AN EVALUATION OF EMPLOYEE ASSISTANCE PROGRAMMES AND THE IMPACT OF WORKPLACE WELLNESS ON EMPLOYEE PRODUCTIVITY: A CASE OF THE EASTERN CAPE PROVINCIAL (2007-2012)

BY

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DECLARATION

I, Nomzamo Mazantsana declare that what is presented in this dissertation is my original work through professional guidance of my supervisor. All information used has been fully acknowledged.

To the best of my knowledge, this study has never been has never been fully or partially submitted for any award of a degree in any university or any other institution of higher learning.

_____ 23 April 2013

NOMZAMO MAZANTSANA DATE

DEDICATION

To my late mother in heaven, whom I believe is very proud of my achievements.

ACKNOWLEDGEMENTS

I would like to thank God Almighty and my Guardian Angel who gave me strength and wisdom to complete my research work.

My appreciation and thanks go to:

- My Supervisor, Dr Thozamile R Mle for his continued support, encouragement and excellent guidance throughout this work. He has always been prompt with his response,

- The participants from the ECPL for their honest opinions and cooperation, respect and support as well as their determination and willingness throughout the study, without them, I wouldn't have been able to complete this project,

- My father, who, with his words of encouragement has always taught me that the sky is indeed the limit,

- My partner and kids, who were always my pillars of strength with their support and words of encouragement,

- My colleague Mrs Hendrietta Mtwazi for believing in me, her continued support and words of encouragement.

ABSTRACT

An employee wellness programme is a programme that promotes and supports the well-being of its employees and is aimed at increasing productivity. Employee Assistance Programmes (EAPs) are used as a means of ensuring employee wellness. Employee Assistance Programme can be defined as a programme aimed at improving the quality of life of employees and their families by providing support and helping to alleviate the impact of everyday work and personal problems. EAPs are intended to help employees deal with their personal problems that might adversely impact their work performance, health and well-being. The main goal of the EAP is to enhance productivity as well as social functioning of individuals.

The main objective of the study as to evaluate the Employee Assistance Programmes and the impact of Workplace Wellness on employee performance in the Eastern Cape Provincial Legislature. This was triggered by the fact that Wellness and EAPs are not visible in the ECPL and the Legislature continues to lose employees due to ill-health and resignations. The institution is characterised by a culture of "us" and "them", us, referring to Labour and them to Management, and therefore resulting in low staff morale. This raised some concern from the researcher as there is an EAP paid for by the Legislature, but awareness, utilisation and effectiveness of the programme remain a challenge. Due to the nature of the institution's core business, it is perhaps even more vital for the Legislature to create an organisational culture of caring and employees to be nurtured. It is believed that it is more cost effective and beneficial to both the employer and the employee to retain

trained employees, than it is to lose troubled employees and hire new ones, in particular because there is no guarantee that the new ones will not, in time also show signs of problems.

The researcher used applied research in this study to explore the need for the EAP as well as how best the programme can be implemented. A combination of an explanatory-descriptive design was used for this study because little is known about the phenomenon or programme.

For this research, the researcher used a combination of interval/systematic and random sampling to complement each other in reducing any bias that has the potential of occurring when applying interval/systematic sampling. To get representation and precision, the researcher divided 285 employees according to their ranks.

The results from this attempt were: Secretariat=25, Management=42, Administrative staff=196, General Workers=33 NEHAWU Shopstewards=10. The researcher then divided employees in each respective category by one tenth or 10% of each category to get the number of respondents from each category to be included in the sample and added up all categories to get the sample size. The sample of this study was thus, Secretariat=1, Management=4, Administrative staff=20, General workers=3 and NEHAWU Shopstewards=1 and made up a sample size of 29.

Only one questionnaire was compiled for all the respondents because EAP recognise that employees start from the CEO of a company to the lowest paid employee in that company and, as such considers all employees to be equal.

Research results indicated that there are some limitations in the utilisation of EAP and that employees are faced with both personal and work-related problems. Thus it became clear that the whole concept of Employee Wellness and Employee Assistance Programmes needed to be overhauled and restructured to ensure maximum benefit.

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CHAPTER 1: GENERAL ORIENTATION OF THE STUDY

1. 1. INTRODUCTION

Workplace wellness is a term usually used to describe workplace health promotion activities and organisational policies designed to support healthy behaviour in the workplace and to improve health outcomes.

Jones (1985:11-12) argues that no one is immune to problems. Unfortunately, these problems are hardly ever convenient as individuals do not have internal "switches" that can enable them to turn on or off their problems that originated at home when they enter their workplaces. Similarly, problems that originated from work are often carried home. When these problems are unattended they usually grow and become worse and adversely affect both social life and job performance and eventually employee productivity. This therefore suggests that both the individual and the employer should be more concerned about the solution to the problem.

This is greatly enhanced through early problem identification and professional attention. The above quotation suggests that a problem needs to be addressed holistically, because a problem in one sphere of one's life affects all other spheres as indicated above. Having said so, it is likely that personal problems can have hostile effects on employee performance at work, and problems that originated from work can have negative effects on employee's relationship with other colleagues, friends and family members. It is for this reason that the researcher believes that workplace wellness is key to improved performance and productivity.

Workplace wellness usually includes organisational policies, Employee Assistance Programmes (EAPs) as well as wellness programmes that are designed and aimed at facilitating employee health. EAPs are now offered by many employers in South Africa and internationally, and have proved that valuable skilled employees who experience problems can be helped (Glober: 2006:396). Another approach that is gradually growing in the labour market is the establishment of wellness programmes and implementation of Employee Assistance Programmes (EAPs). These programmes have a wider focus, because from the employer's point of view, employees are an organisation's greatest asset, and their state of health affects their contribution to the organisation in such measurable ways such as absenteeism, lowered productivity, higher healthcare claims and insurance premiums.

It is the researcher's belief that only when employee problems and their negative impact on performance and productivity are identified early that EAP and wellness programmes can be effective in addressing individual problems and thereby improving employee productivity. The researcher also believes that employers should be more concerned and give priority to these programmes to create an effective workplace wellness aimed at improving employee productivity thereby improving service delivery.

The purpose of the study is to critically analyse workplace wellness, the implementation of EAPs and its impact on employee productivity in the Eastern Cape Provincial Legislature (ECPL). This has been triggered by a number of issues which also include lack of seriousness and prioritisation of

the matter in the ECPL. Year in year out, the ECPL is losing employees due to ill-health and death relating to health issues and alcohol abuse. Some employees are so indebted such that they even resign to get access to their provident fund. This is a serious employee wellness issue in an institution that is constitutionally vested with the oversight role and law-making to ensure effective service delivery, and should therefore be leading by example. The researcher went through Strategic plans, annual reports, policy speeches and operational plans of the institution, and very little is being said about employee wellness, and that raised a concern from the researcher's point of view.

1.2 STATEMENT OF THE PROBLEM

The Eastern Cape Provincial Legislature is regarded as a high paying institution with greater benefits compared to the Public Service in general, but continues to have a high level of low staff morale and lose employees due to ill-health, death and resignations associated with wellness issues such as HIV/AIDS and indebtedness.

1.3 OBJECTIVES OF THE STUDY

1.3.1 To evaluate the impact of workplace wellness on employee performance in the Eastern Cape Provincial Legislature (2007-2012).

1.3.2 To analyse critically the effectiveness of EAPs in ensuring workplace wellness at the ECPL and to provide recommendations on how to improve its implementation.

1.4 SIGNIFICANCE OF THE STUDY

Wellness unit in the ECPL was only set up in 2007; 13 yearsafter the institution came into being in 1994. This study then seeks to critically analyse workplace wellness at the ECPL, the effectiveness of EAPs and non-thereof; how its ineffectiveness contributes to increased absenteeism, low-staff morale, stress, job burnout, alcohol abuse and indebtedness among employees. The study also seeks to provide recommendations on how best the wellness policy can be developed and EAPs effectively implemented at thethe ECPL for the benefit of both the employer and employees on the basis of other researchers in the field and success stories of other workplaces which implement workplace wellness and Employee Assistance programmes.

1.5 LITERATURE REVIEW

According to Strydom (2002:211), the prospective researcher can only hope to undertake meaningful research if he/she is fully up to date with existing knowledge on his/her prospective study. Mouton (2001:86-88) further indicates that when you embark on your study, one of the first aims should be to find out what has been done in your field. The author further suggests that you should start with a review of the existing scholarship or available

body of knowledge to see how others have investigated the research problem in which you are interested. According to the author, you want to learn from other scholars: how they have theorised and conceptualised issues, what they have found empirically, and what instrumentation they have used and to what effect.

For this study, the researcher enlisted the assistance of the Librarians at the Eastern Cape Provincial Legislature as well as the Librarian at the University of Fort Hare specialising on Academic Information Services to help with a search on the relevant topic, which is Workplace Wellness through Employee Assistance Programmes using the internet. The search provided a list of journals, books, theses and articles on the subject matter that are available at the University of Fort Hare Library, Pretoria Library, RAU, Wits and Cape Town Universities. The list assisted the researcher to trace books, journals, law as well as medical and health sciences resources on Employee Assistance Programmes. Other books, articles and journals were made available to the researcher through inter-library loans and the use of the inter-varsity library services.

Through the internet, the researcher also accessed other government departments who make use of the Wellness as well as Employee Assistance Proggrammes. These departments included the Department of Correctional Services as well as the Department of Transport in the KZN Province.

1.6 RESEARCH METHODOLOGY

Research Methodology can be defined as procedures used in making systematic observations or otherwise obtaining data, evidence, or information as part of a research project or study. By implication, this definition suggests that a research methodology refers to the approach which the researcher will use in collecting data for a research project. Babbie (2010:89) suggests two approaches to data collection, namely: Quantitative and Qualitative approaches. **A quantitative methodology** involves those methodologies, such as closed surveys structured interviews and sociograms (diagrammatic representations of interactions between individuals) which enable data (concrete or conceptual) to be collected, measured and compared with a standard. **A qualitative methodology** involves a phenomenological perspective whereby researchers aim to understand, report and evaluate the meaning of events for people in particular situations, that is, how their social world is structured by the participants in it. The focus of qualitative methodologies is the way in which participants (rather than the researcher) interpret their experiences and construct reality. Some examples are: an unstructured interview, focus group, open-ended questionnaire and participant observation.

For purposes of this study, the researcher used both qualitative and quantitative approaches. These approaches and methods will enable the researcher to study people in terms of their own definitions and experiences of the world around them. By utilising a qualitative approach, the researcher will be able to understand individual's experiences regarding Workplace Wellness in the ECPL from the subjective perspective of the

individuals involved, because complexities, richness and diversity of their lives can only be captured by describing what really goes on in their everyday lives and incorporating the context in which they operate.

1.6.1 TARGET POPULATION

Grinnel and Williams (1990:118) define population as "the totality of people or objects within which a study is concerned". Bless and Higson-Smith (1995:85) further explain population as the entire set of objects and events or group of people, which is the object of research about which the researcher wants to determine some characteristics. According to Babbie (2010:199), a population is the theoretically specified aggregation of study elements. From the above-mentioned definitions it can be deduced that target population is the group of people whom the researcher perceives to be relevant in determining some characteristics within which a study is concerned.

For this study, the target population included employees and management of the ECPL. The purpose was to establish the understanding and effectiveness of workplace wellness and implementation of Employee Assistance Programmes in the ECPL as well as its effects on employee performance. Because of the number of staff within the ECPL, it was not possible to use everybody and therefore samples were drawn from different stake-holders and ranks within the ECPL. According to De Vos (2005:193), sampling means taking a portion of a population or universe as representative of that population or universe. De Vos further defines a

sample as what comprises the elements of the population considered for actual inclusion in the study or can be viewed as a subset of measurements.

Bless and Higson-Smith (1995:86) define a sample as a subset of the entire population, which is actually investigated by a researcher and whose characteristics will be generalised to the entire population. A sample is the element of the population considered for actual inclusion in the study (Arkava& Lane, 1983:27).

It is the understanding of the researcher that a sample is a certain proportion of people drawn from among the study population that will be used in the investigation to represent the entire study population.

1.6.2 SAMPLING METHOD

For this study, the researcher used probability sampling. According to Strydom& Venter (2002:203), probability sampling means that each person in the population has the same known probability of being selected. Fink (1995:9) states that probability sampling implies the use of random sampling, which eliminates subjectivity in choosing a sample, and it is a fair way of obtaining a sample.

Bless and Higson-Smith (1995:91) indicate that the principle of stratified random sampling is to divide a population into different groups, called strata, so that each element of the population belongs to one and only one

stratum. Bless and Higson-Smith (1995:93) also advise that stratified sampling by preserving proportions, even of very small samples, will allow for any small minority to be well represented.

In this study the following different strata of population against the total population of 285 was used: Secretariat=4, Management=42, Administrative staff=196, General Workers=33 NEHAWU Shopstewards=10. The researcher divided each employee in each respective category by one tenth or 10% of each category to get the number of respondents from each category to be included in the sample and added up all categories to get the sample size.

The sample of this study included the following respondents: Secretariat=1, Management=4, Administrative staff=20, General workers=3 and NEHAWU Shopstewards=1 to make a sample size of 29. Grinnel and Williams (1990:127) provide that 10% sample should be sufficient to control sampling errors.

1.6.3 DATA ANALYSIS

According to Mouton (2011:108), analysis involves breaking up the data into manageable themes, patterns, trends and relationships. From the above explanation by Mouton, data analysis can be defined as a body of methods that help to describe facts, detect patterns, develop explanations and test hypothesis. It is a process of inspecting, cleaning, transforming and modelling data with the goal of highlighting useful information, suggesting conclusions and supporting decision making. Teddie and

Tashakkoridistinguish between two methods of data analysis: Qualitative and quantitative data analysis methods. Qualitative data analysis is the analysis of various forms of narrative data including data stored in audio, videos, and other forms. Quantitative analysis is the analysis of numeric data using a variety of statistical techniques.

For purposes of this study, the researcher used qualitative data analysis technique. By utilising a qualitative approach, the researcher will be able to understand individual's experiences regarding Workplace Wellness and Employee Assistance Programmes in the ECPL from the subjective perspective of the individuals involved, because complexities, richness and diversity of their lives can only be captured by describing what really goes on in their everyday lives and incorporating the context in which they operate.

1.7 ETHICAL CONSIDERATIONS

Mouton (2011:25) suggests five moral principles that can at least encourage a healthy relationship in a research process between a student and supervisor such as: dignity, respect and courtesy; no harassment, privacy and honesty.

It is the belief of the researcher that although Mouton suggests these ethical considerations in the context of student/supervisor, these ethical issues also relate and are relevant to researcher and respondent relationship. Bless and Higson-Smith (1995: 102-103 suggest the

following, as generally accepted ethical rights of participants in which a social scientist should respect:

- **Privacy**

  This ethical consideration suggests that respondents can refuse to participate in a research and divulge information about themselves. This demands that participation in a research must be voluntary and a direct consent for participation should be obtained.

  For this study, the researcher ensured that the target population is consulted and informed in the language they understood that participation in this research is voluntary and participants have a right to withdraw from the study anytime they wish. They were also informed that any personal information they decided to divulge in response to questionnaires distributed to them was private and will be kept that way.

- **Informed consent**

  This ethical consideration suggests that consent from authorities within the area of study as well as that of respondents should be sought before the research is conducted. Babbie (2010:71) suggests that informed consent emphasises the importance of both accurately informing respondents as to the nature of the research and obtaining his/her verbal or written consent to participate. This means that respondents must base their voluntary participation in research process on a full understanding of the possible risks involved. This suggests that under no circumstances in the process of

research shall the respondents be coerced to participate. They should in fact be told that they are free or have a right to withdraw from participation should they wish.

This study was conducted at the Eastern Cape Provincial Legislature. For its purposes, informed consent was sought in writing from the respondents.

- **No Harm to Respondents**

  Babbie (2010:65) emphasises that human research should never injure the people being studied regardless of whether they voluntarily agreed to be part of the research. This often concerns being careful not to reveal information that would embarrass respondents or endanger their friendships, home lives, jobs, dignity, and so forth.

  This study sought to critically analyse workplace wellness in the ECPL which is a sensitive issue, so for its purposes respondents were under no circumstances exposed to any emotional harm.

- **Anonymity and Confidentiality**

  Anonymity and confidentiality in the protection of the respondent's interests and well-being protects their dignity. This means that this becomes more important and researchers need to adhere to this norm. Babbie (2010:67) holds: "A research project guarantees anonymity when the researcher-not just the people who read about

the research- cannot identify a given response with a given respondent". This quotation suggests that anonymity and confidentiality in a research project are guaranteed once the findings are published when no one can associate a certain finding with so and so. This suggests that research findings should only be used for their intended use and nothing more.

For purposes of this study, research findings were only used to show the importance and seriousness of employee wellness programmes and Employee Assistance Programmes in improving social lives and productivity within the ECPL. Respondents were therefore assured of anonymity and confidentiality.

1.8 SCOPE THE STUDY

The study was conducted at the Eastern Cape Provincial Legislature (ECPL). Because of the separation of powers in the South African system of government, Parliament and Provincial Legislatures do not form part of the Public Service. This therefore suggests that Parliament and Provincial Legislatures including the ECPL are also not covered by the Public Service Commission Reports which also report on issues of employee wellness issues such as the report on indebtedness of public servants published in November 2007 and submitted to the ECPL for consideration. This does not mean that the employees in the Legislative sector are not affected by these issues; hence the researcher felt it necessary to undertake this study.

1.9 CLARIFICATION OF CONCEPTS AND TERMS

The following key concepts used in the study are defined for clarity purposes:

1.9.1 Workplace Wellness

Workplace wellness is a term usually used to describe workplace health promotion activities and organisational policies designed to support healthy behaviour in the workplace and to improve health outcomes.

Leornard L Berry and Ann M Mirabito (2011:335) define workplace wellness as an organised employer-sponsored programme designed to engage and support employees (and often family members) in adopting and sustaining behaviours that reduce health risks, improve quality of life, enhance personal effectiveness, and benefit the organisation financially. By definition, this suggests that employers have a big role to play in workplace wellness for the benefit of both the employee and the employer.

1.9.2 Employee Assistance Programmes (EAPs)

According to Myers (1984:4), Employee Assistance is a generic term denoting more or less structured programmes that utilise technical, administrative and professional human services and staff, on either a contractual or employment basis, to meet the needs of troubled employees. The Employee Assistance Professional Association of the United States defines EAP thus: "An Employee Assistance Programme is a work-site based programme designed to assist in the identification of productivity problems associated with employees impaired by personal concerns including, but not limited to: health, marital, family, financial, alcohol, drug, legal, emotional, stress or other concerns which may adversely affect employee job performance. The specific core activities of EAP's include: expert consultation and training to appropriate and timely problem assistance…and formation of linkages between workplace and community resources that provide such services" (Lee and Gary, 1994:216). From the above definitions, it can be deduced that EAPs are designed to benefit both the employer and the employee. It looks at an individual holistically, thereby identifying problems early and providing remedies to improve both the social and working life of an individual.

1.9.3 Wellness Programmes

Grobler*et al*, (2006:399) introduces Wellness Programmes as one approach that can be used by employers to address rising health costs and the poor fitness and health of employees. He suggests three components of a complete wellness programme as follows:

a) It helps employees identify potential health risks through screening and testing.
b) It educates employees about such health risks as high blood pressure, smoking, poor diet and stress.
c) It encourages employees to change their lifestyles through exercise, good nutrition and health monitoring.

From the above, it can be deduced that, effectively implemented, wellness programmes can benefit both the employer and the employee. Healthy employees reduce absenteeism and may increase productivity and overall health of the organisation. Wellness programmes can be effectively implemented by creating awareness, education and a range of programmes that include follow-up and support.

1.10 CONTENTS OF THE RESEARCH REPORT

Chapter 1 - General introduction and research methodology

Chapter 2 - Literature Review: This chapter focuses on a theoretical perspective regarding the topic.

Chapter 3 - Research Design and Methodology: This chapter entails the design as well as methodologies used for data collection

Chapter 4 - Data presentation, analysis and interpretation: This chapter entails a description of the empirical findings as well as the analysis and interpretation of data by means of figures, charts and tables.

Chapter 5 - Conclusions and Recommendations: This chapter presents a summary of the study, conclusions drawn from the findings as well as recommendations.

1.11 CONCLUSION

This chapter provided the general orientation of the study with regards to the objectives of the study, the research methodologies used, the target population as well as the sample size. The next chapter will then focus on literature review to enable the researcher to review the existing available body of knowledge to see how others have investigated the research problem under study.

CHAPTER 2: LITERATURE REVIEW

2.1 INTRODUCTION

Burns and Grove (2003) define literature as the written information on a topic consisting of primary and secondary sources. According to Dempsey and Dempsey (2000:61), the literature review provides the researcher with the information pertinent to the study and indicates what research has already been done on the topic. Leedy and Ormond (2001:70) continue and augment the view by maintaining that those who do research belong to a community of scholars each of whom has journeyed into the unknown to bring back a fact, a truth and a point of light. What they have recorded of their journeys and their findings makes it easier to explore the unknown; to facilitate in the discovery of a fact, a truth or a point of light. Leedy and Ormond (2001:71) further maintain that the more the researcher knows about the investigations and perspectives related to their topic of research, the more effectively they can tackle their own research problem.

Grinnell (1993:434) maintains that the purpose of literature review is to provide a basis and background for the study. Strydom (2002:211) is of the view that the prospective researcher can only hope to undertake meaningful research if he/she is fully up to date with existing knowledge on the prospective subject. Mouton (2011:87) further maintains that one of the first aims of a researcher should be to find out what has been done in his/her area of study. He further suggests that a researcher should start with a review of the existing scholarship or available body of knowledge to see how other scholars have investigated the research problem that he/she is interested in.

The researcher wants to learn from other scholars: how they have theorised and conceptualised on issues, what they have found empirically, what instrumentation they have used and to what effect. For purposes of this study, the researcher will look at what other scholars have done in areas that are similar, though not necessarily identical, to one's own area of research.

On the basis of the above viewpoint from different scholars, the chapter will describe the theoretical perspectives and previous research findings related to workplace wellness and utilisation of Employee Assistance Programmes.

2.2 HISTORICAL BACKGROUND AND DEVELOPMENT OF EMPLOYEE WELLNESS AND EMPLOYEE ASSISTANCE PROGRAMMES (EAP'S)

Sonnestuhl and Trice (1986:3) suggest that since the end of the nineteenth century, work organisations in the United States have offered assistance to employees in many respects such as: social betterment, personnel counselling, Occupational Mental Health and Industrial Alcoholism. Lee and Gray (1994:216), suggest that historically, EAPs were occupational alcoholism programmes initiated during World War II which were based on the principles of Alcoholics Anonymous (AA). During this period, groups of concerned individuals such as the National Council on Alcoholism, the Occupational Programme Consultants Association and the National Institute of Alcohol Abuse and Alcoholism (NIAAA), combined with government recognised American Federation of Labour and Congress of Industrial Organisations (AFL-CIO), contributed to a heightened awareness of alcohol-related issues in the

workplace and the development of broad-based programmes to assist alcoholic workers and train professionals in this area. Lee and Gray (1994:216), further maintain that during this period, employers and unions alike began to integrate humanitarian values with economic concerns, and to consider the possibility that helping workers with their personal problems might contribute to increased productivity.

According to Lee and Gray (1994:216), a second important contribution in the development of EAPs lay in the development of mental health professionals such as Psychology, Psychiatry and Counselling. Carrol (1996:6) maintains that Mayo was a key figure in researching employee needs, criticising industry for not paying adequate attention to the psychological needs of employees and himself establishing a counselling service in 1936. According to Sonnestuhl& Trice (1986:5), the National Council on Alcoholism (NCA) began marketing industrial alcoholism in 1959. Sonnestuhl and trice (1986:5) further maintain that Presnall (NCA's industrial consultant), advocated for the development of broad-based programmes to assist alcoholic and other troubled employees as well as the training of supervisors to implement the constructive confrontation strategy. Lee and Gray (1994:216) maintain that the National institute of Alcohol Abuse and Alcoholism (NIAAA) was established in 1971. Carrol (1996:7) further suggests that the term Employee Assistance Programme (EAP) was coined by the National institute of Alcohol Abuse and Alcoholism as a way of widening provision to include problems other than alcohol.

From the above citations by different scholars, it is the researcher's deduction that employee wellness and EAP's have their roots from the early 1970's with a focus initially on alcoholism in the workplace and later expanding to include other employee problems that have an impact on employee performance and productivity.

2.3 DEVELOPMENT OF EMPLOYEE WELLNESS AND EAP'S IN SOUTH AFRICA

Maller (1988:21) indicates that as the Department of Community and Planning Report states, "the time is ripe for the active appreciation of the principle of employee assistance programmes in South Africa and for the adoption of a policy and standards for employee assistance programmes appropriate to South Africa's circumstances". According to Maller (1988:21), the economic crisis of the eighties has generated a profound interest in measures that boost labour productivity, both as a means of reducing costs and as a means of increasing profitability levels. R Paul Maiden (1988:2) indicates that EAPs are a much younger field of practice in South Africa which began to emerge during the early 1980s and thus do not have the rather colourful history that has accompanied the development of EAPs in the United States. Maiden further maintains that EAPs in South Africa are modelled after programmes in the United States and were introduced to South African work organisations by social workers and psychologists who had studied programmes in the United States.

2.4 WORKPLACE WELLNESS AS A CONCEPT

Nel*et al*. (2004:293) indicate that wellness programmes are designed to focus on the employee's overall physical and mental health. Nel et al further suggest that employee wellness not only include disease identification but also lifestyle modification such as hypertension identification and control, smoking cessation and job and personal stress management. As Casio (1995) states, the objective of wellness programmes is not to eliminate symptoms and diseases but to help employees build lifestyles that will enable them to achieve their full physical and mental potential through health awareness.

Globler*et al*. (2006:399) suggest that from management's perspective, employees are a company's greatest asset, and their state of health affects their contribution to the company in such measurable ways as absenteeism and lowered productivity, to mention but a few.

On the basis of the above citation, the researcher believes that wellness programmes are aimed at assisting employees to look after themselves socially, psychologically and emotionally in order to increase their performance and productivity at work. Glober *et al.* further indicate that wellness programmes are only offered by a minority of employers in South Africa at this stage.

According to Nel*et al*. (2004:293), South African Organisations can promote workplace wellness by:

- Incorporating employee wellness into the overall strategy of the organisation
- Adopting employee wellness into the organisational culture
- Encouraging involvement and support from all stakeholders such as labour representatives, management and others
- Developing and implementing health promotion policies such as Employee Assistance Programmes, smoking policy, sexual harassment policy, including HIV/AIDS policy and programmes.

Nel*et al*. (2004:294) further suggest that managers should be equipped to identify symptoms of diseases such as alcoholism, drug abuse and HIV/AIDS in order to provide lines of referral to professional who can assist. From the researcher's point of view, early identification of these diseases is very important as it will come to the bottom of the root problem, in particular because people do not have switches to turn on or off problems that originated from home when they enter the workplace and cannot turn on or off problems that originated at the work place when they enter their homes. It is for this reason that the researcher believes it is necessary for every organisation to engage in workplace wellness programmes and employee assistance programmes in order to deal with each employee as a whole, thereby increasing performance and productivity and improving one's social life at the same time.

2.5 EMPLOYEE ASSISTANCE PROGRAMMES AS A CONCEPT

The Employee Assistance Professional Association (EAPA) of the United States defines an Employee Assistance Programme thus: "An Employee Assistance Programme is a work-site based programme designed to assist in the identification of productivity problems associated with employees impaired by personal concerns including but not limited to: health, marital, family, financial, alcohol, drug, legal, emotional, stress or concerns which may adversely affect employees job performance" (Lee and Gray, 1994:216).

According to Meyers (1984:4), Employee Assistance is a generic term denoting more or less structured programmes that utilise technical, administrative and professional human services and staff, on either contractual or employment basis, to meet the needs of troubled employees.

According to Grobler*et al.* (2006:396), EAPs are programmes designed to help employees overcome personal crisis such as alcoholism, job burnout or family problems. According to Nel*et al*. (2004:294), EAPs prevent the impact of political, social and economic problems on the individual, the organisation and the economy. Nel*et al.* (2004:294) believe that political, social and economic problems of individuals 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, higher recruitment and training costs, loss of skilled people, potential labour relations breakdowns and high litigation costs.

2.6 THE RATIONALE FOR WORKPLACE WELLNESS AND EMPLOYEE ASSISTANCE PROGRAMMES

Sonnestuhl and Trice (1986:6) are of the view that companies adopt EAPs on ideological grounds, that is, employers are concerned about the employee's welfare and their social responsibility to the company.

According to Sussal (1992:36), studies show that there is definitely money saved when EAPs are in place in terms of recouping days formally lost to absenteeism due to substance abuse, medical problems and accidents. Sussal further suggests that EAP success in the workplace depends on mutually cooperative interdependent relationships among stakeholders.

Dickman*et al.* (1988:7-8) provide five major reasons for implementation of this comprehensive programme as follows:

2.6.1 Reduction of Costs

Costs can be reduced through early identification and treatment as it is always said that prevention is better than cure. Implementation of EAPs ensures early identification of a problem and health hazards before resulting into a crisis. According to Carrol (1996:2), having a healthy and high performing workforce makes sense. Jones (1985:6) maintains that people maintenance contributes to maximising human potential and work resources. Sloan *et al.* (1987:7) further maintain that monetary return on investment can be realised because work attendance is improved; hospital, medical and surgical costs are reduced, as

are other expensive benefits that are over- utilised such as “survivor benefits and workmen’s compensation”.

According to Maller (1988:22), many EAPs have an educational side which adopts a preventative approach to problems such as work-related stressor even money management. Carrol (1996:4) further suggest that counselling services within the workplace are being viewed not just as a crisis point or for severely disturbed individuals, but also as a preventative service.

2.6.2 Rehabilitation Rate

It is the researcher’s belief that organisations can save costs if EAPs can be implemented such that employees are assisted to deal with their social and /or work-related problems. This includes provision of self-help, support groups and family coverage for troubled employees in order to rehabilitate them back into their normal standards of performance in their jobs. Continuous education and support will empower employees with skills and knowledge to deal with their challenges and problems.

Ntsamai (1991:120) indicates that if the company subscribes to policies that deal not only with the working environment of its employees but also with their social environments, intervention would be broadened, and the company would be in the forefront of initiating and responding to changes taking place in the social, economic and political environments. Du Plessis (1994:44) argues that the relevance of services offered by counsellors may be greatly enhanced when the service provider is based in, and shares the environment of, the

service users, and relevance thus comes of the employee group borne of a close association with the social worker/counsellor. This way, services may be based on personal problems as well as on work-related and organisational stressors in the environment common to both the provider and the consumers.

2.6.3 Enhancement of Labour/Management Relations

Grimes (1988:3) indicates that where an organised workforce exists, it is essential to mutually involve labour and management in all non-counselling aspects of the EAP process. It is for this reason that the researcher believes that wellness and EAP programmes can be successful if labour representatives and management support them. This is so because like any effective aiding resource, these programmes depend on recognition, acceptance, support and involvement of the community in which they operate.

Ntsamai (1991:20) is of the view that EAPs are already benefiting employees from the highest to the lowest ranking officials. Davies (2003:3) believes that it is important that ownership of the EAPS is shared throughout the organisation, from directors, trade unions and employees from all ethnic groups and cultural backgrounds must all feel involved. Thus, Carrol (1996:40) believes that counselling highlights the value of people as organisational assets, thereby fostering a sense of belonging and loyalty, rather than alienation, as an "employee is viewed as a person rather than a unit of production" (Maller, 1988:22).

According to Sonnestuhl and Trice (1986:7), managers also adopt EAPs as "Conflict Avoidance devices". Based on fair Labour Laws and Practices, the amount of discretion that employers can use in hiring, supervising and firing employees is often restricted. Counselling and rehabilitation is seen as the first step in aiding employees deal and cope with problems affecting their performance and dismissal is considered a last resort when all else has failed.

Sloan *et al.* (1987:57-58) indicate that participant satisfaction in a programme is an obvious benefit that should ensue to any programme. Satisfaction about EAPs is associated with possible improvements in employee morale and increases job satisfaction that will lead to changes in perception of employees about their work and workplace for the better.

2.6.4 A win-win situation

According to Balgopal and Patchner (1988:95-96), EAPs respond to problems by taking into account both the productivity and financial effects on the company as well as human cost factors on the employees such as job, dignity and sense of well-being. It therefore stands to reason that both the company and employees benefit from early identification and remediation of problems. Shahandeh (1988:61) indicates that apart from obvious savings in cost to employees through the introduction of constructive responses to drug and alcohol abuse in the workplace, the former drug or alcohol user derives substantial benefits in terms of improved family and co-worker relationships, increased earnings, greater job security and, most importantly, the recovery of self-respect.

Bruce (1990:336) indicates that employers in America have found enormous benefit to the company by way of improved productivity and reduced absenteeism and wastage with great cost saving through EAPs. Langley (1999:48) maintains that EAPs reduce system abuse, time spent on disciplinary hearings, staff turnover, even arrive- alive statistics and fatalities.

Finally, according to Davies (2003:3), an additional benefit of EAPs is that they help organisations conform to the Labour Relations Act Code of Good practice and protect employers from risk of litigation. By nature, EAPs minimise employee behavioural difficulties that negatively impact on their work, and reduce the likelihood of litigation, thereby minimising management stress.

2.6.5 Humane Aspects

According to Du Plessis (1994:3), one of the rationales for EAPs is the social responsibility aspect of the companies that is associated with external commitment associated with financial donations to community projects, and an internal effort-of which EAPs as a programme for employees is an important aspect. Langley (1999:48) further provides that the EAP is a humane, comprehensive process which is proactive in its approach. It is realistic as it is recognised that employees are imperfect, make mistakes in life, and as such need someone to help them to help themselves out of their crisis.

Carroll (1996:4) indicates that organisations are realising that employees need to be treated with a wholeness approach: that physical, mental, emotional and spiritual being go together and that people need to be worked with as people. Klarreic, *et al*.(1985:IX) indicate that the personal warmth, the confidentiality of information and the concerned follow-up on the needs of recovering people

from integral parts of a responsibly operated assistance programme, which recognised that human health maintenance is intimately related to everything else that people experience. Thus, “mental health in workplace includes the ability to meet life’s stresses and demands as well as maintaining satisfactory relationships on and off the job. Mental health may be viewed as a resource which gives people the ability to manage and even change their surroundings” (Ntsamai, 1991:19).

Lastly, Maiden (1988:192) indicates that although EAPs are seen as a humanitarian endeavour, the primary motive for their development has been economic. Hence, “the direct link between care for people and the drive for success and/or profit is a major factor in convincing employers to install counselling services” (Carrol, 1994:4).

From the above arguments by different authors, the researcher can deduce that EAPs brought the human factor into the workplace, thereby replacing the old order that viewed employees as commodities who had to be controlled through organisational rules and regulations to increase productivity and profits, without recognising that they are imperfect and have feelings and attitudes about their work and co-workers, supervisors and even their families.

2.7 LEGISLATIVE FRAMEWORK UNDERPINNING EMPLOYEE ASSISTANCE PROGRAMMES TO ENSURE WORKPLACE WELLNESS

Employee Assistance and Wellness Programmes do not have any direct legislation that governs their implementation, but there are laws and policies that have a vast influence on their implementation. The researcher observed

carefully that employees spend most of their time at work than at home. It is for this reason that employers should have a legal obligation to take care of their employees' physical, emotional and psychological problems. This is particularly because no one is immune to problems, and unfortunately problems that originate from work are usually taken home and those that originate from work are usually taken to work. Failure by employers to fulfil their obligation of taking care of their employees' well-being is likely to contravene the following legislation:

2.7.1 The Constitution of the Republic of South Africa 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-derogable rights with section 10 providing for respect and protection of human dignity. Human dignity goes a long way and involves one's soul and pride which can be affected by many things if employers do not respect and protect this right. Section 11 provides for a non-derogable right to life.

It is the researcher's viewpoint 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 put a responsibility on employers to

respect and protect one's health, ensure fair labour practices and provision of a healthy 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, including if they are unable to support themselves and their dependants, appropriate social assistance. 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 viewpoint that section 27(2) of the 1996 Constitution puts an obligation on employers to have and implement employee wellness policies such as HIV/AIDS Policy, Sexual harassment policy as well as Employee Assistance Policies aimed at realising each of the rights mentioned above within available resources.

2.7.2 The Public Service Act, (5 of 2001)

Part Six, Section D of the Public Service Act requires the Head of 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 improve their performance.

From the above provisions, it can be deduced 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, shot of dismissal.

2.7.3 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/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/AIDS.

2.7.4 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 meal intervals; daily and weekly rest periods for employees, allowing them time and space to attend to their personal problems.

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

The main purpose of the Act is to provide for 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 extend to ensure health and safety of employee's family who may be affected by health and behaviour of their working family members. EAPs subscribes to the intention of OHSA as they seek to assist employees and their families in dealing with their problems.

2.8 WELLNESS ISSUES FACING EMPLOYEES

Employees are faced with a lot of wellness issues and these issues will now be discussed.

2.8.1 The troubled employee

According to Bruce 1990:4), the terms "problem employee" and "troubled employee" are often used synonymously. To him, problem employee should be used to describe an employee whose behaviour in the workplace causes reduction in productivity and lowered morale for himself, his co-workers or his supervisors. Bruce (1990:4) further argues that an employee can be troubled by personal problems as minor as stubbed toe or as major

as the death of a spouse, but unless those troubles spill over into the workplace as behaviours that lessen effectiveness and detract from achievement of organisational goals, that employee will not be considered a problem employee. Conversely, an employee whose behaviour at work consistently detracts from organisational goal accomplishment, but has no known troubles, will also be viewed as a problem employee.

Myers (1984:12) defines a troubled employee as an employee who is suffering from any one problem or a combination of problems, which may or may not result in performance deficiencies on the job. A problem employee is a troubled employee who has job deficiencies that may not be evident to management.

According to Maller (1988:12), troubled employee is the term used to describe an employee who makes use of Employee Assistance Programmes. "Troubled" is a non-specific word and therefore incorporates all employees with personal problems ranging from alcoholism to worries about financial investments.

Bruce (1990:2) maintains, "Not all employees in the workplace will, or want to, apply themselves towards accomplishing the goals of the organisation, or to ranking those goals first among their personal priorities. These workers, then, are problem employees, and recognising their existence is a crucial prerequisite to developing the skill necessary for dealing with them". According to Hacker (1997: XV-XVI), failure to reach personal and/or company goals can lead to dissention or loss of morale, which is often

contagious. It is not difficult to detect low morale, as it reveals itself in less effort and poorer results, both of which impact on productivity.

Myers (1984:1) indicates that 20% of the employees in the United States workforce have job-related problems caused by alcoholism, drug dependency, compulsive gambling, marital discord, family problems, legal difficulties, or a combination of these. These troubled employees cause the majority of performance deficiencies in attendance, conduct, safety and work quality and quality. Individually, the costs of any one problem are significant. However, when they are summed up, the total effect is staggering. All organisations have some employees who are sufficiently troubled such that their performance is affected. Finally, Bruce (1990:5) indicates that an employee's troubles are relevant only if they affect job performance.

2.8.2 Job and Personal Stress

According to Robbins and Judge (2009:671), stress is a dynamic condition in which an individual is confronted with an opportunity, demand, or resource related to what the individual desires and for which the outcome is perceived to be both uncertain and important. Bagraim*et al*. (2007:315) argue that stress is a state which occurs in a person when the perceived demands facing an individual exceed that person's ability to deal with those demands.

Grobler*et al*. (2006:389), indicate that stress is a discrepancy between an employee's perceived state and desired state, when such a discrepancy is considered important by the employee. Globler*et al.* (2006:389) further suggest that stress influences two behaviours: the employee's psychological and physical well-being; and the employee's efforts to cope with the stress by preventing or reducing it.

Nel*et al.* (2004:289) argue that stress means different things to different people, feeling tense, anxious, or worried are all manifestations of the stress experience. According to Beehr*et al.* (2000:391), job-related stress is an uncomfortable feeling experienced by an individual who is required to change their desired behaviour as a result of opportunities, constraints or demands related to important work objectives. Cherrington (1997:640) indicates that the two main sources of job stress are environmental and personal.

2.8.2.1 Environmental Stress Factors

According to Nel*et al*. (2004:289), environmental stressors are external and include work schedules, revised work procedures, new workplace facilities, space of work, and the number and nature of customers or clients. *Nel et al*. (2004:289-290) further provide for the following environmental stress factors:

2.8.2.1.1 Work overload and work under-load

Schultz and Schults (1994:413) indicate that both work overload and work under-load can lead to a stressful condition. Nel*et al*. (2004:289-290) provide for quantitative and qualitative overload. According to *Nel et al.* (2004:289), quantitative overload involves having too much work to do in the time available, and has been related to stress-related ailments. According to them, the key factor is the degree of control workers have over the rate at which they work, rather than the amount of work they are required to do. Furthermore, Nel*et al*. (2004:290), qualitative overload involves work that is too difficult. Thus, many employees have found themselves in a position of having insufficient ability to perform the job, which can lead to a high degree of stress.

Nel*et al*. (2004: 290), further state that work under-load, or having work that is too simple or insufficient to fill one's abilities, is stressful and demotivating, leads to boredom, and can also result in mental health problems.

2.8.2.1.2 Change and the Changing mix of the workforce.

Nel*et al.* (2004:290) indicate that employees who resist change succumb more easily to stress because they prefer familiar situations where they know what to expect.

Nel*et al.* (2004:290), further indicate that many older employees find the growing number of younger employees and a culture of transformation and diversity stressful.

2.8.2.1.3 Organisational Requirements

The changing structures lead to role ambiguity and role conflict as employees grapple to come to terms to multi-skilling requirements of a learning organisation. Nel*et al*. continue to suggest that problems associated with career development, taking responsibility for subordinates, uncomfortable physical working conditions, repetitive pacing of work and even rapid advances in technology all contribute to the rising stress levels (Nel*et al*. 2004:290)

2.8.2.2 Personal Stress factors

Non-job problems such as financial troubles, divorce, and sickness, intensify the susceptibility to succumb to stress (Nel*et al.* 2004:290.

Bagraim*et al.* (2007:321), further indicate that stress is reflected when employees try to balance time that is demanded by work, family and self-tasks. “Stress in personal life can affect the work experience while personal life stress can create increased tension and fatigue among employees at work”(Bagraim*et al.* 2007:321). Bagraim*et al*. (2007:321) continue and suggest that significant life events like the death of a spouse, marriage, job loss, outstanding personal achievements, divorce or marital separation can significantly predict one’s chances of future illness and stress.

2.8.3 Job Burnout

Dessler (1997:642) defines burnout as the total exhaustion of physical and mental resources as a result of excessive striving to reach an unrealistic work-related goal, combined with an overload of job stress.

Bagraim*et al*. (2007:321) maintain that burnout is a condition related to perfectionism. Occupational or job burnout is a condition where the employee's coping resources have been consumed by work and life demands, to the point of poor job performance and exhaustion.

Grobler*et al.* (2006:395) indicates that job burnout occurs when an individual believes he/she cannot or will not continue to do the job. The writers further indicate that burnout is the overall perception that one is giving more than one is receiving in monetary rewards, recognition, support or advancement.

2.8.4 Financial Conditions

According to Myers (1984:37-38), financial conditions that cause employees to be troubled include over-indebtedness, unwise credit usage, income loss as a result of layoffs, reduction in force, demotions, job changes, termination and overtime reductions, extramarital affairs and gambling.

2.8.5 Substance Abuse

According to Frances, Pincus and First (2000:191), the term "substance" can refer to a drug, a medication or a toxin. Bruce (1990:38) indicates that the term "substance abuse" refers to the abuse of both alcohol and illegal drugs.

Globler*et al.* (2006:400-401) maintain that alcoholism is one of the society's most persistent and devastating ills in South Africa. They further indicate that the alcoholic employee's performance, including above-average absenteeism, injuries, accidents and substandard levels of productivity and quality, represents real costs to the organisation.

Nel*et al.* (1994:294) augment Globler's views and indicate that alcoholism has severe effects on the worker and his/her work, and that the quality and quantity of one's work decline sharply, affecting the morale of other workers as they are called upon to do the work of their alcoholic peer.

2.8.6 HIV/AIDS in the workplace

According to Globler*et al*. (2006:405), HIV/AIDS has become a health issue that has captured the attention of all South Africans, and that failure to deal with it by companies carries possible high economic and morale costs such as the absence from work, worker attrition likely to increase as people will fall ill and take sick leave, and productivity will decline because of time-off. Bracks and Van Wyk (Swanepoel*et al.* 1998:593) maintain that

employers can play a part in sponsoring HIV/AIDS awareness programmes and providing informative training.

2.8.7 Sexual Harassment

Nel*et al.* (2004:295) refer to sexual harassment as a hostile environment aggravation. The authors indicate that sexual harassment includes unwelcome touching, leering, sexually oriented jokes, sexually oriented comments and epithets, and even staring at an employee's body. The authors further indicate that employers can be liable for hostile environment harassment engaged in by their supervisors and fellow employees.

Nel*et al. (*2004:295) further suggest that sexual harassment can also be used in support of other discriminatory treatment claims to show that the employer is insensitive to workplace behaviour that denigrates others.

2.9 BENEFITS OF EMPLOYEE ASSISTANCE PROGRAMMES

Klarreich*et al.* (1985:381) indicate that EAPs can benefit employees, employers, consumers, union, family members and society as a whole.

2.9.1 EAP benefits to employer

2.9.1.1 Cost Reduction

It is widely assumed that the major rationale for EAP lies in cost saving for the organisation in terms of lost productivity, medical expenses and abuse of sick

leave. Dickman*et al.* (1988:19) indicate that with an EAP in operation, the company can have a productive individual returned to normal or even high performance. EAPs save time spent by management, supervisors and employees on disciplinary cases thereby reducing cost associated with court cases.

The cost of recruiting and training new employees is also reduced, because organisations implementing EAPs become employers of choice and end up with loyal employees.

2.9.1.2 Enhance Corporate Image

Implementation of EAPs conveys positive messages about the organisation. Through EAPs, organisations can have an opportunity to show some social responsibility. It stands to reason that consumers will also be attracted to a company that portrays a carrying image about its employees and their families.

2.9.1.3 Improved Labour-Management Relations

EAPs allow a labour union and the employer to jointly address problems and issues. Sonnestuhl and Trice (1986:21) indicate that union support and involvement greatly improve the effectiveness of EAPs. Unions support EAPs because they view them as an additional benefit for their members. It is important that all unions get involved from the onset of EAPs so that they are part of policy formulation, that way the unions will feel part of the programme and will support the programme with greater ease.

Partnership between the employer and the Union regarding EAPs improve Labour-Management Relations and thus minimises grievances, appeals and arbitrations.

2.9.2 Benefits to Employees

Chiambotta (1987:11) indicates that the winners in EAPs are the ones who use them. This suggests that employees as end users of EAPs will benefit due to the following reasons:

- Stigma reduction.
- Affordable access to help.
- Employees are given a chance to rebuild their lives.
- They have an option other than continuing with the habit.
- They stand a chance to save their lives and those of their families and dependants.
- They will maintain a positive physical and mental condition.
- Employees feel cared for as people.

2.10 SUCCESS STORIES OF WORKPLACE WELLNESS AND EAPS

Employee Assistance Programmes have clearly made their mark with US business. According to Mercer (2008), the majority of large US employers now provide Employee Assistance benefit to their employees and their family members. More than 75% of employees in state local government have access to EA services, and 40% of employees working in the private sector have access to EAPs (U.S. Department of Labour, bureau of Labour Statistics, 2008).

Capital Metro, a company at Austin that started the wellness program in 2003 has shown promising results in improving employee health and reducing costs associated with health care and absenteeism and the financial benefits outweigh the annual investment. Employees at the Capital Metro engage in more physical activities, have better knowledge for disease management, have better eating habits and smoke less than they did before the program was implemented. Health care and absenteeism costs have been reduced and are continuing to decline as a result of the programme. Managerial staff at Capital Metro has reported that employee morale has increased since the programme was implemented (Centre for Disease Control and Prevention, 2009).

2.11 CONCLUSION

In conclusion, it can be deduced that Employee Assistance Programmes evolved from counselling people who have substance abuse problems to the management of employee wellness on a physical and psychological level. Managers have the responsibility of realising that employees as people are faced with problems such as substance abuse, HIV/AIDS and the ever increasing stresses, and therefore need to be taken care of.

There is generally a growing recognition that work is an important part of life, and that organisations, by providing more than simply a safe place to work, can have a positive impact on the physical and psychological well-being of employees.

Nel*et al.* 2004:293) indicate that holistic focus requires that what needs to be taken care of is the broader social and domestic dynamics of employees that aims at achieving a well-balanced work and family life.

The benefits of employee wellness and EAPs can pay long-term dividends for employees, families, the organisation and the community at large. The transformation in the functioning of EAPs goes along with the changing needs of Public Service Workers, including the Eastern Cape Provincial Legislature with regard to EAPs.

The next chapter will look at the design and methodology for this study.

CHAPTER 3: RESEARCH DESIGN AND METHODOLOGY

3.1 INTRODUCTION

This study is aimed at valuating the impact of workplace wellness and Employee Assistance Programmes on Employee Performance in the Eastern Cape Provincial Legislature. This chapter presents the research design and method followed by the researcher. A research method describes and explains the technique used to collect data and a research design provides a framework for the collection and analysis of data**.** This suggests that an informed decision has to be made as to which research method and design to follow.

3.2 RESEARCH DESIGN

According to Bless &Higson-Smith (1995:63), a research design is the planning of any scientific research from the first to the last step. In this sense, it is a programme to guide the researcher in collecting, analysing and interpreting observed facts. Mouton (2001:55) maintains that a research design is a plan or blueprint of how one intends conducting the research.Rubbin&Babbie (1993:79) define a research design as a blueprint and detailed plan of conducting research, from the beginning to the end. It also connotes a plan for collecting data (Leedy, 2005:85).

Blanche, Durrheim and Painter (2006:34) further define a research design as a strategic framework of action that serves as a bridge between research

questions and the execution or implementation of the research. According to Saunders, Lewis and Thornhill (2003), research design includes some of the most important decisions in research methodology that the researcher makes in conducting the study.

Hofstee (2006:113) argues that the way a researcher designs the study will usually be a variation of one or more designs. This suggests that many research designs can be followed.

3.2.1 CASE STUDY RESEARCH

According to Welman& Kruger (2000:190), a case study is a limited number of units of analysis (often only one), such as an individual, a group or an institution that is studied intensively. Leedy (2005:135) maintains that in a case study, a programme or event may be studied in depth for a defined period. Stake (1995) in Bryman (2001:47) maintains that a case study research design entails the detailed and extensive exploration of a specific case, which could be a community, organisation or person.

There has been a perception that case studies are easy to carry out and that they do not necessarily require comprehensive strategies like other types of research. However, Baker (1994:304) disputes this assertion as being unfounded and incorrect. “They, (case studies) require forethought, careful planning, data collection and final preparation for reporting” (Baker,

1994:304). Case studies, continues Baker, are important as they come up with theoretical conclusions that have widespread and long-range implications.

3.2.2 SURVEY-BASED RESEARCH DESIGN

According to Hofstee (2006:122), a survey based design elicits information from a limited number of individuals who are presumed to have the information the researcher may be seeking and who are also able and willing to communicate, and are nearly representative of a larger group.

3.2.3 EXPLANATORY-DESCRITIVE DESIGN

According to Bless &Higson-Smith (1995:42), the purpose of explanatory research is to get insight into a situation, phenomenon, community or person. The need for such a study could arise from a lack of basic information on a new area of interest. The authors indicate that social anthropologists, for instance, are sometimes confronted with a situation where a culture, a certain group of people living in a remote area, is virtually unknown to the world. Thus, before being in a position to search for an explanation related to the mode of living of these people, or some characteristic, a certain amount of background information must be gathered. In that case, the type of research will be explanatory, which is a particular type of descriptive study.

Fouchè (2002:109) indicates that descriptive research represents a picture of the specific details of a situation, social setting or relationship, and focuses on "how" and "why" questions. Fouchè (2002:109) continues and says that the researcher therefore, begins with a well-defined subject and conducts research to describe it accurately, whereas in explanatory studies, the researcher aims to become conversant with basic facts and to create a general picture.

For purposes of this study, the researcher utilised case study and explanatory-descriptive designs, where the Eastern Cape Provincial Legislature is used as a case study in evaluating the impact of workplace wellness and Employee Assistance Programmes on employee performance, and little is known about the subject matter at the ECPL and in the Legislative Sector in general.

3.3 RESEARCH METHODOLOGY

Babbie (2010:89) indicates that a research methodology refers to procedures used in making systematic observations or otherwise obtaining data, evidence, or information as part of a research project or study. The author suggests two approaches to data collection, namely: Quantitative and Qualitative approaches.

According to Babbie (2010:89) a **quantitative methodology** involves those methodologies, such as closed surveys structured interviews and sociograms (diagrammatic representations of interactions between individuals) which

enable data (concrete or conceptual) to be collected, measured and compared with a standard.

A qualitative methodology involves a phenomenological perspective whereby researchers aim to understand report and evaluate the meaning of events for people in particular situations, that is, how their social world is structured by the participants in it. The focus of qualitative methodologies according to Babbie is the way in which participants (rather than the researcher) interpret their experiences and construct reality. Some examples are: an unstructured interview, focus group, open-ended questionnaire and participant observation.

Bryman (2001:29) and Mouton (1996:57) both agree that the research methods describe and explain the technique for collecting data; this can however involve specific instruments, for example; self-completion questionnaires, survey, participatory action research or structured interview schedules.

3.4 DATA COLLECTION

Blanche, Durrheim and Painter (2006:51) maintain that it is essential for the researcher to have sound data to analyse and interpret because data is the basic material with which the researcher works. According to Strauss and Corbin (1998), data collection is the gathering of pieces of information that are necessary for the research process. Cooper and Schindler (2001:82) indicate

that data includes facts collected from participants or observations, and published information which is categorised as primary or secondary.

According to Ivy (2002), primary data is collected for a specific research purpose. Data collection instrument is the technique that the researcher uses to collect data. It can have the format of a questionnaire, tests, observations, or interviews (Polit, *et al*. 2004).

3.4.1 A QUESTIONNAIRE

According to Bless and Higson (2000:156), a questionnaire is an instrument of data collection consisting of a standardised series of questions relating to the research topic to be answered in writing by participants. Dillman (2000) maintains that a questionnaire is a research instrument consisting of a series of questions and other prompts for the purpose of gathering information from respondents. Dillman (2000) suggests that a questionnaire should be viewed as a multi-stage process, beginning with definition of the aspects to be examined and ending with the interpretation of results.

3.4.2 STRUCTURED IN-PERSON INTERVIEWS

The Azaliah College (1999:78) indicate that in a structured in-person interview, the content and procedure are organised in advance. The sequence and wording of the questions are determined by means of a schedule and the interviewer is left little freedom to make modifications.

Cohen and Manion (1982:246-250) provide three kinds of structured interviews: the fixed alternative items that allow the respondent to choose from two or more alternatives; open-ended questions where a minimum restraint is put on the answers provided by respondents; and the scaled items where the responses are structured by means of a series of gradations.

3.5 TYPE OF RESEARCH FOR THE STUDY

For this study, the researcher used applied research. According to Bailey (1994:25), applied research is the research with findings that can be applied to solve social problems of immediate concern. Judd, Smith and Kidder (1991:322) indicate that applied research may serve more broadly to define a social problem or explore alternative policies or programmes that might be implemented to solve some problems.

With applied research, the researcher will contribute information aimed at resolving an immediate social problem, that of the impact of employee

wellness and needs assessment for EAPs at the Eastern Cape Provincial Legislature.

3.6 RESEARCH APPROACH

Leedy (2005:94) indicates that there may be a wide variety of research methodologies, yet researchers categorise research studies into two broad categories: quantitative research and qualitative research.

For this study, the researcher used both qualitative and quantitative research methodologies. Mark (1996:210) indicates that there is, in a quantitative approach, emphasis on counting, describing and using standard statistics such as means and standard deviations. Furthermore, the author suggests that when we want to verify whether a cause produces an effect, we are likely to use quantitative methods. According to Babbie (2010:89), the focus of qualitative methodologies is the way in which participants (rather than the researcher) interpret their experiences and construct reality.

3.7 RESEARCH PROCEDURE AND STRATEGY

For this study, the researcher utilised a questionnaire and semi-structured interviews to obtain data from Eastern Cape Provincial Legislature employees. The New dictionary of Social Work (1995:51) indicates that a questionnaire

refers to a set of questions on a form, which is completed by the respondent in respect of a research project. De Vos and Fouchè (1998:160) further indicate that a questionnaire is an instrument with open and closed questions or statements to which a respondent must react.

The researcher compiled a questionnaire with open and closed-ended questions. According to Fouchè (1998:160), an open-ended question has advantages when a variable is relatively unexplored or unknown to the researcher. McMurty (in Fouchè (1998:160) also indicates that the closed question is advantageous when a substantial amount of information about the subject exists and the response options are relatively well known.

The researcher hand-delivered questionnaires to respondents so that they may be able to complete them during their spare time without interference from the researcher.Bourque and Fiedler (1995:2) indicate that a self-administered questionnaire is an instrument used to collect information from people who complete the instrument themselves.

The researcher as indicated earlier, also made use of semi-structured interviews in order to get a clear picture participant's beliefs and perceptions. According to De Vos (2002:172), the semi-structured interview possesses elements of structured and unstructured interview methods. Thus the researcher can be in possession of a set of predetermined questions at hand, yet he/she can digress and ask questions which are not on his or her list in order to capture the scope and progress of the interview. Using semi-structured interviews allows the researcher to switch between topics and

issues in order to create or maintain a sense of an informal atmosphere for respondents not to feel intimidated. De Vos (2002:172) further indicates that the strength of the semi-structured interview technique lies in the fact that it is a combination of both the structured and unstructured interviews, thus shares the advantages and limitations of both.

3.8 RESEARCH POPULATION FOR THE STUDY

According to Grinnel and Williams (1990:118), a population can be defined as the totality of people or objects with which a study is concerned. Bless and Higson-Smith (1995:85) indicate that the entire set of objects and events or group of people, which is the object of research about which the researcher wants to determine some characteristics, is called the population. De Vos (1998:190) further indicates that population is a term that sets boundaries on the study units. It is the collection of objects, events or individuals having common characteristics that the researcher is interested in studying (Mouton, 1996:134).

For this study, the population includes 285 employees of the Eastern Cape Provincial Legislature. Because of the number, it is not possible to use everybody and therefore samples were drawn from different stakeholders and ranks within the ECPL.

3.8.1 BOUNDARY OF THE SAMPLE

According to De Vos (2005:193), sampling means taking a portion of a population or universe as representative of that population or universe. De Vos (1998:191) indicates that a sample refers to a small portion of the total set of objects, events, or persons, which together comprise the subject of the study. Bless and Higson-Smith (1995:85) define a sample as a subset of the entire population, which is actually investigated by a researcher and whose characteristics will be generalised to the entire population. A sample is the element of the population considered for actual inclusion in the study (Arkava& Lane, 1983:27).

For this study, the researcher obtained the total number of ECPL employees according to their ranks.

3.8.2 SAMPLING METHOD

Neuman (2001:45) indicates that sampling techniques may be grouped into probability and non-probability. For this study, the researcher used probability sampling. According to Strydom& Venter (2002:203), probability sampling means that each person in the population has the same known probability of being selected. Fink (1995:9) states that probability sampling implies the use of random sampling, which eliminates subjectivity in choosing a sample, and it is a fair way of obtaining a sample.

In selecting the representative sample for this study, the researcher used a combination of interval/systematic sampling and stratified random sampling to complement each other in eradicating any bias that has the potential of occurring when applying interval/systematic sampling (Strydom& Venter, 2002:205). Bless and Higson-Smith (1995:91) also indicate that the principle of stratified random sampling is to divide a population into different groups, called strata, so that each element of the population belongs to one and only one stratum. Bless and Higson-Smith (1995:93) further indicate that stratified sampling by preserving proportions, even of very small samples, will allow for any small minority to be well represented.

For purposes of the study the researcher divided ECPL employees into five (5) strata according to their ranks and attached the actual number of such employees in that particular rank as reflected in the staff establishment of the ECPL to the appropriate strata.

The sample of this study included the following respondents: Secretariat=1, Management=4, Administrative staff=20, General workers=3 and NEHAWU Shopstewards=1 to make a sample size of 39. Grinnel and Williams (1990:127) provide that 10% sample should be sufficient to control sampling errors.

3.9 ETHICAL CONSIDERATIONS

Strydom (2002:24) defines ethics as a set of moral principles, which are suggested by an individual or a group and subsequently widely accepted, and they may offer rules and behavioural expectations about most correct

conduct towards experimental subjects. Bless and Higson-Smith (1995:102-103) indicate the following generally accepted ethical rights of participants which a social scientist should respect:

3.9.1 Informed Consent

It is the researcher's viewpoint that informed consent implies serving the potential subjects with adequate information on the purpose of the investigation. This includes but not limited to; the methods and procedures used in the study, merits and demerits of the study, the credibility of the researcher and all the necessary information that the respondent may need to know before deciding on participating in the study. Strydom (2000:25-26) adds that the emphasis of informed consent must be put on accurate and complete information. This will enable subjects to comprehend the investigation and consequently be able to make voluntary, thoroughly reasoned decision about their possible participation.

For this study, the researcher prepared an informed consent form and served to all potential subjects so that they may be able to take an informed decision whether to participate or not in the study. The purpose of the document was to make respondents aware of the importance and relevance of the study as well as the importance of full participation and provision of true and thorough information in questionnaires that will be provided to them and interviews.

3.9.2 Privacy and Confidentiality

Sieber (1982:145) defines privacy as something that is usually not intended for others to observe or analyse. Similarly, Singleton (1988:454) indicates that the right to privacy is the individual's right to decide when, to whom, and to what extent their attitudes, beliefs and behaviour will be made known.

On the other hand, confidentiality requires handling of information in a manner that observes the right to privacy. For the study, respondents were assured of anonymity in the questionnaire and any time during interviews. The researcher also assured the respondents of their right not to divulge any information about themselves that they are uncomfortable divulging. The researcher assured participants that the information gathered will only be used for the purpose of the study and not for personal use by anyone else (i.e. individual supervisor or manager) to get back at them.

3.9.3 Harm to respondents

Babbie (2010:65) emphasises that human research should never injure the people being studied regardless of whether or not they voluntarily agreed to be part of the research. This often concerns being careful not to reveal information that would embarrass respondents or endanger their friendships, home lives, jobs, dignity, and so forth.

For this study, respondents were not exposed to any physical and/or emotional harm.

3.9.4 Release or publication of the findings

Grinnel and Williams (1990:10) indicate that communication of the research findings to those who participated in a study is even more delicate. For this reason, participants in this study were informed about the research findings. The findings were also made known to management of the ECPL as well, only for them to approve or disapprove recommendations made by the researcher. No identities of any participants were revealed to ensure confidentiality and to observe the participant's right to privacy.

3.10 CONCLUSION

This chapter explained the research design and methodology in depth. The researcher used case study and explanatory-descriptive research designs. The ECPL was used as a case-study and the explanatory-descriptive design used because very little is known about workplace wellness and EAPs in the ECPL.

The researcher used both qualitative and quantitative research methodologies using questionnaires and interviews. The next chapter will then deal with presentation, analysis and interpretation of collected data.

CHAPTER 4: DATA PRESENTATION, ANALYSIS AND INTERPRETATION

4.1 INTRODUCTION

The previous chapter discussed how the researcher went about in collecting data from various respondents. This chapter then focusses on presentation, analysis and interpretation of data collected. Hofstee (2006:137) calls this chapter the heart of the dissertation, and therefore its importance cannot be underestimated.

4.2 RESEARCH METHODOLOGY

For purposes of this study, the researcher used both qualitative and quantitative research methodologies due to the nature of the research topic under investigation, which is geared towards evaluating the impact of workplace wellness and Employee Assistance Programmes on employee performance.

The researcher used applied research in the study to explore the need for effective workplace wellness and EAPs. She used a combination of an explanatory-descriptive design because little is known about the phenomenon, group or programme.

Due to the number of the targeted population, the researcher used probability sampling to allow for equal chances of each element of the population to be included in the sample, and therefore the size of the sample can be specified. The sample for this study therefore included 1 member of the secretariat, 4 members from the management, 20 members from administrative staff, 3 general workers and 1 NEHAWU Shopsteward to make a sample size of 29 respondents.

The researcher compiled only one questionnaire for all categories of ECPL employees because "EAP recognises that employees start from the CEO to the lowest paid employee in a company and, as such, considers all employees as equal" (Langley, 1999:48).

4.3 RESEARCH FINDINGS

Research findings will now be set out:

4.3.1 DEMOGRAPHIC INFORMATION

Part 1 of the questionnaire attempted to obtain biographic data, respondents were asked to indicate their age, gender, marital status as well as years of experience.

4.3.1.1 Ages of respondents

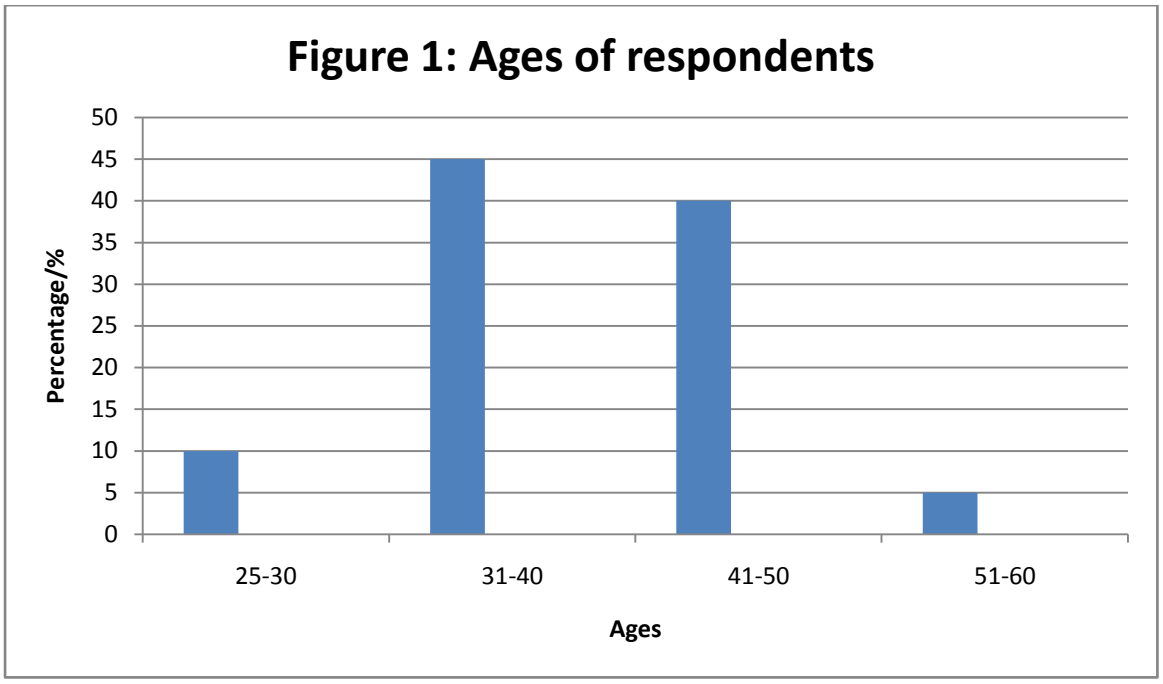


Figure 1 indicates that of a total of 29 respondents who participated in the study, the majority, (45%) of respondents had their ages ranging from 31-40 years, 40% were between the ages of 41-40 years, 10% ranging from the ages of 25-30 years and 5% had their ages ranging from 51-60 years and thus matured enough to make a meaningful contribution to the study.

4.3.1. 2 Gender of respondents

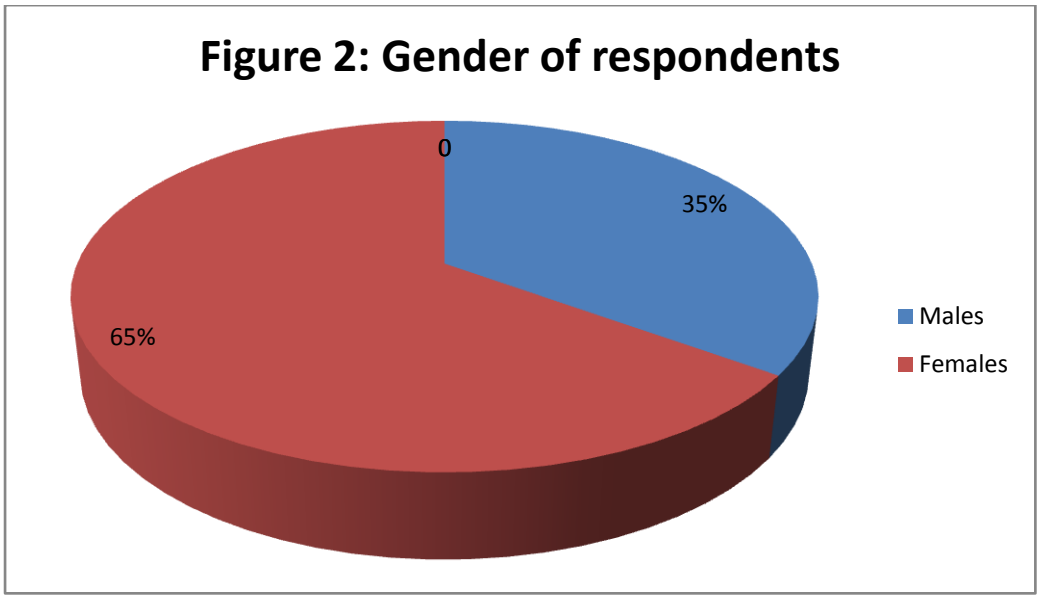


Figure 2 indicates that the majority of the respondents at 65% were female and 35% were male. These results are an indication that the majority of the ECPL personnel are women. Perhaps this poses a challenge to the Human Resources section to review the Employment Equity Policy in order to address issues of gender equity when recruiting new employees. This is particularly important because the ECPL is constitutionally mandated to make laws and conduct oversight over government departments to ensure adherence to government policy, and employment equity is government policy. Thus, the need for effective EAP is evident as Employment Equity issues are also addressed through EAPs.

4.3.1.3 Marital status of the respondents

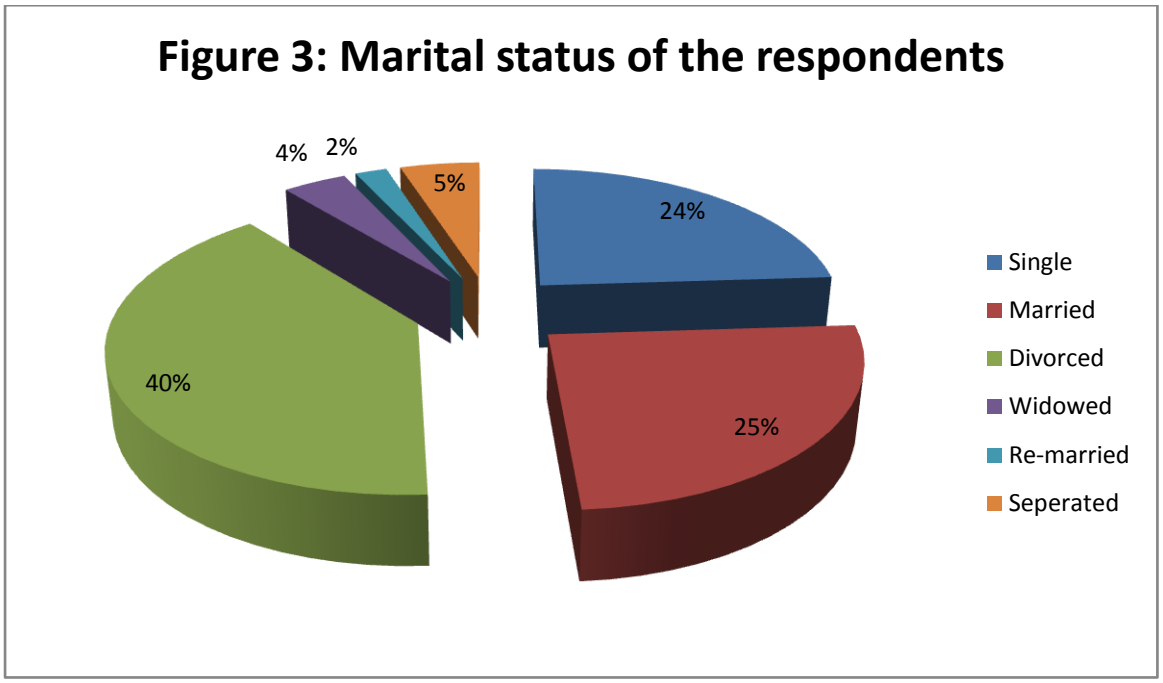


Figure 3 indicates that the majority of the ECPL personnel at 40% is divorced with 25% being married, 24%-single, 4%- widowed, 5%- separated and 5%-separated. These results raised some concerns on the researcher when considering the fact that the majority of the personnel at 40% are divorced. This then calls for the wellness and special programmes unit to re-look at the effectiveness of its workplace wellness programmes and EAPs, particularly looking at employee performance and productivity for improved service delivery.

Meyers (1984:37) warns that personnel managers, councillors and others involved in an EAP should recognise that there is always a potential that a family situation may spill over into the workplace.

4.3.1.4 Dependants

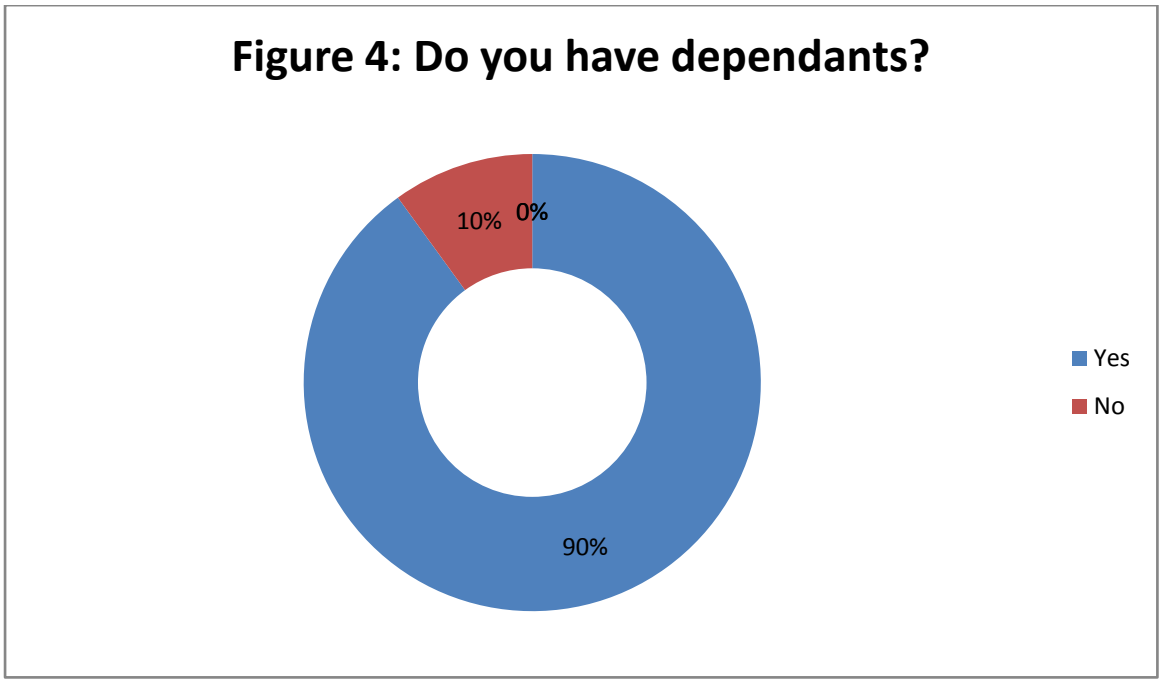


Figure 4 indicates that out of a total of 29 respondents (100%) who participated in the study, 26 (90%) responded with a yes to this question and 3 (10%) responded with a no, meaning that the majority of ECPL employees do have dependants to look after.

These results indicate that there is a serious need for EAPs in the ECPL to help employees deal with their family problems, thereby minimising chances of their social problems spilling over to their workplaces and affecting their performance.

4.3.1.4.1 Number of your dependants

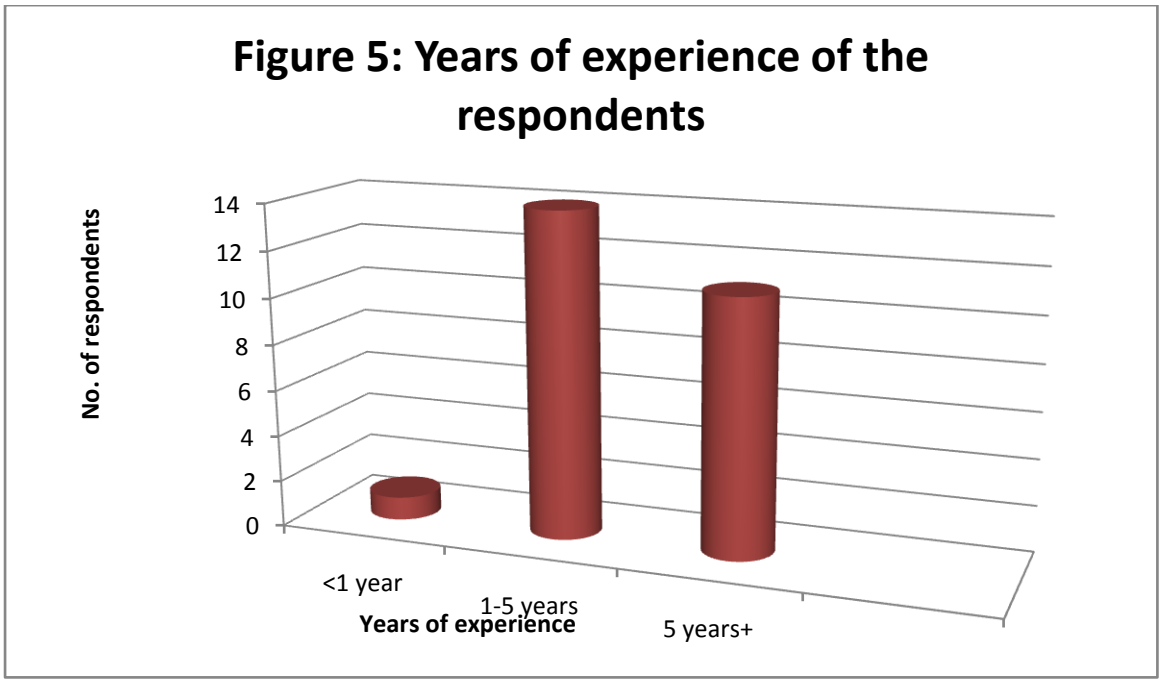
Of the 26 respondents who indicated to have respondents, 10 (38,46%) indicated that they had four (4) dependants each; 8 (30,77%) had three (3) dependants each; 5 (19,23%) had two (2) dependants each, and only 1 (3,85%) had only 1 dependant.

4.3.1.4.2 Ages of your dependants

Out of 26 respondents who responded “yes” to having dependants, 5 indicated that they had dependants between the age of 1 year and below each; 9 indicated to each have dependants between the ages of 1-10 years; 8 had dependants between the ages of 10-19 years each; 2 indicated that they each had dependants between the ages of 20-30 years and 2 had dependants above the age of 30 years each.

These results can be interpreted as an indication that the ECPL could be experiencing problems related to family crises, which are major contributions to absenteeism, reduced productivity and even turnover.

4.3.1.5 Years of service of the respondents



All the 26 respondents answered this question. Of these 26, only one (1) respondent had experience of less than 12 months, 14 had experience of 1-5 years and 11 indicated to have experience of more than 5 years. These results can be interpreted as an indication that the ECPL as a workplace experiences instability in terms of the workforce. Thus, there is a need for effective workplace wellness programmes and EAPs to help retain loyal employees by identifying their problems early and helping with their resolution. Be that as it may, however, the respondent's experience enables them to make a meaningful contribution to this study.

4.3.1.6 Highest qualification

Table 1: Highest qualification of the respondents

Highest qualification	Number of respondents	Percentage
Standard 5 or lower	2	6.89%
Standard 6-9	3	10.35%
Standard 10 (Matric)	8	27.59%
Certificate	0	-
Diploma	4	13.79%
B Degree	9	31.03%
Postgraduate Degree	3	10.35%

Table 1 indicates that all the respondents who participated in the study responded to this question. The results indicate that the majority of the respondents have B Degrees at 31.03% followed by those with matric at 27.59% and some of the respondents at 13.79% have Diplomas; 10.35% have a Postgraduate Degree and 10.35% have STD 6-9 followed by 3.85% with STD 5 or lower.

These results can be interpreted as an indication that the ECPL has a deficiency of skills with only 31.03% and 10.35% of the respondents possessing a B Degree and a Postgraduate Degree respectively. This is particularly a concern to the researcher because of the nature of business of the ECPL, that of making laws, conducting oversight and ensuring public participation. With that kind of

business, it is absolutely necessary for the institution to have highly skilled individuals.

It is the researcher's view that perhaps these results are an explanation of the results in Figure 5. Perhaps low-skilled individuals decide to stay in the institution because they do not have a choice. The academic qualifications of the respondents however, enabled them to make informed inputs into the study.

4.3.1.7 Home language

Table 2: Home language of the respondents

Language	Number of respondents	Percentage
Xhosa	23	79.32%
English	4	13.79%
Afrikaans	2	6.89%
Sesotho	0	-

The results in **table 2** indicate that the majority of the ECPL personnel are Xhosa speaking, at 79.32%, followed by English at 13.79% and then Afrikaans 6.89%. Out of the 11 official languages in South Africa, the researcher only included the above in the questionnaire because of the demographic sphere of the Eastern Cape Province. These are the languages that mainly prevail in the Eastern Cape Province.

These results indicate a serious challenge to the Human Resources Management in the ECPL. The nature of business of the ECPL requires that it should be accessible to all the people of the province with different languages. When Public hearings on Bills that will affect the people of the province are conducted, they should be in the language that all the people of the province will understand. Of the 26 respondents that were selected for the study, not even 1 person is Sesotho speaking, this is a challenge that needs to be addressed.

4.3.2 PART 2: PERSONAL SATISFACTION

Part 2 of the questionnaire attempted to obtain information pertaining to respondent's personal satisfaction. The respondents were requested to rate the following statements on a scale of 1-5, where:

1= very dissatisfied

2= dissatisfied

3= neither dissatisfied nor satisfied

4= satisfied

5= very satisfied

4.3.2.1 General personal satisfaction of the respondents

Table 3: Personal satisfaction of the respondents

		Scale of 1-5						
No.	**Item**	**1 %**	**2 %**	**3 %**	**4 %**	**5 %**	**Missing %**	**Total %**
1	Personal Growth & Development opportunities in my job	5	8	11	35	38	3	100
2	The amount of challenge in my job	33	29	15	12	9	2	100
3	The feeling of being worthwhile in my job	29	31	17	15	6	2	100
4	The degree to which I am fairly paid for my job	5	7	13	35	40	-	100
5	The degree for recognition of my achievements in my job	8	17	20	25	30	-	100
6	The respect and fair treatment I receive from my supervisor	15	10	25	18	29	3	100
7	Availability for growth opportunities within the institution	30	35	20	11	4	-	100
8	opportunity to learn new developments in my work	4	8	27	25	34	2	100

9	The freedom of decision-making about my job	34	25	27	8	4	2	100
10	The amount of support and guidance I get from my supervisor	14	22	30	14	10	10	100
11	The degree of independence in performing my job	14	22	30	14	10	10	100
12	The amount of benefits I get from the institution	0	1	19	30	50	-	100
13	My involvement in decision-making	5	7	20	33	33	2	100
14	I enjoy doing my job	23	15	5	23	32	2	100
15	Interpersonal relationships are very good	5	13	16	25	40	1	100
16	I enjoy working for the ECPL	33	20	10	17	20	-	100
17	Relations between management and NEHAWU	43	37	-	5	15	-	100

Table 3 above reflects that the majority of the respondents were personally dissatisfied with most of the critical items, and that is clearly an indication that they are demotivated and demoralised. The table also shows some questions "missing", which is an indication of the questions not answered. In interpreting

the results, percentages for “very dissatisfied” and for “dissatisfied” are combined and interpreted together and referred to as “dissatisfied”, as well as categories for “very satisfied" and “satisfied” are combined and referred to as “satisfied”.

Item 1 shows a significant 73% of the respondents are personally satisfied with the opportunity for personal growth and development in their jobs. These results are linked with ***item 8*** of the table which indicates that the majority of the respondents at 59% have the opportunity to learn new things and developments about their jobs. This is an indication that they are generally satisfied with training and development they receive in order to keep abreast of new developments in their respective jobs as well as personal development opportunities they receive that allows them to be competitive in the world of work.

However, ***items 2,3 and 11***portray a different picture. These items are an indication that the majority of the respondents are generally dissatisfied, demotivated and demoralised in their jobs. The feeling is that even though they have greater opportunities for personal growth and development as well as training opportunities, they do not have a sense of being worthwhile, their jobs are not challenging, and as a result they do not enjoy their work. In the follow-up interviews that the researcher conducted with them, the general feeling was many people are employed to do a job that could have been done by 1 person, leaving the scope of the work very little for individuals. This

results in fatigued employees who do not have a drive to wake up in the morning and go to work.

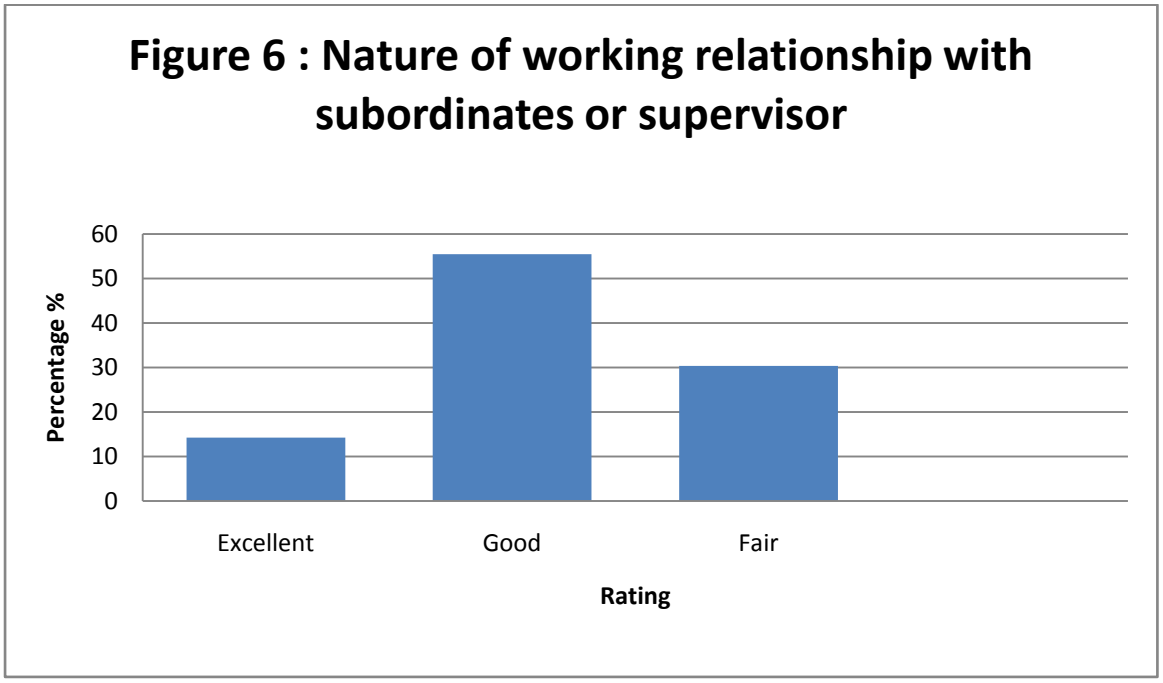
The results from ***items4, 5, and 12*** indicate that the majority of the respondents are generally satisfied with the level of pay, recognition for achievements as well as the benefits they receive from the institution. This is an indication that the respondents are extrinsically motivated to work for the institution because of the rewards, but are intrinsically demotivated. During the interviews, it was clear that the ones who are willing to stay and work for the institution are the lower-skilled and older employees who are only concerned about benefits and accumulation of their pensions.

Item 13 shows that the majority of the respondents at 66% are satisfied with the level of involvement in decision-making. Perhaps this is an indication that the NEHAWU as a majority Trade Union is recognised as a stakeholder, and therefore consulted and involved in decision-making on issues affecting employees. However, the 20% that felt they are neither dissatisfied nor satisfied need not be underestimated. This could be an indication that not everybody is satisfied with the level of involvement in decision-making.

Lastly, the results obtained from ***item 17*** paints a picture for concern in the ECPL. The results indicate that 80% of the respondents felt that the relations between management and labour are not good. This is a concern that both stakeholders need to address as it may be also a factor in demotivated and

demoralised employees, which in turn affect individual performance and productivity.

4.3.2.2 Nature of the working relationship

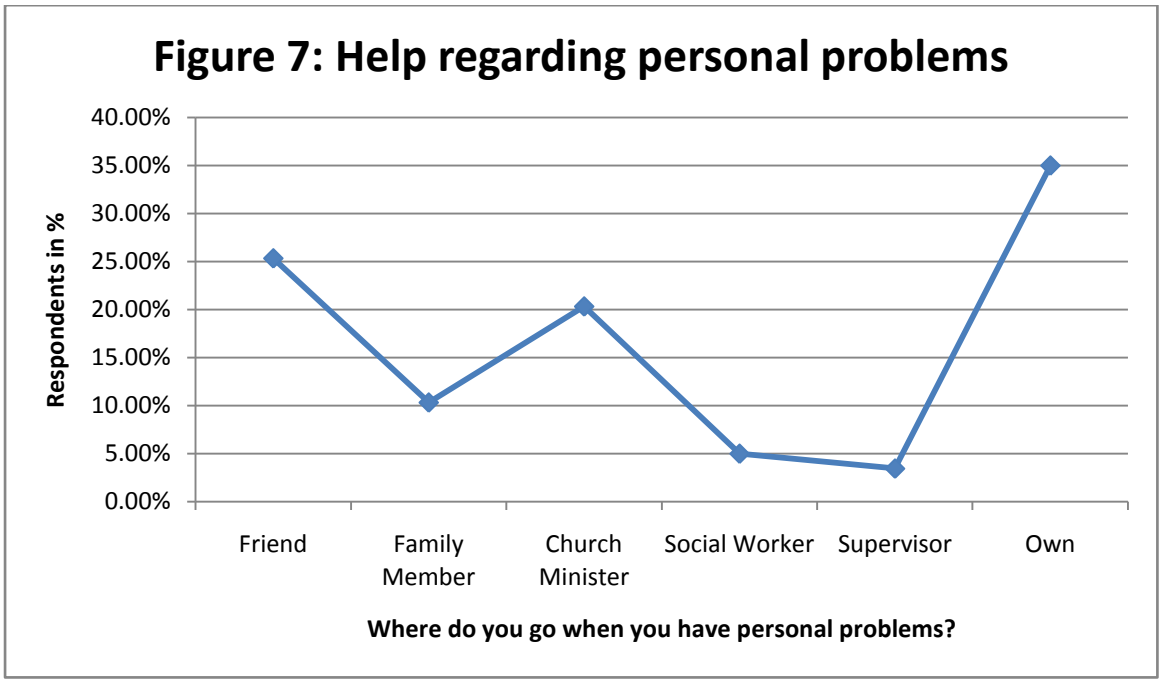


According to **figure 6**, 55.45% of the respondents indicated that they had a good working relationship with their supervisors or subordinates, 30.34% indicated that they had fair relationships and only 14.21% of the respondents indicated having an excellent relationship with their supervisors or subordinates. There was no indication of poor relationships. These results can be interpreted as an indication of good overall working relationships among the ECPL employees.

4.3.3 HELP REGARDING PROBLEMS

Part 3 of the questionnaire attempted to obtain information pertaining to respondent's views about the help they get regarding problems they may be experiencing.

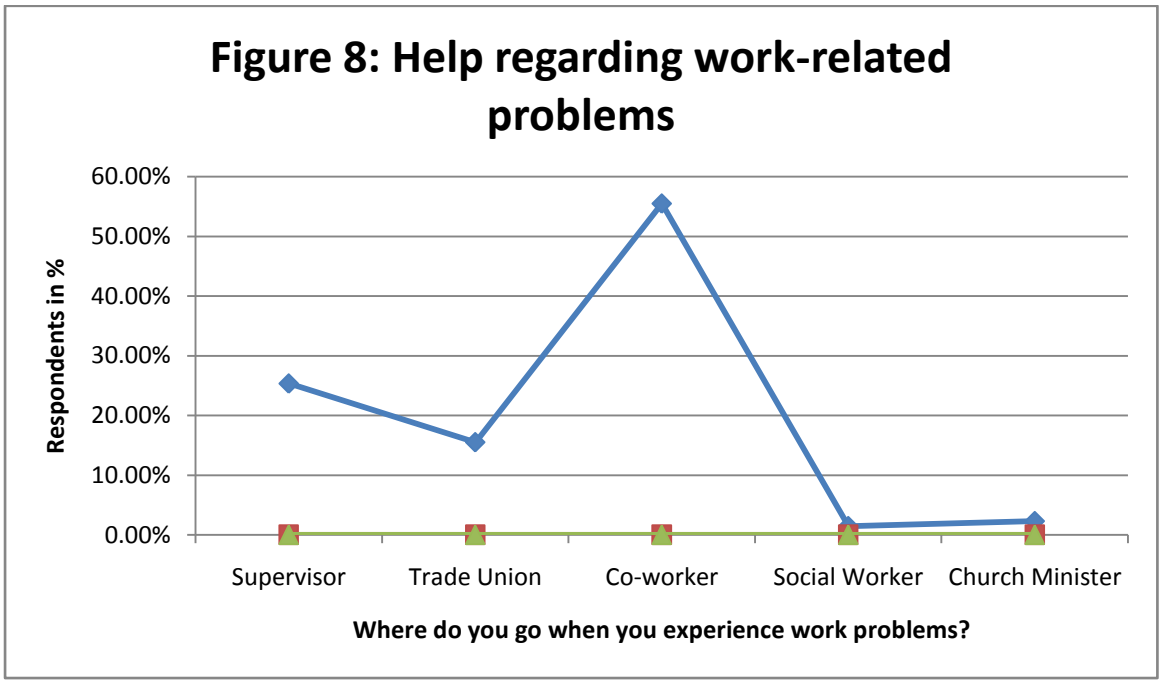
4.3.3.1 Help regarding personal problems



Out of the 29 respondents who participated in the study, the majority at 35% solve their own problems, 25.34% indicated that they go and talk to friends when they experience personal problems, 20.33% goes to the Church Minister, 10.33% talks to family members and only 5% and 4% go to social workers and supervisors respectively.

These results indicate a serious problem of mistrust between supervisors and subordinates as well as lack of knowledge and use of professional help of social workers by employees. This then calls for a structured programme in the ECPL that will address the problems experienced by workers in an objective, sensitive and skilful manner.

4.3.3.2 Help regarding work problems



As **figure 8** indicates, the majority of respondents at 55.50% approach co-workers when they experience work-related problems, 25.33% approach supervisors, 15.49% go to the Trade Union, 2.26% approach the Church Minister, while only 1.42% go to social workers.

These results are an indication that employees at the ECPL are faced with work-related problems, hence the need for a structured problem-solving

strategy that will help them deal with their personal as well as work-related problems. The results further indicate good working relations among employees as they are able to go to one another when experiencing problems. The table also indicates that the relations between supervisor and supervisees are an area of concern, looking at only 25.33% that is able to approach supervisors when experiencing problems at work. Perhaps this explains the results in Table 3, item 10, where the majority of the respondents at 36% indicated to be dissatisfied with the support and guidance they receive from supervisors, against the 24% that is satisfied. In explaining the situation, during the interviews, the respondents indicated that in terms of work, the ECPL is generally characterised by bottom-up approach in terms of performance. This means that supervisors are being fed by subordinates on daily activities and supervisors give little or no guidance. This frustrates employees, in particular because they are not given freedom of decision-making about their jobs as reflected in item 9 of table 3. This raises a serious concern that the management of the ECPL needs to address.

4.3.3.3 Supervisor's observation of individual problems

Table 4: Can your supervisor notice when you have a problem?

RESPONSE	NO. RESPONDENTS	PERCENTAGE
Always	3	10.34%
Sometimes	10	34.48%
Often	2	6.90%
Seldom	12	41.38%
Never	2	6.90%

Table 4 indicates that from a total of 29 respondents who participated in the study, the majority at 41.38% indicated that their supervisor seldom notices when they have problems. 34.48% indicated that their supervisors sometimes notice when they have problems, 10.34% indicated that their supervisors always notices when they have problems, while others felt they are not noticed when they have problems both with a percentage of 6.90% each.

These results can be interpreted as a reflection of lack of skills from the management's side in the ability to identify troubled employees early and providing help where necessary at an early stage. As a result of the skills deficiency from management, it is evident from the results that problems are left unattended until it is too late.

4.3.4 JOB PERFORMANCE

Part 4 of the questionnaire attempted to obtain information pertaining to respondent's job performance.

4.3.4.1 Knowledge of how individual performance is measured:

Figure 9: Knowledge of how individual performance is measured

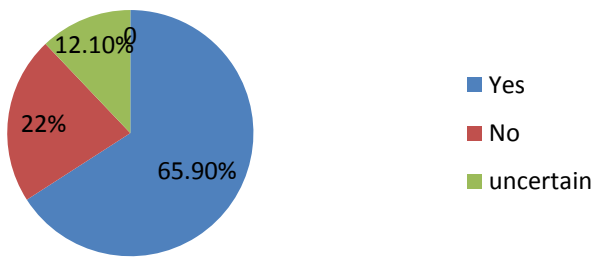


Figure 9 indicates that the majority of the ECPL employees at 65.90% know how their performance is measures, 12.10% is uncertain and 22% does not know. However, the fact that there are employees who do not know and those who are uncertain about how their performance is measured indicates some discrepancies in terms of employee's access to information, as provided by the 1996 Constitution of the Republic of South Africa, section 32 1 (a) and (b).

The deduction made from these results is that there is a serious need for structured EAP programmes because EAPs are concerned about employee performance and improved productivity. The research conducted about the institution through interviews indicated that there is a Performance Management and Development System (PMDS) in place at the ECPL as a tool used to measure performance. However, the 32.10% of employees who participated in the study indicated that they know little about how their performance is measured. The reason is that the system is not properly used and as such performance is not correctly measured. Instead of assessing performance on a daily basis as envisaged by the system, performance is only measured the last quarter of the financial year, and only then do employees know of their good or poor performance, when no time was given to improve on poor performance.

Another observation made by the researcher was that PMDS is only linked to monetary rewards at the ECPL, and the development side of it is ignored or not known. This also opens room for subjective measurement of performance, where employees who are in the good books and favoured by their supervisors

will be rewarded even if they poorly perform, and those that are not favoured, regardless of their efforts in their performance will not be rewarded, or will be poorly scored. This is where structured EAP kicks in, because it seeks to identify performance problems early and provide remedial solutions to the problem (the development side of the PMDS). If employees do not know how their performance is measured, how will they be able to improve, and how is the supervisor going to remedy the situation? Meyers (1984:237) agrees with the researcher and indicates that expecting employees to intuitively understand specific performance criteria is inviting trouble and stress during any confrontation.

4.3.4.2 Dealing with poor performance

Table 5: What happens when your performance is poor?

GET TRAINING	**3%**
GET ASSISTANCE FROM SUPERVISOR	**12.5%**
NOT REWARDED (THROUGH PMDS)	**84.5%**

Table 5 indicates that 3% of the respondents do receive training to deal with poor performance, 12.5% receive assistance from the supervisors and the majority at 84.5% indicated that they do not get rewarded through PMDS. These results are an indication that ECPL employees only get to know of their poor performance at the end of the financial year when PMDS has to be implemented. This alone calls for a comprehensive and structured EAP that will properly deal with issues of managing performance.

4.3.5 PERSONAL PROBLEMS THAT MAY SPILL OVER TO THE WORKPLACE

Table 6: Personal problems experienced by employees

PROBLEM	NO. OF RESPONDENTS	PERCENTAGE
Alcohol Abuse	12 (of the 29 respondents)	41.38%
Drug abuse	2 (of the 29 respondents)	6.90%
Indebtedness/ Financial Problems	20 (of the 29 respondents)	68.97%
Emotional problems	15 (of the 29 respondents)	51.72%
Marital or family problems	17 (of the 29 respondents)	58.62%
Health problems	12 (of the 29 respondents)	41.38%

The results in **table 6** are an indication that each individual who participated in the study gave more than one answer, which indicates that an individual may be facing more than one problem. The results however indicate that the majority of the respondents are faced with financial problems, at 68.97%, followed by 58.62% of respondents faced with marital or family problems. Marital or family problems can be associated with financial problems. This raises a serious concern; in particular because the results reflected in Table 3, items 4 and 12 indicated that the majority of individuals felt that they are fairly paid with greater benefits.

It is the researcher's view that when the above statistics are added together, they "can only point out the desperate need for Employee Assistance Programmes that incorporate early identification and intervention, provide proactive education and prevention arms, utilise quality yet economically

priced treatment modalities and are equipped to provide full array of follow-ups and evaluative data" (Challenger, 1988:7).

4.3.6 EFFECTS OF PERSONAL PROBLEMS

4.3.6.1

Table 6: Effects of personal problems on the ECPL

EFFECT	NO. OF RESPONDENTS	PERCENTAGE
Low staff morale	26 (of the 29 respondents)	89.66%
Resignation of valuable skilled employees	15 (of the 29 respondents)	51.72%
Poor performance	22 (of the 29 respondents)	75.86%
High employee turnover	20 (of the 29 respondents)	68.97%
Increased rate of absenteeism	27 (of the 29 respondents)	93.10%
High medical aid costs	25 (of the 29 respondents)	86.20%

Table 5 indicates that the respondents gave more than one answer each, meaning that each respondents identified more than one effect of personal problems to the ECPL as an institution. However, it is worth noting that 93.10% indicated a high rate of absenteeism due to individual" personal problems. This explains 89.66% reflecting low staff morale and 86% of high medical aid costs.

Bruce (1990:10) indicates that an employee's personal life is his/her own business until it spills over into the workplace. Myers (1984:237) also indicates that supervisors can be taught in training sessions the distinction between

personal problems that affect job performance and those that do not. From the results, the deduction can be made that there is a need for effective Employee Assistance Programme at the ECPL because all the problems indicated above can be addressed through EAPs.

4.3.6.2 Effects of personal problems on productivity

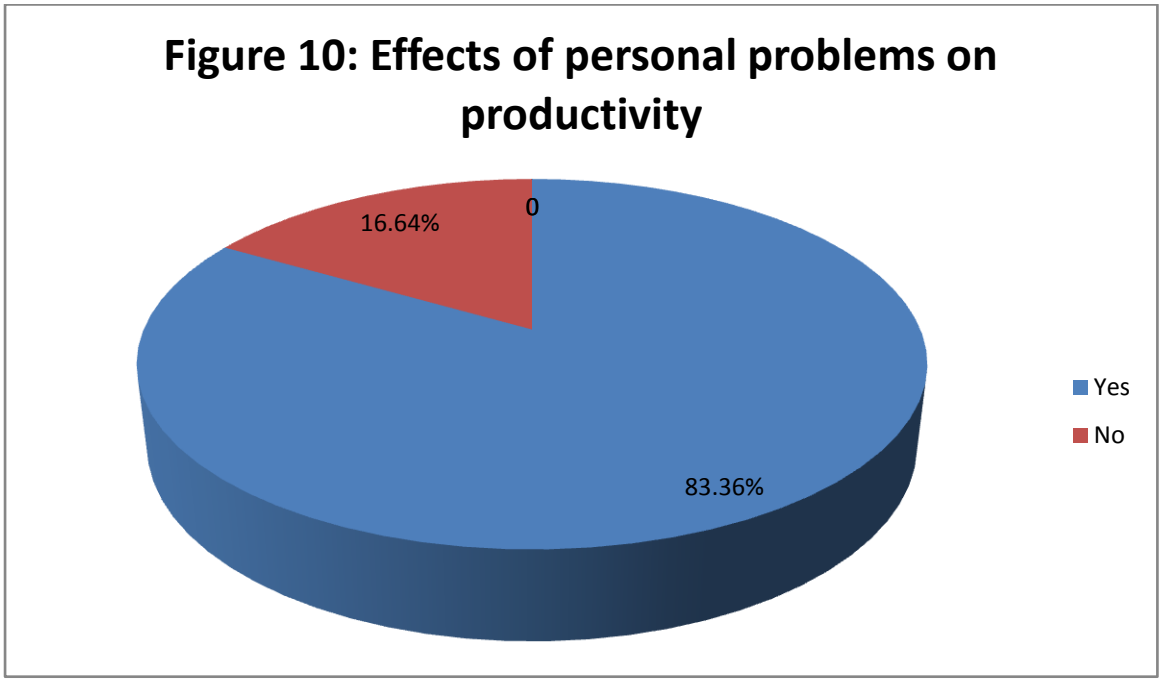


Figure 10 indicates that of 29 respondents who participated in the study, 83.36% believe that personal problems affect individual productivity, and 16.64% did not see the relationship between personal problems and productivity. These results are an indication that personal problems have a negative effect on productivity.

4.3.6.3

Table 7: Effects of personal problems on co-workers

EFFECT	NO. OF RESPONDENTS	PERCENTAGE
Work overload	20 (of the 29 respondents)	68.97%
Overtime work	15 (of the 29 respondents)	51.72%
Stress	25 (of the 29 respondents)	86.20%
Burnout	20 (of the 29 respondents)	68.97%
Alienation	19 (of the 29 respondents)	65.52%

Again **table 7** indicates that respondents gave more than one answer, meaning that each respondent identified more than one effect of personal problems on co-workers. The results are an indication that the ECPL employees are stressed and experience burnout with 86% of stressed employees and 68% of those who experience burnout and work overload. There can be more factors to this which may include the results reflected in table 5. The results speak for themselves as troubled and stressed employees cannot function to their full potential and be productive.

4.3.7 EMPLOYEE'S AWARENESS AND UTILISATION OF WELLNESS PROGRAMMES &EAPS

4.3.7.1 Employees' awareness of Wellness Programmes:

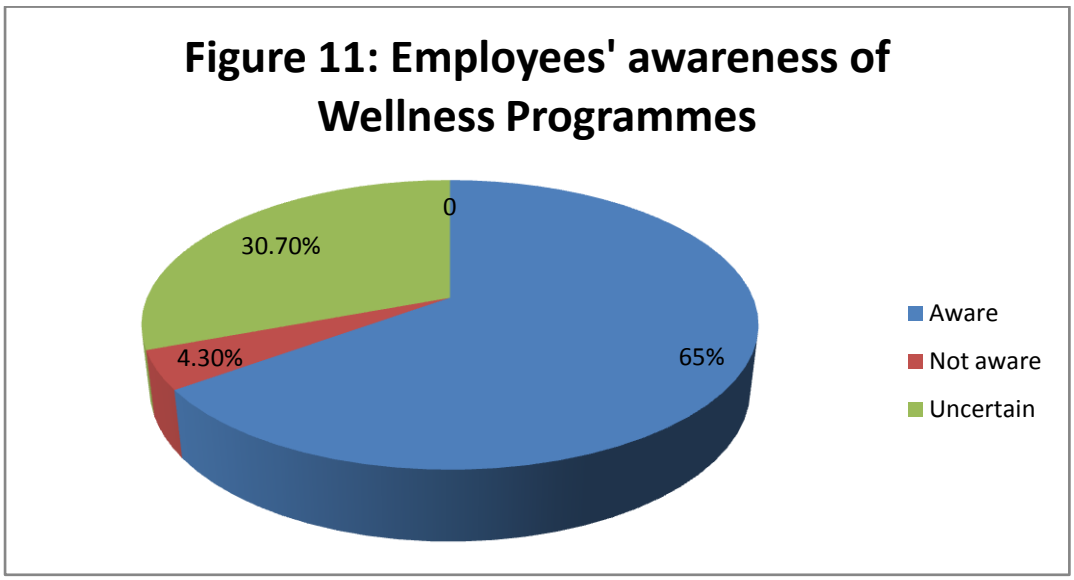


Figure 11 indicates that the majority of the respondents at 65% are aware of the Wellness Programmes, 30.70% is uncertain and 4.30% is not aware. These results are an indication that the ECPL does have wellness programmes in place to ensure workplace wellness. Having said that however, the 35% that indicated to have no knowledge of the programme and being uncertain about the programme remains a challenge. During the interviews with the respondents, the 30.70% that indicated to be uncertain revealed that the reason for their uncertainty was that they normally get e-mails forwarded to them from service providers like Careways about healthy living and healthy eating habits, but those are never explained as being part of the ECPL's wellness programme. These respondents also indicated that every December first, the ECPL celebrates the World AIDS Day where there will be a fun run and health testing centres. But the fact that this only happens once a year is the reason for their uncertainty.

4.3.7.2 Employees' awareness of EAPS:

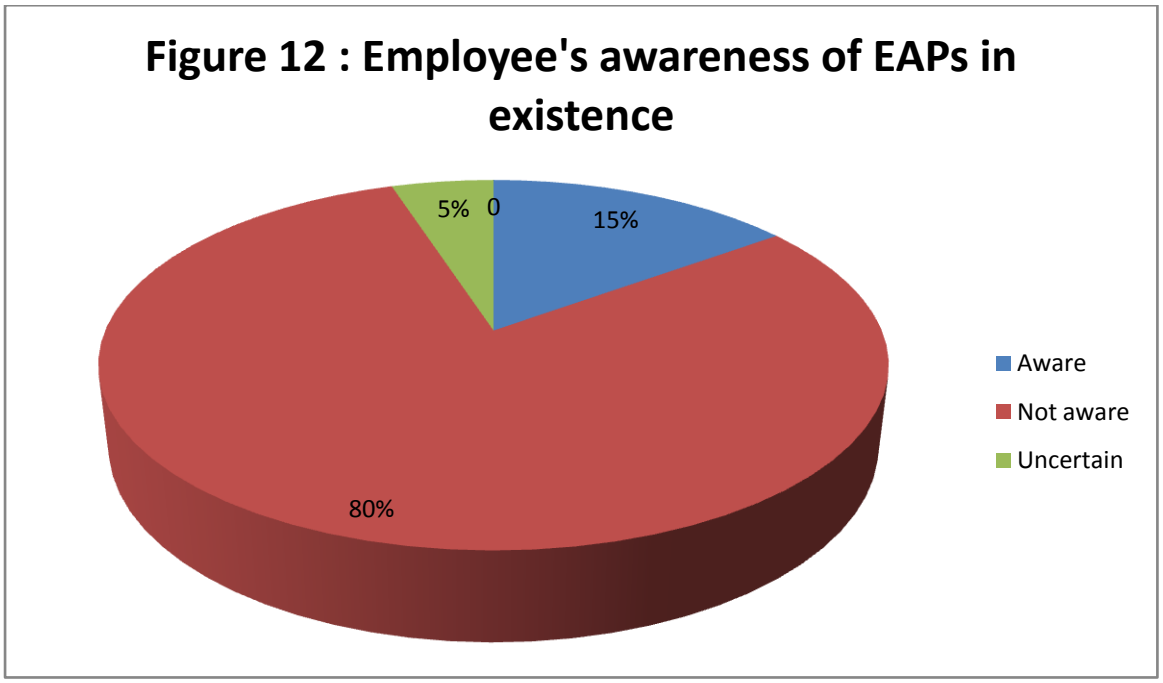


Figure 12 indicates that only 15% of the respondents who participated in the study are aware of EAPs in the Legislature. About 80% is unaware. This is an issue for serious concern. Awareness of the programme simply means knowing the programme, services rendered by the programme as well as how and when to access such services. Frost (1990:46) maintains that employee's awareness about EAPs is an important predictor for utilisation. 5% indicated that they are uncertain about the programme. Perhaps this is an indication that there is a lack of communication to create awareness about the benefits of the programme. Some employees might be hearing from others, but are personally unaware of neither the existence nor the benefits of the programme.

The researcher believes that a lot needs to be done by the wellness unit at the ECPL to market, inform and educate the Legislature community about the services offered by the EAP in the ECPL, how and when to access these services in order to increase utilisation of the programme. Marketing of EAP refers to the theory and practice of presentation, advertising and selling the programme. Dickman (1988:53) believes that constant marketing of EAP enhances employees' awareness of the programme.

4.3.7.3 How the respondents got to know about the EAP

Table 8: How did you get to know about the EAPs?

MANAGER	**0%**
SUPERVISOR	**0%**
COLLEAGUE	**5%**
BROCHURE	**0%**
WORKSHOP/MEETING	**10%**

The results shown in **Table 8** indicate that out of the 15% who indicated knowledge of the Employee Assistance programmes, 5% of the respondents heard about the programme form colleagues and the other 10 % heard from meetings. It is surprising that no one heard from the manager, the supervisor or the brochures. This picture raises some serious concerns, particularly because it is evident from the results that the programmes are in place at the ECPL, but are not effectively used.

4.3.7.4 Services offered by the EAP

Table 9:Which of the following services are offered by your EAP?

STRESS MANAGEMENT	**15%**
MARITAL PROBLEMS	**15%**
FINANCIAL MANAGEMENT	**15%**
ALCOHOL PROBLEMS	**15%**
COUNSELLING	**15%**
HIV/AIDS	**15%**

The results in **Table 9** indicate that of 15% of the respondents who indicated to be aware of the EAP, all of them are aware of the services offered by the EAP. This is means that the respondents gave more than one answer and indicated to be aware of all the services offered by the EAP.

These results indicate a serious problem, that of information dissemination. This indicates that there are people who are privileged enough to have access to information, and others are left wanting. Perhaps this also explains why there is a poor relationship between management and the Labour in the ECPL.

4.3.7.5 UTILISATION OF EAP'S

Of the 15% of the respondents who indicated to have knowledge about the EAP's, the results indicated that no one ever used the programme. During the follow-up interviews, it appeared that the respondents did not have confidence in the programme because they were not fully aware of how it works. The main reason was the fear of confidentiality. This then calls for the Wellness and Special Programmes Unit to create awareness and educate the

Legislature community about the programme, how it works and the services offered by the programme.

4.3.7.5.1 Participation to EAPs

Table 10: If you were introduced to Employee Assistance Programmes, would you participate?

YES	NO	NOT SURE/UNCERTAIN
65%	5%	15%

The results indicated from Table 10 above were drawn from the 85% who indicated to be unaware of the EAPs at the ECPL. 65% of the respondents indicated that they would use the programmes if they were to be introduced and told of the benefits, 5% indicated "no" and the 15% was not sure. The reason provided by both the 5% and the 15% was the question of confidentiality of the programme.

4.3.8 CONCLUSION

This chapter provided data presentation, analysis and interpretation with reference to the findings obtained from the respondents. The next chapter will the provide conclusions drawn from the study and make recommendations as indicated in the objectives of the study.

CHAPTER 5: CONCLUSIONS AND RECOMMENDATION

5.1 INTRODUCTION

Chapter 4 dealt with presentation, analysis and interpretation of data collected, this chapter will then present conclusions drawn from the study and provide recommendations.

As mentioned in Chapter 1, the purpose of this study was to evaluate the impact of workplace wellness and Employee Assistance Programmes on employee performance as well as analyse critically the effectiveness of these programmes in the Eastern Cape Provincial Legislature and to provide recommendations on how to improve it.

A thorough investigation about the concept of workplace wellness as well as the EAP as a concept, the rationale for these programmes, goals and objectives, the concept of a troubled employee and why problems develop was done through a literature study. The Eastern Cape Provincial Legislature as a workplace was also investigated. The employee's need for EAPs as part of wellness programmes was explored through empirical study. A questionnaire was distributed to randomly selected sample and follow-up interviews conducted with participants in order to explore this need. The empirical study was completed successfully because all 29 distributed questionnaires were completed and returned to the researcher for analysis.

On the basis of the above mentioned, conclusions will be drawn and recommendations will also be made.

5.2 CONCLUSIONS

Conclusions drawn were based on the objectives of the study, the statement of the problem and the extent to which the results of the study could be generalised to the entire population of the Eastern Cape Provincial Legislature.

The results of the study revealed that the Eastern Cape Provincial Legislature is predominantly female but male dominated at the level of top management. The researcher also noted that the majority of employees are divorced, followed by those that are married, but there is a thin difference of 1% between married and single employees. These results suggest that ECPL employees are exposed to a lot of problems that affect their performance on the job negatively. The results also revealed that about 90% of the Legislature population has dependants, which also suggests serious family problems that can affect job performance.

From the study, it was revealed that employees at the ECPL are generally comfortable with the level of pay and benefits they are getting from the employer, but the ECPL cannot be regarded as the employer of choice. It is characterised by low staff morale', stressed and troubled employees. The results showed that only low-skilled and older employees are prepared to stay

in the institution, young, energetic and new entrants do not stay in the institution, they resign and that is why the study only showed 1% of the personnel whose experience was less than a year.

The study also revealed that employees experience both personal and work-related problems. This was evident from the results that showed that 35% of employees solve their own personal problems while 25.34% went to their supervisors when they have personal problems. 55.34% revealed that they talk to friends when they experience work-related problems.

Problems, both personal and work-related are often left unattended until it is too late. This was revealed by the results of this study which indicated that 48.28% of the respondents indicated that their supervisors seldom or never notices when they have problems.

Relations between management and Labour Union seem to be strained, and it is an area of great concern that needs to be worked out by both stakeholders. Perhaps this can be as a result of the level of involvement on decision-making about pressing issues that really affect employees

From the results of the study, it was evident that performance management remains a challenge in the ECPL. There are employees who didn't know how their performance was measured, some were uncertain, but even those who knew were sceptical as they believed that they were subjected to the supervisor's judgement. This was because performance management is only managed once in a financial year, at the end of it. This showed that the performance Management and Development System is not properly implemented as a result; poor performing individuals may be left without improvement, putting a strain on co-workers.

Financial and marital problems were revealed as high during the study. This is another area of concern, and it is the researcher's belief that there is a correlation between the two and it needs to be addressed. The findings also revealed that very little is known about EAPs in the Eastern Cape Provincial Legislature, which means that a lot still needs to be done to market and promote the programme, particularly because the institution pays for the programme that is not effectively used, which constitutes a wasteful expenditure by an institution that is constitutionally mandated to conduct oversight.

5.3 RECOMMENDATIONS

Taking into account the fact that as revealed by the study, most employees were old, single and divorced, some married; all with dependents in the ECPL, it is recommended that the EAP introduces pre-retirement programmes to prepare and educate employees for retirement. Gould and Smith (1988:207) suggest that pre-retirement programmes should include the following:

- Financial planning, which should include items relating to investments and financial management
- Health planning, which should include physiological changes associated with advancing age, physical fitness and nutritional needs
- Psychology of retirement, where employees should be prepared for various kinds of stress and adjustments that accompany retirement.

The Department of Public Service and Administration issued a mandate in 1996 for the formulation of employee wellness programmes in the public sector. The wellness programmes include a comprehensive wellbeing strategy, where EAPs are part. It is against this background that the researcher recommends that the ECPL should develop a comprehensive strategy or model to ensure the overall wellbeing of its employees, even though it is not regarded as being part of the public service. The strategy or model should touch on issues relating to the social, occupational, emotional, intellectual, spiritual, physical and ethical being of individuals. It is the researcher's viewpoint that Parliament and Legislatures are also part of the Public Service and should therefore be guided

by the policies and guidelines governing the public sector, particularly because there are no prescripts that guide the Legislatures on their mandate except for the 1996 Constitution of the Republic of South Africa.

It is also recommended that the strategy should also include Wellness and Employee Assistance Policies. These policies will among other things also address issues of confidentiality which seemed a concern in the results of the study, explaining how individuals who divulge sensitive information will be dealt with. To augment policies, the researcher recommends that EAPs must be outsourced so that troubled employees may be assured of getting professional help in times of need.

It is further recommended that everybody in the ECPL should know about EAPs, what services are offered, how and when to access these services. There is a strong need for the ECPL to develop continuous and innovative marketing strategies of the programme to enhance employees' awareness and its utilisation. To reduce the stigma attached to the use of the programme, both the Union and management must be jointly involved in non-counselling EAP issues such as communicating and educating employees about the importance and benefits of using EAPs. It is also recommended that employee wellness and employee assistance should be included in the key performance areas of all managers in the ECPL to inculcate a culture of caring for one another and improve the relationship between managers and employees, thereby improving performance.

The researcher recommends that a proper policy on Performance Management and Development System should be developed and communicated to all in a language and manner in which everybody will understand. Furthermore, it is recommended that Performance Management is an on-going process that takes place every day. Supervisors are advised to monitor and assess performance on a daily basis and give feedback, so that problems can be identified earlier and necessary corrective measures can be taken at an early stage; rather than waiting until the end of a financial year, then advise the individual of poor performance.

It is also recommended that on-going evaluative research must be implemented as a monitoring tool to assess whether the Legislature's EAP meets its objectives. Future research should be undertaken to determine the type of EAP model of service delivery that would be suitable for the Eastern Cape Legislature.

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ANNEXTURE 1: RESEARCH QUESTIONNAIRE

INSTRUCTIONS:

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

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

PART 1: DEMOGRAPHIC DETAILS

1. **Age Group:**

20-30	
31-40	
41-50	
51-60	

2. **Gender:**

MALE	**FEMALE**

3. **Marital Status:**

SINGLE	
MARRIED	
DIVORCED	
WIDOWED	
RE-MARRIED	
SEPERATED	

4. **Do you have dependants?**

YES	NO

If you answered "YES" to question 4, please indicate the following:

4.1 Number of your dependants:

4.2 Ages of your dependants:

5. **Years of experience:**

0-12 MONTHS	
1-5 YEARS	
MORE THAN 5 YEARS	

6. **Highest Educational Qualification:**

STANDARD 5 OR LOWER	
STANDARD 6-9	
STANDARD 10 (MATRIC)	
CERTIFICATE	
DIPLOMA	
B DEGREE	
POST GRADUATE DEGREE	

7. **Home Language:**

XHOSA	
ENGLISH	
AFRIKAANS	
SESOTHO	

PART 2:

1. **PERSONAL SATISFACTION:**

Please rate the following statements on a scale of 1-5, where:

1= very dissatisfied

2= dissatisfied

3= neither dissatisfied nor satisfied

4= satisfied

5= very satisfied

(**Mark the appropriate number of your choice with an "x" in an appropriate box to indicate your level of satisfaction).**

No.	**Statement**	**1 %**	**2 %**	**3 %**	**4 %**	**5 %**
1	Personal Growth & Development opportunities in my job					
2	The amount of challenge in my job					
3	The feeling of being worthwhile in my job					

4	The degree to which I am fairly paid for my job					
5	The degree for recognition of my achievements in my job					
6	The respect and fair treatment I receive from my supervisor					
7	Availability for growth opportunities within the institution					
8	opportunity to learn new developments in my work					
9	The freedom of decision-making about my job					
10	The amount of support and guidance I get from my supervisor					
11	The degree of independence in performing my job					
12	The amount of benefits I get from the institution					
13	My involvement in decision-making					
14	I enjoy doing my job					
15	Interpersonal relationships are very good					
16	I enjoy working for the ECPL					
17	Relations between management and NEHAWU					

2. **What is the nature of your working relationship with your subordinate or supervisor?**

EXCELLENT	
GOOD	
FAIR	
POOR	

PART 3: HELP REGARDING PERSONAL PROBLEMS:

1. **Where do you go when you have personal problems?**

SUPERVISOR	
CO-WORKER	
FRIEND	
SOCIAL WORKER	
FAMILY MEMBER	
CHURCH MINISTER	

Other, Please specify: _____

_____

2. **Where do you go when you have work-related problems?**

SUPERVISOR	
CO-WORKER	
FRIEND	
SOCIAL WORKER	
FAMILY MEMBER	
CHURCH MINISTER	

Other, please specify: _____

3.3 How often can your supervisor notice when you have problems?

ALWAYS	
SOMETIMES	
OFTEN	
SELDOM	
NEVER	

PART 4: JOB PERFORMANCE

4.1 Do you know how your performance is measured?

YES	
NO	
NOT SURE/ UNCERTAIN	

4.2 What happens when your performance is poor?

GET TRAINING	
GET ASSISTANCE FROM SUPERVISOR	
NOT REWARDED (THROUGH PMDS)	

Other, Please specify: _____

_____

PART 5: PERSONAL PROBLEMS THAT MAY SPILL OVER TO THE WORKPLACE

The following is a list of personal problems which people in a workplace may experience. Please indicate by marking with an "x" the problems that you or your colleagues have experienced:

PROBLEM	YES	NO
ALCOHOL ABUSE		
DRUG ABUSE		
FINANCIAL PROBLEMS/ INDEBTEDNESS		
EMOTIONAL PROBLEMS		
MARITAL OR FAMILY PROBLEMS		
HEALTH PROBLEMS		

PART 6: EFFECTS OF PERSONAL PROBLEMS

6.1 EFFECTS OF PERSONAL PROBLEMS ON THE ECPL AS AN ORGANISATION

LOW STAFF MORALE	
RESIGNATION OF VALUABLE SKILLED EMPLOYEES	
POOR PERFORMANCE	
HIGH EMPLOYEE TURNOVER	
INCREASED RATE OF ABSENTEEISM	
HIGH MEDICAL AID COSTS	

6.2 EFFECTS OF PERSONAL PROBLEMS ON PRODUCTIVITY:

Do you believe that personal problems have a negative effect on employee productivity?

YES	NO

What effect do these personal problems have on co-workers?

WORK OVERLOAD	
OVERTIME WORK	
STRESS	
BURNOUT	
ALIENATION	

PART 7: MPLOYEES' AWARENESS AND UTILISATION OF EAPS AND EMPLOYEE WELLNESS PROGRAMMES

7.1 Are you aware of any existence of employee wellness programmes in the ECPL?

YES	NO	NOT SURE/ UNCERTAIN

7.2 Are you aware of any existence of Employee Assistance Programmes in the ECPL?

YES	NO	NOT SURE/ UNCERTAIN

If you answered yes to 7.1 and 7.2, please answer the following questions:

7.3 How did you get to know about the programmes?

MANAGER	
SUPERVISOR	
COLLEAGUE	
BROCHURE	
WORKSHOP	
MEETING	
OTHER (PLEASE SPECIFY)	

7.4 Which of the following services are offered by your EAP?

STRESS MANAGEMENT	
MARITAL PROBLEMS	
FINANCIAL MANAGEMENT	
ALCOHOL PROBLEMS	
COUNSELLING	
HIV/AIDS	
OTHER (PLEASE SPECIFY)	

7.5 Have you ever used the EAP before?

YES	**NO**

7.6 If "yes", who referred you to the EAP?

MANAGER	
SUPERVISOR	
COLLEAGUE	

SELF	
FAMILY MEMBER	
OTHER (PLEASE SPECIFY)	

7.7 How did you feel about the service?

SATISFIED	DISSATISFIED	NOT SURE

7.8 What is your attitude towards the EAP?

POSITIVE	NEGATIVE	NOT SURE

If you answered "NO" to 7.1 and 7.2, please answer the following questions:

7.9 If you were introduced to employee wellness programmes, would you participate?

YES	NO	NOT SURE/UNCERTAIN

7.10 If you were introduced to Employee Assistance Programmes, would you use the services?

YES	NO	NOT SURE/UNCERTAIN

If you answered "NO" to 7.5 above, please indicate your reason(s) by marking your relevant reason(s) with an "x", as many as are applicable to you.

The supervisor may find out that I have a problem	
Co-workers may find out that I have a problem	
Subordinates may find out that I have a problem	
Chances of promotion may be jeopardised	
I may be perceived as not coping	
I may be labelled and stigmatised	
My job will be in jeopardy	

Other, please specify: _____

_____

_____

_____

If you answered "YES" to 7.10 above, with whom would you be more comfortable to discuss your problems?

The ECPL's full time EAP Coordinator/ Councillor	
An external consultant (such as the social worker, psychologist, doctor, family counsellor etc.)	

Other, please specify: _____

Please give reasons for your answer above_____

_____

_____

_____

_____

THIS PART SHOULD BE FILLED BY MANAGERS ONLY!!!!

8. REFERRAL TO EAP

8.1 How often do you refer employees to EAP?

OFTEN	SOMETIMES	NEVER

Give reasons for your answer above: _____

_____

_____

_____

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

ABSENTEEISM	
POOR PERFORMANCE	
ALCOHOL ABUSE	
DRUG ABUSE	
HEALTH PROBLEMS	
AGGRESSIVE BEHAVIOUR	
TARDINESS	
EMPLOYEES' PERSONAL PROBLEMS	

8.3 Do you have problems when referring employees to the EAP?

YES	NO

8.4 Have you observed changes after an employee was referred to EAP?

9. YES	NO

8.5 Do you think employees are familiar with EAP services and benefits?

9 YES	NO

<u>THANK YOU FOR YOU COOPERATION</u>

ANNEXTURE 2: REQUEST FOR PERMISSION TO CONDUCT A STUDY

PRIVATE BAG X 0051

BHISHO

5605

02 JULY 2012

THE SECRETARY TO THE LEGISLATURE

EASTERN CAPE PROVINCIAL LEGISLATRUE

BHISHO

Dear Sir

REQUEST TO CONDUCT A STUDY AT THE EASTERN CAPE PROVINCIAL LEGISALTURE

I am a registered student at the University of Fort Hare for Master's Degree in Public Administration. Part of the requirements for the programme is that I must complete research work in order for me to complete my studies and qualify for the degree.

It is against this background that I kindly request your permission for me to undertake this study at your institution. I will be researching on the effectiveness of Employee Assistance programmes and the impact of workplace wellness on employee productivity between the years 2007-2012.

The study will take a form of questionnaires in which employees and management from your institution will have to answer. Follow-up interviews will also be conducted with the selected respondents, but that will not take more than 20 minutes of their time each.

Kindly be assured that all the information gathered from your institution will be used exclusively for the purpose of the study and will be treated with the level of confidentiality it deserves. Findings and recommendations from the study will be available to you on request.

For further information, you are welcome to contact my supervisor, Dr Thozamile Mle at: tmle@ufh.ac.za.

I hope my request will receive your favourable consideration.

Yours faithfully

_____

Nomzamo Mazantsana

Student No: 200705724

ANNEXTURE 3: LETTER TO RESPONDENTS

PRIVATE BAG X 0051

BHISHO

5605

10 JULY 2012

THE RESPONDENT

EASTERN CAPE PROVINCIAL LEGISLATURE

BHISHO

Dear Sir/Madam

INFORMED CONSENT FOR TAKING PART IN THE STUDY

This serves to thank you for taking part in this research project about the effectiveness of Employee Assistance Programmes and the impact of workplace wellness on employee productivity.

This study will be conducted by Nomzamo Mazantsana as part of her studies towards a Master's Degree in Public Administration. The study will take form of questionnaires which will be circulated to you and follow-up interviews which will be arranged with you at you most convenient time. Both the questionnaire and the interviews with you will not take more than 30 minutes of your time each. Please feel free to contact me on (040) 609 1535 should you have any queries and find difficulty in completing the questionnaire.

Kindly be assured that the information you provide will be treated with confidentiality it deserves and will not be given to anyone for use against you. You identity will not be disclosed during the data analysis phase. Be advised that you have a right to withdraw from the study at any given time when you feel uncomfortable.

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

Thanking you in anticipation for your maximum cooperation in this regard.

Yours faithfully

_____

Nomzamo Mazantsana