours faithfully

Rebecca Letsoalo

**APPENDIX D: RESEARCH QUESTIONNAIRE TO BE COMPLETED BY
SUPERVISORS ONLY**

INSTRUCTIONS:

Mark with a cross (x) in the appropriate block and explain in the given space.

Please answer all the questions to the best of your ability.

SECTION A: BIOGRAPHICAL DETAILS

1. What is your age?

20-35 Years	1
36-50 Years	2
51+Years	3

2. What is your gender?

Male	1
Female	2

3. What is your home language?

Sepedi	1
Tshivenda	2
Xitsonga	3
IsiNdebele	4

Other(specify)	5
----------------	---

4. What is your highest educational qualification?

Standard 6-9	1
Matric	2
N1-N6	3
T1-T6	4
Diploma	5
Degree	6
Post-graduate	7

SECTION B: EMPLOYMENT DETAILS

5. Which Business unit/directorate are you in?

Construction and building maintenance	1
Corporate services	2
Finance	3
Project management	4
Property and facilities	5

6. For how many completed years have you been employed by the LDPW?

0-10 years	1
11-20 years	2
21+ years	3

7. What is your salary Level?

Level 13+	1
Level 11-12	2
Level 9-10	3
Level 7-8	4
Level 5-6	4

8. How many employees report to you?

1-4	1
5-10	2
More(specify	3

SECTION C: AWARENESS AND UTILISATION OF THE EAP

9. Do you know the functions of Employee Assistance Programme?

Yes	1
No	2
Uncertain	3

If the answer to 9 above is YES, please answer question 10.

10. How did you get to know about EAP?

Meeting	1
Electronic mail	2
Workshop	3
Brochure/Poster	4
Campaign	5
Colleague	6
Policy Presentation	7
Payslip Information	8
Other	9

11. Have you ever been exposed to EAP supervisory training?

Yes	1
No	2
Uncertain	3

12. Have you ever referred an employee/subordinate to EAP?

Yes	1
No	2
Uncertain	3

13. If the answer is yes to the above question, for which of the following problems have you referred an employee for an EAP?

Absenteeism	1
Substance abuse	2
Financial Problems	3
HIV/AIDS	4
Health problems	5
Aggressive behaviour	6
Personal crisis	7
Other	8

14. Have you observed changes after an employee was referred to EAP? Please motivate your answer.

Yes	1
No	2
Uncertain	3

.....

.....

.....

15. According to your experience and observation what is the common problem experienced by most employees? Explain

.....

.....

.....

16. Are you satisfied with the service rendered by the EAP in addressing problems experienced by the employees?

Satisfied	1
Dissatisfied	2
Uncertain	3

17. If the answer to question 17 is no, what do you think should improve? Please elaborate.

.....

.....

.....

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

Frequent	1
Sometimes(Once per year, semester or a year)	2
Uncertain	3
Rarely	4
Not at all	5

19. Do you experience problems when referring employees to the EAP?

Yes	1
No	2
Uncertain	3

20. What is your perception towards EAP?

Positive	1
Negative	2
Uncertain	3

21. The Department is currently using the EAP in- house model. This model promotes conflict of interest between the organization and the EAP staff and is not well staffed. **(Model in EAP terms refers to either in-house: the EAP service provider is employed by the organization or off-site :the organization contracts with the external service provider for EAP service or a combination of the two models where the organization employs EAP service provider while the other EAP service are outsourced).**

Strongly agree	1
Agree	2
Uncertain	3
Disagree	4
Strongly disagree	5

THANK YOU FOR TAKING YOUR TIME TO COMPLETE THIS QUESTIONNAIRE

**APPENDIX E: RESEARCH QUESTIONNAIRE TO BE COMPLETED BY SHOP-
STEWARDS ONLY**

INSTRUCTIONS:

Mark with a cross (x) in the appropriate block and explain in the given space.

Please answer all the questions to the best of your ability.

SECTION A: BIOGRAPHICAL DETAILS

1. What is your age?

20-35 Years	1
36-50 Years	2
51-65 Years	3

2. What is your gender?

Male	1
Female	2

3. What is your highest educational qualification?

Standard 3-9	1
Matric	2

Diploma	3
Junior degree	4
Post graduate	5

4. How long have you been employed by LDPW?

1-10 years	1
10-20 years	2
21+ years	3

5. Which union are you representing?

NEHAWU	1
PSA	2
Other (specify)	3

6. How long have you been a union representative in the Department?

--

SECTION B: AWARENESS AND UTILIZATION OF EAP

7. Are you aware of the functions of EAP in the Department?

Yes	1
No	2
Uncertain	3

8. Which of the following services are rendered by your EAP?

Counselling	1
Financial management	2
Alcohol and drug problems	3
Stress management	4
HIV/AIDS	5
Marital problems	6

9. Are you aware of the role played by the union representative in EAP?

Yes	1
No	2
Uncertain	3

If the answer is yes on the above question, what is the role played by union reps in EAP? Please explain

.....

.....

.....

10. Have you ever advised your members to utilise EAP services?

Yes	1
No	2
Uncertain	3

11. If the answer to the above question is YES, which problem was the employee experiencing? please explain

Alcohol and drug abuse	1
Financial problems/indebteness	2
Aggressive behaviour	3
Personal problems	4
Poor performance	5

12. If the answer is NO to question 10 above, answer the following question: in future can you advise your members to utilise the EAP service?

Yes	1
No	2
Uncertain	3

13. According to your experience and observation, what is the common problem experienced by most employees? Please explain

.....

.....

.....

14. In your opinion what are the effects of employees 'problems on the Department of Public Works as an organization?

Low staff morale	
Resignation of valuable skilled employees	
Poor performance	
High employers turnover	
Increased rate of absenteeism	

SECTION C: INVOLVEMENT OF UNION IN EAP AND SHOP STERWARD TRAINING

15. Are you aware of the Departmental EAP policy?

Yes	1
No	2
Uncertain	3

16. If the answer is yes above, were you part of the policy formulation?

Yes	1
No	2

17. If the answer is NO above, how did you know about this policy? Please explain

.....

.....

.....

18. Have you ever been exposed to EAP training as a union representative?

Yes	1
No	2
Uncertain	3

19. Have you ever been exposed to EAP Awareness campaigns for 2013/2014 financial year?

Yes	1
No	2
Uncertain	3

20. If the answer is yes above, which problems was the campaign addressing?

Substance abuse	1
HIV/AIDS	2
Financial problems	3
Absenteeism	4
Other(specify)	5

21. How often are the campaigns conducted in a year?

Monthly	1
Quarterly	2
Per semester	3
Annually	4

22. What is your perception about the EAP service?

Positive	1
Negative	2
Uncertain	3

23. If the answer is negative above, what do you think should be done to improve the service? Please motivate

.....

.....

.....

**THANK YOU FOR TAKING YOUR TIME TO COMPLETE THIS
QUESTIONNAIRE**

APPENDIX F: INTERVIEW SCHEDULE FOR EAP CLIENTS ONLY

SECTION A: BIOGRAPHICAL DETAILS

INSTRUCTIONS:

Mark with a cross (x) in the appropriate block and explain in the given space.

Please answer all the questions to the best of your ability.

1. What is your age in completed years?

20-35 Years	1
36-50 Years	2
51-65 Years	3

2. What is your highest educational qualification?

Standard 3-5	1
Standard 6-9	2
Matric	3
N1-N6	4
TI-T6	5
Diploma	6
DEGREE+	

3. What is your marital status?

Never married	1
Married	2
Divorced	3
Widow	4
Widower	5

4. For how long have you been employed by the LDPW?

1-10 Years	1
11-20 years	2
21+years	3

5. Which business unit/directorate are you attached to?

Core/technical	1
Administrative support	2

6. What is your salary level?

Level 3-5	1
Level 6-8	2
Level 9-10	3
Level 11-13	4
Level 14+	5

7. Where are you stationed?

District Office	1
Cost Centre	2

SECTION B: EAP SERVICE EFFECTIVENESS

8. Which referral method was used to refer you to the programme?

Self-referral	1
Informal referral	2
Formal referral	3

9. Why were you referred to the programme?

.....

.....

10. What do you think are the most common causes of your problems?

.....
.....

11. Are there any EA programmes in place to address your problem?

.....
.....

12. Did the programme meet your needs and expectations?

.....
.....

13. Do you think confidentiality as the most important principle of EAP was maintained while addressing your problems? Please explain your answer.

Yes	1
No	2

.....
.....

14. Which model of EAP do you prefer to address problems in-house or off-site model?

(Model in EAP terms refers to either in-house: the EAP service provider is employed by the organization or off-site :the organization contracts with the external service provider for EAP service or a combination of the two models where the organization employs EAP service provider while the other EAP service are outsourced). Motivate your answer

.....
.....
What do you think about the resources (human, physical and financial resources) in EAP?

.....
.....
Would you encourage a colleague in the same situation as yours to visit EAP? Please motivate your answer

Yes	1
No	2

.....
.....
Was there an aftercare programme after receiving the EAP service?

Yes	1
No	2
Uncertain	3

Please motivate on your answer

.....
.....

Did you experience any challenges while utilizing the EAP? Please motivate your answer

Yes	1
No	2

.....
.....

15. What is your recommendation with regard to the programme as a whole?

.....
.....

THANK YOU FOR TAKING YOUR TIME TO PARTICIPATE IN THIS INTERVIEW

APPENDIX G: PERMISSION TO CONDUCT RESEARCH IN THE DEPARTMENT



LIMPOPO
PROVINCIAL GOVERNMENT
REPUBLIC OF SOUTH AFRICA

DEPARTMENT OF PUBLIC WORKS

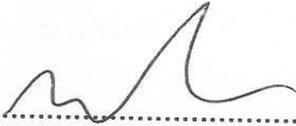
9 October 2014

Reference : 2/8/4
Enquiry : MP Manamela

Ms R. Letsoalo
Private Bag X 2685
SOVENGA
0727

PERMISSION TO CONDUCT RESEARCH IN THE DEPARTMENT

1. Your application to conduct research in the department bears reference:
2. You submitted the proposal to the department on the 18th August 2014. Your proposal was forwarded to the Departmental Research Ethics Committee for assessment.
3. The Committee concluded that:
 - Your proposal complies with the departmental research and development terms of reference.
 - Your sample covers Sekhukhune Districts only.
 - You should complete a departmental declaration form within 5-days of receipt of this letter.
4. To complete the whole process, please visit office number 3-1-14 during working hours between 07h30 – 16h30.
5. Kind regards


.....
MR MBUYI DONDASHE
ACCOUNTING OFFICER-SECTION 100 (1) (B)

14/10/14
.....
DATE

APPENDIX H: TURFLOOP RESEARCH ETHICS COMMITTEE CLEARANCE CERTIFICATE



University of Limpopo
Research Development and Administration Department
Private Bag X1106, Sovenga, 0727, South Africa
Tel: (015) 268 2212, Fax: (015) 268 2306, Email:noko.monene@ul.ac.za

TURFLOOP RESEARCH ETHICS COMMITTEECLEARANCE CERTIFICATE

MEETING: 28 January 2015

PROJECT NUMBER: TREC/13/2015: PG

PROJECT:

Title: The effectiveness of Employee Assistance Programme on substance abuse in the Limpopo Department of Public Works: A case of Sekhukhune District

Researcher: Ms RM Letsoalo

Supervisor: Prof Z Mpehle

Co-Supervisor: N/A

Department: Public Administration

School: Turfloop Graduate School of Leadership

Degree: Masters in Public Administration


PROF. TAB MASHEGO
CHAIRPERSON: TURFLOOP RESEARCH ETHICS COMMITTEE

The Turfloop Research Ethics Committee (TREC) is registered with the National Health Research Ethics Council, Registration Number: REC-0310111-031.

- Note:**
- i) Should any departure be contemplated from the research procedure as approved, the researcher(s) must re-submit the protocol to the committee.
 - ii) The budget for the research will be considered separately from the protocol.
PLEASE QUOTE THE PROTOCOL NUMBER IN ALL ENQUIRIES.

APPENDIX I: PROOF READING CERTIFICATE FROM LANGUAGE EDITOR

Revd. Dr. Lutz Ackermann
(Independent Researcher)
Mankweng, Zone A, Stand 506
Tel: +27 72 3487010
e-mail: DRLA4 @ directbox.com

24 May 2015

TO WHOM IT MAY CONCERN

This is to confirm, that I, Dr Lutz Ackermann, have read the Research Thesis entitled

“THE EFFECTIVENESS OF THE EMPLOYEE ASSISTANCE PROGRAMME (EAP)
ON SUBSTANCE ABUSE IN THE LIMPOPO DEPARTMENT OF PUBLIC WORKS
IN THE SEKHUKHUNE DISTRICT”

by Mrs **REBECCA MOKOKOBALÉ LETSOALO**

and that I am satisfied with the quality of work she has produced in terms of structuring the document, in terms of style, grammar and spelling. Suggestions for suitable corrections and improvements have been made to the candidate.


(Rev. Dr. Lutz Ackermann, Mankweng)