

**EVALUATING THE EFFECTIVENESS OF AN EMPLOYEE ASSISTANCE
PROGRAMME WITHIN SOUTH AFRICAN POLICE SERVICES IN THE
WATERBERG DISTRICT, LIMPOPO PROVINCE**

**BY
DIPELA MMAPHUTI PERCY**



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SUPERVISOR: Prof S.L. Sithole

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ABSTRACT

The purpose of the study was to evaluate the effectiveness of an Employee Assistance Programme (EAP) in South African Police services, within Lephalale Municipality, Waterberg District in Limpopo Province. The study was conducted within seven police stations. The sample comprised of 189 employees some of whom were employed in terms of the SAPS Act No. 63 of 1995 and others who were employed in terms of the Public Service Act No 103 of 1995. The sample was drawn from the population of 398 of employees using systematic random sampling method.

The research approach followed in this study was quantitative and data was collected through the administration of questionnaires over a period of (8) eight days. Respondents were requested to give their experiences and understanding of the functioning of the EAP programme, awareness of the programme, satisfaction with the programme and how accessible the programme was to them.

A theoretical background on the effectiveness of the Employee Assistance Programme in this study was provided through literature. In the literature, the goals, objectives and intentions of EAP were discussed. The aspects of EAP which are critical for EAP effectiveness were also explored and discussed. These include the benefits of utilising EAP, the rationale for EAP evaluation, the nature of EAP functioning in SAPS and EAP core technologies.

The findings of the study are based on the one hundred and eighty nine (189) questionnaires that were returned by respondents. The findings were presented through tables and graphs and also interpreted using words. The study generally found that employees are aware of the existence of EAP within SAPS, though the utilisation rate was very low. However there is a need to improve EAP operation and strategies within SAPS to allow EAP to reach more employees.

Based on the findings of the study, conclusions and recommendations were made regarding the improvement of the EAP in SAPS.

DECLARATION

I hereby declare that this dissertation is my own work in design and execution and that it was never submitted by me for a degree in any other university. I have given full acknowledgment of the sources used in this research

Dipela Mmaphuti Percy

Date

DEDICATION

I dedicate this work to my mother, Mmetja Winnie Dipela for being an inspiration to me.

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CHAPTER 1: GENERAL ORIENTATION OF THE STUDY

1.1 INTRODUCTION

An Employee Assistance Programme (EAP) plays an important role in reducing absenteeism, workplace accidents, grievances and other social ills within the work place. Effective implementation of EAP is the strategic exercise in the development and retention of employees. The EAP is a cost effective way to promote productivity, increase morale and promote employee health and well-being. The proper implementation of EAP has the potential to provide considerable relief to the management and employees in both public and private sector institutions (Yende, 2005).

The study was aimed at evaluating the effectiveness of Employee Assistance Programmes within the South African Police Service (SAPS) in the Lephalale cluster. The effectiveness of an EAP can be evaluated by measuring the extent of changes associated with the programme's intervention in the areas identified by the programme's goals and objectives. This means that the programme is effective when it meets the needs and goals it was created to address. The study therefore focused on the employees' awareness, knowledge, accessibility and satisfaction about the programme and their level of satisfaction as variables associated with effectiveness. The study was conducted in the Lephalale Municipality, Waterberg District in Limpopo Province.

1.2 OPERATIONAL DEFINITION OF CONCEPTS

1.2.1 Employee Assistance Programme

An Employee Assistance Programme is a work-site based programme. It is designed to assist in the identification and resolution of productivity problems associated with employees impaired by personal issues including (but not limited to) health, marriage, family, finance, alcohol and/or drug abuse and emotional stress. which may adversely affect employee job performance (Van Den Bergh, 2000).

1.2.2 Evaluation

Evaluation is essentially an effort to determine what changes occur as a result of a planned programme by comparing actual changes (results) with desired changes (stated goals) and by identifying the degree to which the activity (planned programme) is responsible for the changes (De Vos, 2011).

1.2.3 Programme effectiveness

Programme effectiveness can be evaluated by measuring the extent of changes associated with programme intervention in the areas identified by the programme goals and objectives (Grobler, 2002).

1.3 RESEARCH PROBLEM

The South African labour environment has seen a dramatic increase in Employee Assistance Programmes since the 1990s. The Government and business as employers increasingly acknowledge the importance of human capital in the equation of productivity, profit and growth, but with the main motive of increased productivity and profit (Harrison, 2009). This results in a reactive approach in which EAP's interventions target employees who have been identified or diagnosed with problems that can impact on work productivity; addressing the needs and development of employees for their own benefit becomes an unintended by-product.

Notwithstanding the acknowledgement of the importance of human capital by government institutions as employers such as the South African Police Service, particularly in Lephalale Municipality, the EAP is still not well understood. That may be because the service is relatively new in South Africa as compared to other countries such as United States of America (USA) and there is therefore little research about its functioning, success and challenges (Harrison, 2009).

According to Van Den Bergh (2000), EAP emerged in South Africa in the early 1980s whilst in USA the EAP concept was first introduced at Akron, Ohio in 1935 (Dewe, Leiter& Tom, 2000). The programmes during that time were solely designed to offer assistance to alcohol addicted employees and served to prevent their dismissal from the workplace.

The observations thus far by the researcher provided the motivation for this study within the SAPS Lephalale cluster. There was a considerable number of clients from the SAPS seen by the researcher during the course of his duty as a social worker in the Department of Social Development. This may suggest that SAPS employees in the Lephalale municipality did not make adequate use of EAP services available to them. For example in the financial year 2013-2014, the intake of clients from Lephalale SAPS constituted 30% of the case load of the Department of Social Development. Besides, there was also an increasing number of SAPS employees seeking services from the Department of Social Development even though the former had an in-house EAP.

The employees of SAPS who use the Department of Social Development's social work services present problems such as difficulties with financial management, family problems, workplace stress, substance abuse and other personal problems. Out of interest, the researcher conducted an informal investigation among some of the employees of Lephalale SAPS. One of the employees mentioned that it took her eleven months to discover that there were EAP services within her workplace because the programme was never introduced to them formally and that she was never inducted into the EAP during the commencement of employment. Another employee mentioned that he was aware that there was an employee assistance practitioner but he did not know what his roles were.

A third SAPS employee mentioned that he knew that there was an EAP practitioner in their work place but he did not think he could consult him because the EAP office is always open and full of people. He fears that his private information may not be kept confidential as he suspects that the EA practitioner does not have an office of his own. As a result of these findings the researcher developed an interest in this area and decided to investigate.

The focus of this investigation was on the effectiveness of the Employee Assistance Programmes. Some of the questions that concerned the researcher were: what motivates employees of SAPS to seek help from sister department(s) when they

have an in-house programme? Does the programme deliver on its mandate? Are the services adequate and is the workforce satisfied with the programme?

The researcher was of the opinion that since many EAPs have been initiated, there was a vast need for evaluating them. De Vos (2005) stated that evaluation or monitoring of the programme is directed at answering three key questions;

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

1.4 PRELIMINARY LITERATURE REVIEW

The literature review provides an overview of existing publications on the implementation and evaluation of EAPs at the workplace.

1.4.1 Evaluation of an Employee Assistance Programme

According to Beidel (2009) evaluation can be used to measure the integration process, determine the stage of the EAP at any particular time, and to promote the EAP within the organization through educating and making employees more aware of the array of services the EAP can provide. Education will change the expectations of the employees, and indirectly introduce the concept of performance standards and of periodic review towards the goal of continuous improvement. The information gathered during evaluation will assist in indicating areas targeted for refinement or can serve as a baseline for future evaluations, and current operational or clinical service problems that the organization needs to address. Lastly, evaluation provides feedback about the EAP's functioning or effectiveness, through measuring client satisfaction and checking quality assurance to detect aberrant counselors and untimely processes. Evaluation results provide feedback to improve functioning of the EAP services by viewing the whole organization as a client (Cagney, 2006).

“An EAP is one human resource strategy which may help to combat the now well recognized human and organizational costs of workplace stress and counseling in

organizations” (Barker, 2003:4). There is an increasing demand for information on the effectiveness of EAP. However, the way in which organizations evaluate their EAP, and what they call success, will be related to their reasons for embarking on it in the first place. In order for an EAP to have a chance to succeed, it should be designed to include specific evaluation plans wherein the progress of the programme will be monitored (Yende, 2005).

1.5 CRITERIA FOR EFFECTIVE EAP

1.5.1 Programme awareness

The target population of the EAP should be informed about the programme. According to Bell (2006) raising awareness of EAP services amongst the organization’s staff is one of the biggest challenges today. Bell (2006) also indicates that an EAP can have all the cutting edge programmes, but this does not matter if no one knows about them. This simply means that if the employees do not know about the existence of the project, it may not be utilized adequately and thus its impact on the organization might not be visible. The skills, confidence and capacity of the programme to address the needs and problems of the employees must be made visible to the employees and the organization.

An EAP can be marketed through oral presentation, pamphlets distribution, poster displays and special EAP sponsored events. When marketing the programme, a message with strong emphasis on the fact that an EAP is about drugs, alcohol and/or marital problems should be avoided in order to break the stigma attached to these problems. The EAP should be known as focusing on the wellbeing of the employees to improve their job performance. Also, the methods and frequency of marketing EAP within the organization need to be evaluated, as well as the knowledge of employees regarding services offered by the EAP.

1.5.2 Accessibility

Csiernik (2003) mentions that an EAP should facilitate easy access to services providing anonymity where possible while always maintaining confidentiality. Any decision on the part of employees to seek help must not interfere with their position or employment. An EAP seeks to address problems faced by employees and their

families, it is therefore important that the service be made available to all individuals who need the service.

According to Barker (2003), accessibility refers to the relative opportunity people in need of obtaining relevant services have. The employees should have access to the programme in a timely, convenient and efficient manner with serious consideration of confidentiality. An accessible service is the one which is located near the employees, open at convenient hours, maintains shorter waiting lists and has affordable charges. In addition, it should have the right personnel, resources, settings and policies that would make employees feel welcome. The physical structure where the programme is located should have ramps and doors to permit the entrance of people with disabilities. In planning the location of its offices and branches, the EAP should therefore consider accessibility in terms of availability and affordability of transport, location of other community resources, and special needs of actual and potential clients within the EAP's geographic service areas.

1.5.3 Visibility of EAPs

The visibility of EAPs implies that the programme should clearly be seen or be noticeable by employees. The visibility of the EAP can have a positive impact upon employee awareness which in turn is related to the utilization of an EAP (Frost 1990). Evaluation to determine the visibility of an EAP is therefore important because an EAP utilizes several methods to inform the workforce about its services which in turn increases the employees' level of awareness.

1.5.4 Programme utilization

According to Ligon and Yegidis in Emener, Hutchison and Richard (2003) programme utilization evaluation provides programmes with data concerning who is using what services and to what extent. These authors indicate that addition of staff, outreach programmes and an off-site location has been found to enhance the EAP utilization rate. The utilization evaluation of an EAP helps in determining if the target population of the programme has been reached and whether different aspects of the EAP are over or under-utilized.

1.5.5 Client satisfaction

Client satisfaction is an assessment based on the client's opinions regarding the extent to which they are satisfied with the EAP services. The clients may be surveyed regarding their satisfaction and dissatisfaction related to the programme's goals and objectives, adequacy, effectiveness and attitude as well as interest. Assessment involves solicitation of opinions of clients regarding the adequacy and quality of services received, and their suggestions regarding programme improvement. An assessment in this area should also include the client's opinions regarding the overall strength and weakness of the programme as well as areas requiring improvement and modification. Thus, client satisfaction evaluation is more contributory towards programme improvements when the EAP identifies the sources of client dissatisfaction and modifies its operation accordingly (Yamatani 1993, and Ligon and Yegidis in Emener et al, 2003).

1.5.6 Programme effectiveness

Programme effectiveness can be evaluated by measuring the extent of changes associated with programme intervention in the areas identified by the programme goals and objectives. The anticipated changes include two major categories, normal work behaviour (e.g. changes in work attendance, performance and attitude) and reductions in the costs of health insurance and other related benefits (Yamatani, 1993). Grobler (2006) indicated that the effective implementation of EAP will help the employees to overcome personal crises such as alcoholism, absenteeism, job burnout or family problems. Nel (2004:294) indicated that "EAP reduces the impact of political, social and economic problems on the individual, the organization and the economy". Nel (2004) elaborated further to say if the economic, political and social problems of individuals are not diagnosed and addressed, they can cause a decline in employee performance and productivity and ultimately result in excessive absenteeism, damage to equipment, safety problems, attitudes and behavior difficulties, family problems, loss of skilled people, potential labour relations breakdown and high litigation costs.

1.5.7 Programme adequacy

The programme adequacy assessment examines the appropriateness of the EAP services, their availability and usage, as well as penetration rates. Yamatani (1993)

furthermore remarks that there are two concerns addressed in determining the adequacy of an EAP service system. They are the extent to which an EAP offers the needed services and the extent to which those services are provided to those who need them most. Generally, a higher usage rate of the programmes may be an indication that the EAP is successfully meeting the employee's needs.

1.6 THEORETICAL FRAMEWORK OF THE STUDY

The study is based on evaluation theory and value driven approach. Thus the study focused on evaluating the effectiveness of EAP, specifically investigating SAPS employee's awareness of the programme, accessibility of the programme, and the employees' understanding and programme utilization. According to Rossi, Lipsey and Freeman (2004) the historical roots of evaluation theory extend back to the 17th century. Widespread systematic evaluation research is a relatively modern 20th century development in the US. It traces its modern beginnings to the educational testing work of Thorndike and his colleagues in the early 1900s.

The most significant efforts were directed at assessing literacy and occupational training programmes and public health initiatives to reduce mortality and morbidity from infectious diseases. In summary, programme evaluation was originally focused on measuring the attainment of goals and objectives i.e. finding out the effectiveness of a programme. According to Mark, Henry and Julnes (2000) evaluation in principle has a broad scope. The authors alliteratively identify six big concepts that can be evaluated: programmes, policies, products, personnel, performance and proposals. The authors further contend that the reasoning underlying evaluation transcends the objects of evaluation.

Mark et al (2000) state that evaluation theory is about why evaluation is carried out, for whom and how. The authors further elaborate on the following different approaches in evaluation; theory driven approach: According to this approach, evaluators should begin by identifying a programme theory that is a model of a mechanism that links programme activities and outcome and the use this programme theory as a guide to evaluation design.

Utilization focused evaluation: In this approach, the evaluators identify the intended users and use of evaluation and then select inquiry methods to match those users. Success in this approach is explicitly defined by whether the intended utilization takes place or not. According to De Vos (2005), one way of studying programme utilization is to gather detailed descriptive information about what the programme is doing. Utilization evaluation answers the following questions: what do clients in the programme experience? what services are provided to clients and how is the programme organized?. Utilization evaluation includes attention to the inputs, activities and process of the programme. Evaluation helps to inform decision makers about what is going on in the programme and how the programme has developed. For the purpose of evaluating the effectiveness of SAPS EAP, the researcher used utilization theory. The rationale for using this theory is based on Frost's (2006) findings that essential to successful EAP is the ability to communicate to employees what services are available through the company's EAP and what steps employees need to take in order to access services.

The author further contends that misinterpretation and lack of understanding about EAPs have been found to inhibit utilization. The researcher concurs with the author that it is important that when one conducts an evaluation of this nature, the following aspects should be taken into consideration: employee's overall knowledge of EAP, Employees' understanding of how EAP functions and how to access an EAP since this can hinder or increase usage of EAP services. Frost (2006) furthermore argues that employees confusion about what the EAP is and how to use it can be crucial for utilization.

1.7 PURPOSE OF THE STUDY

1.7.1 Aim of the study

The aim of this study was to evaluate the effectiveness of EAP services in Limpopo province, Waterberg district at Lephalale municipality.

1.7.2 Objectives of the study

The overall objective of the study was to gain insight into the functioning and implementation of EAP at Lephalale Police stations. The following are the objectives of the study:

- ❖ To assess the level of awareness, understanding and knowledge of EAP services by employees.
- ❖ To ascertain the accessibility of the EAP for employees.
- ❖ To establish the extent to which the employees are satisfied with EAP services.
- ❖ To evaluate the appropriateness of EAP services available within SAPS.
- ❖ To provide recommendations on how to improve the EAP operation.

1.8 METHODOLOGY

The researcher in this study adopted a quantitative approach.

1.8.1 Research design

Descriptive survey design was used in this study. Descriptive surveys are mainly used to collect data from large samples and secondly to present participants with a series of questions to be answered which may tap matters of fact, attitudes, beliefs, prejudices, preferences or opinions (Leedy and Ormrod, 2005).

1.9 POPULATION

1.9.1 Study Population

The population was 189 employees of Lephalale Police stations in the Lephalale cluster, both males and females. The purpose of using a large number of participants was to have a better understanding and a broader view of the effectiveness of EAP services across all the employees irrespective of the position that each is occupying.

1.9.2 Sampling procedure

The study used systematic random sampling. The researcher requested a list of all employees of the Lephalale SAPS cluster and selected each 2nd person appearing on the list until the desired number of 189 was reached.

De Vos (2011) states that the use of a systematic sample provides a convenient way to draw as ample from a large identified population when a printed list (sampling frame) of that population is available. In systematic sampling, every *n*th name is selected from the list. The interval between names on the list is usually determined by dividing the number of persons desired in the sample from the entire population. For the purposes of this study, the researcher selected every 2nd person from the

sample until the desired number of 189 was reached. The researcher obtained a name list of all employees within SAPS from the Human Resource office of both employees employed in terms of the SAPS Act No 68 of 1995 and the Public Service Act No 103 of 1995. The total number of the population was 397.

1.10 DATA COLLECTION METHODS.

1.10.1 Data collection instrument

The researcher designed and used a questionnaire based on the literature studied as an instrument for collecting data. The respondents reported on their own experiences, knowledge and awareness through responding to the questions that were reflected on the questionnaire. Quantitative data collection methods often employ measuring instruments, namely questionnaires, checklists and indexes (De Vos, 2011). For the purposes of this study, the researcher used questionnaires to obtain data. In this instance, questionnaires were used to determine the effectiveness of EAP by focusing on the employees' awareness, knowledge, understanding of and satisfaction with the EAP services.

1.11 DATA ANALYSIS

The researcher used descriptive statistical analysis to analyze and manage data. According to McCledon (2004) statistical analysis consists of two somewhat distinct tasks. The first task is the description or summarization of the observed sample data and the second is using these sample observations to make estimates about the characteristics of the larger population from which the sample was selected. These statistical tasks are called descriptive statistics.

1.12 RELIABILITY

The researcher ensured validity and reliability of the study by making sure that only people employed by SAPS are participants in the study by asking questions to confirm that the relevant people form part of the study. The researcher constructed a questionnaire in an understandable language with simple and unambiguous questions related to the heading of the study. The researcher ensured that leading questions are not asked in order to promote objectivity of the study.

1.13 PILOT STUDY

The researcher conducted a pilot study with six employees within the South African Police Service who were not in the sampling frame in order to determine if the employees would be able to understand and complete the questionnaire. Bless and Higson-Smith (2000) define a pilot study as a small study conducted prior to a larger piece of research to determine whether the methodology, sampling, instruments and analysis are adequate and appropriate. The purpose of the pilot study was to improve the success and effectiveness of the research instrument. Pilot-testing questionnaire assisted the researcher to clarify and reconstruct a few unclear questions after inputs were made.

1.14 LIMITATION OF THE STUDY

For the purposes of the project, the researcher focused on employees' knowledge, awareness, understanding and satisfaction of EAP. The study was limited because it relied on client self-reporting and SAPS employees may have been reluctant in giving out information to a stranger. Employees who had used the service could have felt insecure about responding to questions and those who had not used the programme could have been reluctant to answer questions, furthermore some employees were not available during the days of data collection.

1.15 RELEASE OF PUBLICATION OF FINDINGS

The findings of the study must be introduced to the reading public in a written form. Otherwise the study findings will mean very little and will not be viewed as research (De Vos, 2011). For the purposes of this study, the researcher intends to present the findings to the Management of SAPS. This will be done in a written format and the outcome of the research as well as recommendations will be stated.

1.16 ETHICAL CONSIDERATION

The researcher ensured that data collected was analyzed with careful attention and accuracy of measurement, fidelity of logic and respect for the feelings and rights of the respondents (Babbie and Mouton, 2001). Wysocki (2008) describes ethical consideration as those qualities that enable the researcher to ensure that all the

respondents participate voluntarily without being hurt or harmed. For the purpose of this study, the following ethical principles were applicable:

1.16.1 Informed Consent.

The researcher informed the respondents about the objective of the study and what would be required of them in terms of participation. Respondents were informed about their rights, that participation in the study is voluntary and they can cease participation anytime they so wish. Respondents were further informed that gathered data would be used for academic purposes only. According to Hesse-Biber and Leavy (2006) informed consent means that participants should fully understand what the study is about, how the results will be used, that their participation is voluntary and can be stopped at any time and that their identity will be protected. The researcher considered informed consent in this study because everyone in the study had the right to know what the research is about and how the research would affect them.

1.16.2 Anonymity.

The names of the respondents were kept anonymous. The names of the respondents are only known to the researcher. During data analysis the name of participants were not mentioned, this was done to maintain high a level of confidentiality.

1.16.3 Voluntary Participation.

The researcher explained the aims and objectives of the study to the respondents. The respondents were told that the study was purely for academic purposes and their results would therefore be treated as such. According to Babbie and Mouton (2001) voluntary participation means that participants should not be forced to participate in the study.

1.16.4 Confidentiality

Confidentiality is essential when evaluating services .The researcher is of the opinion that confidentiality should be maintained at all times when dealing with people in an identifiable agency setting. According to Neuman (2006), the researcher should ensure that the information is not released in a way that permits linking specific

individuals to responses and is publicly presented only in aggregate form such as percentages.

1.17 SIGNIFICANCE OF THE STUDY

The study will contribute to the knowledge of EAP and may be helpful to other practitioners in gaining more information and knowledge about the evaluation of EAP services. The outcome of the study will help SAPS employees and management to review, adjust and have a different view about or method of rendering the EAP to their employees and this will lead to the improvement of the lives of individuals, families and communities.

1.18 STRUCTURE OF THE DISSERTATION

The dissertation is structured as follows:

❖ Chapter 1: General orientation to the study

This chapter introduces the aims of the study, the motivation for study, the research problem, the research design and methodology, delimitation of the study, ethical considerations, and the division of the study.

❖ Chapter 2: Evaluation of EAPs

This chapter provides an in-depth discussion of literature pertinent to the study. Particular areas noted are the evaluation of EAP services, the rationale for the EAP in public services, what evaluation is and why it should be done, components of an effective EAP, employees' awareness, knowledge and satisfaction of the EAP, benefits of an EAP and programme adequacy.

❖ Chapter 3: Description of EAP in SAPS

The chapter provides a detailed illustration of the operation of EAP within the SAPS Lephhalale cluster. This includes the history of EAP in SAPS, and description of the services provided by EAP in SAPS, the model used as well as the legislative frameworks that govern the programme.

❖ **Chapter 4: Research methodology and data analysis**

This chapter provides an extensive discussion of the research design and methodology utilized in the study. This includes the population (size), sampling, data collection instrument and the presentation, analysis and interpretation of empirical findings.

❖ **Chapter 5: Summary of findings, conclusion and recommendations**

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

CHAPTER 2: EVALUATING THE EFFECTIVENESS OF EMPLOYEE ASSISTANCE PROGRAMMES

2.1 INTRODUCTION

This chapter is based on literature that focuses on evaluating the effectiveness of Employee Assistance Programmes (EAPs). In this chapter, therefore, the researcher will present recent literature and discuss the variables associated with the effectiveness of Employee Assistance Programmes. The chapter will also discuss the history of EAP, core technologies of EAP, types of evaluations to be considered when evaluating EAP, models of service delivery associated with EAP, the importance of evaluating EAP and the benefits of utilizing EAP.

2.2 THE RATIONALE FOR THE EXISTENCE OF EAP WITHIN THE ORGANIZATIONS

According to Mulligan (2004) EAP is designed to assist workers in improving health and their effectiveness in managing various aspects of their personal lives. It provides a proactive tool in improving employee safety and retention programmes promoting “employee wellness” which are based on the principle that a healthy and happy employee is more productive and effective, a principle validated by substantial empirical research.

In their efforts to manage rising health care and employee injury costs, many companies have discovered that instituting an employee wellness programme can pay dividends for the employer. The returns can come in the form of greater attention to safety, higher employee retention and better company morale. Employee Assistance Programmes are designed to maintain or improve health before problems arise. From a management perspective the benefits from an EAP are:

- ❖ Lower insurance premiums;
- ❖ Increased productivity;
- ❖ Decreased employee absenteeism;
- ❖ Improved morale; and
- ❖ Less stressed, and more focused personnel

An Employee Assistance Programme is an organized, professional, counselling and information service that deals with a range of issues, both personal and work related, either through telephone or face to face sessions. EAP can help reduce absenteeism, create a peaceful workplace and enhance the employees' skills in meeting all the challenges that they might face in their personal or professional lives. It decrease costs, employee turnover, burnout and accident related disability. Improvement in employee performance, increases productivity and the organization can achieve a competitive advantage through employee counselling (Xaba, 2006).

2.3 PROPENSITY TO USE AN EMPLOYEE ASSISTANCE PROGRAMME

The literature highlights a number of factors influencing an individual's propensity to use an EAP Fouché and Naicker (2006) for example found that belief in the EAP or EAP efficacy was found to have a significant impact on propensity to use the EAP. The authors further elaborate that status, education, ethnicity, age and gender are the most significant predictors in the usage of Employee Assistance Services. There is some support for the notion that individual characteristics are probably indicative of the broader concept of social standing.

In South Africa, specifically past discrepancies in education and opportunity have resulted in black employees (and to some extent women) still occupying lower positions in the organizational hierarchy. Standing in the organization or perceptions of status may therefore account for the fact that certain groups of employees (generally blue collar workers) or those who occupy lower positions tend to be the primary consumers of the EAP. This may be because they do not fear a loss of status if it emerges that they have used the service or alternatively, it may be that these employees experience greater challenges or problems as the result of their positions (Fouché and Naicker, 2006).

Supervisors may play a pivotal role in aiding troubled employers to seek help. This is because supervisors perform the function of formal referrals to the programme. Supervisors can significantly influence an employee's perceptions of the organizational climate and it is argued that if they succeed in creating an impression

of a supportive environment, then the likelihood of using an organizational service will increase, (Johnson, 2008).

2.4 RATIONALE FOR EVALUATING AN EMPLOYEE ASSISTANCE PROGRAMME

It is important to evaluate an Employee Assistance Programme as a way of determining the worth and the value of a programme and to assess whether the programme was effective or ineffective in reaching goals and objectives. Dickman, Challenger, Emener, and Hutchison (1998) as well as Emener and Yegidis in Emener (2003) cite the following reasons for conducting programme evaluation:

2.4.1. Vindication

Vindication implies showing that the programme is valuable. Evaluation is essential to justify the existence and demonstrate the effectiveness of EAP, and also to allow the sponsoring organization an opportunity to assess the extent to which objectives are reached. Data collected during the evaluation of the EAP helps to demonstrate its worth for the organization and to justify its existence and continuity. Justifying a programme's existence and its continuance can be a very important function especially if resources are scarce or threatened (Ligon and Yegidis in Emener et al, 2003).

2.4.2. Marketing

According to Ligon and Yegidis (2003) when an EAP continues to broaden its services, it is important to be able to market the need for expansion in a persuasive and convincing manner. The organization and the employees need to be informed continuously about services provided or changes which occur within the programme. The information gathered during an evaluation process helps broaden the utilization of services of an EAP in a persuasive and convincing manner.

2.4.3. Verification

Verification helps to confirm and verify the accuracy and justification of the programme. This will also assist in determining the worth and impact of the EAP for its survival within the organization. It further helps to determine whether the programme is still aligned to the primary goals and objectives for which it was

designed, and to provide tangible evidence to sponsors to indicate a need for support in terms of additional resources. Ligon and Yegidis (2003) advise that EAPs cannot survive simply on the faith that the service is beneficial. Instead data are needed to support the need for expending resources for EAPs.

2.4.4. Improvement

Improvement refers to a positive change to produce something of a better standard or quality. Ligon and Yegidis (2003) suggest that programme evaluation provides input that is useful in modifying services on an on-going basis. Evaluation of the programme can also help to determine areas of the programme or the organization which need to be improved to ensure effective and efficient functioning of the programme. Continuous improvement of the EAP increases its overall impact within the organization. The evaluation of the programme provides an understanding of its strengths and weakness which will assist in how to improve the programme.

The importance of evaluation in this regard is primarily to improve the programme. It is aimed at checking the programme's strength and weakness. It also assists in evaluating how the programme is implemented, whether the programme recipients are responding positively to the intervention and if not why. Improvement orientation involves collecting data for specific periods in order to make suggestions about improvement, to solve unanticipated problems and to make sure that participants are making the required progress towards the desired outcomes. Improvement oriented evaluation usually, utilizes information systems to monitor programmes, track implementation and to provide regular feedback to programme managers (Babbie and Mouton, 2001).

2.4.5 Understanding

Evaluation is aimed at finding out what exactly is happening in the programme and whether people are using the programme or not (Ligon and Yegidis, 2003). Evaluation provides a better understanding to management and the targeted population of how, why and when the services of EAP are effective. Programme evaluation activities cannot always fully answer questions such as these, but it indeed enhances one's understanding of the programme.

2.4.6. Accountability

Accountability evaluation implies that the worth of the programme must be reported and thereby demonstrate if it is to receive continued legislative, financial and public support. It further implies that when the programme is undertaken, the company should take responsibility in terms of the fiscal and programmatic use of resources. Evaluation is a method which can be used to demonstrate outcomes of the organization to the management which result after the implementation of the EAP, (Ligon and Yegidis, 2003).

2.5. Employee Assistance Programme Core Technologies

The specific core technologies or functions of EAPs entail training and development, marketing, case management, consultation and networking with other organizations, as well as monitoring and evaluation. The aforementioned Employee Assistance Programme Core Technologies play a pivotal role in the success of EAP within an organisation should the practitioner apply them effectively.

2.5.1. Training and development

Training and development of EA practitioners would assist them to work efficiently with organization stakeholders including managers, supervisors and unions. The supervisors and management as well as trade union leadership must be well equipped with knowledge and skills and be able to identify the employee who presents with symptoms of behavioural problems either work related or personal. The knowledge will help them to effectively manage the employee who is experiencing behavioural, emotional and wellness issues as supervisors, managers and unions will be in a good position to enhance the work environment of the troubled employee and as a result improve the employee's job performance (EAPA-SA, 2010).

2.5.2 Marketing

Outreach programmes and promotion of EAP services should be conducted as a way of making employees aware of the availability of the programme. Management, supervisors, unions and family of the employees must be fully informed about the benefits of the EAP services. What the programme entails the principles of

confidentiality and the issue of discrimination or stigmatization should be well addressed during the marketing process (EAPA-SA, 2010).

2.5.3 Case management.

Case management is an integral part of service delivery. If employees suspect that their issues are not handled with confidentiality they are less likely to continue consulting EAP. Case managers should be familiar with the following when handling cases: confidentiality and timely risk identification, assessment, motivation, short-intervention, referral, monitoring, follow up, reintegration and after care services for employees with personal and work related concerns that may affect job performance (EAPA-SA, 2010).

2.5.4 Consultation and networking with other organizations

Consultation should take place with other organization to pro-actively address inherent trends stemming from personal or organizational issues. An EAP practitioner should network to establish and maintain effective relations with internal and external role players and service providers (EAPA-SA, 2010).

2.5.5 Monitoring and evaluation

The Employee Assistance Practitioner must monitor and evaluate the success and impact of EAP services relating to the work organization and individual job performance. This means that after the employee has received service from the EAP, the practitioner and the organization should be able to identify the changes that have occurred or if there is a need for further intervention or referral (EAPA-SA, 2010).

2.6 BENEFITS OF UTILIZING AN EMPLOYEE ASSISTANCE PROGRAMME

According to Dickman and Emener (2003) the following should be considered when evaluating the programme:

2.6.1 Benefits of the union

The programme helps the union to indicate a caring attitude towards its members' well-being and wellness and to build cohesiveness amongst its members. Union involvement also helps protect employees from punitive measures, which can be

instituted as a means of disciplinary action since the EAP services can be considered as alternative means of dealing with employees' unacceptable behaviour. A healthy workforce enhances overall productivity, which saves an organization expense and increases profits. When the organisation's profit is high, the unions might have justifiable reasons to negotiate higher wages or salaries for its members. The evaluation committee should, therefore, also involve the employee representatives to evaluate if they also perceive the programme as beneficial to them (Dickman and Emener, 2003).

According to Dickman and Emener (2003: 59) "a union's strength and power comes from its members and this is contingent upon the members' perceptions of the extent to which the union is caring, the extent to which the union cares about the well-being and wellness of its members". An excellent way for a union to demonstrate its caring for its members is through meaningful involvement in a successful EAP, which is helpful to employees.

2.6.2 Benefits of management

According to (Dickman and Emener 1988 as well as Dickman and Emener in Emener et al 2003) an EAP involves key personnel in what is frequently called supervisory training. This training focuses on intervention techniques, referral procedures, signs to look for in the troubled employee, as well as review and discussion of company policies and procedures. Importantly supervisors, management representatives, stewards and other labour representatives are trained together so that training experiences can facilitate closer co-operation and this increases togetherness among the leaders within the environment which is good for the company.

The EAP enhances closer co-operation and mutual trust amongst the structures of the organization. Such cooperation increases the employees' work morale and consequently improves the organization's productivity. The organization further saves time spent on disciplinary cases, since it is cheaper to explore other helping alternatives through the EAP than to go through disciplinary action immediately. Emener et al (2003) further state that when union and management work together to help troubled employees and their families through the auspices of an effective EAP;

the worker's morale tends to increase and become more positive. An effective EAP assists in enhancing productivity in the workplace, helping workers towards becoming more fully functioning individuals who have a positive impact on productivity.

According to Dickman and Emener (1998) as well as Emener et al. (2003) EAP increases alternatives and options to problem resolution. It is also an option other than disciplinary action regarding a troubled employee as such EAP can be regarded as a better, more effective and cheaper alternative to assist troubled employees

2.6.3 Benefits to the Employees

The rationale for the existence of EAP in the workplace is primarily to assist employees who are experiencing both personal and work related problems to deal with those problems especially when such problem impact on their job performance. Dickman and Emener (1998) and Emener et al (2003) state that when management communicates and demonstrates that to be troubled is to be human, a trusting environment will prevail and employees will tend to feel comfortable to ask for and accept assistance.

It is not easy for employees to admit that they need help. Cultural stereotypes, which suggest that people should be able to solve their own problems without help from others, influence the troubled employees to be reluctant to seek assistance. However when a supervisor recommends that the employees seek help from an EAP, an atmosphere that will ultimately be helpful to the troubled employee will be created. Therefore the more managers and supervisors recommend the EAP to the employees, the greater the penetration rate and the more stigma reduced.

The utilization of the EAP services is free of charge to employees in some organizations and thus enhances staff utilization of the programme. EAP makes employees feel cared for and valued at the workplace (Dickman and Emener 1998; Emener et al, 2003). No one advocates coddling especially in the workplace. Sometimes a worker does not like to feel like a dispensable tool. When employees have feelings like these, the morale tends to decrease, job satisfaction dwindles and quite often productivity suffers. In an environment where the management and the

EAP cooperatively, trustingly and mutually work together, employees feel that others care about them as people.

2.6.4 Benefits of EAP

The EAP benefits from close cooperation and mutual trust between labour organizations and management, as this increases its success rate, its utilization rate as well as early intervention and growth within the organization. The EAP coordinator also finds it easy to conduct activities related to the programme, such as training, marketing, evaluation and other activities. This ensures the effectiveness of the programme in the organization, with the full support from labour representatives and management. If the managers, supervisors and local union of the organization do not support the EAP and are not willing to be actively involved in its leadership, the chances of the success of EAP are limited (Emener et al, 2003).

2.7. COMPETENCIES OF EMPLOYEE ASSISTANCE PROGRAMMES

EAPs are extensive and wide spread and their goals, structures and types of personnel vary extensively in order to meet the specific programme needs for which they were developed (Dickman, 2003). The following are the core competencies required for the programme to reach a high degree of effectiveness:

2.7.1 Management endorsement

The human resource managers are primarily EAP customers as they have a direct, on-going relationship with the benefits of the personnel, and on a regular and frequent basis transmit information about these salient benefits to their divisional unit employees (Cagney, 2006). According to Dickman in Emener et al (2003) top management endorsement is crucial for ensuring EAP acceptance and protection. Internal and external programmes may require access to the highest levels of management for optimum success. Cagney (2006) further states that managers promulgate the organization's programmes and policies, as well as the interpretation of the service policies. They have the accountability to solve work site problems that compromise productivity, albeit at times in consultation with others. This includes the evaluation of employee outcomes on the basis of job performance, the review and analyses of the workforce productivity and other trends that affect this central issue.

The managers are also responsible for employment, retaining valued employees and facilitating the disciplinary measures which might result in dismissal.

The degree and the quality of support the programme receives from the management enhances the utilization of the programme by the employees as well as the maintenance of the programme. Without management support at the highest level, key competencies of the programme and its overall effect within the organization are seriously limited (Mannion, 2004). Dickman in (Emener et al, 2003) asserts that top management support can ensure that adequate financial support can be made available to support EAP and the enthusiastic support of middle and lower management will model and reflect top management initiatives.

2.7.2 Union involvement

According to Dickman in (Emener et al, 2003) the involvement of labour and union members will increase EAP participation to a meaningful degree. The involvement of management, supervisors and the total labour force is necessary for the successful functioning of an EAP. Dickman and Emener (2003) mention that if the trust level is low, perhaps due to a history of labour management proposals that never quite worked out as planned, the entire process will be characterized by suspicion and testing of each other's motives. The authors emphasize that mutual involvement and trust between these two elements can almost ensure EAP success and create exceptional benefits for all concerned.

2.7.3. Policy statement

According to Dickman (2003) policy statement entails that human problems are inevitable, interfere with work performance and that, rather than terminate the impaired and troubled employee, the organization would prefer to restore the employee to full capacity by providing the appropriate assistance in a confidential and professional manner. According to Dickman (2003) the following are the principles which are necessary as minimum components of the organization's policy statement to indicate that its employees are offered services:

- ❖ The use of EAP by employees is voluntary;
- ❖ An EAP exists to assist employees and their immediate families, not as a substitute for usual disciplinary principles and policies;
- ❖ Alcoholism and other drug abuse are disease to be treated , and not behaviour to be punished; and
- ❖ To have problems is human and the workplace is not immune to this.

2.7.4 Confidentiality

According to Masi (2003) Employee assistance practitioners need to provide employees with written information that describes the EAP's confidentiality policy, and let them sign a statement indicating their understanding of confidentiality, rights as well as limitations. Assurance of confidentiality to employees will assist employees to be comfortable and be able to divulge more information to the practitioner. Emener and Hutchison (2003) suggest that EAP practitioners should adhere to the code of ethics as outlined by their professional organizations and by appropriate licensing and certifying bodies in order to ensure professional behaviour and provide consumer protection. Files should be locked and access should be limited and monitored while identifying information should be kept to a minimum. A record keeping system must be devised to protect the employees' identities.

According to Dickman and Emener, in (Emener et al, 2003) developing an Employee Assistance policy that clearly defines the degree of confidentiality promised by the programme provides the organization's EAP professionals with one method of handling the problem of potential liability. It also informs employees of what to expect and this helps to ensure effective service delivery. According to Dickman (2003) the following situations may threaten confidentiality in relation to the utilization of an EAP, some of which the practitioner might have or might not have an influence on:

- **Breaking the client confidentiality unintentionally especially for the programmes which are within the organization's premises.** The employees see whoever gets into the office or consultation room. Though employees might not know what was discussed between the concerned employee and the practitioner, the credibility of confidentiality might be lessened if not destroyed, due to the stigma attached to the EAP services.

This situation may also occur when employees' appointments are scheduled too close to one another.

- **Employees randomly assigned to groups.** Confidentiality is violated when employees from one organization, who were referred to group sessions for problems such as alcohol or drug rehabilitation as part of after care services, meet and start to know and understand each other's reasons for referral to the EAP.
- **Rigid intake/ counselling hours.** Confidentiality is threatened when the employees need to consult the EAP during working hours, because they need to explain to their superiors the reason for them to be excused in order to honour EAP appointment.
- **Site verification/ home visits.** Confidentiality may be threatened when the practitioner identifies the current or former employees who utilized the EAP services during the site visits for marketing the EAP.
- **Feedback to referring supervisors and shop-stewards.** Providing the referring supervisors or shop-stewards with too much information, which affects the employee privacy, may also threaten confidentiality.

2.7.5 Supervisor and Labour Steward Training

Supervisors may play a pivotal role in aiding troubled employees to seek help, as they are conduits to assistance. Because supervisors perform the function of formal referrals to the programme, but also because of the less formal influence they have on employees' behaviour, it is very important for supervisors to be trained so that they will be able to identify troubled employees in the work place. According to Weiss (2003) training supervisors on EAP will enhance staff utilization of the programme since the managers and supervisors will help in identifying and referring troubled employees to an EAP.

Dickman (2003) recommends that such training should be conducted at least once a year in a group of fifteen (15). The training is intended to provide specific information

about the current operations of the EAP and the process for making referrals or accessing the service, as well as to raise organizational awareness of needs that may be met through the addition of a future service component or the planned development of another activity within the EAP. The training also keeps the organization's stakeholders abreast of the problems that affect the employees' job performance, as well as how they should intervene.

2.7.6 Employee Assistance Programme Awareness/ Marketing

According to Balgopal and Patchner(1998) and Dickman in (Emener et al, 2003) for an EAP to be effective, it needs constant marketing at all levels of the organization. An EAP must communicate its availability to the employees and their families, if covered, in order to function effectively. It is also crucial that employees know about the organization's EAP policies and to understand what the programme can and cannot do for them; this can be done through marketing of the EAP services to ensure that employees utilize the services. Bell (2006) states that an EAP can have all cutting edge programmes but this does not matter if no one is knowledgeable about them. The target population of the EAP should be informed about the programme. The EAP can be marketed through oral presentations, pamphlets distribution, poster displays and special EAP sponsored events.

2.7.7 Financial support and insurance coverage

According to Dickman and Emener (2003) it is important for the EAP to take into account the financial effects that the employees' problems might have on the organization, plus human cost factors, such as loss of job, dignity, family and sense of worth. The authors further indicate that when employees know that going to the EAP may cost them something that will not ruin them financially; they will be more willing to accept a referral or refer themselves or members of their families. Watkins (2006) indicates that a standard rate for EAP services should be set and adjusted accordingly in order to enable employees to utilize the service.

2.7.8 Professional personnel

According to Watkins (2006:15) “being a good EAP counsellor, administrator and clinician does not qualify one to hang a counsellor’s shingle over the door and double the counselling price”. Instead, the counsellor needs to possess or acquire some specific personal skills including superior communication, problem solving and management skills. An EAP consultant requires very specialized skills and knowledge to manage people and resources to bring about the desired results. Such capacity in the organization ensures that the EAP services are effective, efficient and delivered on time and aid in justifying the costs incurred in maintaining the programme. Dickman (in Emener et al, 2003) asserts that the EAP practitioner needs to possess expertise in various rehabilitation areas. It is important for organizations to carefully examine a professional’s credentials when establishing an EAP to ensure effective service delivery.

2.7.9 Referral and Scope of Service Components

Referrals entail the manner in which employees access the EAP. According to Jones (2011), how clients arrive at the EAP is an important operational question for a number of reasons. The EAP should have a broad base of support from its supervisors and family members. Where the troubled employees are referred is probably the most important process evaluation question and the answers determine the quality and effectiveness of care which the clients received.

Dickman and Emener (2003) define service components as the availability of assistance for a wide variety of problems, such as alcohol, family, personal, financial, grief and others which affect the employees’ job performance. The evaluation committee needs to evaluate the capacity of the programme in relation to dealing with employees’ problems and the extent to which employees are referred to the programme, including the accessibility of the external resources where the employees are referred.

2.8 IMPORTANCE OF EVALUATING THE EMPLOYEE ASSISTANCE PROGRAMME

An EAP is one human resource strategy which may help to combat the now well recognized human and organizational costs of workplace stress and counselling in organizations (Lawrence, Boxer and Tarakeshwar, 2002). There is an increasing demand for information on the effectiveness of EAP. However, the way in which organizations evaluate their EAP, and what they call success, will be related to their reasons for embarking on it in the first place. In order for an EAP to have a chance to succeed, it should be designed to include specific evaluation plans wherein the progress of the programme will be monitored (Yende, 2005).

Furthermore De Vos (2011) emphasise that it is important to know the extent to which the programme is effective after it has been fully implemented through evaluation and assessment of the needs of employees and that of the organization. Needs assessment as part of evaluation will assist in determining and addressing needs, or “gaps” between current conditions and desired conditions. A major objective of evaluating EAP is to establish the potential number of workers needing various EAP services. Needs assessment as part of evaluation can help improve the quality of service services and programme decisions- thus leading to improvements in performance and the accomplishment of desired results.

According to Beidel (2009) evaluation can be used to measure the integration process, determine the stage of the EAP at any particular time, and to promote the EAP within the organization through educating and making employees more aware of the array of services the EAP can provide. Education will change the expectations of the employees, and indirectly introduce the concept of performance standards and periodic review towards the goal of continuous improvement. The researcher agrees with Fouché and Naicker (2006), that social intervention such as EAP must be evaluated from time to time for the purpose of improvement, refinement and financial accountability. The information gathered during evaluation will assist in indicating areas targeted for refinement or which can serve as a baseline for future evaluations, and current operational or clinical service problems that the organization needs to address. Lastly, evaluation provides feedback about the EAP’s functioning or

effectiveness, through measuring the client satisfaction and checking quality assurance to detect aberrant counsellors and untimely processes. Evaluation results provide feedback to improve functioning of the EAP services by viewing the whole organization as a client (Cagney, 2006).

The importance of evaluation can be threefold, aimed at gathering information for improving the design, development, formation and implementation of the programme (De Vos et al, 2011). According to Babbie and Mouton (2001) evaluations are commissioned for the purpose of management, improvement and refinement, financial accountability on public demand to meet accreditation requirements and for the purposes of quality assurance and control. Babbie and Mouton (2001) suggest that the importance of evaluation can be reduced to two main reasons: to make judgments of the merit or worth of programmes, and to generate knowledge. The above mentioned concepts are fully explained below:

2.8.1 Judgement –oriented evaluations

Evaluations in this regard are aimed at establishing the intrinsic value, merit or worth of a programme, meaning that the importance of evaluation will be to judge a programme. According to Babbie and Mouton (2001) judgement oriented evaluations are arguably the most cited reason for undertaking an evaluation of the programme. These involve questions such as the following:

- ❖ Was the programme successful?
- ❖ Did it achieve its objectives?
- ❖ Was it effective?
- ❖ Did the programme attain its goals?
- ❖ Was the intended target group reached?
- ❖ Did the intended beneficiaries receive the intervention in the most effective and efficient manner?

Babbie and Mouton (2001) further state that the importance of judgement is to determine accountability and compliance and, furthermore to judge the overall effectiveness of the programme and is particularly important when a decision has to be made about the continued funding of the programme. In all forms of

judgement-oriented evaluations, key issues are the criteria to be employed in making the judgment.

2.8.2 Knowledge- oriented evaluations

The importance of this kind of evaluation is to generate new knowledge. This kind of knowledge can be very specific, for example the knowledge can be utilized to clarify a programme model or underlying theory, to distinguish between types of intervention or to elaborate policy options. In other cases, the knowledge –orientated evaluation might have more general aims such as seeking to understand the programme better, reduce uncertainty and risk of failure and enlighten funders and stake holders (Babbie and Mouton, 2001).

2.9 EVALUATING THE EFFECTIVENESS OF AN EAP

Evaluating the effectiveness of an EAP may focus on the following:

2.9.1 Programme awareness

The target population of the EAP should be informed about the programme. According to Bell (2006) raising awareness of EAP services amongst the organization's staff is one of the biggest challenges today. Bell (2006) also indicates that an EAP can have all the cutting edge programmes, but this does not matter if no one is aware of their existence. This simply means that if the employees do not know about the existence of the project, it may not be utilized adequately and thus its impact on the organization might not be visible. The skills, confidence and capacity of the programme to address the needs and problems of the employees must be visible to the employees and the organization.

The marketing of EAP raises awareness and recognition of EAP as a strategic tool for work organisations. Failure to market the programme effectively affects negatively the perception of the programme, including its resource allocation, (Cekiso and Terblanche, 2015). Winegar (2002) identified marketing and awareness of the programme as a great challenge for EA professionals. The challenge is identified in the lack of skills or poorly equipped professionals whose professional training and foundation have focused entirely on the development of clinical skills not

sales. These professionals often lack the skills and competencies required for the effective marketing of the programme.

An EAP can be marketed through oral presentation, pamphlets distribution, poster displays and special EAP sponsored events. When marketing the programme, a message with strong emphasis on the fact that an EAP is about drugs, alcohol and/or marital problems should be avoided in order to break the stigma attached to these problems. The EAP should be known as focusing on the wellbeing of the employees to improve their job performance. Also, the methods and frequency of marketing EAP within the organization need to be evaluated, as well as the knowledge of employees regarding services offered by the EAP.

2.9.2 Accessibility

Csiernik (2003) mentions that an EAP should facilitate easy access to services providing anonymity where possible while always maintaining confidentiality. Any decision on the part of employees to seek help must not interfere with their position or employment. An EAP seeks to address problems faced by employees and their families, it is therefore important that the service be made available to all individuals who need service. According to Barker (2003) accessibility refers to the relative opportunity people in need of obtaining relevant services have. The employees should have access to the programme in a timely, convenient and efficient manner with serious consideration of confidentiality.

An accessible service is one which is located near the employees, open at convenient hours, maintains short waiting lists and has affordable charges. In addition, it should have the right personnel, resources, settings and policies that would make employees feel welcome. The physical structure where the programme is located should have ramps and doors to permit the entrance of people with disabilities. In planning the location of its offices and branches, the EAP should therefore consider accessibility in terms of availability and affordability of transport, location of other community resources, and special needs of actual and potential clients within the EAP's geographic service areas.

According to Johnson (2008) a cornerstone of EAP to facilitate information seeking is the removal of various access barriers. Both the private and government need to support the sharing and using of information. Employees should be able to self-serve themselves from a common pool of available information on EAP services through a modern telecommunication and database system. In creating such systems management must be willing to let employees' inquiries go where they will, while ensuring confidentiality and that a consistent message is given to the employees.

2.9.3 Visibility of EAPs

The visibility of EAPs implies that the programme should clearly be seen or noticeable by employees. The visibility of the EAP can have a positive impact upon employee awareness which in turn is related to the utilization of an EAP (Frost 2006). Evaluation to determine the visibility of an EAP is therefore important because an EAP utilizes several methods to inform the workforce about its services which in turn increases the employees' level of awareness.

Visibility of the programme will increase the awareness of the programme towards the employees. The visibility of the programme means that the programme should clearly be seen by those employees for whom the programme is intended. It is therefore pivotal that EAP be evaluated to promote and enhance its visibility. On the other hand, promotion through general information can be used as a way of marketing the programme to employees in order to enhance staff awareness and utilization.

The organization can increase the EAP visibility by redesigning their websites, making available new promotional materials, posters, brochures, wallet cards and other printed material to be more appealing to employees. Streamlined fonts, brighter colours, more modern design and more contemporary messages must be used to attract workers and thus increase the visibility of the programme.

2.9.4 Programme utilisation

According to Ligon and Yegidis (in Emener, Hutchison and Richard 2003) programme utilization evaluation provides programmes with data concerning who is using what services and to what extent. These authors indicate that the addition of staff, outreach programmes and an off-site location have been found to enhance the EAP utilization rate. The utilization evaluation of an EAP helps in determining if the target population of the programme has been reached and whether different aspects of the EAP are over or under-utilized.

2.9.5 Client satisfaction

Client satisfaction is an assessment based on the client's opinions regarding the extent to which they are satisfied with the EAP services. The clients may be surveyed regarding their satisfaction and dissatisfaction related to the programme's goals and objectives, adequacy, effectiveness and attitude as well as interest. Assessment involves solicitation of the opinions of clients regarding the adequacy and quality of services received, and their suggestions regarding programme improvement. An assessment in this area should also include the client's opinions regarding the overall strength and weakness of the programme as well as areas requiring improvement and modification. Thus, client satisfaction evaluation is more contributory towards programme improvements when the EAP identifies the sources of client dissatisfaction and modifies its operation accordingly (Yamatani 1993 and Ligon and Yegidis in Emener et al, 2003).

2.9.6 Programme effectiveness

Programme effectiveness can be evaluated by measuring the extent of changes associated with programme intervention in the areas identified by the programme goals and objectives. The anticipated changes include two major categories normally work behaviour (for example changes in work attendance, performance and attitude) and reductions in the costs of health insurance and other related benefits (Yamatani 1993). Grobler (2006) indicated that the effective implementation of EAP will help employees to overcome personal crises such as alcoholism, absenteeism, job burnout or family problems.

Nel (2004:294) indicated that “EAP prevents the impact of political, social and economic problems on the individual, the organization and the economy”. Nel (2004) elaborated further to say if the economic, political and social problems of individuals are not diagnosed and addressed, they can cause a decline in employee performance and productivity and ultimately result in excessive absenteeism, damage to equipment, safety problems, attitude and behaviour difficulties, family problems, loss of skilled people, potential labour relations breakdown and high litigation costs.

The support of an organization’s leadership team is usually cited as the number one factor for the success and effective implementation of the programme. Leaders within the organization must exhibit behaviours that not only demonstrate support for the initiative of the effective EAP but also the behaviour that they wish all employees to emulate. This ultimately comes down to guidance and the support within the organization to make the change. If there is no adequate support for a continuous improvement programme to be effectively implemented, then the management or the team charged with implementing the programme will be operating on what will be, in effect, a series of isolated efforts (Csiernik, 2012).

Managers are often focused on whether they are going to meet their monthly or quarterly target, thus neglecting to prioritise resources for improvements in programme implementation that will make an impact over the longer term, for example lack of training or workshops for EAP practitioners within the organization because of the lack of a financial injection by management (Csiernik, 2012).

2.9.7 Programme adequacy

The programme adequacy assessment examines the appropriateness of the EAP services, their availability and usage, as well as penetration rates. Yamatani (1993) furthermore remarks that there are two concerns addressed in determining the adequacy of an EAP service system. They are the extent to which an EAP offers the needed services and the extent to which those services are provided to those who needs them most. Generally, a higher usage rate of the programmes may be an indication that the EAP is successfully meeting the employee’s needs.

2.10 EMPLOYEE ASSISTANCE PROGRAMME MODELS OF SERVICE DELIVERY

Effectiveness of EAPs sometimes depends on the models selected by the organization. Each organization is unique in terms of its employee (demographic) profile, organizational culture, employee needs and some other variables such as whether the work environment is unionized or not. There are different types of EAP models, and the researcher is of the opinion that these service delivery models play an important role in determining the effectiveness of an EAP.

2.10.1 In-house model

This is the classic source of assistance for most employees. An EAP office, usually located in HR, is found in most contemporary organisations. This officially sanctioned office provides an increasing range of services. In this type of a model diagnosis and treatment services are offered within the institution. This model is most common in large-or medium sized organizations and EAP staff members are full time employees of the organization, (Johnson, 2008). The benefits of this model are as follows:

- ❖ It enhances ownership of the programme by employees;
- ❖ The EAP practitioner has access that facilitate an understanding of the working and culture of the organization;
- ❖ EAP is accessible to employees during working hours and this may increase staff utilization of the programme; and
- ❖ It allows for closer management of clients.

The disadvantage of this model may be that since it is in-house employees may be reluctant to utilize it with the fear that management may become aware and that perhaps they will run the risk of being discriminated against when there are promotional opportunities. Other employees may fear to utilize the service as they may associate the service with a certain department and fear that their concerns may not be kept confidential. Furthermore a lack of trust and concerns over confidentiality may result in employees seeking informal or external sources of information for dealing with their problems and these will result in the programme being underutilised (Geist-Martin, 2003).

2.10.2 Out –of-house model

In this type of a model, employers contract with external EAP providers to provide employee assistance services, either at the facility of the service provider or the facility provided by the employer (Attridge, Sharar and Pompe, 2013). It has become increasingly popular for the organisations to contract for EAP services from providers who specialise in EAP services. Often these services are provided through telephone hotlines. Higher–end services also include elements of coaching (Johnson, 2008). The advantage of this model is that it provides better accountability, lower legal liability and ease of start- up and implementation which is less costly for small or medium–size organizations. Confidentiality is easier to maintain due to limited contact with people other than clients separate from the corporate politics of the organization, and offsite counselling offers more privacy and a less stigmatized route to access.

The disadvantage of this model is that it may require the employees to travel to the facility of the contractor and this can make the employees reluctant. Lack of knowledge about the organization and its unique culture, less ownership by the organization of the EAP, the fact that external EAP can be profit- oriented and may not always serve the interests of the organization or client and may offer less accessibility for appointments are other disadvantages (Attridge et al, 2013).

2.10.3 Consortium Model

Csiernik (2003) states that in the consortium model, the different institutions combine all their resources to develop an EAP. This kind of model is usually common for small sized institutions. These institutions normally partner to form a consortium that will provide employee assistance services to their employees. With this kind of model, EAPs are structured, designed and staffed by the employers who are members of the EAP consortium and the cost of offering such services is divided amongst members' institutions. The advantage of this model is that it will help small institutions to get the cost benefit of carrying out employee assistance, which they cannot afford on their own, meaning that this model is cost-effective. The disadvantage of this model may be that some employees may find it difficult to deal with outsiders or feel uncomfortable in sharing their problems freely.

2.10.4 The union- based model

This model utilizes co-workers to deliver EAP services and is often organized by labour unions, employee associations or joint labour management groups. Co-workers are trained to be available to their co-workers and provide varying types of assistance depending on the structure of the programme and their level of training and supervision. Because peers are trusted by their co-workers they can be effective in providing outreach, referral and follow up support services for their co-workers (Csiernik, 2003). The disadvantage of this model is that it may be associated with a certain group of employees thus creating division within the workplace whereas the advantage of this model may be that employees may feel free to consult without any fear of victimization as they always believe that union is one with them.

2.11 TYPES OF EVALUATION

It is important for the organization to be evaluated in order to get the information of how the programme is implemented and to have detailed information of the shortfalls of the programme. This information will assist the authority or sponsors to have a clear understanding and be able to improve the programme. There are different types of EAP evaluations that evaluators can choose from. Yamatani ,(1993 : 66-81) and De Vos et al (2011: 454-456) identify the following types of EAP evaluations from which the programme evaluators can select to determine the impact of programme in the organization:

2.11.1 Service needs assessment

According to Monette (2008) as cited in De Vos et al (2011), needs assessment refers to the collection of data to determine how many people in a particular community (geographical or otherwise) need a particular service and assessing what level of services or resources already exists to fill the need. In the broadest sense the purpose of a needs assessment is to determine by objective methods if a programme that is being considered is really needed or if an existing programme is still needed.

The needs assessment can assist in injecting the objectivity into decisions about the future of an existing programme. According to Weinbach (2005) as cited in De Vos et al (2011), needs assessments of existing programmes are most likely to occur when changes have occurred from the original design or planning of the programme that impacted on the need or its effectiveness (De Vos et al, 2011). A major objective of service needs assessment is to establish the potential number of workers needing various EAP services. There are four major components in needs assessment studies:

- ❖ Identification of 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

According to Yamatani (1993) there are samples of major questions that can be addressed in service needs assessment which include:

- ❖ What are the most prevalent personal problems of employees and who is and how many in the critical population are affected by problems;
- ❖ To what extent are the available programmes and resources within the organization meeting the various needs of the critical population; and
- ❖ What would be the most appropriate programme goals and objectives?

This service needs assessment can be conducted based on a company-wide study of the entire employee population; critical incidents such as job accidents, absenteeism and employees on last chance letters or assessment of supervisory and administrative personnel. The critical incidents assessment could help reveal the serious personal problem areas which may be accumulating high costs to the company.

2.11.2. Compliance / legality assessment

Employers and EAP practitioners should be informed about potential legal disputes and preventative approaches. This implies that EAP counsellors must understand the rules and confidentiality issues associated with service delivery to avoid law suits for the company. EAP providers should be familiar with other state laws and regulations as well as company policies regarding

the EAP operation. The following are samples of major questions to be considered by EAP in compliance/legality assessment: (Yamatani 1993):

- ❖ To what extent are the EAP's policies, guide lines and conduct in compliance with established rules and regulations that are applicable to the EAP system (e.g. unethical conduct, conflict of interest)?
- ❖ Are there established EAP policies and operating procedures to follow when rendering employee assistance services?
- ❖ Are there EAP preventative policies, regulations, and other measures to protect against potential legal disputes resulting in excessive infringement in achieving EAP goals, objectives and intervention procedures?

2.11.3 Programme Adequacy

The programme adequacy assessment examines the appropriateness of EAP service availability, usage and penetration rate. According to Yamatani (1993), there are two major concerns addressed in determining the adequacy of an EAP service system which is the extent to which an EAP offers needed services and the extent to which those services are provided to those who need them most. Generally it is expected that the higher the usage rate, the more likely that EAP services are successfully meeting employee's needs. The service penetration rate considers the EAP's performance in providing intervention services to those employees who need the EAP services. The author further states that programme adequacy assessment also considers the extent to which an EAP programme is focused on providing its services to those individuals needing its intervention more seriously than others. The following factors are associated with the determination of programme adequacy:

- ❖ Comprehensiveness of service needs and compliance/legality assessments which can affect the EAP operation;
- ❖ EAP service acceptance by the employees as well as the employer; and
- ❖ Necessary allocation of resources for meeting employee needs.

2.11.4 External Resources Assessment

The assessment of external resources includes an examination of the type of outside agencies and services used and the extent of usage and client satisfaction with these services. EAPs frequently rely on outside resources for delivering necessary services to their clients. EAP may be in need of contracting an outside social service agency for reasons such as unavailability of necessary services, client overload, service gaps and EAP staff knowledge and skill cost efficiency. Yamatani (1993) acknowledges the importance of considering the adequacy of the coordination effort of external resources in reference to overall programme goals and objectives. The author further states that the ultimate beneficiary of such service integration should be employees-not just administrative factors such as cost efficiency and simplicity. An external resources assessment should be based on the programme's standard that should be generated initially by the EAP, meaning that if an EAP utilizes private counsellors from communities, it must make sure those are qualified practitioners who will not lower the standard of the initial goals and objectives of the EAP.

2.11.5 Programme effort

The assessment of programme effort is based on a number of questions regarding programme initiation, utilization and implementation. The documentation of programme effort is designed to describe the major processes involved in the implementation of EAP. This documentation includes information regarding the nature of administrative and staff activities devoted to the development of the programmes and services. Other pertinent information regarding programme effort may include activities devoted to finding resources that could increase the service utilization rate.

Additionally, programme effort assessment includes assessment of the extent to which time and staff resources are devoted to review service objectives and activities, the procurement of follow-up information from programme beneficiaries and alternative programme strategies used if programme efforts did not appear sufficient to achieve service goals and objectives. The 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 EAPs experiencing

programme failure or suffering from law suits due to unanticipated outcomes (Yamatani 1993).

2.11.6 Benefit equity

The major question to be examined for the assessment of programme equity is: are all service benefits distributed evenly among different groups of the population? In this case reference is made to factors consisting of demographic attributes such as gender, age, race and types of personal problems among the EAP service users as well as non-users who can benefit from EAP interventions. The key assumption is that the demographic attributes of individuals generally should not function as the major predictor of variances in client recruitment, retention and treatment outcomes (Yamatani 1993).

2.11.7 Client satisfaction

Client satisfaction implies that the client's satisfaction and dissatisfaction with the services should be surveyed in relation to programme goals and objectives, adequacy, effectiveness, staff attitudes and interest. Assessment involves solicitation of the opinions of clients regarding adequacy and the quality of services received and their suggestions regarding programme improvement, (De Vos, 2010). In order to obtain information regarding the various needs for service improvement it is important to gather data from those clients who dropped out of service programmes. An assessment in this area should also include clients' opinions regarding the overall strengths and weakness of the programme as well as areas requiring improvement and modification.

2.11.8 Cost/benefit assessment

Cost/benefit assessment calls for a comparison between the cost of programme operation and the estimated amount of benefits generated. The total direct cost incurred by the programmes can be categorized into two major groups which are fixed costs and variables costs. The total benefits attributable to EAPs can be divided into two major categories- tangible and intangible benefits. The tangible benefits are represented by measurable positive effects of the EAP that are directly related to the programme objectives. The following are the five major areas to be considered in EAP benefit calculations:

- ❖ Work performance;
- ❖ Absenteeism;
- ❖ Paid health insurance claims;
- ❖ Workman's compensation payments; and
- ❖ Sickness and accident payments.

The intangible benefits associated with EAPs include the clients' psychological and attitudinal changes and impacts upon individuals and groups who are interpersonally associated with the clients, (Yamatani, 1993).

2.11.9 Programme constraints analysis

The programme constraints analysis can be conducted in order to improve EAP cost efficiency, programme effectiveness, client satisfaction and for the maximization of EAP benefits to employee and to employer. The major areas of assessment include budgetary constraints, legal constraints, organizational constraints and physical constraints. The programme constraints analysis explores various limitations or restrictions that stand in the way of EAPs to achieve successful outcomes, (Yamatani, 1993).

2.11.10 Evaluability Assessment

According to Kreuger and Neuman (2006), evaluability assessment is a set of procedures for determining readiness for evaluation- whether evaluation is possible and likely to offer helpful information. The evaluability assessment attempts to determine whether a programme does indeed meet such preconditions. If the assessment shows positive results in this regard, the evaluation can be designed. Such evaluability assessment is essentially a process of negotiation and investigation undertaken jointly by the people involved.

According to Rossi (2004) as cited in De Vos et al, (2011) evaluators should ask the following questions as part of the evaluability assessment.

- ❖ Are the programme goals and objectives well defined?
- ❖ Are the programme goals and objectives feasible?
- ❖ Is the change process presumed in the design of the programme plausible?
- ❖ Are the procedures for identifying members of the target population, delivering service to them and sustaining that service through completion well defined and sufficient?

- ❖ Are the resources allocated to the programme and its various activities adequate?

On a general level, an evaluability assessment determines whether an intervention service programme can in fact be evaluated.

2.11.11. Process Evaluation/ programme monitoring

Monitoring the performance of a programme, according to Kreuger and Neuman(2006), provides feedback on how a programme or series of interventions is operating and to what extent intended objectives are being attained . All programme monitoring activities share one goal which is programme improvement (Weinbach, 2005). This feedback allows for early identification of problems in delivery and subsequent improvements.

As such, programme monitoring is an on-going activity, and responses to this assessment allows problems to be addressed as they are identified. Actions related to this can ensure that a successful programme is maintained, timely modifications made, or unworkable or unsuccessful programme scrapped. Lunt et al. (2003) as cited in (De Vos et al, 2011) emphasizes that one of the functions of process evaluation is to allow for the interpretation of process outcome results.

2.11.12 Impact or outcome evaluation

Impact evaluation allows communication of best practice to people involved in a similar innovation. Impact evaluation is used to describe the measuring of the shorter-term impact of a programme in contrast to its longer-term outcomes. De Vos et al (2010) define impact evaluation as the activity directed at determining the positive or negative, intended or unintended, immediate or longer-term outcomes of the programme.

A programme impact refers to a change in the target population or social conditions that has been brought about by the programme-that is, a change that would not have occurred had the programme been absent. Rossi et al.

(2004) as cited in De Vos et al (2010) further point out that impact evaluation may be relevant at many points in the life course of a social programme at the stage of policy formulation or a pilot demonstration.

2.11.13. Utilization evaluation

Utilization evaluation assists in determining the extent to which a programme is effective after it has been fully implemented. One important way of studying programme utilization is to gather detailed, descriptive information about what the programme is doing. According to Fouché (2011) utilization evaluation seeks to answer the following questions:

- ❖ What do clients in the programme experience?
- ❖ What services are provided to clients?
- ❖ What do staff do?
- ❖ What is it like to be in the programme?
- ❖ How is the programme organized?

Utilization evaluation assists in telling the decision makers what is going on in the programme, how the programme has developed, and how and why the programme deviates from initial plans and expectations. For the purpose of this study the researcher will be guided by utilization evaluation which will assist the researcher in determining the extent to which SAPS employees benefit from the programme and what services are offered by the programme, while impact evaluation will assist the researcher to understand the impact of the programme on employees and the changes that have occurred since the implementation of the programme.

2.12 METHODS OF EVALUATION

2.12.1 Formative evaluation

Fouché (2011) define formative evaluation as the activities aimed at ensuring that a programme is well constructed as opposed to process evaluation which is aimed at improving the programme. Formative evaluation is aimed at checking if the programme is meeting the needs and provides information on the programme activity. It provides feedback on how a programme or series of interventions is operating and to what extent intended objectives are being attained. This feedback allows for early identification of problems in delivery and subsequent improvement.

The purpose of formative evaluation is to improve programme. Formative evaluations are also helpful in assessing the development and/or early implementation of the programme and it provides information about how best the programme can be revised or modified for improvement. This method assisted this study in finding out the opinions of employees about the programme challenges and successes and how best the programme can be improved.

2.12.2 Summative evaluation

Programmes are assessed at the end of an operating cycle, and findings typically are used to help decide whether a programme should be adopted, continued, or modified for improvement. Summative evaluations assist in assessing the impact, outcome or worth of the programme. Summative evaluations focus on measuring the attainment of goals and objectives; that is finding out if the programme “works” or in other words, if it is effective.

In summative evaluation the evaluator may also wish to determine whether an envisaged programme should be initiated at all. If the outcome of the needs assessments points to a lack of interest or need, funds available can be used in good time in an area where a need does exist. Summative evaluation assists in determining whether the programme should continue or not (De Vos et al, 2011).

2. 13 PRINCIPLES OF EMPLOYEE ASSISTANCE PROGRAMMES

2.13.1 Anonymity

According to Csiernik (2003) anonymity refers to the state of being or remaining unknown to most other people. A client’s identification must only be accessed by people who authorized to do so. The clients’ records kept for EAP statistical reports should not have names attached and statistical reports should always be aggregate in nature so that no person or individual work unit can be recognized. While anonymity is the ultimate goal of the EAP, confidentiality and anonymity are not the same.

2.13.2 Non-discrimination

According to Csiernik (2003) EAP records should never become part of an employee's personnel file as this might inhibit staff utilization of the programme. The implication is that information gathered from employees during the consultation should not be used against them unfairly.

2.13.3 Voluntarism

According to Csiernik (2003:18) "employees who seek help voluntarily are the most successful in resolving their difficulties". Employees who have voluntarily referred themselves to EAP are most likely to co-operate and follow all the advices and commitment entered into during the consultation. However management may arrange for employees to be assisted in situations where an employee does not realize that he/she has a problem, therefore the supervisor can intervene. Employees should not be forced into the programme as they are less likely to benefit from it if they themselves don't voluntarily acknowledge the wish to participate.

2.13.4 Accountability

The management and EAP practitioner should be accountable for the services provided to employees. According to EAPA-SA (2010), management must ensure that suitably qualified EAP professionals are hired to achieve the goals and objectives of the programme. The employees should have access to follow-up services to ensure that they continue to receive the type of services they need to successfully resolve their problems. The EAP should result in human and economic savings for both the employer and the employee (Csiernik 2003).

2.14 Summary of major findings from literature.

The literature indicates that evaluation of EAP effectiveness should take account of the following:

- ❖ Continuous promotion and evaluation of promotional efforts is crucial for the success of EAP;
- ❖ EAP should have a clear marketing strategy in order to make employees aware of the programme;
- ❖ Management endorsement and union involvement in the programme promotes the effectiveness of the programme;

- ❖ EAP must have a clear policy statement that will be able to guide the EAP services;
- ❖ It is pivotal for EAP to have a clear defined model which will assist in service delivery;
- ❖ Cooperation and coordination of management , supervisors, employees, labour unions and EAP practitioners as key stakeholders is critical in ensuring that objectives of EAP are realised;
- ❖ Evaluation of EAP is important to justify the relevance and the existence of EAP to external stakeholders;
- ❖ Employees must be fully aware of the existence and availability of EAP within the institution and have a clear knowledge of how the programmes will assist them;
- ❖ EAP should have a clear comprehensive evaluation framework to assist in evaluating the programme;
- ❖ Resources must be made available for the effective implementation of EAP;
- ❖ The successful programme is the one that reaches its target.

CHAPTER 3: EMPLOYEE ASSISTANCE PROGRAMME IN SOUTH AFRICAN POLICE SERVICES

3.1 INTRODUCTION

This chapter reports on EAP within the South African Police Service. In the SAPS management has the responsibility to provide services to enhance the health and wellness of employees. One way of ensuring the enhancement of health and wellness in an organization is to establish Employee Assistance Programmes (EAP) in the organization. (Grobler & Joubert, 2012). EAP can become an important service in an organization to help employees balance their demands and personal life and it can also support the employer's goals for improved levels of productivity (Grobler & Joubert, 2012). The following aspects are addressed in this chapter, history of EAP in the SAPS, programmes offered by EAP in the SAPS, principles of EAP in SAPS.

3.2 HISTORY OF EMPLOYEE ASSISTANCE PROGRAMME IN THE SAPS

Today, more than ever, South African Police Service employees, their families and their communities need Employee Assistance Services. SAPS employees are confronted with more frequent situations that discourage them and create mental, emotional and spiritual burdens. These challenges include, but are not limited to, daily traumatic events, road accidents and collisions of varying seriousness, and often witnessing the murder of colleagues. This burden affects not only employees, but also their families (Grobler & Joubert, 2012). Police officials are traditionally reluctant to make use of an EAP service because of the profession's macho image as well as the perception that information is not treated confidentially. From an organizational development perspective, specifically in terms of the existence and value of the EAP in the SAPS, scientific research was mandated by SAPS management to determine the importance of EAP to the members of the SAPS (SAPS Strategic Plan, 2002-2005).

In 1996 social work in the newly constituted South African Police Service was at a crossroads. The era of the South African Police (SAP) had ended with the promulgation of the South African Service Act (Act 68/1995) on 4 October 1995. SAPS were in the process of implementing a new policy that emphasized the

empowerment of personnel in the interests of effective service delivery within a transforming organization and society (Stutterheim, 2004). At the same time, however, SAPS was facing an increase in the incidence of personal problems among its 120 000 members. A choice had to be made, it was either to stick to the therapy-centred approach that had become the norm in the SAP, or try to conceptualize an alternative service delivery paradigm. The choice fell on the latter. The result was the operationalized version of social work's strength approach that now forms the basis of Employee Assistance Programmes in the SAPS (Stutterheim, 2004).

In describing the history, nature and development of EAP in SAPS, three themes will be covered. They are firstly, the historical factors that compelled Police Social Work Services (PSWS), secondly the nature and practical implications of the approach and thirdly the implications that the approach will have for the organization and South African occupational social work in general.

3.2.1 EAP in the SAP: 1952-1995

The historical factors that necessitated the development of a new approach can be divided into two broad categories. These are the factors that came out of the era of the South African Police (1952-1995) and those that pertain to the growth of the South African Police Service (1995 to present). In both cases the history will be divided into phases according to their most significant events.

3.2.2 The pre-EAP phase: 1952-1969

The roots of the provision of services to employees in the Police Service can be traced back to 1952 when the services were solely provided by chaplains and when Rev. HP Martin was approached to deal with the spiritual needs and social problems of members of the then SAP on contractual basis. In 1960 the first full-time chaplain, Rev. MDV Cloete, was appointed and one of his main tasks was to establish a chaplains' corps, the numbers of chaplains steadily in which increased in the following years. Although they focused mainly on spiritual needs and religious matters, they also dealt with police members' personal problems (Stutterheim, 2004). The chaplains however attempted to offer social work services but could not

go beyond the scope of operation of professional social workers. Meaning that the chaplains were unable to deal with the problems of employees adequately.

3.2.3 The phase of the “welfare officers”: 1969-1979

By 1969 personal problems among SAP members had increased to an extent that rendered the chaplains’ services insufficient. Consequently on September 1969 Minister of Police, Hendrik van den Berg, gave authorization for the chaplains’ services to be supplemented with the services of welfare officers. However the first welfare officers could not be described as “professionals” in the true sense of the word as it was decided that they would be recruited from the ranks of the SAP. The reasoning behind this step was that they would be familiar with, amongst other things, the structure, culture and activities of the organization.

The candidates for this post had to have at least nine to twelve years of service in the SAP, had to hold the rank of a warrant officer or lieutenant and had to be willing to undergo a three-month course on welfare-related issues. The first welfare officers joined the chaplain service on 1 August 1971. It soon became apparent that the welfare officers were unable to live up to the tasks they were required to perform (Ackerman, 2002). It was therefore decided to start employing fully trained social workers. Those social workers who joined the SAP during this period were still required to undergo the basic police training course of six months.

3.2.4 The transitional phase: 1979-1990

In 1979 the Public Service Commission approved the establishment of a social work division in the SAP. This step emphasised the provision of professional social work services within the organization. Under this new dispensation 29 posts for social workers were created. However, in terms of Special Force Order 13A of 1980(SAP, 1980), the services rendered by the social workers were still viewed as an extension of and supplementary to the chaplains’ services. By implication, in terms of the command structure of the SAP Head Office, the Social Work Services section still fell under the direct control and leadership of the chief Chaplain. In 1988 an inquiry was ordered into the separation of the social work and the chaplains components. The outcome of this inquiry was that, at the end of 1990, the Commissioner of the SAP ordered that a separate and autonomous occupational group be created for

professional social workers who would be dealing specifically with employees' personal problems or offer assistance programmes.

3.2.5 The structural repositioning phase: 1991-1995

Social work started to function as an autonomous section within Human Resource Management on 1 January 1991. It was their task to deliver a professional social work service to all police personnel. In 1992 a decision was taken to demilitarize sections of the SAP. On the 25 January 1993 the first civilian social workers were appointed in the South African Police. Consequently, two groups of social workers, namely those with functional ranks and those without functional ranks were then employed by the organization.

The social workers with functional ranks were appointed in terms of the Police Act No. 07 of 1958 while those without functional ranks were appointed in terms of the Public Service Act no 103 of 1994. This untenable situation changed at the end of 1996 when all social workers were appointed in terms of the South African Police Service Act (68 of 1995).

From an analysis of the history regarding the provision of employee assistance services in the police service up to 1995 three significant trends emerged.

- ❖ The first was the establishment of an independent social work service within the organization to provide employee assistant services.
- ❖ Secondly social workers were continually compelled to prove to both management and employees that employee assistance services were to the benefit of the organization and its individual members.
- ❖ The third trend was that employee assistance practitioners focused their services almost exclusively on individual employees and their personal problems. This was required from the first social workers providing employee assistance services who were appointed in the 1970s and it became part of the legacy on which the service was built up to 1995.

3.3 NATURE OF THE EMPLOYEE ASSISTANCE PROGRAMME IN SAPS

A circular from the office of the Director General, Department of Public Service Administration (DPSA), dated 19th June, 1997, with reference 3/4/5/14, provided emphasis to the establishment of an EAP. It communicated an instruction for the establishment of an EAP by all state departments by the Minister of Public Service and Administration. This instruction was ratified by the Public Service Commission. The South African Police Service was fortunate to have had some structure of assistance for employees in place (Biehl, 2004). The three disciplines of the SAPS, namely, Spiritual Services, Psychological Services and Police Social Work Services, were already rendering services to troubled employees and their dependants.

On the 11th of September, 2000 in his media briefing, the late Minister of Safety and Security, Minister Steve Tshwete, placed considerable emphasis on the introduction of an integrated EAP within the South African Police Service. Two years later, the EAP was prioritised by the National Commissioner as a national priority within the SAPS Strategic Plan, 2002 to 2005, under the strategic priority, Human Resources Management. It was therefore an obligation that SAPS develop the EAP.

In the South African Police Service particularly, Lephalale's seven police stations in the Waterberg district, EAPs are a result not only of the mandate for the establishment by the DPSA but also of the operational nature of policing services and the demanding conditions under which police services are carried-out. The EAP is provided as a means of employee- support to promote employee wellness and to create a working environment that is conducive to an effective and efficient delivery of police services.

The EAP in Lephalale's seven police stations is however provided by the social work component only without the support of other three components, namely; spiritual services, psychological services and quality of work life management. According the SAPS the four components should be working together to provide services holistically to the entire SAPS staff as employees within the seven police stations around Lephalale, as in many others, are exposed to violent and traumatic events every day. These incidents have a profoundly adverse impact on their psychological well-being and work performance.

In SAPS where the study was conducted, EAP was introduced in 2007. Prior its introduction, SAPS employees were compelled to travel to Modimolle for EAP services. In that same year (2007) the SAPS deployed an Employee Assistance practitioner at Lephhalale Police station to cater solely for the needs of SAPS employees and their personal and work related problems in all seven police stations, namely Lephhalale, Villa Nora, Witpoort, Tolwe, Belgerivier, Saamboubrag and Tomburke. All these police stations are offered services by the Employee Assistance Practitioner who is based in Lephhalale police station. Most of these police stations are some distance away from the EAP office with the nearest one being Lephahale police station which is about 15 kilometres away while the furthest police station is about 140 kilometres away. It is the opinion of the researcher that most SAPS employees who are based in satellite offices may find it difficult to access Employee Assistance services because of the distance which may make them to be reluctant to go for consultations.

The introduction of EAP in SAPS Lephhalale was recommended by management through the HR division after employees presented with work related and personal problems such as absenteeism, frequent sick leave applications and substance abuse. A mini survey was done by the order of management in which questionnaires were circulated among the employees and the results indicated that most employees appeared to be in need of employee and social support (Personal conversation, Cluster Commander Tsebe on April, 16, 2014). A Memorandum of Request was drafted and sent to provincial office to request for a post of Social work who would provide EAP in Lephhalale cluster.

Furthermore a needs assessment of EAP within the Department of Safety and Security was conducted by J.D Bambo (2011) in which the findings revealed that there was a dire need for the Employee Assistance Programme in SAPS. The findings further confirmed that there was an urgent need for EAP programmes as it was deducted from that study that SAPS employees had experienced social, emotional, psychological and work related problems that impacted on their work performance.

The Lephalale SAPS cluster is one of the police stations established by the South African Police Service with the primary aim to reduce crime in the Lephalale Municipality. It is one of the biggest cluster stations in Limpopo with seven police stations within the cluster. Lephalale SAPS cluster has 397 employees, and is one of the busiest. In addition with Medupi Power stations being constructed around the area, Lephalale SAPS cluster has to deal with all Medupi employees during time of riot which can be challenging to the police officers. It is the opinion of the researcher that most employees within Lephalale SAPS cluster especially those in the police stations that are far from the main police station in Lephalale Town where the EAP is based may to be reluctant to seek support from the EAP office because of distance.

Due to the nature of the operations of the Lephalale cluster Police stations which put strain on employees, the Lephalale cluster recognize the importance of employee wellness by creating a conducive and stress free environment which will enable the SAPS employees to deliver on its mandate of reducing crime. According to SAPS circular (2007) the introduction and implementation of EAP within the SAPS was motivated by different factors such as poor service delivery, corruption, fraud and family and work related problems.

In SAPS EAP is available to assist and support all the employees of the SAPS. All SAPS employees and their immediate family (spouse or partner and all children who are dependent on the employee) have direct access to the EAP (SAPS 2012). The SAPS as an employer has institutionalized the Employee Assistance Services in order to provide specific assistance and support to the organization's most valuable asset, namely its human resources.

3.4 THE LEGISLATIVE MANDATE THAT GOVERNS EAP IN LEPHALALE

The core of EAP within SAPS is tailored in line with the following legislative frameworks. These frameworks assist in ensuring accountability for the services offered. SAPS as a government institution is compelled to render employees assistance programs in relation to the following guiding policies:

3.4.1 The Constitution of the Republic of South Africa Act 108 of 1996

The Constitution of the Republic of South Africa 1996 is regarded as the supreme law of the land. Sections 10, 11, 23 and 24 of the 1996 Constitution indirectly guarantees employee wellness and safety in the workplace. By virtue of its supremacy, the 1996 Constitution puts an obligation on employers to look after their employees' well-being. Sections 10 and 11 are categorised as "entirely" non-negotiated rights with section 10 providing for respect and the protection of human dignity. Human dignity includes many aspects such as one's soul and pride which can be affected in numerous ways if employers do not respect and protect this right. Section 11 provides for a non-negotiated right to life.

It is the researcher's opinion that section 11 of the 1996 Constitution should be read in conjunction with sections 23 and 24, which provide for a right to fair labour practices and to an environment that is not harmful to one's health or well-being respectively. These sections position a responsibility on employers to respect and protect an employee's health, ensure fair labour practices and provide a working environment that is not harmful to the health and well-being of an individual, thereby acknowledging and respecting the individual's right to life. Section 27 further guarantees a right to health care services and social security. Section 27 (2) further provides that "*The state must take reasonable legislative and other measures, within its available resources, to achieve the progressive realisation of each of these rights*".

It is the researcher's opinion that section 27(2) of the 1996 Constitution puts an obligation on employers to have and implement employee wellness policies such as Employee Assistance Policies aimed at realising each of the rights mentioned above.

3.4.2 The Public Service Act, (103 of 1995)

Part Six, Section D of the Public Service Act requires the Head of a Government Department to create and maintain a safe working environment for employees. Part Six, Section E5 further mandates a Head of Department to establish a health promotion programme through education, awareness and prevention programmes. Part Six 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. Finally, Part Nine Section E of the Act 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 employee to improve their performance.

From the provisions above, it can be reasoned that, the Public Service Act guarantees workplace wellness and requires heads of departments to put in place wellness and Employee Assistance Programmes for employees dealing with problems in their jobs. The Act goes further to mandate the Heads of Departments to provide means of assisting employees, who find it difficult to perform their jobs to the fullest. Hence the SAPS put EAP into operation.

3.4.3 The Labour Relations Act (66 of 1995)

Part B of the Labour relations Act provides for codes, rules, guidelines and regulations. The Code of Good Practice on the handling of Sexual Harassment schedule 1 (3) clearly states that *“This code encourages and promotes the development and implementation of policies and procedures that will lead to the creation of workplaces that are free from sexual harassment where employers and their employees respect one another’s integrity, dignity, privacy and the right to equity in the workplace”*.

Schedule 4 (2) of the same code further states that *“Sexual favouritism exists where a person who is in a position of authority rewards only those who respond to his or her sexual advances, while other deserving employees who do not submit to sexual advances are denied promotions, merit rating or salary increases”*. Schedule 5 further puts the responsibility on employers to create and maintain a working environment in which the dignity of employees is respected.

The Code of Good Practice: Key aspects of HIV and AIDS and Employment schedule 3.2 puts an obligation on employers for the creation of a supportive environment for HIV infected employees. Schedule 3.3 of the Code emphasises the protection of human rights and dignity of people living with HIV and AIDS.

3.4.4 The Basic Conditions of Employment Act (75 of 1997)

The Basic Conditions of Employment 1997 Act (75 of 1997) guarantees employee wellness as one of its main purposes is to give effect to the right to fair labour practices referred to in Section 23 (1) of the 1996 Constitution. Sections 78 and 79 of

the Act guarantees an employee the right to hold discussions with the employer or fellow employees with regard to conditions of employment. Thus, a troubled employee is indirectly given a right to seek assistance from EAPs. Sections 26 and 27 of the Act further provide for meal intervals; daily and weekly rest periods for employees, allowing them time and space to attend to their personal problems.

3.4.5 Occupational Health and Safety Act (Act 85 of 1993)

The main purpose of the Act is to provide for the health and safety of persons at work and the protection of persons other than persons at work against hazards to health and safety arising out of or in connection with the activities of persons at work. By implication, OHSA seeks to provide a healthy and safe working environment for persons at work and extends beyond this to ensure the health and safety of an employee's family who may be affected by the health and behaviour of their working family members. EAPs subscribe to the intention of OHSA as they seek to assist employees and their families in dealing with their problems.

3.4.6 SAPS Act 68 of 1995

Section 24(i) of this Act mandates the SAPS management establish a component which would be able to respond to the employee's physical, medical, social and mental fitness when required. Section 24(k) further states that such services must be extended to the families of SAPS employees. It is the researcher's viewpoint that EAP in the SAPS is established in line with this Act in order to cater for the needs of employees and their immediate families through the establishment of components such as EAP.

3.5 GOALS OF THE EMPLOYEE ASSISTANCE PROGRAMME IN SAPS

The Goals of Employee Assistance Programme in the South African Police Service as highlighted in National instructions (2003) are:

- ❖ To assist an employee by promptly identifying and finding solutions to problems that can influence the employee's performance at work; and
- ❖ To assist the employee in preventing a further decline in work performance and to reinstate the employee to acceptable levels of work performance

- ❖ Improve productivity in order to reduce absenteeism , sick leave, accidents and to improve the moral of employees
- ❖ Provide a system to enable employees to address their psycho-social lifestyle
- ❖ Assist line managers to deal with work performance issues
- ❖ To address problems early to prevent complications that negatively both work performance and life in general.

The SAPS handles the counselling or therapy component. Referrals are usually done in cases where long –term therapy is needed, or when the organization does not have the appropriate resource, e.g. a psychiatrist. Liaison with external resources is maintained to ensure that the employee receives the applicable services as needed.

3.6 PRINCIPLES OF EMPLOYEE ASSISTANCE SERVICES

The principles of the EAP , as defined within the broader public service (DPSA, 2011) which are also applicable to the SAPS are as follows:

- ❖ Ethics and confidentiality (promoting ethical conduct and confidentiality)
- ❖ Accessibility and focus on all levels of employment eligibility (full access and capacity at all levels).
- ❖ Flexibility and adaptability (promoting customized solutions that are department, cluster and sector specific).
- ❖ Contextual difference (development thrust that is responsive to organizational circumstances).
- ❖ Performance focus (training must result in enhanced performance and service delivery).
- ❖ Learning communities and organizations (expanding access to knowledge and promoting individual responsibility for learning).

The above mentioned principles are somewhat generic and common within the EAP professionals' environment. The EA services in the Lephalale cluster police stations are provided by the EA practitioner who abides by the code of ethics of the South African Council for Social Services Professions

(SACSSP), EAPA-SA standards and code of ethics and the SAPS EAP principles. The following are cross cutting principles in the SAPS Employee Assistance Services, (Grobler and Joubert, 2012):

- ❖ Information regarding services to be available to all employees –the right to be informed.
- ❖ The EAP must render services to support all employees with a clear understanding of their situation which, in most instances, is context specific.
- ❖ Services need to be accessible to all employees, regardless of rank or status.
- ❖ The EAP must be available to employees at all times.
- ❖ The EAP must respond immediately when services are requested
- ❖ Confidentiality regarding sensitive and personal information must be maintained at all costs
- ❖ The EAP must behave credibly, in other words, they should lead by example and practice what they preach.
- ❖ The EAP must not only focus on the employees' problems (traditional EAP approach), but rather focus on empowering them with the necessary skills and knowledge to cope with their day to day demands, in other words a more proactive/empowering approach.

3.7 PILLARS OF EMPLOYEE ASSISTANCE PROGRAMME

The following are the guiding pillars as taken from the policy of the Lephalale EAP circular dated 01May, 2007, with reference 4/2/3/13 and they are in line with EAPA-SA standards.

3.7.1 Record keeping and confidentiality

The SAPS will ensure that all information sourced from the clients during consultation will be kept confidential and information received during consultation will only be used for the purpose of helping the client. Employees will not be dismissed, demoted or victimized on the basis of information revealed during consultation. According to the SAPS introduction to the service information record, it is mandatory for Employee Assistance Practitioners to keep a record of their contact with their clients and the treatment process. This is critical to ensure accountability and to

maintain a high standard of service delivery. Record keeping and confidentiality are also aimed at ensuring that the interests of the client -system (individual, family and community) and the employer are protected.

3.7.2 Volunteerism

This pillar guarantees that the SAPS will not force anyone to consult or use EAP services against their wish. However services will always be available for all the officials within SAPS and their families who may be in need of services. Clients who volunteer to be part of the intervention process are more likely to benefit from the processes as opposed to those who are forced.

3.7.3 Accessibility

The SAPS will ensure that programmes and services are accessible to all the SAPS employees. The department will make reasonable resources available to assist employees and their families who are in need of the service. The SAPS management will ensure that enough office space is available, human resources and systems will be put in place in order to ensure the effectiveness of the system. The latter statement is in line with EAPA-SA standards for employee assistance programmes guideline of 2010's third edition which also put an emphasis on the accessibility of EA services.

3.7.4 Fairness and Neutrality

The SAPS will make sure that employee receives fair and just services without any favour or prejudice. No employee's information will be used against any employee during times of conflict between management and the employee or be used against any employees during disciplinary hearings.

3.7.5 Time off

The SAPS commanders may grant a reasonable amount of time during normal working hours to an employee to attend to EAP counselling sessions during duty hours. An employee working regular duty hours may have his/her time of duty modified to accommodate his/her attendance at such sessions.

3.7.6 Supervisors training

Supervisors are mostly the first people to encounter troubled employees within the organisation. Training and coaching will be provided to supervisors to enable them to identify troubled employees and to refer them to EAP and to handle difficult employees better.

3.8 DOMAINS OF THE EMPLOYEE ASSISTANCE SERVICES IN SAPS

The Employee Assistance Services in SAPS is expected to be applied via an integrated approach wherein the social work services, psychological services, spiritual services and work-life management are expected to work together in rendering services. Through that the best kind of intervention for the successful resolution of personal or work-related issues for employees and their related families is determined.

Although an integrated approach is followed, specialization exists in this professional environment (Grobler and Maree, 2009). They further state that all interventions are aimed at enhancing the total wellness of the employees which include four broad spheres namely 1.organisational intervention, 2 interpersonal intervention, 3. Health and wellness intervention and 4. Intra personal intervention. The range of interventions offered by the EAP involves all four of the quadrants within the following broad categories: however, within the Lephalale cluster police stations, services are rendered by the social worker who focuses on the following components within the below mentioned spheres as his scope of operation while others spheres such as spiritual and others are only accessed through referrals to Modimolle and as such this could pose a challenge to the service users:

3.8.1 Proactive interventions

This is the primary focus of EAP, aimed at the enhancement of personal coping skills, enabling individuals to cope effectively with challenges that may occur, resulting in the improvement of their quality of life. A range of resilience interventions focus on the process of adapting well in the face of adversity, trauma, tragedy, threats or even significant sources of stress- such as family and relationship problems, serious health problems, or workplace and financial stressors (Grobler and Maree, 2009).

3.8.2 Reactive interventions

Reactive interventions are aimed at empowering individuals who are experiencing personal challenges in life to cope effectively and to face and solve their challenges appropriately. These interventions can take form of therapy and counselling which can aid in processing and healing past and present trauma or hurt. Crisis interventions apply when an Employee Assistance Practitioner is needed at the scene of a major incident, a suicide or attempted suicide, sudden maladjustment in the work environment, conflict situations and death. The Employee Assistance professional attempts to systematically manage these crises that have occurred (Grobler and Maree, 2009).

3.8.3 Organization- centred services

These kind of services are provided to support the organization and employees in police operations and training. Individual assessment is made at assessment centres and employee selections. Assessment centres use a multifaceted or multidimensional technique, involving a series of written exercises and behavioral simulations (interactive exercises) of police and post-specific managerial tasks which a candidate participates in and on which the candidate's ability to function in the post can be assessed.

Organizational development is a two-step process. Firstly, diagnosis in which needs and developmental areas are identified. This is done by means of an EAS needs analysis system, interviews, desktop research and any other relevant information gathering method. The second part of the process is intervention design and the implementation of interventions that will address the issues or needs indicated in the diagnosis.

The EAP office plays the important role of supporting the SAPS human resources and its related functions and its professional input and consultation with regard to organizational functioning by means of the investigation and improvement of employees 'health and well-being within the framework of existing human resources practices, policies and procedures.

3.8.4 Operational support

It is possible to mobilize crisis trauma workers in a major incident or disaster within hours of its occurrence. The SAPS de-briefers (EAP professionals) are deployed to, firstly assist victims who are not in need of medical attention at the major incident or disaster scene and, secondly, to provide support to rescue workers at the scene.

Resilience-centred services are rendered to employees and their immediate families before, during and after deployment, as well as when employees are away on training for more than two months (for example deployment internationally). These services include consultations, counselling and support, home visits and resilience preparation, as well as reintegration sessions upon the member's return from deployment (Grobler and Maree, 2009).

3.9 EAP SERVICES WITHIN SAPS

The EAP actively participates in celebrating special events and programmes such as Police Appreciation days, SAPS memorial services, World Aids day, World Social Work day, Disability day and many others. Some of the most important critical events include HIV and AIDS, Workplace Management and Disability Day. The following are EAP services offered within SAPS as outlined in SAPS strategic plan (2002).

3.9.1 HIV and AIDS workplace management programme

The HIV and AIDS workplace management programme aims at promoting an awareness of HIV and AIDS, combating and reducing the spread of HIV and AIDS and its impact, and consists of:

- ❖ The peer education programme assists in reducing stigmatization, using formal and informal platforms by advocating the prevention of HIV/AIDS and promoting care and support to employees and their families.
- ❖ HIV and AIDS support groups aim at facilitating optimal coping skills and encourage positive living among infected and affected employees and their families.
- ❖ HIV and AIDS awareness programmes and activities enhance the present workplace programme in order to determine the impact, behavioural changes and sharing best practices
- ❖ Empowerment of employees with decision making skills based on an ethical and value driven approach to combat HIV and AIDS; secondly focus on

forgiveness, marriage, protection, hope and compassion; thirdly, emphasize building a strong and loving marriage that is morally accountable and that will fight the threat of HIV and AIDS and, lastly, look at how the family can fight the threat of HIV and AIDS.

3.9.2. Disability management programme

Disability management is the integration and mainstreaming of people with disabilities in the SAPS and is managed through:

- ❖ Monitoring and evaluating services to employees with disabilities
- ❖ Implementing the SAPS policy and other legal documents
- ❖ Facilitating the accessibility of buildings
- ❖ Reintegrating SAPS employees with disabilities into the workplace
- ❖ Creating an awareness of all disability-related matters
- ❖ Providing assistive devices/assistive technology, if necessary, to enhance performance
- ❖ Sensitizing colleagues regarding disability
- ❖ Empowering colleagues through sign language training so that they can communicate better with those with disabilities
- ❖ Support groups for SAPS employees with disabilities and/or family members.
- ❖ Adventures base team development/ Team Building

3.9.3 Bereavement

EAP practitioners offer emotional support and counselling related to bereavement which is a distressing experience that starts after a colleague or a family member of an SAPS employee (or family member) has passed away, for instance when a member is shot dead. It is an encounter with death which leaves an employee (or family member) vulnerable and may in extreme circumstances lead to suicide. Intervention is necessary as grief directly influences the member's work performance (or the family members' ability to cope). The EAP practitioner is equipped to guide the bereaved to emotional wellness.

3.9.4 Death

EAP practitioners offer the practical support required in the case of the death of a SAPS employee or his/her immediate family members. This need should be distinguished from bereavement, as the death itself will be the motivating force of action.

3.9.5 Alcohol Dependency

Alcohol dependency is a process by which a person becomes physically and mentally dependent on liquor (i.e. any alcohol containing beverage). When a SAPS employee or a direct family member is addicted to more than one illegal or legal dependency-forming substance the services of an EAP could be required to assist the SAPS employee to overcome the addiction.

3.9.6 Be money wise/ financial management

In some instances a SAPS employee might have borrowed money from a creditor and does not honour the agreement with the creditor due to the inability to pay it back. In these financial circumstances the employee may be prone to stealing, easily corruptible, experience tension within his/her marriage or revert to alcohol misuse. This programme is more relevant to the employee who experience difficulties in honouring his/her financial commitments, but has not yet fallen into serious debt.

3.9.7 HIV and AIDS

Employees infected or affected with HIV and AIDS, are often faced with emotional, mental, spiritual and physical challenges that may present themselves at the same time. These may impact negatively on their functioning within the workplace. When a SAPS employee has to face HIV and AIDS, the assistance of EAP ensures that he/she keeps perspective.

3.9.8 Counselling

Counselling is a therapeutic process in the form of one or more interviews which usually involve an EAP professional helping a SAPS employee or his/her immediate family to explore and resolve general issues or particular troubling factors in living, utilizing first and foremost their own physical, mental, social and spiritual resources.

For counselling to be successful a structured, permissive relationship between the EAP counsellor and the SAPS employee needs to exist.

3.9.9 Trauma management programme

EAP professionals offer support to traumatized SAPS employees by performing a supporting function through assisting the employee during a traumatic situation. The EAP professional is also responsible for the provision of trauma counselling to the dependents of SAPS employees to ensure that the employee's support structure is stabilized.

The following programmes are also rendered by the Lephale SAPS EAP practitioner:

- ❖ Commanders programme
- ❖ Effective Parenting
- ❖ Ethics & Anti-corruption/Ethical awareness Personal wellness and Growth
- ❖ Stress Management
- ❖ Pre-retirement
- ❖ Relationship Programme
- ❖ Suicide prevention Colleague sensitivity

3.10 MOODLEY'S SUCCESS ELEMENTS OF EAP SERVICES IN SAPS

❖ Review

It is the responsibility of management to track themes such as success, failures and/or challenges and trends in other organizations, and to offer solutions to their on-going process (Moodley, 2003).

❖ Risk management

Management with the assistance of EAP practitioners should ensure proper insurance for their practitioners e.g. sometimes the practitioners work with violent members who can attack them at any time (Moodley, 2003).

❖ Professional ethics

Practitioners should always maintain professional ethics; they should come up with strategies to maintain confidentiality to avoid possible lawsuits time (Moodley, 2003).

❖ **Supervisory application**

It is the responsibility of the practitioners to guide the supervisors and inform them about any discrepancies (Moodley, 2003).

❖ **Capacity**

Practitioners should workshop members on how to accommodate diversity at the workplace. Diversity also involves language and cultural differences (Moodley, 2003).

❖ **Design and Consultation**

Each organization should design an EAP programme that will be in line with their policies and the specific needs of employees. The members should be consulted and their inputs considered (Moodley, 2003).

3.11 THE MODEL OF EAP USED BY LEPHALALE POLICE STATIONS

There are many types of EAP models. Most employers offer EAP services such as diagnosis and treatment, whilst others prefer to offer those that are based on education alone (Byars and Rue, 2006). Four EAP models (in-house, external, consortium and affiliate) have been identified, however the SAPS EAP applies the in-house model and therefore the researcher will only discuss this model. The in-house-model is a type of EAP in which diagnosis and the treatment services are provided within an institution. In this type of model, the employer maintains a full service facility and employs EA practitioners on a full time basis (Rajin, 2012).

Furthermore in-house model helps in developing links to other parts of the organization which aids in building one of the EAPs unique strengths. The internal EAPs are positioned to deliver high quality organizational services and can be more integrated with the organization than an external vendor can be. The internal EAP's focus is on its core components, but also allows for closer management of EAP professionals. The disadvantage of this model may be that since it is in-house other employees may be reluctant to utilize it with the fear that management may become aware of their difficulties and that perhaps they will run a risk of being discriminated against when there are promotional opportunities. Other employees may fear to utilize the service as they may associate the service with a certain department and fear that their concerns may not be kept confidential.

Furthermore, lack of trust and concerns over confidentiality may result in employees seeking informal or external sources of information for dealing with their problems and these will result in the programme being underutilised, (Geist-Martin, 2003). The advantage of this model is that it enhances ownership of the programme by the employer. The EA practitioner has access to information that helps in the understanding of the work and culture of the organization. The EAP is accessible to employees during working hours and this may increase staff utilization of the programme and it allows for closer management of clients.

3.12 THE ROLES OF THE SUPERVISOR IN SAPS

It is expected of the supervisor to monitor and guide the performance of employees in the work place on a daily basis; as such the supervisor is in a better position to be able to identify any changes in an employee's behaviour, job performance or any other distress. It is in this way that the supervisor has an important role to play in assisting employees who may experience problems in the line of duty or any other problem that may interfere with their duties at the workplace.

3.12.1 Identifying the troubled employees

According to the Standards document of EAPA-SA (2010) a troubled employee is an employee suffering from any personal or work related problems, resulting in a lack of optimal economic and social functioning. De Winner and Taute (2008) indicate that supervisors need to identify changes in work patterns, deterioration in work performance, violation of policy and any issues that compromise the safety of the work environment. Unacceptable work performance is therefore a sub-standard performance, or the result of a decline in the quality of work. Behaviour that disrupts normal work functions and the work environment is also unacceptable. A troubled employee is therefore an employee who allows personal and/or work related problems to negatively influence their performance at work.

3.12.2 Documentation

According to Tiner (2006) a supervisor should provide written, factual, objective and confidential information that focuses only on job performance. Before a supervisor confronts a troubled employee regarding his or her behaviour, all the facts must be documented.

3.12.3 Confrontation

Cagney (2006) reiterates that the supervisor is in a good position to identify employee problems through noticing deterioration in work performance, is able to confront the employee, break through the denial, and use the employment contract as leverage to encourage the employee to take action. When a supervisor confronts an employee, this takes place in three interviews, namely a corrective interview, a warning interview and a final confrontation.

3.12.4 Referral

Supervisors must have knowledge of the types of referrals that can be made. The following types of referral are discussed by Cagney (2006).

Informal/self-referral: these are initiated by employees who are aware of a problem or are experiencing enough discomfort to seek resources. They have been encouraged to use the EAP by co-workers, family members or supervisors

Formal or management referral: these are directly related to job performance and must be seen as another tool or option for the employees to use in improving job performance.

3.13 Summary

- ❖ The role of supervisors is very critical in enhancing the utilisation of the programme.
- ❖ It is important for EA practitioners to be fully resourced in order to render effective services to clients
- ❖ It is pivotal for EAP to work with other professionals for effective service delivery to clients.
- ❖ EAP professional must adhere to ethical guidelines and principles for effective case management.
- ❖ EAP in SAPS renders a range of services to employees and their immediate family.
- ❖ It is important for EAP to have guidelines that direct its operation.

CHAPTER 4: PRESENTATION, ANALYSIS AND INTERPRETATION OF EMPIRICAL FINDINGS

4.1 INTRODUCTION

This chapter presents the empirical results of the analysis within the broad categories of the research aims, research question and the discussion thereof. Data were obtained from the self-administered questionnaires. Data were then analysed to describe the effectiveness of EAP within the SAPS in the Waterberg District of Limpopo Province. The research activities were carried out at Lephalale Municipality within six police stations. Quantitative data collected was manually analysed using descriptive statistical analysis. This chapter presents the findings and follows a sequence that was outlined on the data collection tool.

4.2 Research Methodology

The study was aimed at evaluating the effectiveness of EAP within the SAPS (Waterberg District) in line with the objectives that were described in chapter 1, namely:

- ❖ To assess the level of awareness, understanding and knowledge of EAP services by employees
- ❖ To ascertain accessibility of the EAP by employees
- ❖ To establish the extent to which the employees are satisfied with EAP services
- ❖ To provide recommendations on how to improve the EAP operation.

The study was prompted by the increased number of employees who were seeking social welfare services from the Department of Social Development whereas they had the opportunity of the same services within their institution. The researcher developed a questionnaire as a data collection instrument and the aim was clearly indicated on the questionnaire so that all participants would have a clear understanding of the study.

The Pilot study was conducted at Belgrivier Police station where six (6) employees who were not in the sampling frame were requested to complete the questionnaire.

The aim of pilot testing the questionnaire was to determine if the employees would be able to understand and complete the questionnaire. Inputs were made by the participants and minor adjustments were made to the questionnaire especially on some of the questions where participants felt they were the same but with different wording.

As the researcher already had the permission to conduct the study, the Human Resources section at Lephalale SAPS Cluster offices was visited in order to obtain the list (sampling frame) of all employees at the Lephalale SAPS cluster. Two lists were provided one for those who were employed under South African Police Act No 65 of 1995 and another for those who were employed under Public Service Act No 103 of 1994.

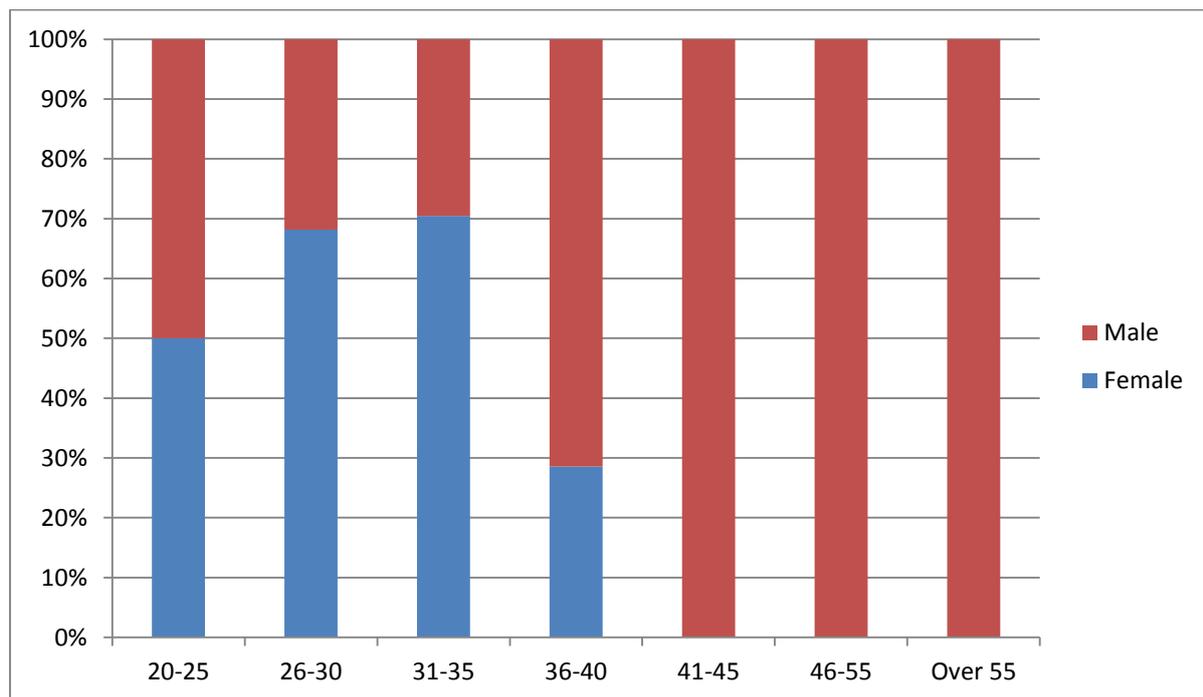
The researcher used a systematic random sampling method wherein every 2nd person from the list was selected to form a sample. A total number of 197 employees were identified to participate in the study. After identifying the respondents, the researcher wrote a letter to the station commanders in different police stations in order to request them to inform the employees who were in the sample about the date of visits by the researcher for data collection. The process of data collection took the period of three weeks from 14-23 December 2015 in which the researcher distributed and administered the questionnaires and collected them after the participants completed them. The total number of 197 administered questionnaires was issued but only 189 questionnaires were returned to the researcher which made the response rate to be 96%. However, eight (8) participants (4%) who were supposed to make total number of 197 participants could not form part of the study as they were on leave. That leaves response rate at 91%.

4.3 SECTION A: Demographic profile of the sample

Section “A” shows the demographic characteristics of the respondents: age, gender, language, marital status, participant’s number of children, qualifications, years of experience, and the Act which the participants were employed under.

4.3.1. Age distribution of the participants

Bar graph 1: Age distribution of the participants – 100% (N=189)



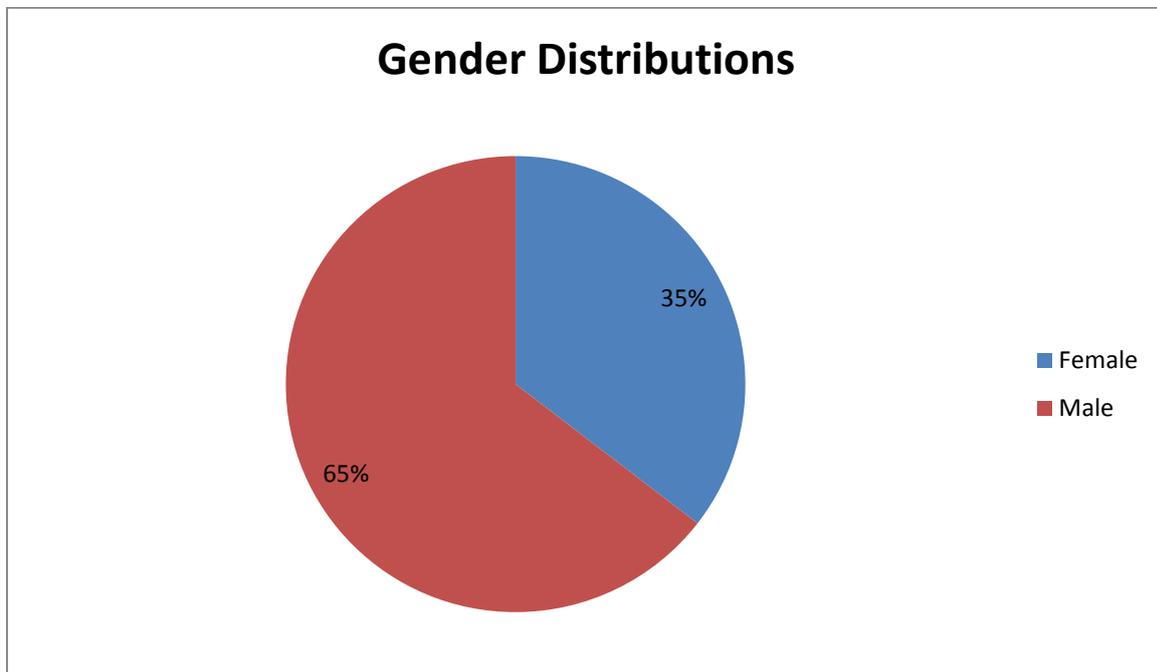
There were no participants at the age of (≤ 20). However, the participants’ ages ranged from 20 to above 55 years of age. According to Graffins and Moorhead, (2014) young employees are highly prone to workplace challenges and burnout as compared to their older counterparts because of their preoccupation with their work, their expectations of the job compared to the reality they face on the job, excessive emotional involvement, weaker support networks and less competent coping strategies. From the study it can be seen that this study had a high number of participants classified as youth (60%) which according to the South African context is a person below the age of 35. Interestingly the majority of them were females in a previously male dominated field. This can only suggest there has been a transformation going on within the SAPS since the dawn of democracy in relation to

gender issues. The graph shows that there are high numbers of female participants below the age of 40. Furthermore, the outcome suggests that there is a dire need for the intensive intervention of EAP within the SAPS Lephalale because of the high number of younger employees who still need support and effective coping strategies. Mnisi (2005) indicates that employees within the age group of 31-40 were more willing to utilize EAP than older ones. The researcher is of the opinion that this age range enhanced the study because it captured respondents from young to middle age with a variety of different family responsibilities and commitments.

It is clear from the graph that most participants were between the ages of 36-40. This is the age where most employees attempt to settle down and start families which may be stressful and challenging to some of them, and therefore it is important for the EAP office to inform employees about family preservation services.

4.3.2 Gender distributions

Pie chart: 1 Gender distributions



Pie chart 1 (above) shows the gender distribution of the SAPS employees who took part in this study. The findings revealed that there was a lower number of female participants (35%) and a higher number of male participants (65%). The skewed

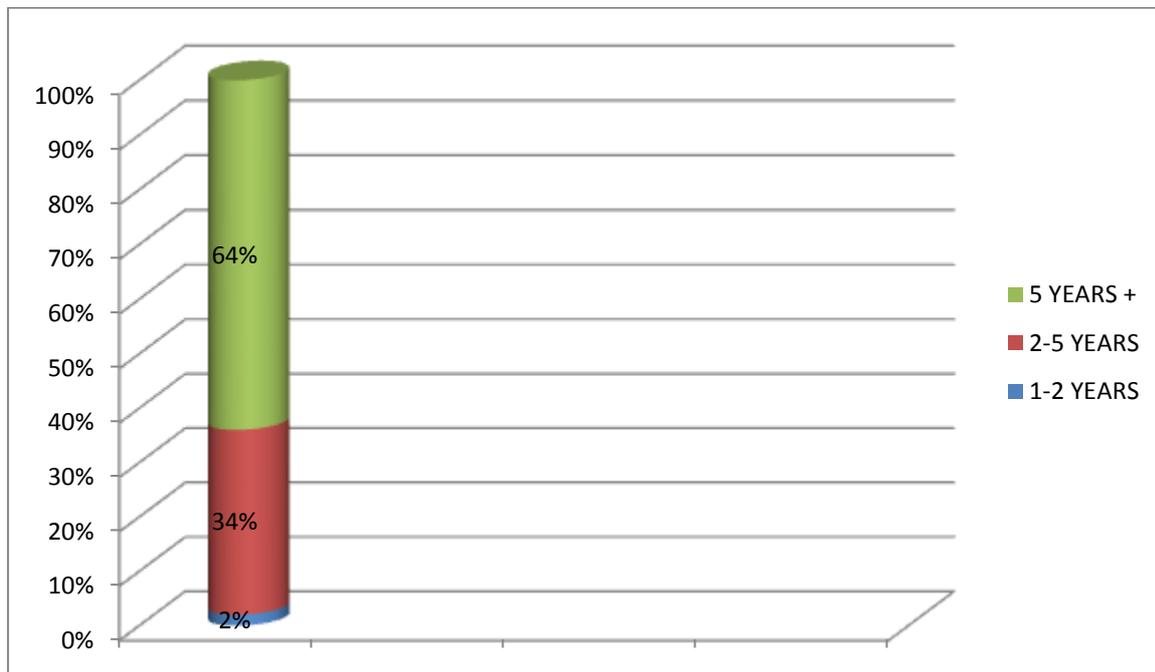
representation of gender among participants (SAPS employees) in the study could be because the Department of Safety and Security previously employed more males than females. Traditionally, therefore, men outnumber women in the police force.

In acknowledging the transformation within the SAPS, it cannot be ignored that the pace is quite unhurried. The dominance of male participants in the SAPS may have a negative impact on the effectiveness of EAP because men traditionally prefer to keep their concerns to themselves as opposed to women. This is supported by the fact that the majority of employees who visited the Department of Social Development were females though men are in majority within the SAPS. Interestingly the study also revealed in “section A” that the SAPS has a high number of females at entry level who are between the ages of 20-35, which may suggest that the SAPS could be trying to balance the gender ratio of employees.

According to Hegar and Hodgetts (2008:44) “gender differences have an effect on the ability to cope with work challenges”; women are more susceptible to work trials and they are more likely to be employed in highly demanding jobs like community and health services. This may suggest that women may be more in need of EAP services than men. Regardless of the lower number of female employees within the SAPS, EAP is still an important role player in addressing employees’ work-related problems. It is also imperative for SAPS management to consider implementing gender equality policies in order to close the gap between women and men in the workplace.

4.3.3 Years of service of participants

Bar graph 2: Years of service of participants



The participants had varying years of work experience and these were categorized for reporting purposes. Sixty four percent (64%) participants had 5 and more years of experience while (34%) reported having two-five years of experience in their specific field of work and a significantly smaller portion of two percent (2%) had only accumulated one to two years of experience by the time of data collection.

The data indicate that the workforce within the Lephalale cluster is experienced, meaning that most of them may be familiar with the strategies and approaches used by EAP and this could have a negative impact on the effectiveness of the programme because many of them may regard their work experience as all the knowledge they need to deal with their problems. Furthermore it can be suggested that most employees who have many years of service may be occupying the higher ranks within the structure.

These higher ranking may have difficulty utilizing the service within the SAPS as they may consider that their subordinates would think that they are not coping with their

positions and this may have an undesirable impact on the effectiveness of the programme. Fouché and Naicker (2006) indicate that organizational factors such as status and years of experience account for the fact that a certain group of employees, especially those who occupy high ranks, may be reluctant to utilize EAP services. The researcher is of the opinion that EAP needs to revive its strategies so that even experienced employees can be attracted. It is the researcher's opinion that most employees who are less experienced are most likely to utilize EAP because of adjustment issues in the work place and most of them may be under pressure to perform in order to impress their superiors.

4.3.4 Language used by participants

Table: 1: Language usage by participants

Language	Setswana	Sepedi	Xitsonga	Tshivenda	English	Afrikaans	Total
N of p	101	66	10	7	4	1	189
%	53	35	5	4	2	1	100%

The above table shows that the majority of participants spoke Setswana because the region is next to the Botswana border and the language spoken predominantly within the municipality is Setswana. The researcher asked all participants if they were comfortable answering the questionnaire in English and there was no one who showed any problem regarding the English language. There was therefore no need for the researcher to organize a language translator. The diversity of languages within the SAPS may infer that there are different employees with different cultures; as such it is important for the EA practitioner to be familiar with the backgrounds of employees for the flexible delivery of EAP services to all employees irrespective of cultural orientation.

Even though most of participants were familiar with the English language this does not mean that they are fluent in its use. As a result, some may prefer to be assisted in the language that they fully understand, in this case their mother tongue, especially when their problems involve their dependents or spouse who perhaps may not be fluent in the use of English. This may result in some of the employees or

their dependents not consulting the EAP because of language barriers thus resulting in the reduced effectiveness of the programme. Demographic variables such as language and ethnicity have also been linked with seeking help from an EAP (Fouché and Naicker, 2006).

4.3.5 Marital Status

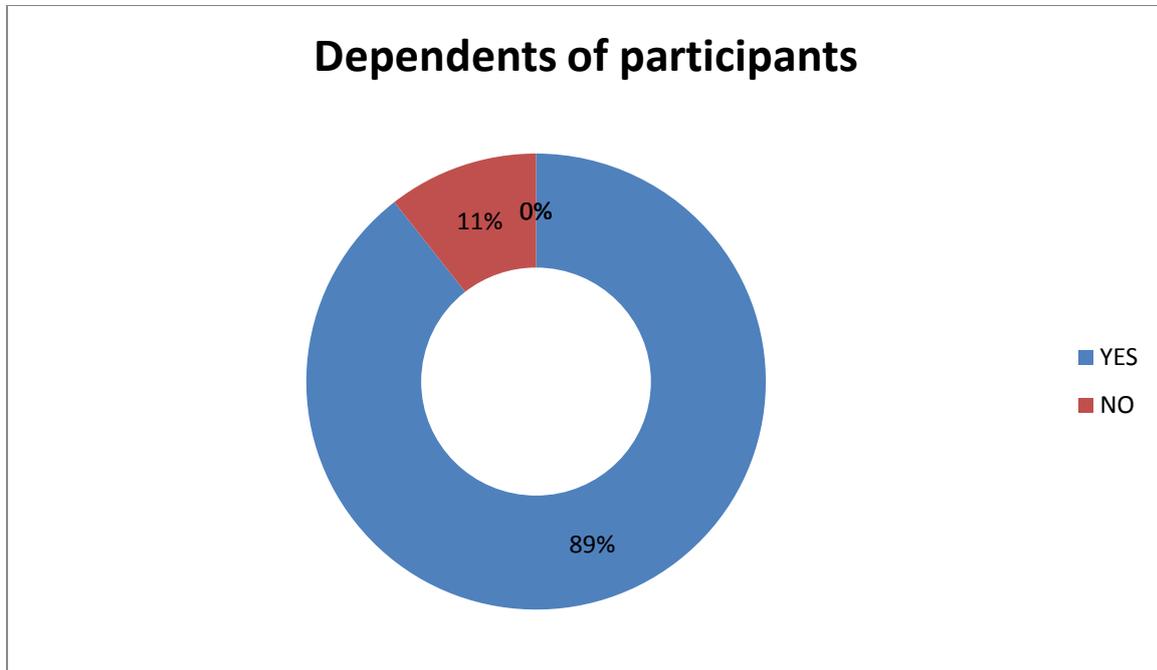
Table 2: Marital Status

Marital Status	N=189	%
Single	35	19
Married	91	48
Divorced	14	7
Separated	10	5
Living together	37	20
Widower	01	0,5
widow	01	0,5
Total	189	100

This study reveals that the majority of employees within the SAPS are married. Boes and Wuthrich (2012) warn that personnel managers, councillors and others involved in an EAP should recognize that there is always the potential that marriage challenges and family situations may spill over into the workplace. Families and marriages often experience problems and challenges. Relationship problems comprise the largest EAP caseload, (Cekiso and Terreblanche, 2015). As such it will be critical for the EA practitioner to put more emphasis on family preservation services because of the high number of participants who are married in this study. There were a significant number of participants (19%) who were cohabitating and may also be at the vulnerable state of being prone to challenges. The high number of employees who were married within the study could also be a challenge to the practitioners as most of them could be married to people who are not part of the SAPS. Such individuals may be reluctant to attend sessions when required to do so and this would have an undesirable impact on the effectiveness of the programme.

4.3.6 Dependents of participants

Doughnut 1: Dependents of participants.



The marital status question was accompanied by the question seeking the number of children each participant had as their dependents. The study revealed that the majority of employees (89%) had dependents and a lesser percentage of participants (11%) had no dependents. This clearly indicates that the majority of employees within the SAPS have dependents to take care off as part of their family responsibilities, meaning that they are forced to balance family life (taking care of their dependents) work demands. The EAP should play a role in assisting the employees to balance their work responsibilities and taking care of their dependents in order to avoid family problems affecting their work performance. The researcher agrees with Overbaugh (2011) that demanding jobs and family responsibilities, commitments to one's community have all contributed to employees experiencing a myriad of psychological, social and physical ailments in the workplace. This is also supported by the researcher because some of the employees from the SAPS who consulted the Department of Social Development offices where the researcher is working had challenges relating to their dependents. The researcher suggests that

employees who consulted off- site offices to seek services may not be aware that such services are available within their institution.

4.3.7 Qualifications of participants

Table 3: Qualifications of participants

QUALIFICATION	N= 189	%
GRADE 12	78	41
CERTIFICATE	72	38
DIPLOMA	23	13
DEGREE	8	4
MISSING	8	4
TOTAL	189	100

Table 3 indicate that four percent (4%) of the respondents who participated in the study did not fill in the question about the qualifications. The results indicate that the majority of the respondents (41%) had a Grade 12 certificate. This was followed by those with a certificate in different courses at (38%) and some of the respondents at (13%) had diplomas; while four percent (4%) had a postgraduate degree. Interestingly there is a possibility that most participants who had diplomas and degrees may be that they are not related to their scope of operation due to the fact that one does not necessarily have to possess a degree to be recruited into policing. It is the researcher’s opinion that these employees may be in the SAPS because of the need for survival and not for any passion for the job and as such they may have adjustment issues or may underperform.

The EA practitioner must offer programmes that will be able to motivate and uplift the morale of employees. This finding may also mean that some of the participants may regard themselves as educated and see no importance to seek advice especially within an environment where they are known and this may result in EAP services not being fully utilised. This is supported by Fouché and Naicker (2006) who linked union

status and level of education as the most significant predictors the use EAP services. This may be one of the reasons why some of the SAPS employees are not fully utilising the EAP services within the SAPS because their status or level of education may not allow them to be seen visiting EAP services. They may not want their colleagues to become aware that they have problems and so they rather opt to consult in offices where they are not known.

4.3.8 Act which participants are employed under

The study revealed that the majority of participants (81%), were employed in accordance with South African Police Service Act No 68 of 1995. This Act derived from the notion that the SAPS is the institution that is primarily aimed at combating crime within communities, in which their day to day activities include chasing criminals, attending to riots as well as attending traumatic incidents among others, and this may expose them to emotional discomfort, stress and trauma. Given the high number of participants employed in line with this Act and the nature of the operation, which is policing, the EA practitioner must put proper intervention processes in place in order to address this high number of participants' needs. Failure to do that will result in employees seeking services elsewhere resulting in EAP being ineffective.

According to Shreffler, Meadows and Davis (2011) policing can be a stressful and traumatic job. Police do not only perform a crime prevention function, but also render emergency aid, help at accidents and provide rescue services, all of which are inherently stressful (Oosthuizen and Koortzen, 2011). A lower percentage of employees (19%) was employed in terms of Public Service Act of 1995, and are employees who perform support services to enable the SAPS as an institution to function effectively. Even though their work is less stressful or they occupy lower ranks, they also require EAP services because they have families and dependents. It must further be noted that the role of support staff is to supplement the roles of police officials for effective policing and so EAP should concentrate its effort on both groups. This is supported by Fouché and Naicker (2006). The authors further state that generally blue collar workers or those who occupy lower positions tend to be the primary consumers of the EAP.

4.4 SECTION B: AWARENESS OF EAP

This section was the longest with at least nine questions all together. The purpose of this section was to find out if the employees within the SAPS (Lephalale) were aware of the existence of EAP and the services such a programme provides. Only 57% of the respondents were found to be aware of the existence of the employee assistance programme within their workplace. This was confirmed by the responses made by other participants where 38% indicated that they were not aware of such while five percent selected “not sure “as their answer.

4.4.1 Awareness of EAP by employees

Table 4: Awareness of EAP by employees

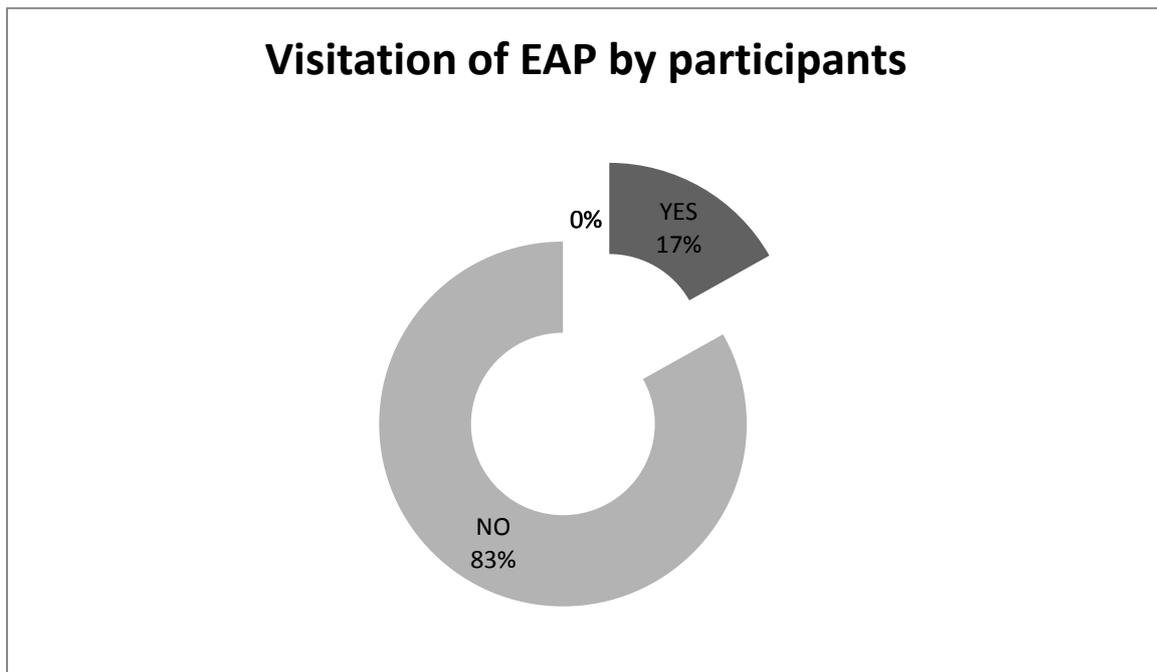
OPTION	N=	%
YES	107	57
NO	73	38
NOT SURE	9	5
TOTAL	189	100

It is evident from the table that there were a significant number of employees who were not aware of the EAP. It is a fact that within the SAPS there are officials who sometimes work night shifts while the EAP practitioner is active during the day. Even though the majority of employees were aware of the programme, the programme is not used effectively. The study further revealed that majority (71%) of employees became aware of EAP through meetings. A meeting is regarded as one of the effective strategies used to inform employees about the existence of EAP (Stone, 2011). It may be suggested that perhaps employees lacked a deeper knowledge of what the programme entails and what are the benefits of the programme. Though the majority of participants were aware, there is a significant percentage (38%) of participants who were not aware, while 5% were not sure. Bell (2006) also indicates that an EAP can have all good programmes, but this does not matter if no one knows about them. This simply means that if the employees do not know about the existence of the programme, it may not be utilized adequately and thus its impact on

the organization might not be visible and this will result in the programme being ineffective. It can further be suggested that employees may go to the extent of seeking services elsewhere if they are not aware of the availability of such services within their institution.

4.4.2 Visitation of EAP by participants

Doughnut. 2: Visitation of EAP by participants

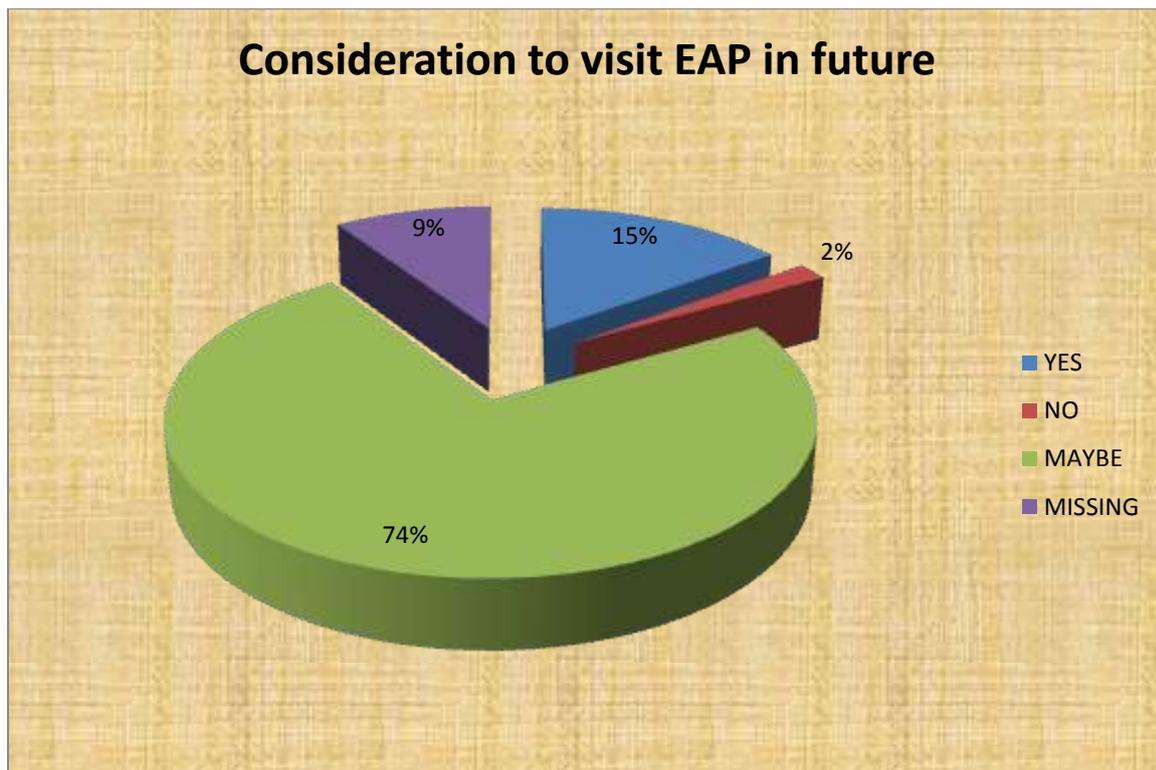


The majority of respondents (83%) indicated that they never visited the EAP, whereas only 17% indicated that they had visited the EAP office. It appears to the researcher that the SAPS employees in Lephalale are not fully aware of the benefits that EAP may offer them. Perhaps this is the reason why some of them visit the Department of Social Development to seek services. Given this result, it is very concerning that employees appear not to be interested in visiting EAP even though the majority are aware of the programme. Moreover it is evident that the programme is not reaching the core of its targeted employees given the low turnover and this will unfortunately affect the effectiveness of the programme.

The researcher is further of the opinion that the programme can only be regarded as effective when it reaches the majority of employees whom it was intended for. For the effective utilization of EAP services, it is imperative for the EA practitioner to fully encourage the employees to utilize the services available to them within the institution with the emphasis that the services are for their own benefit. The researcher further agrees with Stone (2011) that employees need to understand the rationale for the existence of EAP in the workplace; that it is primarily there to assist employees in dealing with a range of issues and challenges they may be facing. This means that visiting EAP will assist employees to deal with both personal and work related problems thus enhancing programme effectiveness.

4.4.3 Consideration to visit EAP in future

Pie-chart 2: Consideration to visit EAP in future



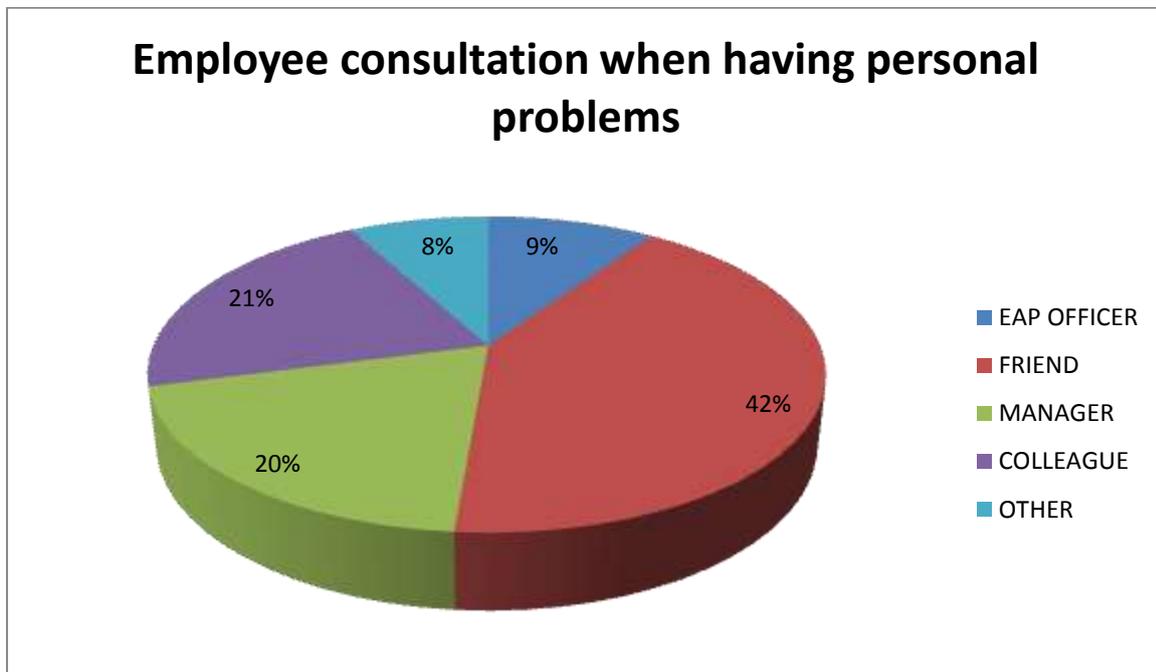
It is interesting that the study also showed that out of (17%) of participants who visited the EAP before; two percent of them indicated that they would never visit the office again. Hence (74%) of participants indicated that they might consider visiting

the office of the EAP if possible in future whilst (9%) participants decided to leave an empty space on the questionnaire. It could be suggested that a minority of employees within the SAPS have a negative attitude towards the programme. This is prompted by the fact that the study revealed that the programme is marketed but not used adequately and this will impact on the effectiveness of the programme. The EA practitioner is encouraged to fully engage employees in an attempt to persuade them to change their attitudes. The researcher further suggests that perhaps the employees have a negative attitude towards the EAP office and its personnel.

There is also a worrying percentage of employees who indicated that they would not consider visiting the EAP again and this calls for the EA practitioner to ensure that all employees are treated with dignity, respect and that the practitioner upholds the ethics of EAP office so that all employees feel comfortable visiting the office. This is supported by Masi (2003) who states that employees are less likely to visit the EAP if they suspect that their information will not be kept confidential or their problems are not given priority and this will result in them losing trust in the EAP office which will directly impact on the effectiveness of the programme.

4.4.4 Employee consultation when having personal problems

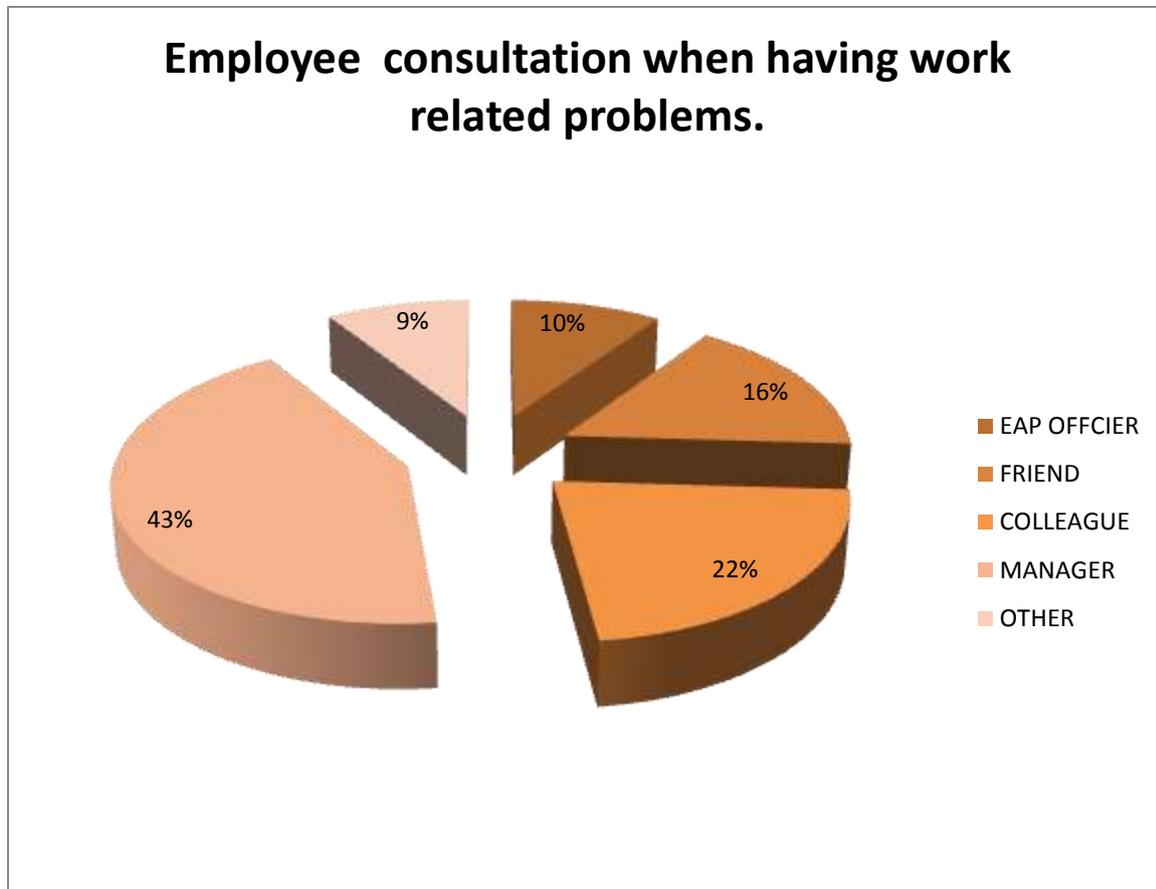
Pie-chart 3: Employee consultation when having personal problems



This study reveals that participants had more trust in their friend than they had in the EAP office. This may be because they do not see the EAP as addressing their needs or perhaps employees are just not comfortable attending the EAP office to seek services. The EAP office must place itself in the center of employee's problems through embarking on robust programmes that communicate trust and assure employees that the EAP is constituted in the workplace to deal with their personal problems. The study further revealed that (9%) of employees shared their problems with other people; it can be suggested that these are some of the employees who approached other offices seeking social welfare services. Fouché and Naicker (2006) maintain that supervisors can significantly influence an employee's perception of the organizational climate thus increasing the usage of EAP, and when this fails, employees resort to other means of assistance.

4.4.5 Employee consultation when having work related problems

Pie-chart 4: Employee consultation when having work related problems



The pie chart above reveals that the majority of participants (43%) confided in their manager when they had work related problems. This could be as a result of the culture of the organization, which has sometimes been labeled militaristic where employees have more respect for their commanders than trust in strangers. Interestingly (16%) of participants further indicated that they consult their friends when they have work related problems. This may be very challenging to the EA practitioner and the organization because some of the employees could have work related problems that may impact on their work performance, which may result in their underperformance or even absenteeism without consulting the EAP office.

It is very encouraging as seen in the pie-chart that the majority of participants consult their managers with work related problems. The researcher supports Fouché and Naicker (2006) who linked social support, managers and the supervisor’s encouragement as some of the variables that increase an employee’s propensity to use EAP. However it is also worrying that there is a smaller percentage of participants who were referred to EAP even though the managers were aware of their problems, hence only 10% of participants revealed that they consult the EAP officer when they have work related problems. This may also suggest that there is a poor referral system of employees from managers to EAP.

4.4.6 Visibility of EAP staff

TABLE 5: Visibility of EAP staff

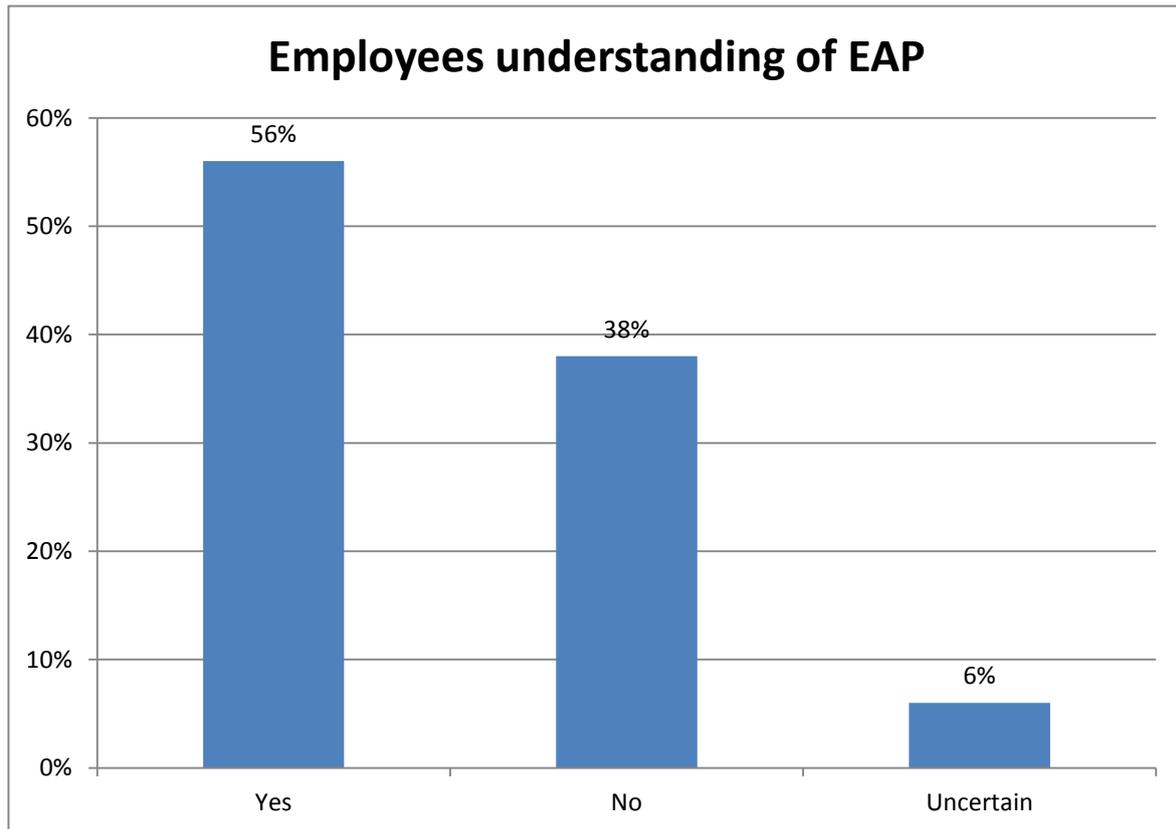
Option	N=107	100%.
Yes	27	25
No	77	72
Sometimes	3	3
Total	107	100

The table above shows the high numbers of participants (72%) which indicate that there is poor visibility of the EAP staff and this result dictates an intervention by the EAP practitioner to engage more with the employees. On the other hand, the total of 25% indicated that the EAP staff is visible. Even though 25% showed that EAP staff is visible it is equally worrying that these participants do not use EAP services even though they acknowledge its visibility. The visibility of the EAP can have a positive impact upon employee awareness which in turn is related to the utilization of an EAP (Xavier 2012). This simply implies that poor visibility may result in poor utilization which may result in poor effectiveness.

4.5 SECTION C: KNOWLEDGE AND UNDERSTANDING OF EAP

4.5.1 Employees understanding of EAP

Histogram1 : Employees understanding of EAP

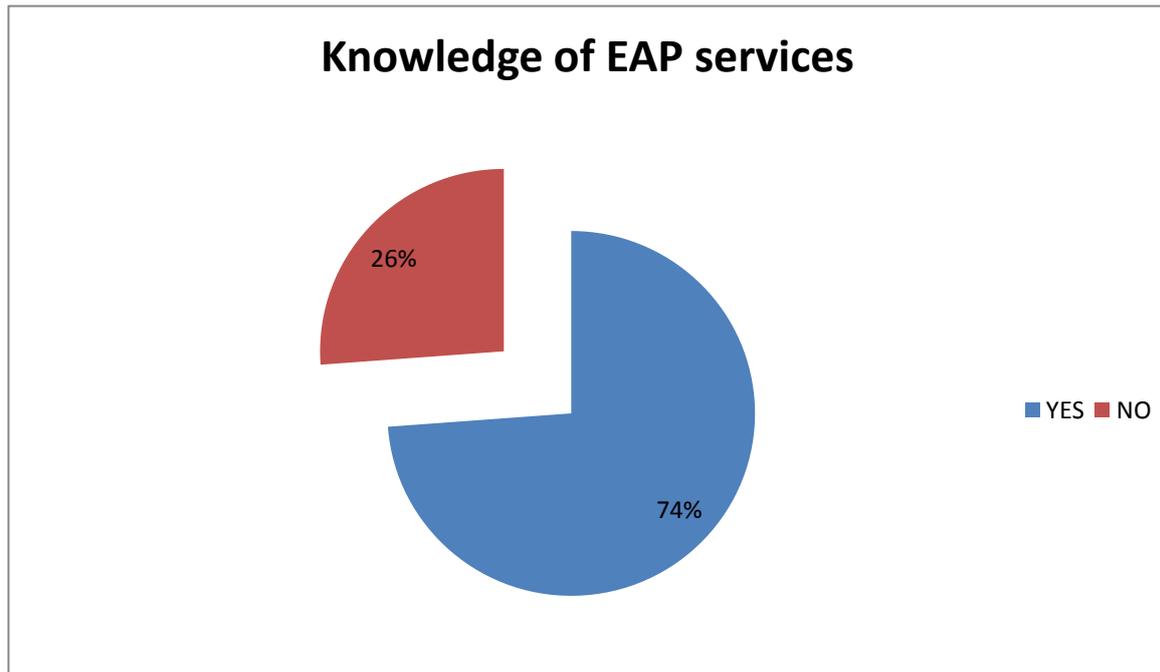


The graph above indicates that the majority of participants understand EAP. This study revealed that there is a gap between employees who understand EAP and those who do not as 38% of the participants showed that they lack an understanding of EAP. This calls for the EAP office to intensify its levels of awareness campaigns and methods of information distribution to all employees. It is very concerning that there is high number of employees within the SAPS who do not understand the EAP. It is important for the EA Practitioner to intensify methods of dissemination of EAP information to employees. It is the researcher's opinion that the more knowledgeable the employees are about the EAP service the more the utilization rate will be increased. The researcher further agrees with Lawrance et al

(2002) that there is a link between familiarity and understanding of the EAP service and rate of the utilization.

4.5.2 Knowledge of EAP services

Pie-chart 5: Knowledge of EAP services

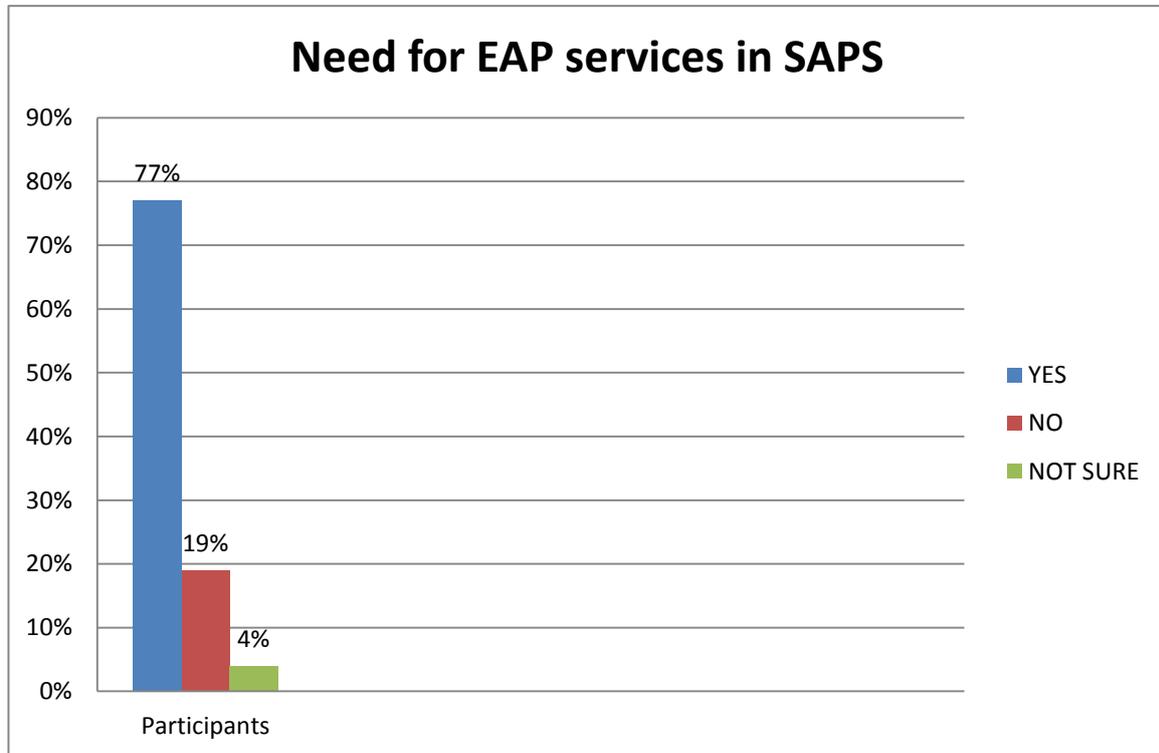


The majority of participants illustrated that they were more knowledgeable about services rendered by EAP such as family preservation services and stress management. This may be because the majority of participants in this study are young and this is a stage where most of them may be attempting to start families and may frequently require guidance and advice on family matters. In contrast others may be experiencing workplace stress because of the nature of their work which mostly involves attending to traumatic events. EAPs are designed to respond accurately to the number of challenges experienced by employees such as alcohol and drug abuse, personal, financial and family problems (Jones and Paul 2011). The majority of employees within the Lephalale SAPS were knowledgeable about the services offered by the EAP, whereas the rest of the participants indicated that they were not informed about the kinds of services offered by the EAP practitioner. As a result these employees who are not knowledgeable about EAP services would

not utilize them.

4.5.3 Need for EAP services in SAPS

Column 1: Need for EAP services in SAPS



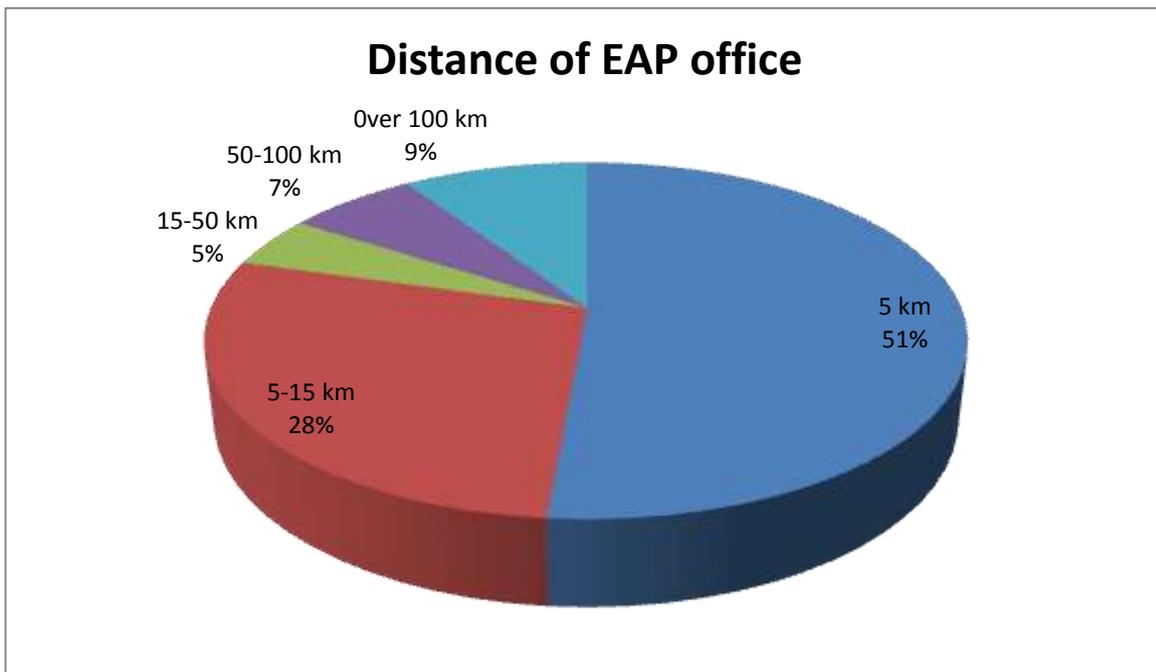
The above column depicts that majority of participants (77%) emphasized the need for EAP within their institution. However there was notably a lower percentage (19%) of participants who mentioned that they did not see the need for EAP in their workplace and the four percent(4%) that was not sure whether they needed the service or not. This may be the result of employees not having a clear understanding of the importance of EAP. The researcher supports Xaba (2006) who states that the EAP exists in workplace in order assist workers in improving health and effectiveness in managing various aspects of their personal lives and employees need to be made aware of this. The researcher is of the opinion that if the employees do not understand the rationale for the existence of the EAP in their workplace and what it intends to achieve they are less likely to utilize it. As such the EA practitioner needs to fully endorse methods of knowledge sharing sessions so

that all employees understand the importance of EAP and as a result utilize it.

4.6 SECTION D: ACCESSIBILITY

4.6.1 Distance of EAP office

Pie chart 6: Distance of EAP office

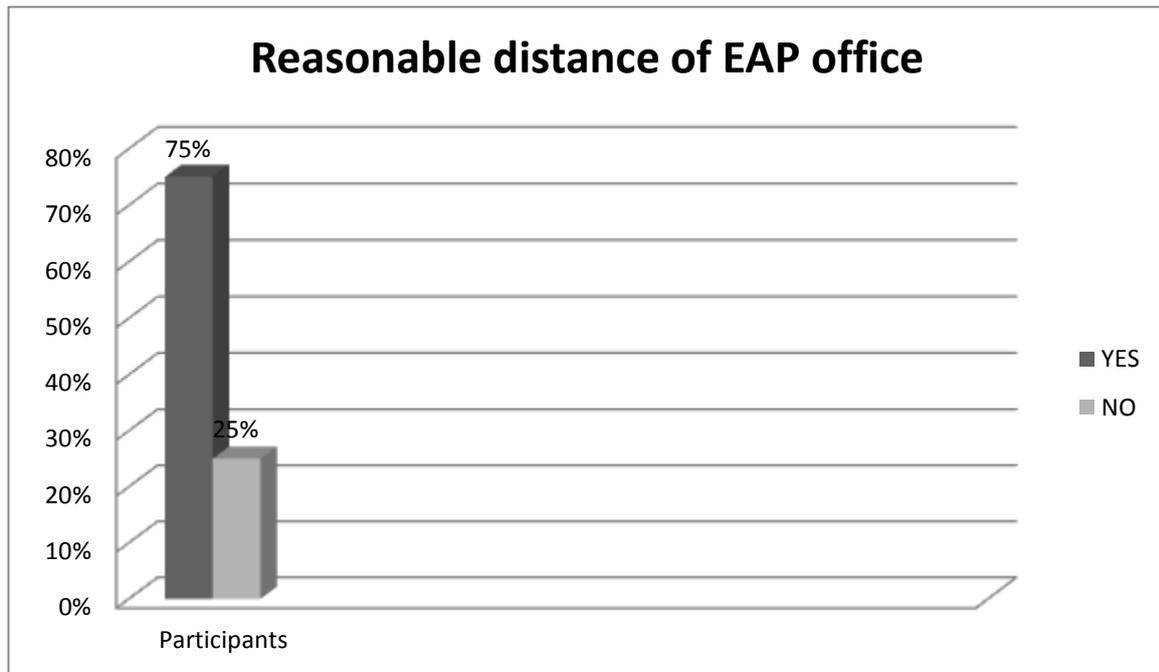


The chart above depicts that the majority of participants (51%) are within a range of 5km from the EAP office, while a lower percentage of participants (28%) indicated that the EAP office was situated between 5-15 km away. It is encouraging that the majority of employees were within a reasonable distance from the EAP office, as it will be less costly to the organization for these employees to access EAP services. It was further noted that there was a lower percentage of participants (12%) who were 15-100km from the EAP's office whereas a minority of participants (9%) indicated that their distance was above 100km. The researcher is of the opinion that some of employees, especially those who have to drive long distance to the EAP office, may be reluctant to report their concerns because of distance, which means they may decide to approach other departments near to them that offer services that they are in need of. The researcher agrees with Johnson (2008) that it is

important for employees to be able to reach the EAP in an immediate and convenient manner and within a reasonable driving or walking distance.

4.6.2 Reasonable distance to EAP office

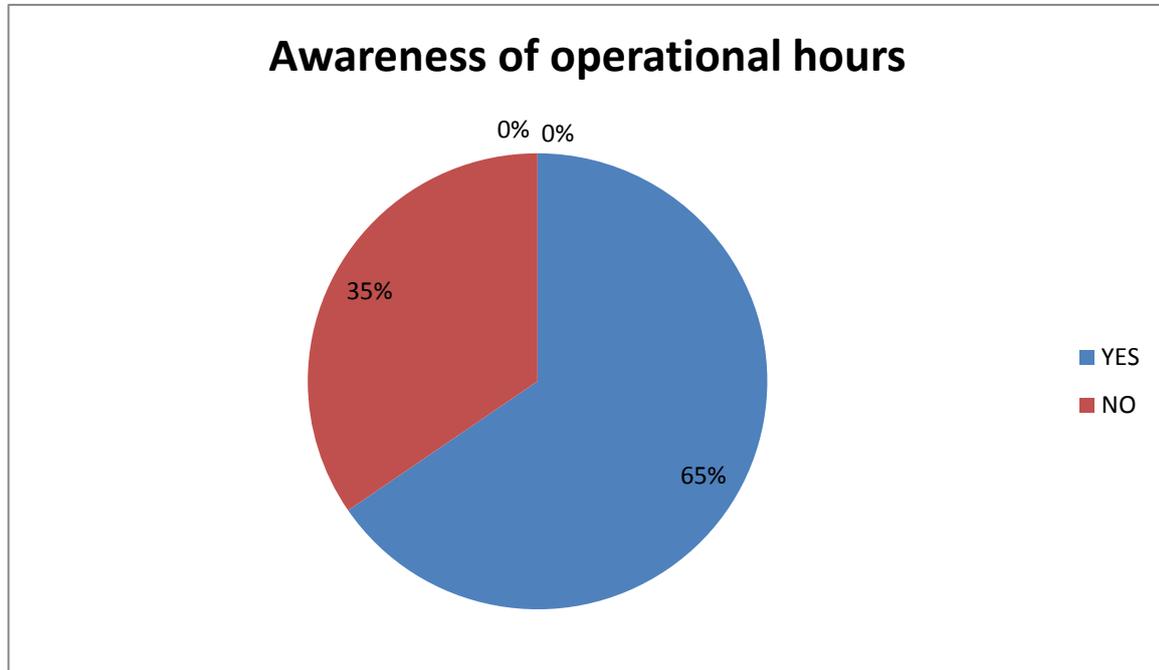
Column 2: Reasonable distance of EAP office



It is evident from the column that the majority of participants (75%) showed that they were satisfied with the distance at which the EAP office is situated and indicated that the distance is reasonable. Interestingly, the majority of employees who indicated that the distance is reasonable did not use the service. The study further revealed that a minority of participants (25%) showed that the distance is not reasonable for them and this may be because most of them were placed far away from the EAP office. The researcher is of the opinion that a cornerstone for the strategy for EAP to reach its targeted employees is through the removal of various access barriers. Lawrance et al (2002) indicated that easy access to EAP is identified as one of the aspects that can enhance the employees' utilization of the programme.

4.6.3 Awareness of operational hours

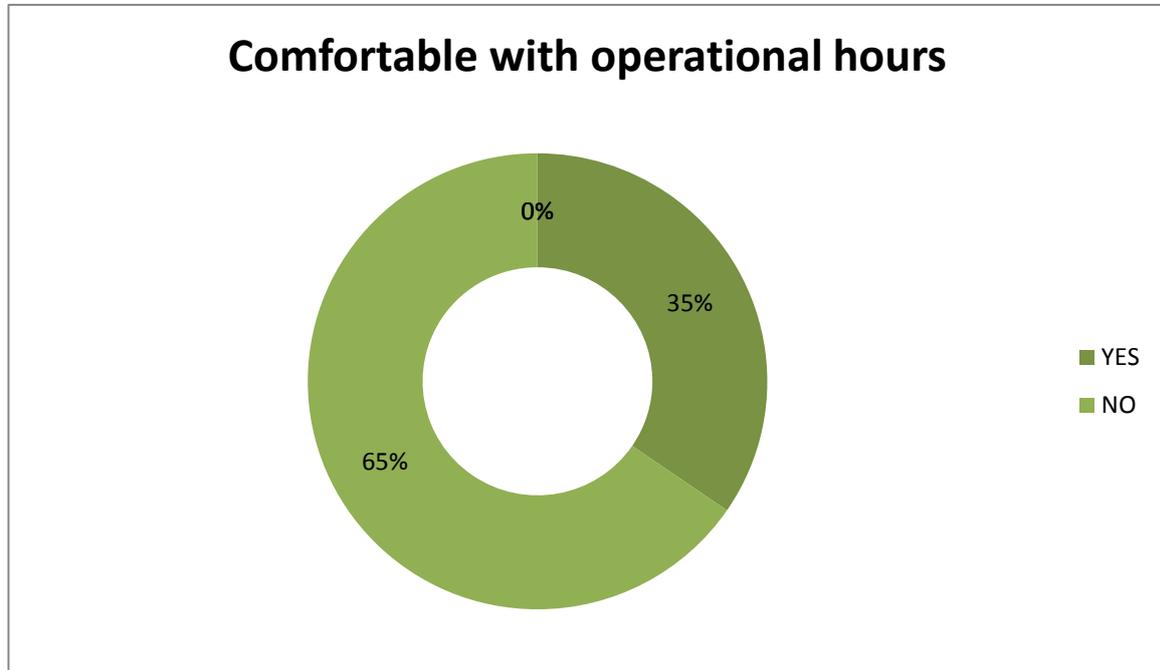
Pie chart 7 : Awareness of operational hours



The study reveals that employees at the Lephalale SAPS cluster are aware of the operational hours of the EAP office. The majority (65%) indicated that they were aware of the EAP's operational hours. This may be supported by the fact that most employees who responded to the questionnaire work within a reasonable distance from where the EAP practitioner is operating. A lesser percentage of participants (25%) showed that they were not aware of the operational hours. The researcher is of the opinion that when employees are not aware of the operational hours, they will not utilize the programme adequately. Interestingly, most of participants who were not aware are those participants who have less than three years in the SAPS. This can imply that EAP officers need to fully strengthen their awareness programmes. An accessible service is the one which is positioned close to the employees and is open at convenient hours (Kurzman, 2013).

4.6.4 Comfortable with operational hours

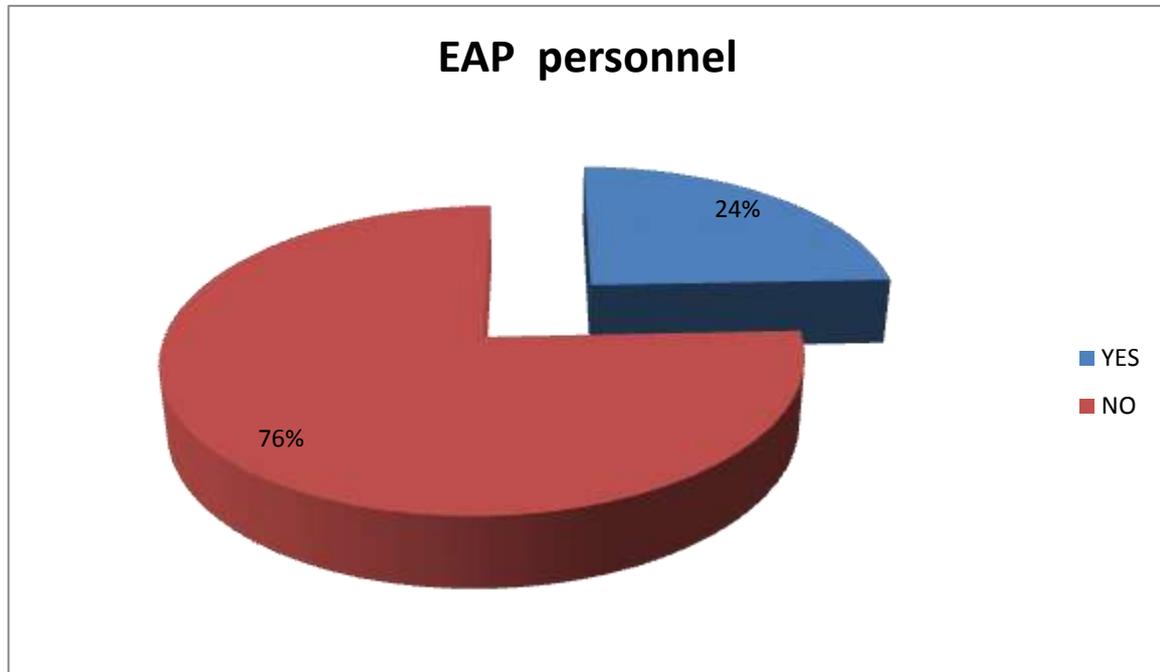
Doughnut 3: Comfortable with operational hours



The doughnut illustrates that SAPS employees were not comfortable with operational hours. Majority of the participants (65%) were not comfortable with the operational hours of the EAP. This may be the employees who were employed in terms of Police Service Act No 68 of 1995. It may be that they are not comfortable because most of them work night shift and may be in need of services at night while the practitioner is not available. A lesser percentage of participants (35%) were comfortable with the operational hours. This may be because most of them only work the day shift and were employed in terms of Public service Act No 103 of 1994. The researcher agrees with Kurzman (2013) that employees should have access to the programme in a timely, convenient and efficient manner with serious consideration of confidentiality. An accessible service is the one which is located near the employees, open at convenient hours, maintains shorter waiting lists and has affordable charges.

4.6.5 EAP personnel

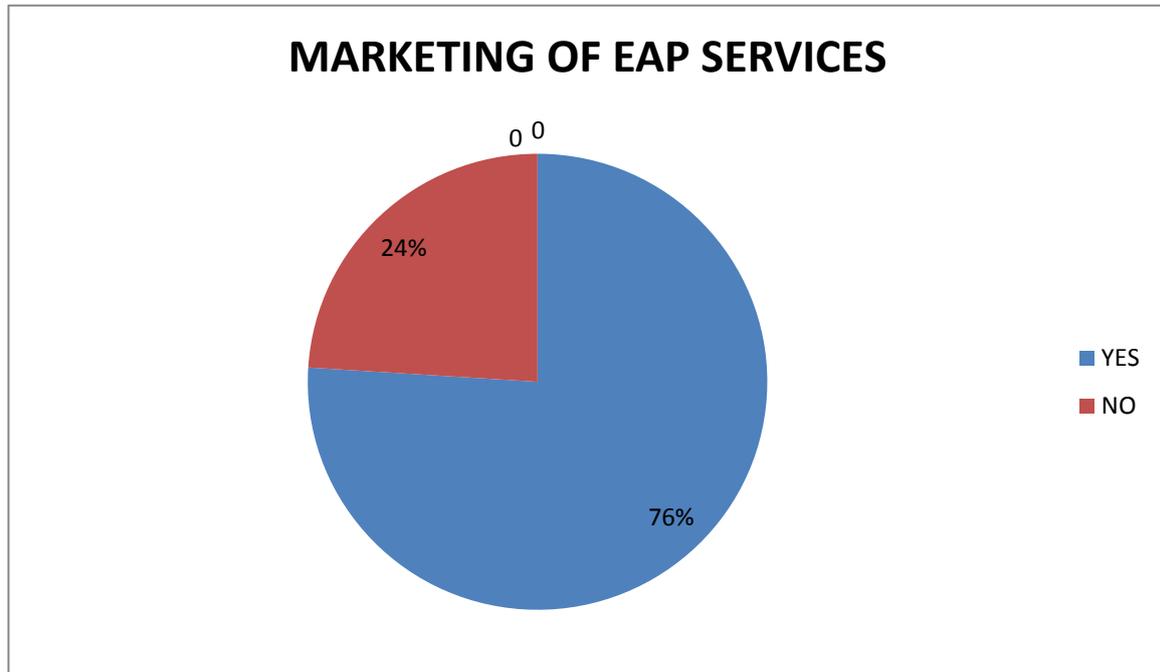
Pie chart 8 : EAP personnel



The majority of participants (76%) indicated that there are not enough EAP personnel, while lesser percentage (24%) thought that the EAP office does have enough personnel. Disturbingly, there is huge gap between the two groups of participants and this shortage of EAP personnel could possibly be the reason for the SAPS employees to seek services elsewhere. Mannion (2008) asserts that top management support is crucial in supporting EAP by making sure that adequate financial support, availability of staff and human resources are made available. It is important for EA personnel in Lephalale to encourage SAPS employees to utilize Employee Health and wellness service accessible on SAPS national call centre because it is evident from the study that EAP personnel is not enough. This will assist SAPS members who might not have access to an EAP practitioner in person.

4.6.6 Marketing of EAP services

Pie-chart 9 : Marketing of EAP services



The pie chart above illustrates how the EAP is marketed within the Lephalale municipality SAPS. It is clear from the chart that the majority of participants (76%) indicated that EAP is marketed to them. Interestingly, the majority of participants, who indicated that services were marketed, did not use the service. Perhaps employees were just not comfortable in using the service within the institution. Only 17% of participants used the service. This may suggest that the marketing strategy needs to be improved as it seems unconvincing to some of the employees. Secondly, a large number of the participants who indicated that EAP is marketed are the employees who are stationed 5-15 km from the office of the EAP; this may be because it is convenient for the EAP officer to access them. A smaller percentage of participants 24% clearly stated that EAP services are not marketed to them and most of these participants are stationed between 50-100 km from the EAP office. EAPA-SA (2010) states that outreach programmes and promotion of EAP services should be conducted constantly at all levels of the organization as a way of making employees aware of the availability of the programme.

4.7 SECTION E: Employee's satisfaction with EAP services

The questions on this section were responded to by employees who had visited EAP and have experience of the service. It is aimed at finding out the experiences of employees towards the service they received during consultation. It must also be noted that out of the 57 % of participants who were aware of the EAP services, only 17% (n=18) used EAP services. However this is exclusive of the 43% of participants who were not aware. Therefore (n=18) is presented as a hundred percent (100%) in this section.

4.7.1. Employee's satisfaction with EAP

The findings revealed that participants who used EAP services (89%) were satisfied with the service offered to them whereas a minority of participants (11%) indicated that they were not satisfied with the EAP service. However it must be noted that these participants were only those who were aware of the EAP services and it must also be stressed that this percentage is exclusive of those who indicated that they were not aware (as mentioned in section B). It is very impressive that the majority of participants are satisfied with the EAP service which may imply that they may encourage other employees to utilize the EAP services. The researcher concurs with Bernardin (2010) that the client's satisfaction with the EAP will contribute towards the improvement of EAP services. The author further explains that EAP must also identify the sources of the employees' dissatisfaction and be able to modify its operation clearly. Dickman (2003) further alludes to the fact that the EA practitioner needs to possess expertise in various rehabilitation areas. It is important for the organizations to carefully examine the professional's credentials when establishing an EAP to ensure effective service delivery.

4.7.2 Language satisfaction

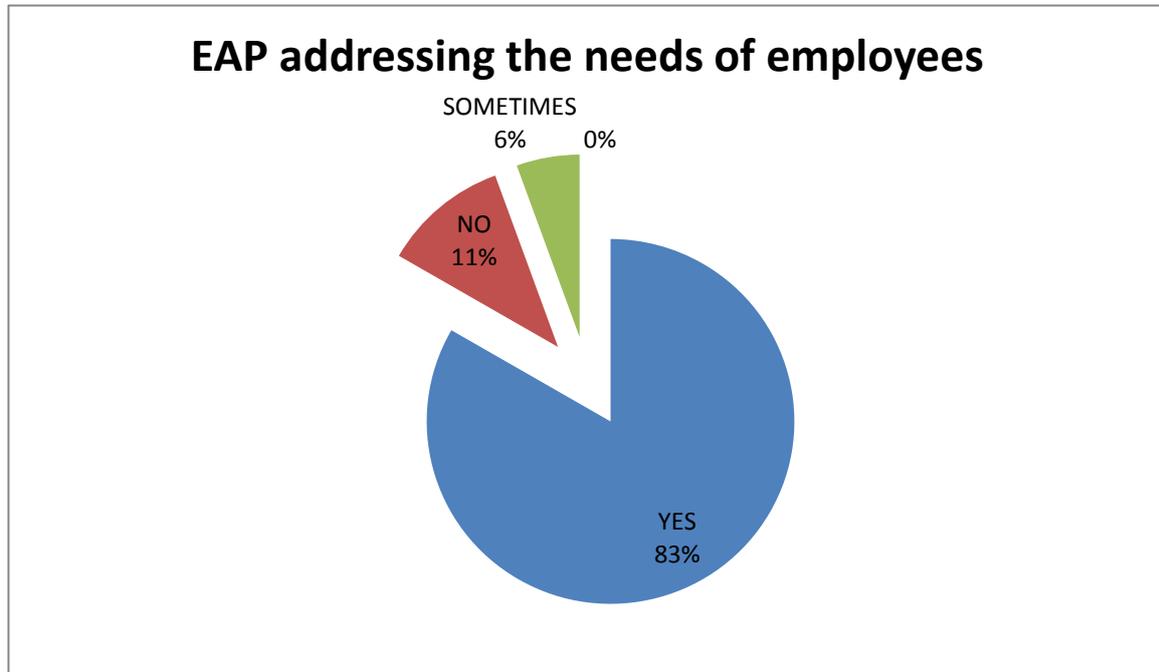
TABLE 6 Language satisfaction

Option	N	%.
Yes	15	83
No	03	17
Total	18	100

The table above illustrates the feeling of participants about the language used during consultation. It is very important for the EAP officers to use the language that employees feel comfortable with so that they will be able to freely express themselves. As indicated in table 5 the dominant language used in the Lephalale area is Setswana However the SAPS has employees who speak different African languages with most of them being the languages dominantly spoken in Limpopo province. The majority (83%) were satisfied with the language used, while a minority (17%) were not satisfied. It is important for the Employee Assistance Practitioners to assist employees with the language that they fully understand which in most cases would be their mother tongue. This is supported by the Constitution of the Republic of South Africa Act NO 108 of 1996, particularly on the bill of rights (section 30) which states that everyone has the right to be helped/use the language of his/her choice

4.7.3 EAP addressing the needs of employees

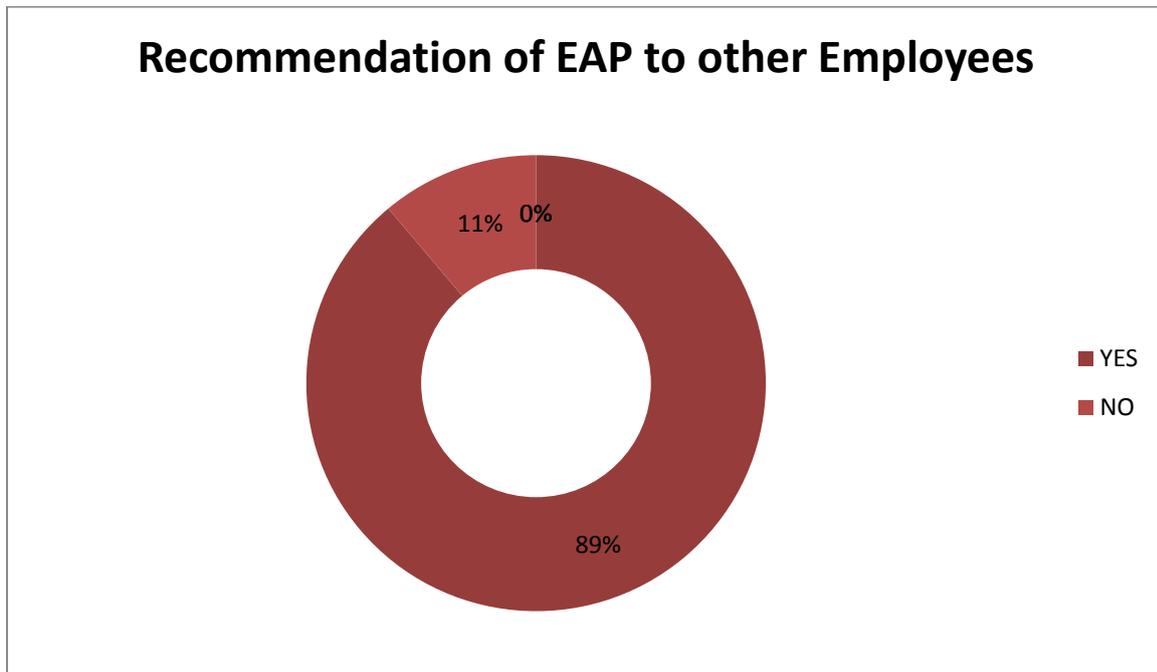
Pie chart 10: EAP addressing the needs of employees



The chart above depicts that the majority of participants (83%) who have consulted EAP services indicated that the EAP addresses their needs. This means that the more they utilise the service the more they tell other employees which in return will increase the penetration rate of the utilisation of EAP within the Lephalale SAPS. A lesser percentage of participants (11%) asserted that the EAP does not address their needs, whereas a minority (6%) specified that EAP sometimes addresses their needs. Dickman and Emener (2003) state that when employees feel that their needs are being addressed and that EAP clearly demonstrates that to be troubled is human, a trusting environment will prevail and employees will feel comfortable to ask and accept assistance.

4.7.4 Recommendation of EAP to other employees

Doughnut 4: Recommendation of EAP to other employees



The majority of participants (89%) showed that they would recommend the services to other employees within the SAPS. This is very encouraging as it implies that employees will assist the EAP office in marketing the programme through recommending it to other employees. This is supported by Comton and MacManus (2015) who maintain that employee support by employees towards usage of the EAP and the social support of co-workers has been identified as one of the organisational factors that has influence in the usage of EAP. The researcher is of the opinion that SAPS employees appear to be less interested towards the programme and its personnel hence they are not utilising the programme. The study further revealed that a minority of participants (11%) will not recommend the services to other employees. These may be the employees who are not satisfied with the service they received during consultation. This calls for EAP practitioners to conduct evaluations with the clients to whom they offered services so that they can identify if the clients were satisfied with the services and consequently offer redress or refer them to other service providers for further assistance. The researcher agrees with EAPA-SA (2010), it mentions that Employee Assistance Practitioner must monitor and evaluate the success and impact of EAP services.

4.8 SUMMARY OF FINDINGS FROM THE EMPIRICAL STUDY

The focal purpose of this chapter was to present the findings of the study. The order that was followed in presenting these findings was derived from the information collected. These findings are illustrative of how the EAP functions within the Lephalale Municipality. The following is the summary of the empirical findings.

- ❖ It was clear from the study that the Lephalale SAPS is a male dominated institution.
- ❖ The SAPS is a youth dominated institution.
- ❖ The majority of employees within the SAPS have dependents.
- ❖ The SAPS in the Lephalale cluster is dominated by experienced employees.
- ❖ The majority of employees within the SAPS are married.
- ❖ It was evident from the study that a majority of participants spoke Setswana.
- ❖ The findings also showed that there is a gap between employees who are aware of EAP and those who are not.
- ❖ The majority of participants were employed in line with the SAPS Act No 68 of 1995.
- ❖ The study revealed that minority of employees' utilized EAP services.
- ❖ It was also evident from the study that minority of employees who utilized EAP services were satisfied with the services.
- ❖ The majority of employees were aware of the operational hours of the EAP; however they were not satisfied with them.
- ❖ EAP meets the needs of some of the employees who utilized the services.
- ❖ EAP does not have enough personnel.
- ❖ The majority of SAPS employees consult their friends when they have personal problems.
- ❖ The majority of the SAPS employees consult their manager when they have work related problems.
- ❖ The study revealed that EAP staff is not visible.
- ❖ SAPS employees are satisfied with the language used during consultation.
- ❖ The majority of employees would recommend EAP to colleagues.
- ❖ EAP is marketed though not utilized.
- ❖ EAP offices are within a reasonable distance of the majority of participants.
- ❖ Participants showed the need for EAP within SAPS.

CHAPTER 5: SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

5.1 INTRODUCTION

This chapter presents an overview of the study. It also summarises the findings and discusses whether the research achieved its aims and objectives. The chapter then presents conclusions drawn from the findings as well as recommendations pertaining to the study.

An evaluation of the effectiveness of the EAP is important to a successful operation of the programme. An evaluation of the effectiveness of EAP focused on the employees' awareness, satisfaction and knowledge of the EAP programme within the SAPS. The main purpose of the study was to evaluate effectiveness of the Employee Assistance Programme in the South African Police Service of Limpopo Province in Lephalale Municipality.

5.2. Summary of the Study

This study was aimed at evaluating the effectiveness of the EAP at the South African Police Service in the Waterberg District, with the special focus on the employees' awareness of the programme, employee satisfaction with the programme, understanding, knowledge and accessibility of the programme. A systematic random sample was used for the study wherein every 2nd -person was selected from the sampling frame of 397. A total of 197 employees were selected to participate in the study, however only 189 employees were available during the period of data collection. A quantitative approach was used in the study and data was collected through the administration of questionnaires. The researcher was available to assist the respondents in case they experienced problems with the completion of the questionnaires. The questionnaires were administered over a period of eight (8) days.

5.2.1 Summary of the Main Findings

The following is a summary of major findings from the study:

The majority of employees were aware of the existence of the EAP within SAPS. This may suggest that the programme is well marketed. The Employee Assistance Programme within SAPS was viewed as accessible by the majority of the employees. The issue of the accessibility of the programme have to be taken into account during the stage of needs assessment. The findings from the study confirmed that the utilization rate of the EAP within SAPS was low; since only 17% of the participants indicated that they had utilized the services. Indeed 17% of 189 employees is a very small figure. The empirical findings suggest that employees consult their supervisors and friends when they experience personal and work related problems. Another factor that could have negatively affected the utilisation rate is the EAP operational hours.

The majority of employees were aware of the operational hours of the EAP but were not satisfied with them. Whereas the findings indicate that the EAP meets the needs of some of the employees who utilised the services the majority of SAPS employees consult their managers when they have work related problems. This is a major factor relating to the under-utilisation of the programme. The visibility is an important variable in influencing a higher utilization rate of EAPs and in this study the findings revealed that the EAP staff was not visible.

5.3. Conclusions

The majority of employees were knowledgeable about the EAP, however there was also a significant number of employees who lacked understanding of the service, meaning that employees did not understand the significance of the existence of EAP which is primarily to assist them to manage their problems efficiently. Most employees were knowledgeable about the services rendered by EAP, and a considerable number of employees confirmed the need for EAP in SAPS.

The study found out that the majority of the employees were aware of the existence of the EAP within SAPS but somehow felt comfortable utilising, or rather compelled to utilise, the services of the social workers from the Department of Social Development. The reason for that could be that the EAP staff within SAPS is not visible, as the findings confirmed. Another probable reason for this could be that members of SAPS could be unsure of the level of confidentiality as it was suspected that the EA practitioner does not have an office of his own.

Most employees were satisfied with the distance of the EAP offices from their work stations. Even though SAPS employees were aware of the operational hours of the EAP and the majority of employees were not satisfied with the operational hours of the EAP. This could be because some of the employees work night shifts and the EAP office is only active during the day. SAPS employees stated that the EAP staff is not enough and perhaps that is the reason for some of the employees to seek services outside the SAPS. The EAP within SAPS is marketed but the majority of participants still did not utilise the service. This may be because some of the employees have a negative attitude towards the programme.

The majority of participants did not utilise EAP services, even though they were aware of the availability of the services. The reason for this could be that most of them consulted their friends and colleagues whenever they experienced personal or work related problems. This shows that employees do not trust the EAP staff, something that the latter need to focus on whenever they market the programme. Most employees also consulted their manager when they encountered work related challenges. This is in line with the culture of the organization whose history is deeply rooted in a militaristic culture, regardless of the transformation workshops that were organized for staff.

The majority of employees who consulted the EAP were satisfied with the service. The majority of employees were satisfied with the language used during consultation. The reason for this may be that the majority of employees in SAPS Lephalale use Setswana as their preferred language and most participants in the study were of Tswana origin. SAPS employees indicated that they would recommend EAP services to other employees.

5.4 Recommendations.

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

- ❖ The EA practitioner should intensify methods of dissemination of knowledge to the employees in order to reduce the number of employees who are not aware.
- ❖ There is a need for the SAPS to develop continuous and innovative awareness marketing strategies to enhance employees' awareness of the EAP.
- ❖ It is clear from this study that employees are not aware of the benefits of the EAP hence the low utilisation rate.
- ❖ Emphasis should be given on the benefits of the programme for the employees.
- ❖ SAPS management should consider making the services of EAP always available to the employees even those who work night shift.
- ❖ SAPS management should consider implementing a 24/7 EAP toll free hotline so that services would be available to employees anytime the need arises
- ❖ EAP staff must create a clear schedule of site visitation as a way of enhancing their visibility within the institution especially to the stations that are far from EAP office.
- ❖ Furthermore, SAPS management should consider hiring more staff to accommodate the large number of employees within the cluster.
- ❖ SAPS management should consider recruiting more EA practitioners in other police stations in order to accommodate employees who are working far from the EAP office.
- ❖ Due to the nature of the operation in the SAPS which requires some of the employees to work night shifts, management should consider having EA practitioners who would work night shift or who would be on standby in order to address the immediate needs of employees at night.

- ❖ The EAP office should develop its evaluation mechanism in order to evaluate their services to employees regularly. This would allow them to identify the employees' dissatisfaction and redress it immediately.
- ❖ SAPS management should consider partnering with other institutions that are able to offer assistance to their employees when the EA practitioner is on leave because the cluster has only one practitioner.

5.5 Areas for Further Research

Evaluation of the effectiveness of EAP is viewed as crucial to the success of the programme. The present study was conducted at SAPS, Lephalale municipality of the Waterberg District in Limpopo province. A similar study could be done in other provinces and departments rendering EAPs.

The following research areas could be considered:

- ❖ Attitudes of employees towards the EAP.
- ❖ The impact of EAP on employees' performance in the workplace.
- ❖ The importance of management support to the improvement of EAP implementation in government departments.

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ANNEXURE A: QUESTIONNAIRE

TOPIC: EVALUATING THE EFFECTIVENESS OF AN EMPLOYEE ASSISTANCE PROGRAMME WITHIN SOUTH AFRICAN POLICE SERVICES IN WATERBERG DISTRICT, LIMPOPO PROVINCE

QUESTIONNAIRE

Please answer each question by marking (X) in the column next to the answer that is applicable to you or by writing your answer into the space provided.

SECTION A: DEMOGRAPHIC INFORMATION

1. How old are you?

20-25	26-30	31-35	36-40	41-45	46-55	Over 55

2. What is your gender?

Male	
Female	

3. What is your home language?

--

4. What is your marital status?

Single	
Married	
Living together	
Divorced	
Widow	
Widower	
Separated	

5. Do you have dependents?

YES	NO

6. What is your highest qualification?

7. Which Act are you employed under?

8. For how long have you been employed by SAPS?

SECTION B: AWARENESS OF THE PROGRAMME

Please read the following questions carefully. Choose the option(s) applicable to you. Please be honest. Remember the questionnaire is Voluntary, Anonymous and Confidential.

9. Are you aware of the existence of EAP in your workplace?

YES	NO	NOT SURE

NB: If your answer is “NO” or “NOT SURE” to question(9) please jump straight to answer question 13 and 14 only in this section and ignore the rest of the sections, and if your answer is “YES” to question “9” proceed to answer the following questions:

10. How did you become aware of EAP?

I was informed by a colleague	Heard of it in the meeting	I was informed by the manager	Information on this is printed on my pay slip	It was announced in the workshop	My supervisor informed me about it	Other

11. Have you visited the EAP office before?

YES	NO

12. Will you consider visiting EAP office in future?

YES	NO	MAYBE

13. Who do you consult when you have personal problems?

1	Friend	
2	Manager	
3	Colleague	
4	EAP office	
5	Social worker	

14. Who do you consult when you have work related problems?

1	Friend	
2	Manager	
3	Colleague	
4	EAP office	
5	Social worker	

15. Is the EAP staff visible?

YES	NO	MAYBE

SECTION C. KNOWLEDGE AND UNDERSTANDING OF EAP

16. Do you understand an Employee Assistance Programme?

MAYBE	NO	UNCERTAIN

17. Do you know the services rendered by EAP?

MAYBE	NO	UNCERTAIN

NB: If your answer is (yes) to question 17, tick the applicable services from the list below

	SERVICE/PROGRAMME	
1	Substance abuse programmes	
2	Psychological and Counseling programmes	
3	Anger management programmes	
4	Family preservation service	
5	HIV and AIDS programmes	
6	Stress management programmes	
7	Other....	

18. Is there a need for EAP services in your station?

YES	NO	NOT SURE

SECTION D. ACCESSIBILITY

19. What is the distance between your work station and the EAP office?

Less than 5km	
5-15 km	
15-50 km	
50-100 km	
Above 100 km	
Less than 5km	

20. Is the distance reasonable to you?

YES	NO

21. Do you know the EAP office hours?

YES	NO

22. Are you comfortable with these operational hours?

YES	NO

23. Does the EAP office have enough personnel to assist you?

YES	NO	UNCERTAIN

24. Is the EAP services marketed?

YES	NO	UNCERTAIN

SECTION E: EMPLOYEES SATISFACTION WITH EAP SERVICES (This section can only be answered by those who have used EAP services before)

25. Are you satisfied with the EAP in your institution?

YES	NO	UNCERTAIN

26. Are you satisfied with the language used when service are rendered to you?

YES	NO	UNCERTAIN

27. Would you recommend the EAP services to other employees?

YES	NO	UNCERTAIN

28. Did EAP address your needs as employee?

YES	NO	SOMETIMES

Thank you

ANNEXURE B: CONSENT FORM

CONSENT FORM

Student number: 201428707

Tel: +27 (0) 833106997

Email: dipelapercy@webmail.co.za

CONSENT FORM FOR PATICIPATION IN THE STUDY

I hereby consent to participate in the research project. The purpose and procedures of the study have been explained to me. I understand that I am not bound to participate in the study and that it is my right as the participant to withdraw from this study whenever I feel uncomfortable. I understand that my responses will be kept confidential and anonymous.

Name of Participant

Date:

Signature:

ANNEXURE C: PERMISSION TO CONDUCT STUDY

SAP 21

SUID-AFRIKAANSE POLISIE DIENS



SOUTH AFRICAN POLICE SERVICE

Privaatsak/Private Bag X20

Ref	
Verw	45/26/1
Navrae	
Enquiries	COL DL TSEBE
Telefoon	
Telephone	014-7621058
Faksnommer	
Fax number	0866114477

THE CLUSTER COMMANDER
SOUTH AFRICAN POLICE SERVICE
LIMPOPO PROVINCE
LEPHALALE
0555

2014-10-06

Mr D Percy
P.O. Box 2798
POLOKWANE
0700

REQUEST TO CONDUCT A STUDY AT LEPHALALE SAPS

1. This office conditionally approves your request that it must only be for study and nothing else.
2. The information obtain from the organisation Lephalale Cluster cannot be made available to any other person without first being checked by the accounting officer Lephalale.
3. Hope you will find this to be in order.


COL
CLUSTER COMMANDER:
LEPHALALE
DL TSEBE

ANNEXURE D: ETHICS CLEARANCE CERTIFICATE



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

TURFLOOP RESEARCH ETHICS COMMITTEE CLEARANCE CERTIFICATE

MEETING: 05 November 2015

PROJECT NUMBER: TREC/178/2015: PG

PROJECT:

Title: Evaluating the effectiveness of Employee Assistance Programme within South African Police Services in Waterberg District, Limpopo Province

Researcher: Mr MP Dipela
Supervisor: Prof SL Sithole
Co-Supervisor: N/A
Department: Social Work
School: Social Science
Degree: Masters in Social Work


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.

ANNEXURE E: DECLARATION OF LANGUAGE

DECLARATION OF LANGUAGE EDITOR

I declare that I, Jennifer Stacey, have edited the thesis entitled, Evaluating the Effectiveness of the Employee Assistance Programme within the South African Police Services in the Waterberg District, Limpopo Province which was written by Percy Mmaphuti Dipela, student number 201428707. The edit was a general language edit that included grammatical accuracy, punctuation, fluency and clarity of expression and spelling.

Jennifer Stacey obtained the following degrees: BA (Wits) 1965, BA Hons, English Literature (Natal) 1970, BA Hons, Applied Linguistics (Wits) 1981, MA Language and Literature (by dissertation, Wits) 2000, PhD, Language and Literature (Wits) 2002. She also obtained a University Education Diploma (Natal) 1969. She has taught for nineteen years in the English Department at the University of the Witwatersrand where she lectured and was responsible for the supervision of post-graduate students, She is the co-author of Read Well and Write Well. Since retiring she has continued with academic editing as well as freelance editing for Wits University Press, Jacana and Macmillan.



7th May 2016

