

**EMPLOYEE ASSISTANCE PROGRAMMES AS MECHANISM
FOR ENHANCING PERFORMANCE AT EMFULENI LOCAL
MUNICIPALITY**

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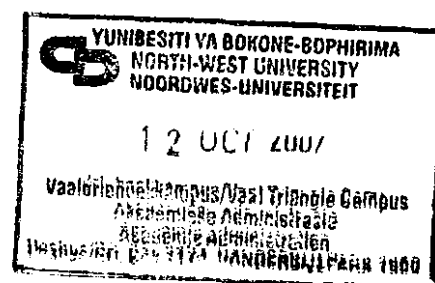
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SUMMARY

The role of local government is to ensure that all citizens have access to the basic services. Thus, the Emfuleni Local Municipality has the Constitutional obligation to provide an effective and efficient people-centered administration that will ensure quality and sustainable service delivery. The Emfuleni Local Municipality (ELM) tends to have a culture of non-performance or low service delivery which is prevalent amongst employees or personnel. Employee Assistance Programme (EAP) is the service programme in this regard that is designed for specifically enhances the health and emotional well-being of employees who experience personal and social problems which hinder their performance. The objective of this study is to examine the effect of participation in EAP among poor performing employees who experience personal and work-related problems.

For the purpose of this study, the hypothesis was formulated that the spate of social problems that affect a number of personnel at ELM require participation in the Employee Assistance Programme to improve performance on service delivery. To test the validity or otherwise of the hypothesis use was made of theoretical review of literature on Employee Assistance Programme as a tool for enhancing performance in Human Resource Management at Emfuleni Local Municipality. Further there was an empirical research methodology of open-ended questionnaire that was used to test attitudes and perceptions of municipal officials and effectiveness of Employee Assistance Programme at Emfuleni Local Municipality.

It was found among others, that:

- There is lack of experience and proper training among municipal officials at ELM.
- ELM has not empowered EAP as a unit.

- There are most critical social and personal problems of employees at ELM
- Management at ELM did not market EAP effectively to the staff
- The EAP has positive influence on productivity

The study ends with recommendations for management action by Emfuleni Local Municipality.

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CHAPTER ONE

ORIENTATION AND PROBLEM STATEMENT

Key words: Batho Pele; Employee Assistance Programme (EAP); performance management system (PMS); Emfuleni Local Municipality; service delivery; wellness.

1.1 INTRODUCTION AND PROBLEM STATEMENT

The challenge facing the government in South Africa after 1994, is to transform societies to a democratic country based on the Constitution and elected representation by the majority. The role of the municipalities, as a local sphere of government, is to ensure that all citizens, regardless of race, religion, gender and sex have access to at least a minimum level of services. These services have to be accessible, easy and convenient to be used by all citizens. According to the *White Paper on Local Government* (1998), municipalities are faced with the challenge of managing viable and environmentally sustainable urban and rural systems. Chapter 7 section 152 (1) of the *Constitution of the Republic of South Africa (Act no. 108 of 1996)* gives one of the objectives of the local government as, to ensure the provision of services to communities in a sustainable manner.

The vision of the Emfuleni Local Municipality is to provide an effective and efficient people-centred administration that will ensure quality and sustainable service delivery, and which will create a clean and safe environment that will be conducive to economic growth and wealth (Van Vuren, 2003:103). In terms of chapter 6 of the *Municipal Systems Act (Act no. 32 of 2000)*, each municipality is required by the Act to establish a performance management system (PMS) that among other things allows all stakeholders to participate and ensure that municipalities are rendering high quality services to the communities they serve.

There are a number of areas at individual and cluster levels that do not perform towards rendering high quality services to the communities they serve. As pointed out in the Integrated Development Programme (IDP) of the Emfuleni Local Municipality (2006:67) a number of staff has a culture of non-performance or low performances, which is prevalent amongst employees or personnel. According to Pieters (1999:425) and Serviceseta (2006:1) employees experience a variety of problems such as job stress, chemical dependency (alcohol and drugs), depression, marital and family problems, financial problems, health and anxiety. The current Minister of Health, Manto Tshabalala-Msimang (2004:1) holds that some people who are under stressful circumstances resort to alcohol and substance abuse. To combat the phenomenon, employers are evolving initiatives aimed at creating robust programme to assist their employees and to promote health at the workplace. Employee Assistance Programme is designed for specifically enhancing the health and emotional well-being of employees who experience personal and social problems which hinder their performance (Mc Gowan, 1984:1). According to Hutchison and Vickerstaff (2003:33) the focus of EAP is to identify employees whose problems cause deterioration in their work performance and linking them with appropriate treatment and support services.

Serviceseta (2006:1) maintained that there are potential benefits of EAP to employees and the employers. The benefits to employees are: confidential advice and assistance, at no cost to themselves, with issues that affect their performance at work; less anxiety and stress at work; an understanding of their problems; personal growth and learning opportunities; improved health and lifestyle (depending on the problem); an improvement in work performance; better job security; the knowledge that the employer is willing to help find a solution to problems; and, increase in trust of management. The employers also benefit from the following: EAP offers practical solutions to several Human Resource (HR) problems; less absenteeism; higher productivity, better work performance; improved employer/employee relationship; more trust in management; employees feel more positive about

the work environment; improvement in employee morale; a reduction in medical and other costs to employers; and, bottom line improvement.

EAP is seen as a service programme that is designed specifically to enhance the health and emotional well-being of employees in the workplace. The EAP at the Emfuleni Local Municipality (2006:1) is faced with the following challenges: alcohol abuse; mental disabilities; physical disabilities; HIV/AIDS pandemic; extended sick leaves; financial problems; external service providers; domestic violence; sexual harassment; poor working relationships; lack of self esteem; disability claims; and, orphan. Humphries (1995:16) classifies the problems experiences by the employees in the workplace in the following three categories: personal problems, work-related problems and external problems. The EAP at the ELM (2006:64) is an intervention mechanism to assist the municipal employees to deal positively with a variety of problems which are likely or may affect their productivity at workplace. According to Humphries (1995:16) the task of the immediate manager is to initiate a counselling interview after a particular need have been identify.

1.2 HYPOTHESIS

The spate of social problems that affect a number of personnel at ELM require participation in the Employee Assistance Programmes to improve performance on service delivery.

1.3 RESEARCH QUESTIONS

Flowing from the problem statement above, the study would attempt to find answers to the following questions:

- What is meant by Employee Assistance Programme?
- What processes and systems exist at Emfuleni Local Municipality in relation to EAP?
- What are the impacts of EAP on performance at Emfuleni Local Municipality?

- What recommendations can be offered to Emfuleni Local Municipality with the view to improving productivity through Employee Assistance Programme?

1.4 RESEARCH OBJECTIVES

The following are outlined as objectives for the study:

- To give a theoretical exposition of the concept Employee Assistance Programme.
- To describe an overview of the systems and processes of Employee Assistance Programme which exist at Emfuleni Local Municipality.
- To assess the impact of Employee Assistance Programme at Emfuleni Local Municipality.
- To offer recommendations that may add value for employee participation in Employee Assistance Programme.

1.5 RESEARCH METHODS

The qualitative research design was used in this study and this is an inquiry that researchers used to construct social reality in the form of meaning and interpretation. The aims of this study were realised by means of the following research methods:

1.5.1 Literature study

Sources like books, journals, newspapers, government publications, conference presentations and web sites were consulted from North West University library, and public libraries to provide information on the value of EAP for enhancing performance of staff in the workplace. A review of literature sources was done in order:

- To investigate a theoretical exposition of the concept EAP.
- To develop and design a questionnaire for the structured interviews.

1.5.2 Empirical survey

Research was conducted into the success and/or failures at the Emfuleni Local Municipality. According to Vermeulen (1998:10) qualitative research is the study involving cases and make very little use of numerical data or statistics, but rely very heavily on verbal data and subjective analysis. The aims of qualitative research in this study were to analysis information about the staff involvement in the EAP and to identify the value of EAP in the Emfuleni Local Municipality.

1.5.3 The measuring instrument

Data were being collected by means of face-to-face interviews. Structured questionnaire were also be used to gather information from the different levels of management in the Emfuleni Local Municipality. Information gathered from the literature study was used to develop and design the structured questionnaire.

1.5.3 The population and sample

The different managers serving in the ELM were considered as the study target population. The researcher has decided to limit the study population to 25 members of management, namely the executive mayor; the speaker; municipal manager; strategic manager in Finance Services (with managers in Supply Chain Management; Financial Control; Budget and Grants; Debt Collection; Income; and, Risk Management); strategic manager in Management Support Services (with managers in Corporative Services; Public Relations and Marketing; Legal Services; Human Resources; and, Information Technology); strategic manager in Public Safety and Community Development (with managers in Sports, Recreation, Arts and Culture; Health and Social Development; and, Public Safety, Traffic and Fire & Rescue); strategic manager in Development Planning (with managers in Local Economic Development and Tourism; Land Use Management; Environment Management; and, Housing and Properties); and strategic manager in Engineering Services (with managers in Electricity; Waste Management, Parks and Cemeteries; Public Works; Road and Storm Water; Public

Transportation and Mechanical Workshop; and, Metsi a Lekoa (water and Sanitation). The participants were from the ELM.

1.6 PREMILINARY CHAPTERS

Chapter 1: Orientation and statement of problem

Chapter 2: Theoretical exposition of Employee Assistance Programme.

Chapter 3: An overview of EAP system at Emfuleni Local Municipality

Chapter 4: Empirical analysis on impact of EAP at ELM

Chapter 5: Summary, Findings and recommendations

Bibliography

CHAPTER TWO

THEORETICAL EXPOSITION OF EMPLOYEE ASSISTANCE PROGRAMME

2.1 INTRODUCTION

Employee Assistance Programme (EAP) must be designed timeously in order to identify and assist with the recovery of the employees whose personal and work-related problems impact their work performance to the detriment of productivity in the workplace. It also aims at improving the quality of life of all its employees and their families by providing greater support and help to alleviate the impact of everyday work and personal problems; protecting the welfare and wellbeing of all employees by reducing stress, accidents and other risks that employees pose to themselves and others; enhancing the overall corporate image of an organisation as a progressive caring, and responsible employers; and attracting, motivating and retaining the best people.

The aim of this chapter is to explore the theoretical exposition of EAP in the workplace. To achieve this aim, the chapter will determine the legislative frameworks for EAP in the workplace; the historical background of EAP; the structure and design of EAP; examples of employee problems addressed by EAP; counselling process in the EAP; and, benefits of EAPs.

2.2 THE HISTORICAL BACKGROUND OF EMPLOYEE ASSISTANCE PROGRAMME

Maeli (1999:23) maintained that the EAP grew out of the employee counselling movement that was initiated by a handful of companies during the 1920s and this programme gained little ground during the 30s and 40s. The main focus of EAP was helping employees with drug and alcohol related problems. According to Maeli (1999:23) the history of this programme was traced by most authors to the 1940s when certain pioneering companies undertook to manage their alcoholics by means of EAP.

After the world-war II (1939 – 1945), the employee counselling services were viewed as a form of wage supplement that may help to stabilize the workforce, increase productivity, and enhance the health welfare of workers. The development of these services reflects the interplay of multiple social and economic forces (McCowan, 1984:2). Carrol and Walton (1997:82) maintained that since 1940's and 1950's the EAPs were grassroots movement that stemmed from the discovery that poorly performing employees could be helped by a process of rehabilitation. The first step was to assess the need and most appropriate treatment. The second step was to see the employee into an appropriate form and finally help the employee to be gradually eased back into work.

Maeli (1999:23) holds that during the 1960's the EAP has shifted and extended from focusing on individuals with a single problem to macro level organizational and systematic issues. The EAPs started addressing many more employees and a much wider variety of personal and work related problems experienced by employees (Maeli, 1999:23).

During the 1970's the United States of America witnessed a rapid expansion in the number and range of personal social service programmes for workers. The service programmes were designed specifically to enhance the health and emotional well-being of workers (Mc Cowan, 1984:1). According to Carrol and Walton (1999:82) EAPs in the United States of America from the 1970's, was adopted by healthcare professionals and providers; and in the last 10 years, it was swamped by the Managed Care Movement.

Petzer and Schoeman (2005:119) hold that EAPs in South Africa started during the 1980s, as a response to problems that migrant workers encountered by being far away from home in artificial social settings. Services such as anti-smoking campaigns and stress management were initiated and started as a private sector initiative to assist and support employees with social-psycho problems. According to Petzer and Schoeman (2005:119) the stresses of the modern working environment, the many changes in the South African working situation and the advent of HIV/AIDS have changed the profile of the EAP.

2.3 LEGISLATIVE FRAMEWORKS FOR EMPLOYEE ASSISTANCE PROGRAMME IN THE WORKPLACE

The absolute minimum requirement is to provide a working environment that is safe and that complies with legal requirements. This section will focus on the following legislative frameworks which relate to the premise of EAPs.

2.3.1 The Constitution of South Africa Act 108 of 1996

The South African Constitution (Act No. 108 of 1996) is the supreme law of the country and all other laws must comply with its provisions. The Constitution lays the Bill of Rights that gives every citizen the right not to be unfairly discriminated against, either by the state or by another person; to bodily and psychological integrity, which includes the right to security and control over the body; not to be subjected to medical or scientific experiments without the person's own informed consent; of access to health care services, including reproductive health care; not to be refused emergency medical treatment; to information and basic education; to privacy; and, not to be denied the privacy of one's communications infringed. These provisions relate directly to the functions of the EAP.

2.3.2 The Occupational Health and Safety Act 85 of 1993 (OHSA)

The OHSA makes the following provisions for the achievement of its objectives:

- The establishment of an Advisory Council for Occupational Health and Safety
- Every employer must provide and maintain, as far as is reasonably practicable, a working environment that is safe and without risk to the health of his or her employees, as well as other people affected by the operations of the business
- Every supplier or manufacturer of items used in a workplace must ensure that such items do not pose a safety or health risk

- Every employer must inform his or her workforce of hazards at the workplace
- Every employee must:
 - Take reasonable care for the health and safety of himself or herself and of other persons who may be affected by his or her acts or omissions
 - Carry out any lawful order given to him or her, and obey the health and safety rules and procedures laid down by his or her employer
 - Report any unsafe or unhealthy situation which comes to his or her attention; and
 - Report any incident which may affect his or her health or which has caused an injury to himself or herself

2.3.3 The Compensation for Occupational Injuries and Diseases Act 130 of 1993

The Compensation for Occupational Injuries and Diseases Act 130 of 1993 came into effect on 1 March 1994. It replaces the Workmen's Compensation Act 30 of 1941. The aims of Compensation for Occupational Injuries and Diseases Act 130 of 1993 are to provide compensation for employees who, as a result of occupational injuries or diseases, are partially or totally disabled or contracted an occupational disease during the course of their employment. The Act also stipulates the provision of compensation to be paid to the dependents of the employee if he or she dies as a result of injuries or diseases sustained in the course of his or her employment. Employees who are covered by this Act are all employees, including casual employees, seasonal employees, directors who have a contract of employment, a person provided by and paid by labour broker and the dependants of the deceased employee or a curator acting on behalf of the employee.

2.3.4 Public Service Act, 1994 (Proclamation 103 Of 1994)

The Public Service Act 103 of 1994 is the most significant statute that regulates the employment of public employees and provides for organization and administration of Public Service. The following sub-sections are regulated by this Act: namely, the conditions of employment; terms of office; discipline of employees; retirement of employees; and, their discharge from employment. This Act was amended as Public Service Laws Amendment Act, 1997 and the Public Regulations, 2001.¹

2.3.5 Labour Relations No. 66 of 1995

The Labour Relations No. 66 of 1995 advances the economic development; social justice; labour peace; and, democratisation of the workplace. It also regulates the relations between trade unions and employers, and forms part of a broader process of labour law reform.

2.3.6 Basic Conditions of Employment no. 75 of 1997

The main purpose of the basic conditions of employment Act 75 of 1997 is to enhance economic development and social justice; establish and enforce the basic conditions of employment that applies to all public employees excluding South African National Defence Force (SANDF), the National Intelligence Agency (NIA), and South African Security Services (SASS). This Act includes also regulations of working time, leave, remuneration and termination of employment

2.3.7 Public Service Regulations Notice 679 of 1999

The Public Service Regulations notice 679 of 1999 was proclaimed in terms of section 41 of Public Service Act 103 of 1994. The regulations detail the policy and procedures related to Human Resources. The regulations also make provision for total spectrum of Human Resources Management activities such as: job evaluation; compensation; working conditions; appointments; promotions; termination of service; performance management; and, training and development.

2.3.8 Skills Development Act 97 of 1998

The Skills Development Act 97 of 1998 was formulated to develop the skills of South African workforce and to improve the quality of life and their prospects of work and labour mobility. The Act promotes productivity; competitiveness of employers; self-employment; and, delivery of social services. The level of investment in education and training in labour market is increase through this skill development act. The Act encourages employers to use the workplace as an active learning environment where employees will acquire new skills and to provide opportunities for new entrants to the labour market to gain work experience.

2.3.9 Promotion of Access to Information Act 2 of 2000

The Act provides to the public an access to information; mechanisms for individual to correct information; protection against abuse of information; and, protection of an individual in order to make known evidence on disclosing of contravention of the law, serious maladministration and corruption.

2.3.10 White Paper on Public Service Training and Education (Notice 422 of 1997)

The primary aim of this White Paper is to establish a clear vision and policy framework to guide the introduction and implementation of new policies and procedures and legislation aimed at transforming Public Service training and education in a dynamic, needs-based and pro-active instrument. The White Paper also is capable of playing an integral and strategic part in the process of building a new public service. This White Paper is strategically linked to broader processes of transformation, institution building, Human Resources development, and skills development strategy.

2.4 THE STRUCTURE AND DESIGN OF EMPLOYEE ASSISTANCE PROGRAMMES

2.4.1 Programme Models of EAP

EAP has been offered by different organizations in different varying degrees, namely, as an educational program, others as a complete diagnosis and treatment program; and, even as elect out source the entire EAP function (Maeli, 1999:25).

According to Maeli (1999:25-26) EAP comprises three models namely:

- The first model is the employment of a coordinator who evaluates the employee's problem and make a referral to the proper agency or private practitioner for diagnosis and treatment
- The second model is the hiring of a qualified person to diagnose the employee's problem and referred to the proper agency or private practitioner for treatment.
- The third model is the diagnosis and treatment provided in-house directly by the organization.

Figure 1, gives the other models of EAP in the workplace. Fleischer and Kaplan (1984) in Maeli (1999:26) identify these models as forms that an EAP may adopt.

Figure 1: Models of EAP in the workplace

IN-HOUSE MODEL PROVIDING A LIMITED RANGE OF SERVICES Target population: Employees only Ranges of services: Limited to diagnostic assessment and referral, to community resources; special focus on substance abuse problems, and periodic training of supervisors in procedures for referring troubled and troubling employees Administrative considerations: Sponsored by the organization under the auspices of the human resources, personnel, or medical departments. The EAP may be sponsored jointly by labour and management without requiring a change in the definition of any other component.	IN-HOUSE MODEL PROVIDING A COMPREHENSIVE RANGE OF SERVICES Target population: Extended to include family members. Range of services: Crisis intervention; short term counselling; special focus on substance abuse problems; preventative interventions such as wellness workshops, support groups and educational seminars, training of supervisors in referring employees and consultation with management, union and association representatives concerning organizational stress factors. Administrative considerations: Sponsorship and auspices same as for the other in-house model.
EXTERNAL CONTRACTOR MODEL PROVIDING A LIMITED RANGE OF SERVICES Target Population: Employees only. Range of services: Diagnostic assessment and referral; focus on substance abuse; periodic training of supervisors in procedures for referring troubled and troubling employees.	EXTERNAL CONTRATOR MODEL PROVIDING A COMPREHENSIVE RANGE OF SERVICE Target population: Extended to include family members. Range of services: Crisis intervention, short-term counselling, special focus on substance abuse problems, preventative Intervention, such as well-being workshops, support groups and educational seminars, training of supervisors in referring employees and consultation with management, union and association representatives, concerning organizational stress factors.

Administrative consideration: Sponsored by corporation only or jointly with labour. Under the auspices of an external contractor (i.e. family service agency, hospital, community mental health centre, or a private counselling firm). Services are provided in-house and/or offsite, preferably close to the workplace. Jointly sponsorship with labour does not require a change in the definition of any of the components.	Administrative considerations: Sponsorship and auspices may be the same as for model 3.
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Source: Gould & Smith (in Maedi 1999:27).

2.4.2 The Principles of EAP

The following are examples of principles of EAP

- **Confidentiality**

All EAP records are kept strictly confidential and any information from the EAP can only be release with written permission and knowledge of the employee.

- **Accessibility**

Any person who requires help should receive it promptly. Employees can gain access to this programme through self, formal and informal referral system.

- **Availability**

The service should be made available when needed by employees.

- **Visibility**

The providers of the programme should be seen and be known by the recipient of the service.

- **Voluntarism**

The employee should not be forced to participate in the EAP.

EAPA-SA (1999:5-6) regards the core activities of EAP as follows:

- Consultation and training should be appropriate in the identification and resolution of job performance issues related to employees personal concerns and difficulties;
- Confidential, appropriate, relevant, and timely problem assessment services;
- Appropriate and relevant referrals for diagnosis, treatment and assistance;
- The formation of linkages between work-site EAP, community resources and individual practitioners who provide such services;
- Follow up services for employees who utilise these services

2.5 EMPLOYEES' PROBLEMS ADDRESSED BY EAP IN THE WORKPLACE

2.5.1 Job stress

Arnold (1982:153) defines stress as a phenomenon that is identified with discomfort, when things interfere in people' sense of stability and comfort to the degree that they are trying to get out of the situation. Erasmus, Swanepoel, Schenk, van der Westhuizen and Wessels (2005:411) define stress as the arousal of mind and body in response to an environmental demand. Stress originates in forces within our-self and from our own. Mathematically, stress can be described as a ratio of demands placed on us, by someone else or by ourselves who are greater than the resource we have (Arnold, 1982:154).

Erasmus, Swanepoel, Schenk, van der Westhuizen, and Wessels (2005:411-412) give the symptoms of stress as follows:

- **Mental symptoms**
 - Feeling wound-up; anxious,

- Excessive worry,
- Irritability,
- Easily frustrated,
- Aggressive outbursts,
- Poor concentration,
- Forgetfulness,
- Depression,
- Lack of fun in life,
- Poor motivation,
- Wanting to be alone always,
- Poor self-esteem,
- Feeling out of control,
- **Physical symptoms**
 - Headaches,
 - Spastic colon,
 - Indigestion,
 - Ulcers,
 - High blood pressure,
 - Palpitations,
 - Hyperventilation,
 - Asthma,

- Stiff, sore muscles,
- Trouble with sleeping,
- Change in appetite,
- Change in sexual drive,
- Decreased immunity (easily ill)
- **Other symptoms**
 - Increased smoking,
 - Increased alcohol intake to try to cope better,
 - Increased intake of medication to try to relieve stress-related symptoms.

Milkovich and Boudreau (in Erasmus, Swanepoel, Schenk, van der Westhuizen and Wessels, 2005: 413) state ten recommendations that organisation can implement to manage stress in the workplace:

- *Allow employees to talk freely with one another.* Employees thrive in an atmosphere where they can consult with colleagues about work issues and defuse stress with humour.
- *Reduce personal conflict on the job.* Employers should resolve conflicts through open communications, negotiations, and respect. The two basics are treating employees fairly and defining job expectations clearly.
- *Give employees adequate control in the way in which they do their jobs.* Workers take greater pride; are more productive; and better able to deal with stress if they have some control and flexibility in the way they do their jobs.
- *Ensure adequate staffing and expense budgets.* Many organisations are facing the economic reality of smaller budgets, but a new project may not be worth taking on if staffing and funding are inadequate.

- *Support employees' efforts.* By regularly asking employees how their work is going, listening to them, and addressing issues that are raised, stress levels are significantly reduced.
- *Provide competitive personal and vacation benefits.* Workers who have time to relax and recharge after working hard are less likely to develop stress-related illness.
- *Maintain current levels of employee benefits.* Cuts in pension, health insurance, vacation benefits, and sick leave invite employee stress. Employers must weigh potential savings against the high costs of employee burnout.
- *Reduce the amount of red tape for employees.* Employers can lower burn out rates if they ensure that employees' time is not wasted on unnecessary paperwork and procedures.
- *Recognise and rewards employees.* "A pat on the back", a public word of praise, a raise or a bonus for accomplishments and contributions can pay big dividends in higher employee morale and productivity.

2.5.2 Alcohol abuse

Dickman (2003:97) defines alcoholism as any use of alcoholic beverages that causes any damage to the individual or to society or both. Bruhnsen (1999:221) regards alcohol as the most widely used and abused drug in the world. Misusing or abusing alcohol has enormous negative impact on healthcare cost, legal system, occupational safety and productivity and family responsibility. Goodwin (2004:34) regards alcoholism as a compulsion to drink that leads to a breakdown in the victim's ability to function. The level of alcohol consumption in a population is an important determinant of health and social wellbeing. The level of alcohol-related problems tends to rise and fall with the level of consumption. According to Bruhnsen (1999:222) there are four major groups among the adult population based on consumption levels and related problems, namely: abstainers (or non-drinkers), social drinkers who are problem free, problem drinkers with mild-to moderate-level problems,

and a population that drinks heavily. The last group is the one most likely diagnosed as alcohol dependent or as alcoholics.

World Health Organization, WHO (2000:102) states that workers employed in offices and factories are the most majority of people who are affected by harm from alcohol and in this regard they are terminated from work because of alcohol-related inefficiency that can compound poverty in the family. Erasmus, Swanepoel, Schenk, van der Westhuizen and Wessels (2005:414) state that there are employees in the workplace who are linked to alcohol dependency. Organizations are spending in this regard an approximately 25% on employee in terms of aspects such as absenteeism and poor productivity. According to Erasmus, Swanepoel, Schenk, van der Westhuizen, and Wessels (2005:414-415) alcoholism causes a person to neglect his or her diet and in the way the nutritional value of food intake deteriorates and in turn destroy stress-coping skills and leading to more drinking. The results of this is stress and a deterioration in personal affairs, poor work performance and absent from work which can finally lead to serious physical health problems and even death. WHO (2000:102) states the following indicators of alcohol-related problem at work:

- Frequently late at work
- Absenteeism
- Difficulty in concentration
- High accident rate
- Sporadic work patterns
- Deteriorating efficiency
- Poor inter-personal relations
- Adverse reports from supervisors.

The Alcohol and Drug Abuse Research Unit of the South African Medical Research Council (MRC) has a goal to generate knowledge and purpose, policy and other interventions that lead to a reduction in alcohol and other drug (AOD) abuse and the associated burden experienced by individuals and society. The mission of this unit is to stimulate, facilitate, initiate, conduct and evaluate research in the AOD abuse area to improve the health of the nation (2001:1). According to the Alcohol and Drug Abuse Research Unit (2001) the following are the key objectives:

- Measuring the prevalence of alcohol and other drug (AOD) use and associated consequences, and trends in AOD use/consequences over time;
- Identifying current and future risk and protective factors for substance abuse (especially in high risk groups);
- Designing and evaluating appropriate preventive and other interventions;
- Facilitating the implementation of research findings by supporting advocacy efforts and providing information that will allow policy makers, service providers and community representatives to make informed decisions;
- Undertaking research that will lead to the improvement of methods for assessing the prevalence of AOD use and associated consequences, and evaluating the effectiveness of interventions.

Erasmus, Swanepoel, Schenk, van der Westhuizen and Wessels (2005:414) maintained that historically, alcohol dependency is the one linked with EAP. Alcoholism, alcohol-related problems and alcohol and drug abuse are among the highest cases or problems in the EAP (Dickman, 2003:96).

2.5.3 Smoking

Pieters (1999:415) regards smoking as hazardous effects on the environment, both to the smoker and non-smoker. There is hostility and tension in the workplace between the non-smokers and smokers to the management. The

non-smokers demand to work in a smoke-free environment while smokers demand their right to smoke. Research indicates that smokers are less effective as workers and are more expensive to employ than non-smokers. It is further reported that a smoke-filled environment decrease the morale and productivity and causes higher absenteeism, high cleaning costs, more retirements on medical grounds, premature deaths and many other liabilities (Pieters, 1999:415).

According to Pieters (1999:415) management is faced with the dilemma of finding a balance between the rights of smokers and non-smokers. The introduction of a smoking policy accommodates both smokers and non-smokers; increase effectiveness, morale and productivity; and solve the environmental problems.

Pieters (1999:416-417) recommends the following guidelines for formulating and implementing a smoking policy:

- A working committee should be formed to deal with the issue. The working committee should consult with the workforce regarding the formulation and implementation of a smoking policy. The objective of the working committee is to ensure that management, the work-force and their representative trade union all agree on the policy, taking into consideration the interests of both smokers and non-smokers. Smoking should be seen from the outset as a health issue affecting everyone.
- It should be decided whether the end result will be partial or a total ban on smoking. If the total ban on smoking is accepted, the smokers may feel that they are being discriminated against. When the banning of smoking is partially accepted, it means that the interest of both the smokers and non-smokers are taken into consideration. The problem is that the smokers might visit the smoking areas too often.
- It is better to implement a designed policy in different stages. The first stage could, for example, entail a ban on smoking in certain areas such as canteens, lifts, offices where the occupant has put up a "no smoking" sign, and conference rooms. The second stage could "reinforce and extend the

above and also permit workers to have reasonable time off during working hours to attend approved quit-smoking courses". A third stage would involve the implementation of a total ban on smoking, with only a few specifically designated smoking areas. This should be implemented only once the organisation has spent time and effort in educating employees regarding the effects of both passive and active smoking.

- The policy should apply to all employees.
- The policy must guarantee the right of non-smokers to breathe smoke-free air, while also considering the needs of smokers. The policy must therefore guarantee a balance between the rights of smokers and non-smokers.
- The disciplinary action that is to be taken if the policy is not adhered to should also be spelt out clearly to all. Disciplinary action should be taken only after the policy has been entrenched in the organisation, and it would be advisable to provide counselling to those who do not adhere to the policy in the beginning.
- As the success of the policy will depend largely on the support of the smokers, the bulk of the effort should be focussed on them.
- Inform new employees of the policy during the interview.
- A smoking policy must be a written document, and once accepted by all, communicated openly and freely.

2.5.4 Depression

McCarthy (no date) regards depression as the largest cause of disability in the world and it is a serious illness. Depression is a debilitating illness that affects how one feels, thinks, and behaves. Depression differs from sadness or grief because it is an illness with physical, emotional, and psychological symptoms and can affect every aspect of life. Depression which or when is left untreated can last for years and at the same time prevent people from succeeding at

work, home, and everyday life. According to McCarthy (no date) the symptoms of depression are as follows:

- Many people lose interest in the things they once loved
- Others may want to sleep all the time, or not be able to sleep at all
- Change in appetite with resulting weight loss or weight gain
- Change in sleep patterns, sleeping too much or trouble falling asleep
- Decreased energy, feeling tired or slowed down
- Difficulty thinking, concentrating or making decisions
- Feeling of sadness, irritability or tension
- Decreased interest or pleasure in usual activities or hobbies
- Feelings of worthlessness, hopelessness or excessive guilt
- Thoughts of suicide or death

McCarthy (no date) holds that depression can be treated in three different ways, namely asking for help, treatment options, and support from someone. Firstly, asking for help is talking to the professional, particular EAP counsellor, who will help rule out other causes and start the patient on the road to recovery. Many people find that just talking about their feelings makes them feel better. Secondly, treatment options which are applicable are the psychotherapy (talk therapy). This entails regular sessions with a counsellor who will help the patient to understand and accept his or her illness and develop strategies to cope with life's challenge. The treatment focus can involve a patient one-on-one or with a partner or with other family members. The counsellor will also help to recognise and change negative patterns of thinking or change behaviour when responding to problems. Thirdly, support from someone whom will make a depressed person to learn as much as he or she can about depression and its symptoms. The employee will be encouraged to seek medical help and model healthy eating and sleeping

habits, and discourage the use of alcohol and drugs. The depressed must be encouraged to take part in activities they used to enjoy, especially exercise and take time for him or her and do not get burned out.

2.5.5 HIV/AIDS pandemic

South Africa has a serious HIV/AIDS pandemic, with an estimated 5 million of its people who are living with this disease (Vermeulen, Grosser & Fourie, 2003:1). The number of those infected at the end of the year 2002, has increased drastically as compared with 2.9 million of people who were infected at the beginning of 1998.

Table 2 provides HIV/AIDS prevalence in different nine provinces, at the end 2002. According to Vermeulen, Grosser, and Fourie (2003:1) the research about the scope of prevalence of HIV/AIDS in South Africa revealed shocking findings. South Africa has one of the highest per capita HIV/AIDS prevalence infection rates in the world (UNAIDS, 2000a; Worldwide Aids Statistics 2002; Frederikson and Berry 2002, in Vermeulen, Grosser and Fouries (2003:1). The Mandela and HSRC Study on HIV/AIDS (2002) provided the highest province with HIV/AIDS pandemic at the end of the year 2002 as Free State (745 000), followed by Gauteng (735 000) and Mpumalanga (705 000). The other provinces are KwaZulu-Natal (585 000), Western Cape (535 000) and North West (515 000). Those with the lowest numbers are Limpopo (490 000), Northern Cape (420 000) and Eastern Cape with (330 000). UNAIDS, Worldwide Aids Statistics, and Frederikson and Berry (in Vermeulen, Grosser and Fourie 2003:1) reported South Africa as one of the highest per capita HIV/AIDS prevalence infection rates in the world, causing a pandemic that is having an impact on everyone in all sphere of life. According to Ramrathan (2003:177) South Africa is compelled to deal with the HIV/AIDS pandemic. The reality of dealing with the impact of HIV/AIDS on people is a very crucial concern to every nation of the developed and developing countries in the world.

Table 2.2: HIV/AIDS prevalence in nine provinces in South Africa at the end of the year 2002

Province	Population in numbers	Population in %	HIV+ people in numbers	HIV+ (%)
Free State	2.8 million	7%	745 000	14.9%
Gauteng	7.9 million	19%	735 000	14.7%
Mpumalanga	3.0 million	7%	705 000	14.1%
KwaZulu-Natal	9.0 million	20%	585 000	11.7%
Western Cape	4.2 million	11%	535 000	10.7%
North West	3.6 million	8%	515 000	10.3%
Limpopo	5.5 million	11%	490 000	9.8%
Northern Cape	0.9 million	7%	420 000	8.4%
Eastern Cape	6.8 million	15%	330 000	6.6%
Total	43.7 million	100%	5 million	11.1%

Source: Mandela and HSRC Study on HIV/AIDS (2002:46).

2.5.6 Financial problems

Money management is a necessary life skill in these times of economic uncertainty. The problem of personal financial management affect both the low income people who abuse credit and families with good wage earners that has been affected by things like strikes, illness or other unexpected interruptions of income (Utting, no date).

According to Utting (no date) there are ten basic rules of money management that an employee must follow:

- Plan for the future, major purchases and periodic expenses

- Set financial goals that determine short, mid and long range financial goals
- Know your financial situation by determining monthly living expenses, periodic expenses and monthly debt payments
- Develop a realistic budget by following your budget as closely as possible, evaluate your budget and compare actual expenses with planned expenses.
- Do not allow expenses to increase to avoid paying only the minimum on your charge card and do not charge more every month than you are repaying to your creditors
- Save for periodic expenses, such as car and home maintenance, 10% of your net income, accumulate 3 to 6 months salary in emergency fund, put money away for retirement, and open a registered retirement plan.
- Take advantage of current income tax rules which allow for tax-deductible savings for retirement plans
- Plan your bills on time to maintain a good credit rating, contact your creditors and explain your situation if you are unable to pay your bills, and contact EAP (credit counselling) for professional advice.
- Distinguish the difference between needs and wants by taking care of your needs first and money should be spent for wants only after needs have been met.
- Use credit wisely, for safety, convenience and planned purchases, determine the total you can comfortably afford to purchase on credit and don't allow your credit payments to exceed 20% of your net income
- Avoid borrowing from one creditor to pay another
- Keep record of daily expenditure, be aware of where your money is going and use a spending diary to assist you in identifying areas adjustments need to be made.

2.5.7 Health and anxiety

Medical Dictionary (2005:1) defines an anxiety as an abnormal and overwhelming sense of apprehension and fear often marked by physiological signs (as sweating, tension, and increased pulse), by doubt concerning the reality and nature of the threat, and by self doubt about one's capacity to cope with it. According to National Institute of Mental Health (2006:1) anxiety disorders fill people's lives with overwhelming anxiety and fear that chronic unremitting and can grow progressively worse. Most people experience feelings of anxiety before an important event.

The National Institute of Mental Health (2006:1-2) gives the following different kinds of anxiety disorders:

- **Panic Disorder.** This is the repeated episodes of intense fear that strike often and without warning. Physical symptoms include chest pain, heart palpitations, shortness of breath, dizziness, abdominal distress, feelings of unreality, and fear of dying.
- **Obsessive-Compulsive Disorder.** This is repeated, unwanted thoughts or compulsive behaviours that seem impossible to stop or control.
- **Post-Traumatic Stress Disorder.** Persistent symptoms that occur after experiencing or witnessing a traumatic event such as rape or other criminal assault, war, child abuse, natural or human-caused disasters, crashes. Nightmares, flashbacks, numbing of emotions, depression, and feeling angry, irritable or distracted and being easily startled are common. Family members of victims can also develop this disorder.
- **Phobias.** The two types of phobias are social phobia and specific phobia. Social phobia has an overwhelming and disabling fear of scrutiny and excessively self-conscious in everyday social situations. Specific phobia is an intense fear of something that poses little or no actual danger. Examples of the specific phobia are closed-in places, heights, escalators, tunnels, highway driving, water, flying, dogs, and injuries involving blood.

- **Generalized Anxiety Disorder.** This is constant, exaggerated worrisome thoughts and tension about every routine life events and activities, lasting at least six months. This type of disorder has symptoms like fatigue, trembling, muscle tension, headache, or nausea.

The National Institute of Mental Health (2006:9) maintained that the treatments of an anxiety disorder can be done besides medication, is a psychotherapy which is conducted by trained health professional. These professionals can discover what caused an anxiety disorder and how to deal with its symptoms. The psychotherapy is using cognitive-behavioural therapy and exposure-based behavioural therapy. The cognitive-behavioural therapy helps people change the thinking patterns that support their fears and the behavioural part helps people change the way they react to anxiety-provoking therapy situations. Exposure-based behavioural therapy has been used to treat specific phobias. The person gradually encounters the object or situation that is feared through pictures or tapes, then later face-to-face. The therapist will accompany the person to a feared situation to provide support and guidance.

2.5.8 Marital and family problems

Richard and Schemm (2003:250) state that the role of the family is to provide comfort, support and purpose in a person's life in the society. Families are called on to ensure social cohesion. Families are today put under a great deal of stress that adjusts to the changing workplace. American Academy of Pediatrics (1999:1-2) holds that the stress events such as illness and injury, changing jobs, changing school, financial difficulties are some of the causes of family problems. Most families develop their own ways of coping while others cannot cope with those stress issues. The following are some examples of characteristics of family with problems:

- Poor communication
- Inability to resolve conflicts and disagreements
- Poor problem-solving

- Poor division of responsibilities
- Insufficient emotional support
- Intolerance of differences
- Over-dependency on others
- Chronic crisis

Arnold (1982:192-195) maintained that there are clinical indicators of health and deterioration in family and marital lives. The following are major problems that arise when differences occur in the relationships of family and marital lives:

- Assaults or attacks which can be either verbal or physical as first warning signal. A healthy conversation would reveal differences of opinion. The strategies would be debated and the relationship can deteriorate into attacks. The warning signal may be an indication that there is hope in this regard.
- The second warning signal is withdrawal. The attacks and the pain of winning or losing become too much for one or both partners. Being away from home or from each other, involvement and engaging in other activities become effort not to communicate with each other.
- The third step toward deterioration may occur with the involvement of a third party. The alternatives which occur in the stage are: telling a child or other extended family member, telling a close friend, a business associate, having an affair, and seeking a professional help. Immersing oneself in work or becoming very dedicated to a cause can be a third party involvement.
- The fourth stage of deterioration is one of intensified attacks and formal threats about ending the relationship. The indications that make this stage to be in full force are: consultation with lawyers, trial separations, threats to sue for child custody, public ridicule, and financial irresponsibility.

- The fifth stage is one of formally ending the relationship which in the marriage is a legal one. The process can be relatively short or exceedingly long. The legal phase is used by many people to embarrass or attack each other. Many couples come to this phase with conviction that the decision is right for them and seek to avoid any more harm to children and each other than is unavoidable.
- The final stage that occurs is grief. There will still be grief at the loss of all the hopes for what that relationship was intended to be even if the decision is viewed as right and best.

According to Keith (2006:1) the family meeting has to be used to work on family problems in a structured and non-threatening way. The objective in this regard is to arrive at a Win/Win solution for everyone in the family. The following are the steps that should be followed in resolve family problems and conflicts:

- Clarify the problem. The parent moderator should introduce the general nature of the problem, and then use the "Go Around" technique to get each person's view of the problem.
- Go Around Questions. What is the problem as you see it? How does it affect you? What is your contribution to the problem?
- These are challenging questions. The family should listen to each speaker with respect and attempt at understanding. Avoid interrupting or becoming defensive.
- The moderator should write down the points of agreement and disagreement as they arise.
- Brainstorm solutions. Go around as many times as necessary to come up with a list of possible solutions to the problem. Do not analyze the solution now. Just write them all down.
- Go through the list of possible solutions to narrow them down to the best solution for all family members.

- Use the “Go Around” technique to get each person’s view on what is the best solution for everyone. Ask “Which of these do you think is the best solution? Why? Is it fair to everyone?”
- Select the best solution. Get commitment from each person to make the solution work.
- Decide what each person will do to implement the solution. This is the time to come up with responsibilities, rewards, limits, consequences and other agreed upon commitments.
- Goes around one more time with each family member stating what specific action they will take to solve the problem.

2.6 EAP COUNSELLING IN THE WORKPLACE

2.6.1 Accessing the EAP in the workplace

According to Nelson-Jones (1993:208) the counsellor should know that in referrals, there are other counsellors who can deal with client’s problem and problematic skills better than he or she can. The three types of referrals will be discussed in this section, namely self-referral, informal referral and formal referral.

2.6.1.1 Self-referral

Self-referral is when employees and their family members approach EAP service on their own. They call the EAP directly telephonically, personally. According to Hoskinson (2005:9) self-referrals assume that the client comes more motivated and ready to engage with the counselling process. The client in this regard might permit appropriate follow-up and need to agree or consent to keep a supportive manager informed. The client who calls earlier in the process can be assisted in fewer sessions than if they had called later.

The supervisors or managers are not aware of the call and that the employee is involved in the counselling process. The manager or supervisor can play an important role in the self-referral process. He or she has to ensure that the

staffs understand how to use the service of EAP available. The subordinates and colleagues will have chances of using the valuable EAP resources when they need assistance if the manager or supervisor is enthusiastic about the EAP.

2.6.1.2 Informal Referral

The informal referral is when an employee asks a supervisor, union member, medical staff member or colleague for help in solving a problem. The person in his or her capacity who has been approached by an employee, who has experienced problem, suggests the use of EAP. The recommendation must be in a private and supportive manner. The concerned colleagues will initiate the informal referral in an attempt to prevent a fellow-employee's behaviour and work performance from deteriorating so badly that his or her productivity is detrimentally affected or threatened and making disciplinary action necessary.

Hoskinson (2005:9) holds that the managers and employees who attend awareness briefing about their EAP in person suggest to colleagues that they might benefit from support. These have improved take-up of the service and to reach people earlier in their problem-solving journey. The following stages will be implemented to recognize and help an employee who experience problems in the workplace:

- Become aware of a fellow-employee's need for EAP assistance and his or her reluctance to seek it voluntarily.
- Collect information on the person concerned by observing him or her from day to day and document this information. This form of documentation for identification of impaired work performance can be used.
- Determine whether the information gathered gives sufficient grounds for concern about the person's general well being.
- Express your concern about the person's well being and point out the reasons for this concern, as documented. Do not judge or condemn.

- State that it is difficult for you to discuss this matter with him, but as a friend or a colleague you feel that it is your responsibility to point out the possible negative consequences without condemning him for his condition

2.6.1.3 Formal Referral

When an employee's work performance has shown a pattern of decline, the supervisor has to make a formal referral to the EAP. The EAP assists the employee to address personal problems that contribute to the decline in work performance. The most important point to remember is that the EAP is available for consultation prior to making a formal referral, provide guidance on how to communicate the performance problem to the employee and explain how a person can offer assistance in the most productive and appropriate manner.

The EAP is a voluntary and confidential programme. The decision to use the EAP is up to the employee. The formal referral is not a disciplinary measure and it does not replace standards policies and procedures for dealing with poor work performance. The formal procedure focus is on unsatisfactory work performance and not on the employee's personal problems, thus avoiding involvement on a personal and emotional level. The aim is the early identification, motivation for assistance and referral in order to restore their job performance to the desired level. EAP can remain an option that management can exercise in those cases where an employee's production level is unsatisfactory. However it does not deprive management of its legitimate right to take disciplinary action. The utilization of the EAP for formal procedure is a mechanism for the restoration of unsatisfactory work performance and can be used as an alternative to, or supplementary to disciplinary action. The pre-condition is that it must be based on documented proof of unsatisfactory work performance.

The formal referral uses the following steps to interview an employee with problems in the workplace:

- The manager will exercise the daily supervisory control function through continuous job performance measurement.

- The manager has to use the form on documentation for the identification of impaired work performance to gather detailed job related information when he or is in doubt about a subordinate's job performance.
- The information gathered should be determined to confirm a case of sub-standard job performance.
- The supervisor should states his appreciation for previous positive work behaviour, his concern for the employee and his dissatisfaction with the worker's job performance and provides the documented proof, and the possible negative implications that can result due to the sub-standard performance, for instance, disciplinary action.
- The supervisor should obtain employee's opinion on the data provided but restricts the conversation to work performance issues.
- Supervisor and worker can reach consensus regarding the nature of the performance problems, and document the definition agreed upon.
- Supervisor should insists on immediate action to restore the performance level and decides which of the following courses of action should be taken as referral to EAP, corrective disciplinary action, and or corrective disciplinary action.
- Supervisor states that EAP is recommended and stresses the guarantees embodied in the policy if there he or decides upon referral to EAP.
- If subordinate agrees to utilize the EAP, a referral form is completed and sent to the counselling centre, an appointment is made for the employee with the counselling centre and he is told when to go and who to see. The in-house EAP co-ordinator or the manager can inform the counselling centre that the formal referral is in process.

2.6.2 The EAP Counselling Process

The employer will talk with an EAP counsellor, who is there to assists the employee with the specific problem which the employee is facing. The EAP

counsellor provides employees and their families with the individualised assistance they need. EAP counselling includes clinical social workers, certified alcohol and drug counsellors, psychologists, and marriage, family and child counsellor.

An EAP counsellor will help the employee by implementing the following three-step process:

2.6.2.1 Clarifying the problem

The real problem is addressed in this stage. Humphries (1995:16) divides the employees problems into three groups, namely, personality problems, work related problems, and external problems. The EAP counsellor will help the employee to clarify the underlying problems that caused him or her to seek assistance. According to Humphries (1995:16-20) personality problems are related to the image people have of themselves and of others. These images are identified with typical behaviours such as: high self image, poor opinion of others; poor self image, high opinion of others; and, poor image of self and of others. Many problems are directly related to job functions and working environment such as losing a job, the job development, injustices, poor relations with management, and poor working relationships. Problems outside work are usually domestic such as bereavement, marriage breakdown, family relationships, serious illness, and financial problems.

Nelson-Jones (1993:36) states that the counsellor gives the client an opportunity to talk and tell his or her own story. The client is encouraged to share his or her frames of reference concerning the problem area. The client will be given a space to tell his or her story in his or her own way. The counsellor can ask the client of greater specificity and elaboration of feelings and personal meanings. Both the counsellor and the client should build fuller descriptive picture of problem areas. The counsellor need to refrain from exploring a problem area more fully to check that there are not other more important agendas.

2.6.2.2 Identifying possible options

The employee and counsellor will explore possible options and resources to help the employee resolve the problem she or he is facing. EAP counsellors provide an objective point of view and offer suggestions that most people would not be likely to consider on their own. Nelson-Jones (1993:39) states that information collected by identifying and obtaining fuller description of the problem, is to build up to explore hypothesis about how client think and act to sustain difficulties. At this stage the counsellor adds to and goes beyond the client's present perceptions to look for handles on how to work for change. The counsellor collaborates in the detective work of breaking down client's problem into component skills weaknesses. This stage ends with redefinitions of problems in skills terms. The counsellor offers client's supportive relationships.

2.6.2.3 Developing a plan of action

An individualised plan of action is developed for the employee. Nelson-Jones (1993:44) regards this stage as building on redefines in skills-terms to focus on the question "What is the best way to manage problems and develop requisite skills?" This stage consists of two phases: stating goals and planning interventions. Goals can be stated at the different levels of specificity in giving a client vision about what they want out of helping; goals can be stated in terms of the broad skills required to attain ends; and, goals can be stated still more specifically. The next step from stating the goals is to set choices concerning how best to help client attain them. The plan may involve continued short term counselling through the EAP, or referral to an appropriate professional resource in the community as part of the action plan for problem resolution.

2.7 BENEFITS OF EMPLOYEE ASSISTANCE PROGRAMMES

An EAP has the following two benefits in the workplace:

- Benefits to the employer and

- Benefits to the employees and their eligible dependents.

2.7.1 Benefits to the Employer

Churchill (2007:1) report that companies are taking a great interest in the wellbeing of their employees because when they do not report for work due to ill-health, production suffers and affects the company's bottom line. South African companies are increasingly investing in the well-being of their employees to ensure that productivity is not hurt by absenteeism. In this regard most South African companies are educating their employers on diet so that they remain healthy.

According to Serviceseta (2006:1) the employers have the following benefits from the EAP:

- EAP offers practical solutions to several Human Resources problems;
- Less absenteeism;
- Higher productivity;
- Better work performance;
- Improved employer and employee relationship;
- More trust in management;
- Employees feel more positive about the work environment;
- Improvement in the employee morale;
- Reducing of medical and other costs to employers; and,
- Bottom line improvement.

2.7.2 Benefits to Employee and their eligible dependents

The problem of absenteeism from work and other factors hinder productivity in the workplace. Most people stay away from work in great numbers. Rosen

(in Maeli 1999:44-45) identifies some employee's behaviours that cost companies dearly every year:

- Burnout;
- lack of commitment to product quality;
- lateness;
- extended lunches;
- decreased output;
- poor decision making;
- poor concentration;
- strikes;
- tense working relationships;
- high staff turnover;
- Excessive health care costs, etc.

Serviceseta (2006:1) maintained that the potential benefits to employees are:

- Confidential advice and assistance at no cost to themselves, with issues that affect their performance at work;
- Less anxiety and stress at work;
- An understanding of their problems;
- Personal growth and learning opportunities;
- Improved health and lifestyle (depending of the problem);
- An improvement in work performance;
- Better job security;

- The knowledge that the employer is willing to help find a solution to problems; and,
- Increase in trust of management.

2.8 CONCLUSION

In this chapter focus was on the theoretical exposition of the employee assistance programme in the workplace. The legislative frameworks of EAP in the workplace, the historical background of EAP, the structure and design of EAP, the examples of problems addressed by EAP in the workplace, EAP counselling in the workplace, and the benefits of EAP to both the employer and employee in the workplace. This chapter supports the fact that EAP enhances performance in the workplace. The following chapter will deal more with an overview of systems and processes of EAP which exist at Emfuleni Local Municipality.

CHAPTER THREE

OVERVIEW OF EAP SYSTEM IN THE EMFULENI LOCAL MUNICIPALITY

3.1 INTRODUCTION

Local government is in charge of the development process in municipalities. The Constitution also demands local government to improve intergovernmental coordination and cooperation to ensure integrated development across the three spheres of government. The Emfuleni Local Municipality (ELM) is one of the local municipalities that are striving to achieve the mandate of the Constitution and the related Acts. The EAP is the mechanism which the ELM is implementing in order to achieve its own mandate.

The main aim of this chapter is to give an overview of the EAP system in the ELM. The emphasis is on EAP policy in ELM; capacity building; the vents; and, workshops conducted by EAP as aspects of EAP system in the ELM.

3.2 DEMOGRAPHIC PROFILE OF THE ELM

Emfuleni Local Municipality is one of the three local municipalities that constitute the Sedibeng District Municipality in the Gauteng Province. The ELM is in the western most local municipality of the Sedibeng District Municipality and covers the entire southern area of the Gauteng Province and the boundary in the ELM is the Vaal River in the south. The ELM has two main cities or town centres, namely Vereeniging and Vanderbijlpark; six large peri-urban townships of Evaton, Sebokeng, Sharpeville, Boipatong, Bophelong, and Tshepiso; and ten small settlement which are suburban settlements of Bonanne, Steelpark, Duncanville, Unitaspark, Arcon Park, Sonlandpark, Waldrift, Ruster Vaal, Roshnee, and Debonairpark. The encapsulates of the Anglo Boer War, the Sharpeville monument, the signing of the Constitution in 1996 in Sharpeville, and the evidence of san rock engraving near the Vaal River, verifies that ELM is rich in history.

3.3 VISION, MISSION AND OBJECTIVES OF THE ELM

The Emfuleni Draft IDP (2006/07:130) states the following vision; mission; values and broader working objectives of the ELM:

3.3.1 Vision

The Vision of ELM is to provide, through good governance, an effective and efficient people centred administration that will ensure the quality and sustainable service delivery thus creating a clean and safe environment that will be conducive to economic growth and wealth within Emfuleni Municipality Council

3.3.2 Mission

Emfuleni Municipal Council will strive to:

- Maximise efficient and effective utilization of resources to achieve viable and develop government,
- Improve the quality of life to residents and customers by providing quality, accessibility affordable services
- Deliver sustainable services
- Develop a people centred local government that is financially viable
- Provide a safe and healthy environment,
- Create an environment, which will be conducive to economic growth and wealth,
- Provide good governance with an effective and efficient administration.

3.3.3 Values

- Competency and professionalism
- Discipline

- Respect
- Honest and integrity
- Batho Pele
- Accountability and transparency
- Responsive
- Representativity
- Diversity

3.3.4 Working objectives

- Deepening democracy and increasing levels of participation (Empowerment of residents)
- Provide and improve quality and quantity sustainable service delivery
- Achieve sustainable financial viability
- Create conditions conducive to enable culture of continuous performance and communication
- Ensure good governance and institutional capacity building
- Ensure social and economic development

3.4 HUMAN RESOURCES SERVICES IN THE EMFULENI LOCAL MUNICIPALITY

Management Services of the ELM states the vision, mission statement, key performance areas, and employment profile of the Human Resources Department in the ELM as follows:

3.4.1 Vision

The vision of the Human Resources Department in the Management Support Services is as follows:

- A service delivery focused Department intended to contribute to quality of residents by providing a holistic satisfactory approach on the Human Resource practice.

3.4.2 Mission Statement

The mission statement of the Human Resource Department in the Management Services Cluster is:

- To create conditions conducive to culture of continuous performance, communication and to provide quality and sustainable service delivery by insuring good governance and institutional capacity building.

3.4.3 Key Performance Areas

The key performance areas are based on the IDP core strategy, namely to:

- Create conditions conducive to enable culture of continuous performance,
- Provide quality and sustainable service delivery,
- Ensures good governance and institutional capacity building.

The following are the key performance areas in the Human Resources Department:

- Personnel Administration and benefits administration,
- Advertisements (Including recruitment of personnel)
- Develops an HR Management System
- Performance Management System
- Employee Assistance programmes
- Develop Comprehensive work skills plan

- Develop relevant courses for staff
- Develop a Employment Equity (EE) plan
- Training of Senior Staff (on good governance)

3.4.4 Employment Profile in the ELM

According to the report of the Department of Labour on Employment Equity of 2004/08/01, the ELM had an estimated workforce of about 2573. Table 3.1 shows the report of the total number of employees (including employees with disabilities) in each of the occupational categories.

Table 3.1: Report of the total number of employees in each occupational category

Occupational Categories	Male				Female				Total
	African	Coloured	Indian	White	African	Coloured	Indian	White	
Legislators, senior officials and managers	36			10				7	53
Professionals	42	6		79	21			28	176
Technicians and associate professionals	239	3	2	116	91		2	75	528
Clerks	Included	In	The	Above	Three				
Service and sales workers	Included	In	The	Above	Three				
Skilled agricultural and fishery workers									
Craft and related trades workers									
Plant and machine operators and assemblers	933	2	2	34	184	2	1	57	1215
Elementary occupations	426	1		2	147			6	580
TOTAL PERMANENT	1769	12	9	241	462	2	3	173	2552
Non-permanent employees	14			2	3			2	21
TOTAL	1783	12	9	246	469	2	3	186	2573

Source: Department of Labour : Employment Equity Report, 2004/08/01

There are two negative aspects that hindered the employees in the ELM to perform their job up to the standard, namely the culture of non-performance and relapse of discipline. Emfuleni IDP (2006:67) reported that amongst employees or personnel a culture of non-performance or performance at own convenience is prevalent. Certain employees have become a law unto themselves and others will because of their connectivity to the so-called persons in high place. They will endeavour to disrupt the service or make it dysfunctional. This has manifested itself through line of communication and the hierarchy being continuously undermined. The Municipality regards, among others, the challenges as the Human Resources which must develop its Personnel Administration and its office must be renovated as matter of urgency.

The second aspect in this regard is the relapse of discipline. According to Emfuleni IDP (2006:71) since January 2005 a total number of 66 cases of misconduct have been reported. The report states that this emanates from a lack of discipline due to the non-placement of staff, the low morale caused by lack of funds to execute normal daily functions which leads to boredom; mischief, lack of supervision, poor system, procedures and policies and resistance from line managers to take action. The report further points out that a total of 41 employees have been suspended and out of the total of 66 cases, 36 cases were concluded which resulted in the dismissals of 11 employees. There are still 30 cases which are still outstanding. The challenges facing the ELM are among others, to train line managers to deal with discipline themselves; provision of more trained staff; change of attitude of staff; and co-operation with organised labour.

3.5 EMPLOYEE ASSISTANCE PROGRAMME IN THE EMFULENI LOCAL MUNICIPALITY

Employee Assistance Programmes has an activity of establishing and implementing an employee assistance plan. The timeframe of this activity was December 31, 2006. The key performance indicator of EAP was the staff and equipment which were expected to be in place at end of the second

quarter of 2006 and the report was on the plan in the second quarter. The performance target is the implementation of the plan on an ongoing basis.

3.5.1 Policy of EAP at ELM

The Policy Document on EAP at ELM states that it acknowledges its responsibility towards preventing the psycho-social stress of its employees; promoting their healthy lifestyle; and, caring and supporting working environment that is people-centred and people-driven.

The EAP policy of the ELM offers a clear statement about the definition of the term EAP; the mandate of the ELM's policy on EAP; its functional aims; the categories of this policy; roles and responsibilities of the council, the manager or supervisor, the employee and human resources department; referral and assessment procedure; rendering of EAP services; financial and budgetary implications; monitoring, evaluation and reporting; and, confidentiality of the EAP.

The EAP policy at ELM is based on certain principles whereby personal problems of employees have an adverse effect on the performance and productivity of the municipality.

The purpose of the EAP policy at ELM is to assist individual employees in assessing the nature of their difficulties and to help them overcome these with a view to improving their performance and productivity. The EAP is further aim to assist in the identification and resolution of productivity problems associated with employees impaired by personal concerns.

The Council's policy on EAP has been generated from the following legislative frameworks:

- White Paper on the Transformation of the Public Service
- Employee Assistance Professional Board (EAPA-SA) Code of Ethics and Standards
- Occupational Health and Safety Act, No.85 of 1993

- Constitution of the Republic of South Africa, Act No.108 of 1996
- White Paper on Human Resource Management, 1997
- Department of Public Service and Administration's Circular No. 30 of 1996 on the establishment of EAP
- Domestic Violence Act, No. 116 of 1998
- Public Service Regulations, 2001, and
- Prevention and Treatment of Drug Dependency Amendment Act, No. 14 of 1999

3.5.2 Capacity Building

According to Wakely (no date) capacity building is the business of equipping all actors to perform effectively both in doing their own thing in their own field and level of operation, and in working in collaboration or partnership with others operating in other fields and at other levels. Capacity building means training or human resource development where managers and other stakeholders will need an institutional and organizational environment conducive and supportive of their efforts, energies and capacities. The EAP in ELM, since its inception, has been involved with the following five types of capacity building (counselling, administration, Human Immunodeficiency Virus (HIV) and Acquired Immune Deficiency Syndrome (AIDS), Training, and motivation) which will be reported as follows:

3.5.2.1 Counselling

The EAP in the ELM has implemented the model of EAP by hiring a qualified person to diagnose employees' problem; then referring the employee to the proper agency or private practitioner for treatment (Maeli, 1999:25; IDP 2006/2007).

The EAP has reported on counselling on the following two issues:

- Counselling is a continuous activity for all employees that EAP is rendering at ELM. At the end of December 2005, 313 cases and in 2006 18 cases were handled by EAP including those whom medical boarding were applied for. The target group were all employees in the municipality and this is a continuous basis for counselling.
- HIV/AIDS programs. All sectors that are involved in HIV/AIDS Programme on July 2006. Review of HIV/AIDS Policy has to be finalized. The launching of the Reviewed Policy was on August 2006. There is HIV/AIDS committee monthly meeting of interdepartmental committee. During September 2006, there were 6 meetings and special meetings. Quarterly reports on HIV/AIDS policy and implementation of decisions were reported.

3.5.2.2 Administration

The reports of the EAP coordinator are on monthly, quarterly and annual basis to the Human Resources Department, the Management Support Services and the Council. Since the inception of the EAP in the ELM, the activities of the EAP were reported by the coordinator:

- The Council reports, personal reports, consultation with external resources, placements to rehabilitation centres and referrals were reported. There were reports to both the internal and external resources on monthly and quarterly basis. There were reports for referral of employees to management and council on continuous basis.
- Consultation in this regard were handled with the following external resources:
 - Sedibeng District Council
 - Elim Clinic for rehabilitation of drug and substance abusers
 - Mako Centre for Clinical Psychology
 - Molefe Clinical Psychology Service

- Dr. Jordan Psychiatrist
- Sebokeng Hospital
- Kopanong Hospital
- Dr. Jordan for employees mental health assessment
- Dr Rush for employees' eyesight assessment
- Dr Mendelssohn for employees' physical health assessment
- Dr Smith for employees' mental health assessment
- EAPA – Association for Workplace practitioners.

3.5.2.3 HIV/AIDS

Emfuleni (2006:26) maintained that the impact of HIV/AIDS on the population resulted on the supply of labour and the decline in the working age cohort (people between the ages 15 to 64). The Emfuleni Local Municipality calls on further studies of the impact of HIV/AIDS on the population growth on economic development. Table 3.2. shows the low HIV and AIDS scenario in the Emfuleni Local Municipality situation. Sebokeng remains the highest in this regard, followed by Evaton. Boipatong is the lowest.

Table 3.2: Low HIV and AIDS Scenario (Emfuleni)

Main	2001	2006	2007	2008	2009	2010
Boipatong	12,057	12,057	10,475	9,763	9,100	9,100
Bophelong	56,801	56,801	66,499	71,952	77,852	77,852
Emfuleni	4,009	4,009	3,849	3,771	3,695	3,695
Evaton	159,117	159,117	165,017	168,048	171,135	171,135
Orange Farm	16,365	16,365	16,124	16,005	15,887	15,887
Sebokeng	234,581	234,581	238,358	240,269	242,196	242,196
Sharpeville	36,425	36,425	34,521	33,607	32,717	32,717
Tshepiso	49,256	49,256	66,508	77,282	89,802	89,802
Vanderbijlpark	75,456	75,456	73,167	72,049	70,948	70,948

Vereeniging	79,851	79,851	82,133	83,298	84,480	84,480
Emfuleni Total	658,533	709,823	718,421	727,123	735,931	744,845

Source: Emfuleni Draft IDP 2006/2007: 27

According to Sedibeng (2006:30) HIV/AIDS has an impact on poor communities. This pandemic reduces productivity and increases vulnerability and dependency levels. The pandemic affects largely economically active or potentially economically active individuals and has a significant negative impact at both household and societal levels. Table 3.3 shows the high HIV and AIDS scenario within the Emfuleni Local Municipality. Sebokeng and Evaton remain with the highest numbers while Boipatong and Emfuleni in general, the numbers are very low.

Table 3.3: High HIV and AIDS Scenario (Emfuleni)

Main	2001	2006	2007	2008	2009	2010
Boipatong	16,865	11,738	10,858	10,044	9,291	8,595
Bophelong	37,775	55,504	59,667	64,142	68,953	74,124
Emfuleni	4,372	3,907	3,801	3,698	3,598	3,500
Evaton	143,153	155,260	157,025	158,810	160,616	162,424
Orange Farm	16,728	15,957	15,727	15,501	15,278	15,058
Sebokeng	222,073	228,838	229,071	229,304	229,538	229,772
Sharpeville	41,020	35,502	34,313	33,164	32,054	30,981
Tshepiso	22,953	48,211	55,684	64,315	74,284	85,798
Vandebijlpark	80,266	73,565	71,926	70,323	68,756	67,224
Vereeniging	73,328	77,908	78,468	79,032	79,600	80,172
Emfuleni Total	658,533	692,512	696,053	699,612	703,189	706,784

Source: Emfuleni IDP Draft (2006/2007:28)

HIV/AIDS programmes were launched at inter-sectoral forum during June 2005. All sectors that are involved in HIV/AIDS programmes participated.

3.5.2.4 Training

Training occurred per supervision of student doing research on HIV/AIDS. These involved training on knowledge, attitudes and perceptions of workers during December 2005.

3.5.2.5 Motivation

The EAP practitioner was awarded the honour of the best employee in Human Resource Department during December 2005. All the employees who received the awards from the companies who participated.

3.5.3 Events

- Wellness Days were a day event which was held where various tests on HIV, Lung Function, Tuberculosis (TB), Diabetes, and Cholesterol were offered and those who needed treatment were referred for further treatment.
- Candlelight memorial for People Living With Aids (PLWA's). All infected and affected people and the Non-Governmental Organizations (NGO's), Faith Based Organizations (FBO's), traditional healers attended one day rally on May 10, 2006 at Rus-Ter-Vaal School. The event was in memory of Sedibeng District on people who died of AIDS and those who are living with AIDS.
- All members of the community attended a one day event held on 19th May 2006 at Bophelong Hall for the Emfuleni Local people who died of AIDS and PLWA's.
- The employees of ELM were targeted for one day event on 9 June 2006 in memory of employees of ELM who died and those who are living with AIDS.
- Child protection and treatment service
 - All sectors involved in children's issues attended meeting on monthly basis. There was a preparation for child protection week event, which

was held from 28 May – 4 June 2006, whereby the reports on different activities were written. All sectors which were involved in children's issues, children in the institution, children with disabilities, abused children, and orphans attended. Holiday programmes were planned for youth for July and September holidays. Attention was also on transport industry and the community. The following activities were held during this period:

- Men's Imbizo on domestic violence
 - Public talk at different taxi ranks in the area
 - Distribution of information pamphlets to members of the public.
 - Talks on drugs and substance abuse, teenage pregnancy and HIV/AIDS at schools,
 - Launching by the Department of Social Development and all regions in Gauteng
 - Child abuse role play by learners at the criminal court
 - Child participation seminar and games for children with disabilities and those living in institutions,
- The participation was also in the 16 days of Activism Against women and children abuse and these events were held from November to December every year.
 - The world AIDS day was observed through door to door campaign against HIV/AIDS, distribution of pamphlets and condoms.
 - Workers' Day event was organized by Metsi-a-Lekoa. Employees attended the two days event which the talk was on HIV/AIDS given by EAP on 29 – 30 May 2006.

3.5.4 Workshops

- There were also workshops on TB and HIV/AIDS in collaboration with employees who are vulnerable in engineering cluster.

- HIV/AIDS and First Aid Training workshop were conducted for all employees.
- HIV/AIDS – EAP workshop was organised for managers or supervisors in September 2005 for HIV/AIDS – EAP workshop for managers.
- EAP reported on the eyesight Campaign Free Eye Tests which were targeted to all employees, and those who need spectacles, were referred for attainment of specs.
- The event of Candlelight memorial was held for the infected and the affected people and the target was all employees in the ELM.
- HIV/AIDS in workplace one day workshop was held for acting strategic managers, acting managers and councillors during July 2006.
- TB and HIV/AIDS collaboration. The three days workshop on TB and HIV/AIDS Collaboration were organized and conducted from 4 – 6 April 2006 for engineering employees.
- Personal Finance Management. Workshop and Training on Personal Financial Management was to be organized.
- HIV/AIDS and Universal Precautions. A one day workshop throughout the year was held for cleansing, Metsi and Roads sections whereby 30 – 40 employees were target per workshop.
- EAP, Health and Occupational Health (4 representatives) attended 3 days workshop on 24 – 26 April 2006 on strategic management of HIV/AIDS in the workplace.
- EAP improvement plan. The EAP Practitioner and manager attended 3 day workshop on 26 – 28 July 2006 on employee assistance programme to improve employer-employee relations. From August and September 2006, 30 managers and their assistances were targeted for one day workshop on HIV/AIDS in the workplace and EAP function for managers or their assistances.

- Drug and Alcohol Intervention skills. EAP practitioner and Occupational Health Nurse (OHN) attended 1 day event on 5 September 2006 on Drug and Alcohol Intervention Skills.
- Workshop on the New Mental Health Act. The Provisional Health Department conducted one day workshop on the New Medical Health Act. This was a once off workshop and it was per invitation from the health department.
- Aftercare workshop. EAP practitioner and OHN attended 1 day event on 2 November 2006 on aftercare workshop.
- The EAP practitioner attended the following workshops, seminars and conferences:
- HIV/AIDS at workplace
 - Debt Control Management and Credit Bill
 - Launching of HIV/AIDS Inter-sect oral Forum
 - 16 Days of Activism Against Women and Child Abuse
 - New Mental Health Act
 - South African Local Government Association (SALGA)'s HIV/AIDS workshop

3.6 CONCLUSION

In this chapter the main focus was on the overview of EAP system at Emfuleni Local Municipality. The emphasis was on the demographic profile of the ELM; vision, mission, values, and objectives of ELM; Human Resources Services in the ELM; and, EAP activities in the ELM. This chapter supports the fact that there is a need for EAP at Emfuleni Local Municipality. The following chapter will deal with the empirical analysis of the EAP at ELM.

CHAPTER FOUR

EMPIRICAL ANALYSIS OF THE IMPACT OF EMPLOYEE ASSISTANCE PROGRAMMES AT EMFULENI LOCAL MUNICIPALITY

4.1 INTRODUCTION

In the previous chapter an overview of EAP system at Emfuleni Local Municipality was explored from a theoretical perspective. This was done through a literature study of both local and international sources. The literature study and the experience of the researcher showed that the EAP could play a role in enhancing performance.

The objectives of the empirical analysis are to gather information about the staff involvement in the EAP and to identify the value of EAP in the Emfuleni Local Municipality. In this chapter an empirical analysis undertaken by the researcher is described. This chapter presents the research design with regard to the research problem, research approach, research methods, the interviews, data analysis or transcripts, interpretation of the data and conclusion.

4.2 RESEARCH METHODOLOGY

4.2.1 The research problem

In chapter 1 the research problem of this study was stated as referring to examining the role that EAP plays in enhancing performance of staff at the Emfuleni Local Municipality. EAP was seen as a service programmed that was designed specifically to enhance the health and emotional well-being of employees in the workplace. In order to find a solution for the problem of combating employee problems, it was necessary to assess the impact of Employee Assistance Programme and to offer recommendations that may add value for employee participation in EAP at ELM. In this regard the primary aim of the empirical research was to gather information about the staff involvement in the EAP and to identify the value of EAP in the ELM.

4.2.2 The research questions and the objectives of the research

In order to find a solution for the low participation in the EAP among poor performing employees who experience personal and work-related problems it was necessary to give a theoretical exposition of the concept “EAP” and to describe an overview of systems and processes of EAP which exist at ELM. In chapter 1 this aim was operationalised into the following questions:

- What is meant by Employee Assistance Programme?
- What processes and systems exist at Emfuleni Local Municipality in relation to EAP?
- What are the impacts of EAP on performance at Emfuleni Local Municipality?
- Which recommendations can be offered to Emfuleni Local Municipality with the view to improving performance through Employee Assistance Programme?

With regard to the above mentioned questions, the following was outlined as the objectives for the study:

- To give a theoretical exposition of the concept Employee assistance programme.
- To describe an overview of the systems and processes of Employee assistance programme which exist at Emfuleni Local Municipality.
- To assess the impact of Employee assistance programme at Emfuleni Local Municipality.
- To offer recommendations that may add value for employee participation in Employee assistance programme.

4.2.3 Research approach

The research can overall be classified as qualitative and non-experimental quantitative research. According to Leedy and Ormord (2005:94) both the quantitative research and qualitative research approaches involve similar process, e.g. formation of one or more hypothesis, review of the related literature, collection and analysis of data. Leedy and Ormord (2005:95) hold that the world learned more when both quantitative and qualitative methodologies are at disposal. According to Leedy and Ormord (2005:97) the mixed-method design is use as combination elements of both approaches. A structured interview also embraces qualitative research.

4.2.3.1 A description of a qualitative research approach

According to Sowden and Keeves (1988:513) qualitative research entails the educational processes in the form of published documents, transcripts of interviews, observations of practice, field notes, tape recording of presentations and written statements. Meyer (2002:111) regards qualitative research approach as a research investigation that involves an intensive study of personal experience of individuals. These types of research deal with people's lives, their lived experiences, their behaviors, emotions, feelings, and about the functions of the organizations, social movements, cultural phenomena, and interactions between nations.

4.2.3.2 The aim of the qualitative research approach

Meyer (2002:111) regarded the aims of qualitative research approach as follows:

- It describes the essential qualities of phenomena;
- It interprets the meaning of, and relationships among, those qualities; and,
- It gives support judgment (or appraisal) as to the significance and value of those qualities.

4.2.3.3 The advantages of the qualitative approach

Meyer (2002:112) laid down the following advantages of qualitative research approach:

- The qualitative approach is a context-bound approach. The human attitudes and preference are appraised in the context in which they occur.
- The qualitative approach occurs in a natural environment, or in the field, where the subject of research is found.
- The qualitative inquiry studies human experience holistically, where all factors and influences in a given situation are taken into account.
- It regards human beings as a data gathering instrument through talking to people in a specific setting and relying on fieldwork methods, e.g. interviews.
- The qualitative approach deals with data in the form of words and by keeping a personal journal in which it records accounts of the participants' ideas and feelings.
- It is rich, personal, close to the real world, and contains a depth of meaning.
- The settings in the qualitative approach depends on the nature of the interaction between the researcher and the respondents, and this makes the researcher quite sure what the outcomes of a particular setting will be.
- The qualitative approach follows a variety of procedures to check the credibility of the data being gathered and to confirm resulting insights.
- Both the inductive and deductive analysis were used in collecting and analyzing data. The interview and questionnaire methods are the most suitable way of collecting information in order to reach the aim of this study. The questionnaire were compiled according to the demographics and the different aspects around EAP.

4.2.4 Population

All employees in the different clusters or departments serving in the Emfuleni Local Municipality were initially considered as the target population for the purpose of this study. However after consultation with the study supervisor, the researcher decided to limit the study population to 25 members of the management teams and municipal council. The respondents who are involved in this study were from the different clusters or departments in the Emfuleni Local Municipality.

4.2.5 Research instruments

The objectives of the empirical study was to obtain information from the members of the municipal council, strategic managers and the different managers with regard to the EAP as a mechanism for enhancing performance at Emfuleni Local Municipality.

4.2.5.1 The use of the interview

According to Vermeulen (1998:62) the objectives of interview can be stated as follows:

- Identifying possible changes;
- Assisting in the formulation of hypotheses;
- Providing direction in further phases of the research;
- Collecting data; and,
- Supplementing other method of data collecting.

According to Cohen and Manion (1980:243) an interview has the following purposes:

- It is the means of gathering information having the direct bearing on the research objectives;

- To test hypothesis or to suggest new ones, that is to help identify variables and their relationship; and,
- Used to follow up unexpected results, to validate other methods and to go deeper into the motivations of respondents and their reasons for responding as they do.

4.2.5.2 Advantages of the use of the interview

According to Vermeulen (1998:63) the interview has the following advantages over the questionnaire:

- It allows flexibility of approach.
- It provides the interviewer with the opportunity to clarify misunderstandings.
- It permits the interviewer to assist the respondent clarify his thinking.
- It allows the interviewer to observe the respondent for signs of evasiveness, and no co-operation.

4.2.5.3 Structured interviews

Structured interviews usually contain a series of specific questions that were read to the respondent, along with a set of predetermined response categories. The structured interviews were best suited for more specific hypothesis testing and for qualification of results. This format also assumes extensive information about the subject and about the respondents.

According to Vermeulen (1998:63) structured interviews has the following characteristics:

- The questions and their order are planned in advance.
- The formulations of the questions are standardized.
- Clear directions are given for the reformulating of questions.

- The insets of different interviewers are standardized by the adoption of a uniform approach.
- Because of the standard approach, the responses can be easily classified and analyzed.
- The structured interview can be considered as an oral questionnaire.

The researcher relied on the structured interviews with the members of the municipal council, strategic managers and managers in the different clusters. The structured interview with the content and procedures that were organized in advance was employed in this regard. These types of interview were characterized by being a closed situation (Cohen and Manion, 1980:243).

The aim of this study was to highlight the role of EAP as enhancing performance at the Emfuleni Local Municipality. The information that members of the municipal council, strategic managers and managers shared was important to provide an understanding of the:

- The demographics of the respondents; and,
- The EAP questionnaires

Approval from the Emfuleni Local Municipality through the Management Support Services office was obtained to conduct interviews with members of the municipal council, strategic managers and managers. Interviews were conducted with the permission of the members of the municipal council, strategic managers and managers after prior appointments have been made. Personal briefings and guidelines were made to ensure as far as possible standardized administration of the interview checklists and to secure respondents' guarantee of confidentiality.

4.2.6 The research process

The covering letter was enclosed and personal briefings and guidelines for ensuring a standardized administration of the interview checklists and securing respondents guarantee of confidentiality and anonymity. The aim of

the research and specific procedures were thoroughly explained to the different participants.

4.3 DATA ANALYSIS AND INTERPRETATION

This section encompasses the next step in the research process, which is, data processing and reporting of the results. The reporting of results follow the format of the questionnaires administered. The relevance of these findings to the Employee Assistance Programme as mechanism for enhancing performance will be discussed at the relevant point in this section and brought together as a final recommendation in chapter five.

4.3.1 Description of the Sample

As stated in the first section of this chapter, the respondents completed questionnaire that consisted of two parts, namely:

- Demographics questionnaire;
- The Employee assistance programme questionnaire.

A total of 25 employees of ELM completed the questionnaires.

A. Demographics

4.3.1.1 Gender of respondents

Table 4.1: Gender of respondents

GENDER	FREQUENCY
Male	18
Female	7
TOTAL	25

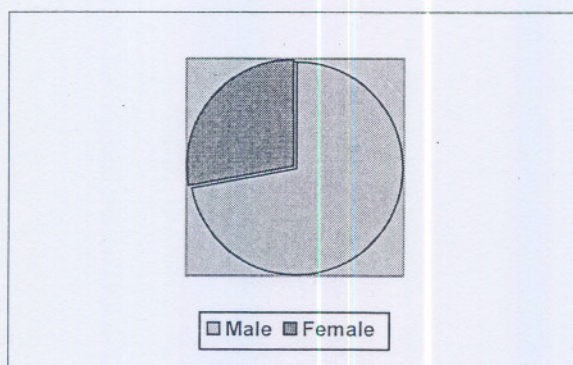


Figure 4.1: Gender distribution of respondents

The findings from, Table 4.1 and Figure 4.1 show the gender distribution amongst 25 respondents. It is clear that men were in the majority.

4.3.1.2 Age of respondents

Table 4.2 Age distribution of respondents

AGE (YEARS)	FREQUENCY
20 – 29	0
30 - 39	10
40 - 49	9
50 – 59	6
60 - 69	0
TOTAL	25

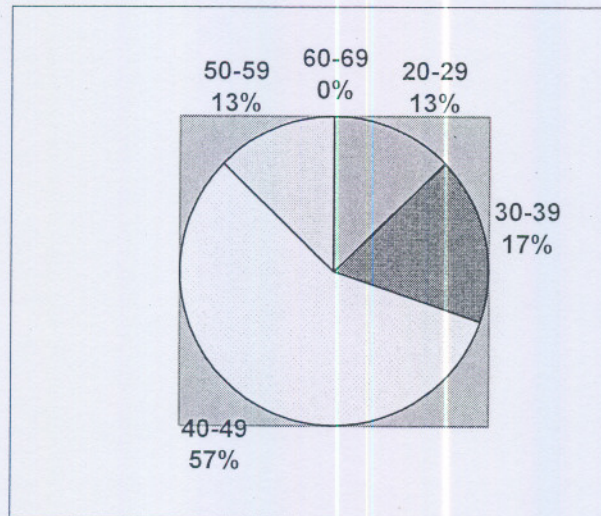


Figure 4.2: Age distribution of respondents

Table 4.2 and Figure 4.2 present the distribution of 25 respondents. The age range of the respondents was from 20 to 50 years. Most of the respondents (10) were under the age of 39.

4.3.1.3 Marital Status of respondents

Table 4.3: Marital status of respondents

MARITAL STATUS	FREQUENCY
Married	15
Divorced	2
Widowed	3
Single	1
Living together	2
Separated	2
TOTAL	25

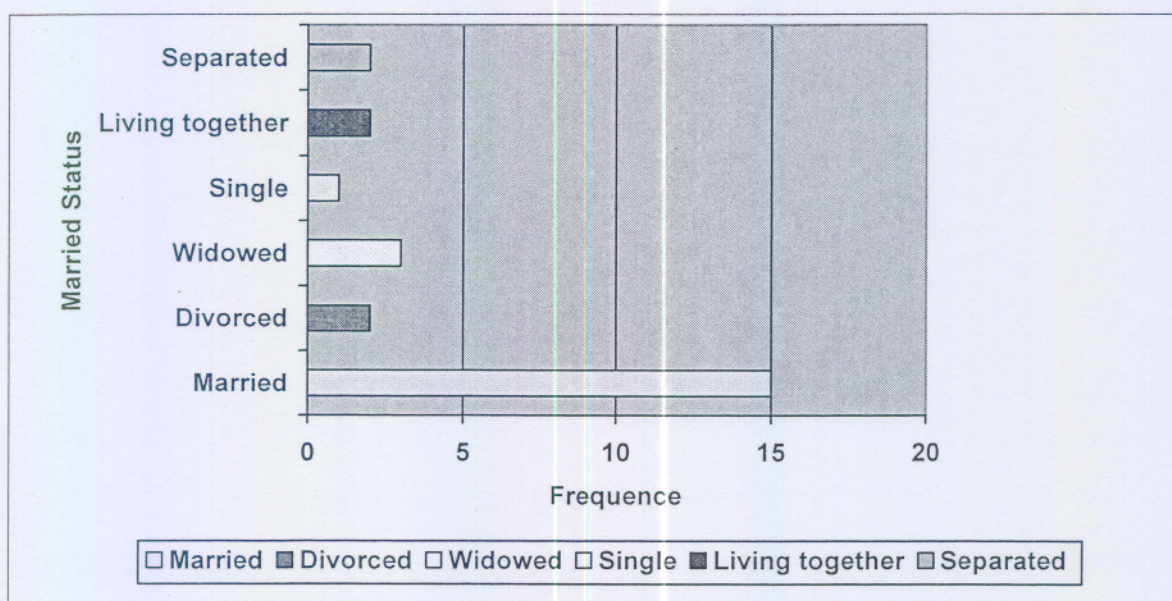


Figure 4.3: Marital status of respondents

The marital status of respondents is reflected in figure Table 4.3 and Figure 4.3. Most of the respondents (15) are married, with the remaining respondents being divorced (2), widowed (3), single (1), living together (2), and separated (2).

4.3.1.4 Race group of respondents

Table 4.4: Race group of respondents

RACE GROUP	FREQUENCY
Indian/Asian	0
Black	15
Coloured	0
White	10
TOTAL	25



Figure 4.4: Race group of respondents

Table 4.4 and Figure 4.4 present the distribution of 25 respondents according to race group. The findings show that most of the respondents were Blacks (20) while whites are (5). There are no Indians and Coloured in either management or political levels in the ELM.

4.3.1.5 Home Language of respondents

Table 4.5: Home Language of respondents

HOME LANGUAGE	FREQUENCY
Afrikaans	5
English	0
Isiswati	0
Isizulu	1
Isixhosa	4
Ndebele	1
Northern Sotho	1
Southern Sotho	10
Tshivenda	1
Tswana	2
Xitsonga	0
Other	0
TOTAL	25

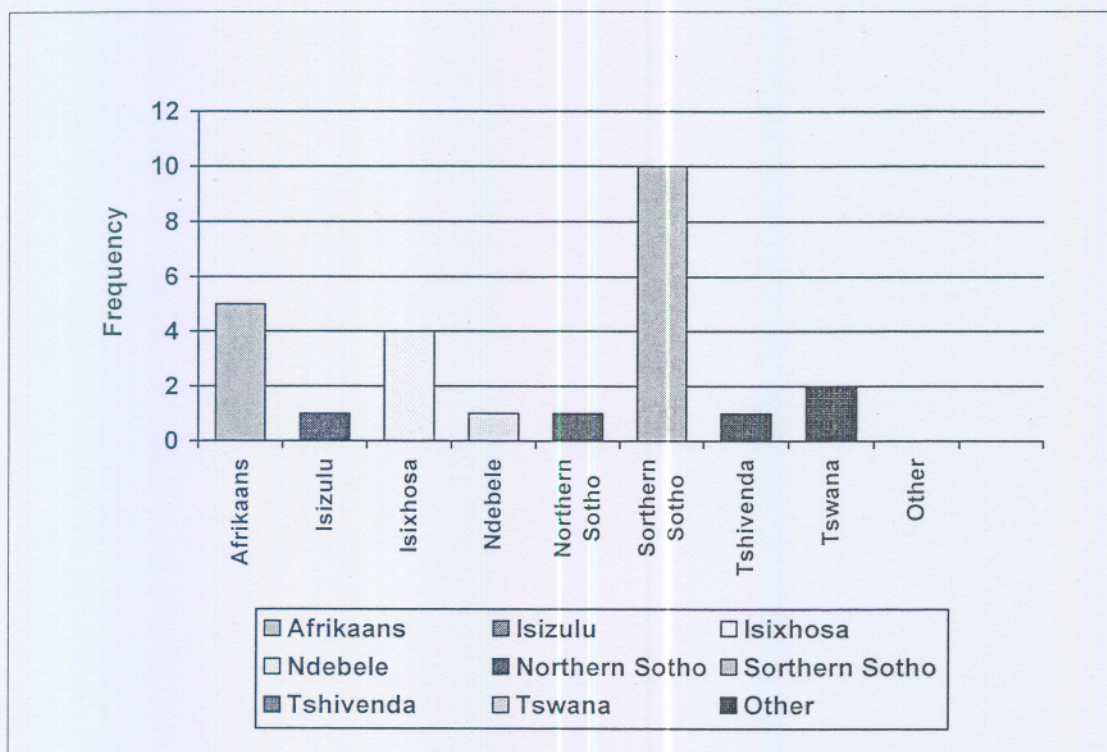


Figure 4.5: Home Language of respondents

Table 4.5 and Figure 4.5 present the distribution of home language of 25 respondents. The findings show that most of the respondents were Southern Sotho speaking, followed by Afrikaans speaking respondents, and Isixhosa speaking respondents. The findings also show that not so many respondents spoke IsiZulu, Ndebele, Northern Sotho, Tshivenda, Setswana or other languages.

4.3.1.6 Qualifications of respondents

Table 4.6: Qualifications of respondents

QUALIFICATIONS	FREQUENCY
Under Grade 12	1
Grade 12	4
Diploma	11
Degree	5

Honours Degree	4
Masters Degree	0
Doctorate Degree	0
TOTAL	25

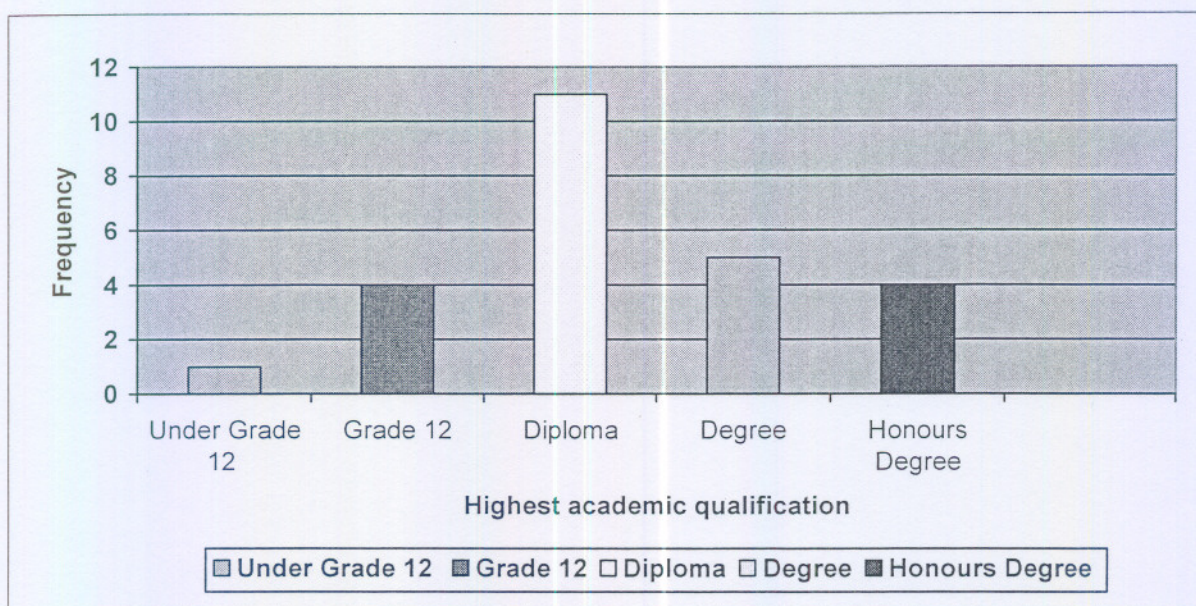


Figure 4.6: Highest academic qualification of respondents

Table 4.6 and Figure 4.6 indicate a high frequency distribution of respondents (11) with Diploma followed by respondents (5) with Degree, respondents (4) with both Honours Degree and Grade 12, and only respondent who are under Grade 12.

4.3.1.7 Cluster in which respondents work

Table 4.7: Clusters or Departments where respondents work

CLUSTER IN WHICH YOU WORK	FREQUENCY
Municipal Council	3
Municipal Manager	0
Management Support Services	2
Financial Services	7

Development Planning and Housing	4
Engineering Services	6
Public Safety & Community Development	3
TOTAL	25

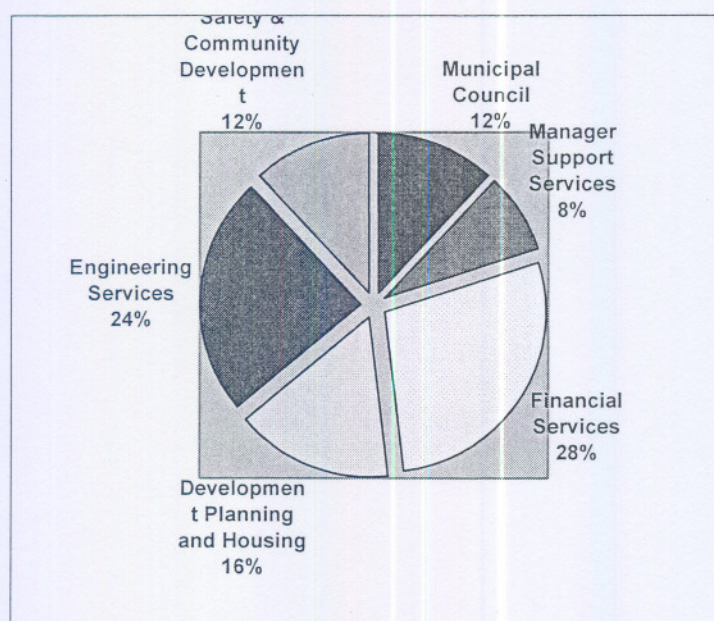


Figure 4.7: Clusters or Departments where respondents work

Table 4.7 and Figure 4.7 show that most respondents are in the Financial Services (6), followed by those in Engineering Service (6), Development Planning and Housing (4), Municipal Council and Public Safety and Community Development (3), and Management Support Services (2).

4.3.1.8 Position or Grade of respondents

Table 4.8: Position or Grade of respondents

POSITION/GRADE	FREQUENCY
Politician	3
Top Management	5
Middle Management	17

TOTAL	25
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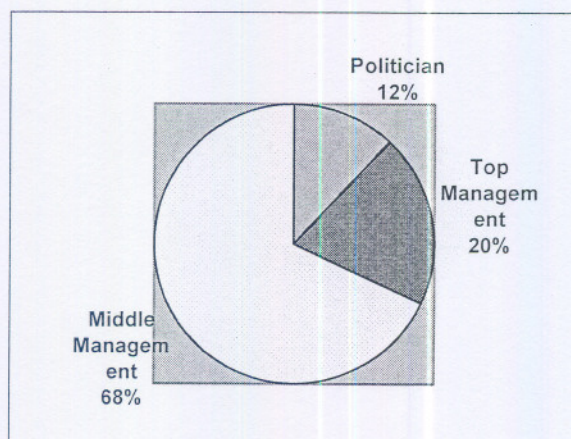


Figure 4.8: Position or Grade of respondents

From the above Table 4.8 and Figure 4.8 it is noted that most of the respondents were part of the middle management.

4.3.1.9 Type of appointment of respondents

Table 4.9: Type of appointment of respondents

TYPE OF APPOINTMENT	FREQUENCY
Permanent	22
Temporary	0
Political	3
TOTAL	25

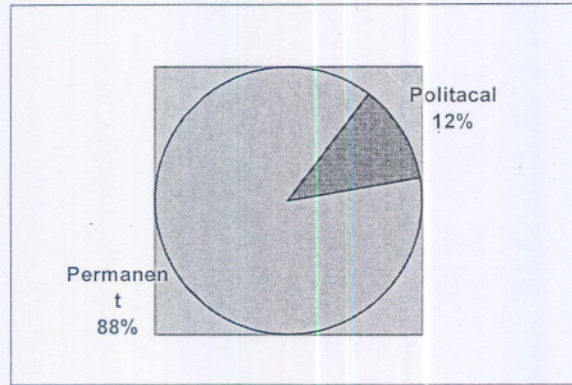


Figure 4.9: Type of appointment of respondents

Table 4.9 and Figure 4.9 show that most of the appointment of the respondents were permanent (22) followed by Political one with only (3). There is no temporary appointment among the respondents.

4.3.1.10 Experience (now) of respondents

Table 4.10: Experience (now) of respondents

EXPERIENCE (NOW)	FREQUENCY
1 - 5	3
6 - 10	4
11 - 15	19
16 - 20	5
21 - more	4
TOTAL	25

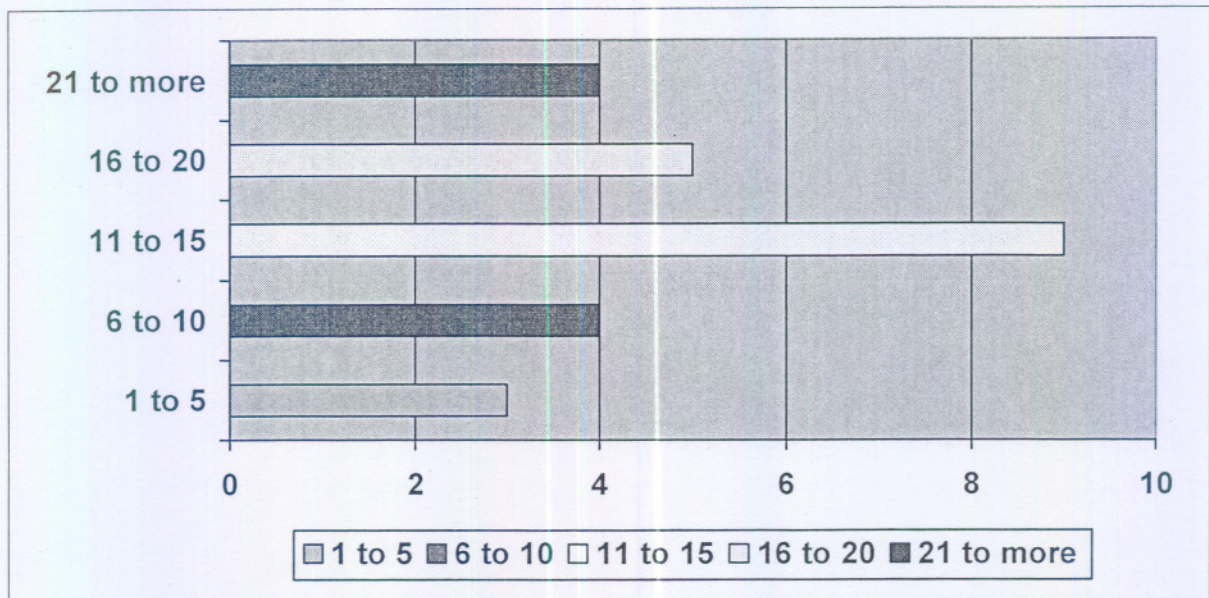


Figure 4.10: Experience (now) of respondents

Table 4.10 and Figure 4.10 show the experience of respondents at their present job of employment. Most of the respondents (9) had worked for more than 10 years at ELM.

4.3.1.11 Experience (previous job) of respondents

Table 4.11: Experience (previous job) of respondents

EXPERIENCE (PREVIOUS JOB)	FREQUENCY
1 - 5	5
6 – 10	7
11 - 15	6
16 – 20	4
21 - more	3
TOTAL	25

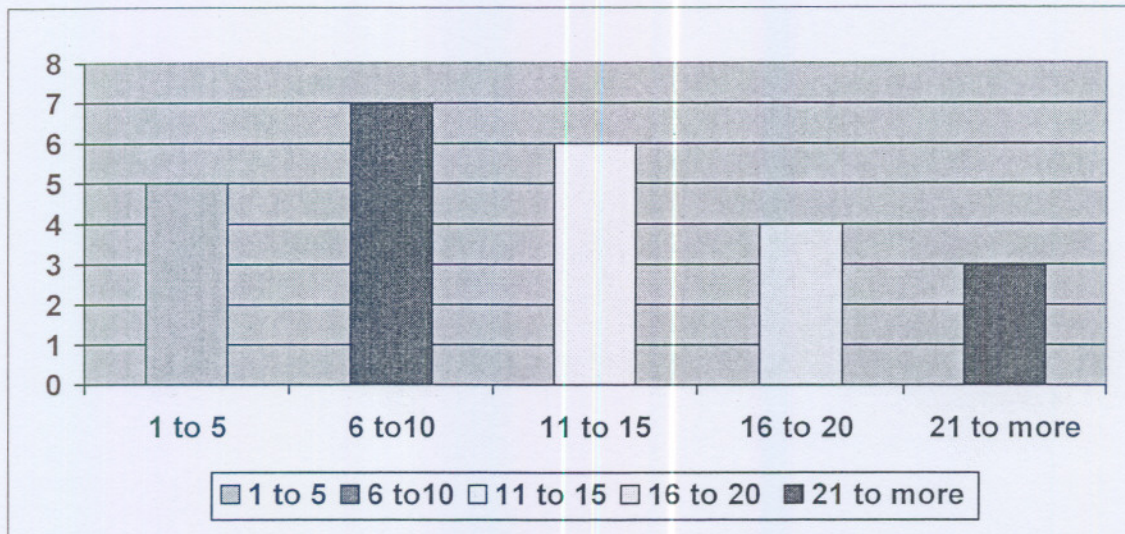


Figure 4.11: Experience of respondents at their previous job.

Table 4.11 and Figure 4.11 show that most of the respondents (7) have worked more than 5 years in their previous job.

B. Employee Assistance Programme (EAP)

4.3.1.12 EAP has made ELM more worth-while

Table 4.12: EAP has made ELM more worth-while

EAP HAS MADE ELM MORE WORTH-WHILE	FREQUENCY
Extreme worthwhile	3
Very worthwhile	8
Not really worthwhile	12
Not worthwhile at all	2
TOTAL	25

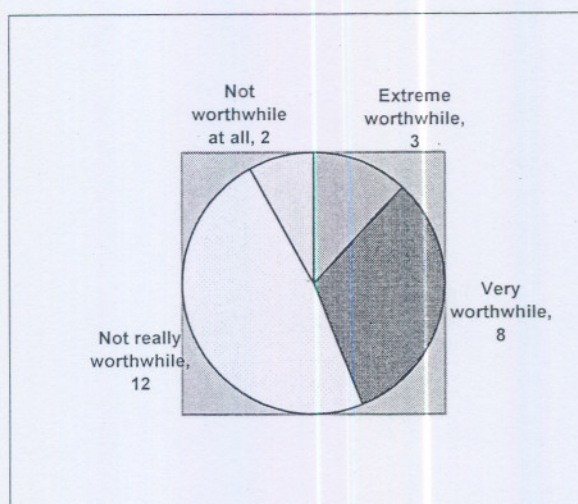


Figure 4.12: EAP has made ELM more worth-while

Table 4.12 and Figure 4.12 show that most respondents (12) regard EAP as not really worthwhile at ELM, with (8) as very worthwhile, with (3) as extreme worthwhile, and only (2) as not worthwhile at all.

4.3.1.13 EAP is a means of getting better results from the organization, its teams, and individuals

Table 4.13: EAP is a means of getting better results from the organization, its teams and individuals.

	(1) Strongly Disagree	(2) Disagree	(3) Neither agree or disagree	(4) Agree	(5) Agree Strongly	(6) Don't Know
EAP is being managed on a continuous and consistent basis	4	14	0	0	7	0
EAP is aligning individual aspirations with departmental objectives	0	14	7	0	4	0
EAP identify and recognize staff rendering as an exceptional service	0	7	4	14	0	0
EAP identify and take treatment action against staff that are not performing with reasonable time frame	0	14	4	7	0	0
EAP identify counseling and training	0	14	0	11	0	0

needs						
Service excellence is pursued through EAP	0	21	4	0	0	0
EAP is measured objectively	4	14	7			
EAP is recognized for successful achievement and personal development	0	18	0	0	7	0
N	25	25	25	25	25	25

Table 4.13 show respondents of whom (14) agree that EAP identify and recognize staff rendering as an exceptional service. There are those who disagree that EAP is being managed on continuous and consistent basis; as aligning individual aspirations with departmental objectives; identify and take treatment action against staff that were performing with reasonable time frame; identify counseling and training needs; service excellence is pursued through EAP (21); is measured objectively; and, is recognized for successful achievement and personal development.

4.3.1.14 Respondents' feelings about EAP by ELM

Table 4.14: Respondents' feelings about EAP by ELM

FEELINGS ABOUT EAP BY ELM	FREQUENCY
I can think of many good reasons for continuing to work at ELM and no good reason for changing to another employer	7
I can think of many good reasons for continuing to work at ELM, but there are also many good reasons to change to another employer	14
I can think of few good reasons for continuing to work at ELM, and there are many good reasons to change to another employer	4
TOTAL	25

4.3.1.15 Respondents' views on EAP as a mechanism that enhance performance at ELM

Table 4.15: EAP as a mechanism that enhance performance at ELM

EAP AS A MECHANISM THAT ENHANCE PERFORMANCE AT ELM	FREQUENCY
Very good	7
Good	0
Average	7
Not at all good	4
Do not know	7
TOTAL	25

4.3.1.16 Respondents thinking specifically of EAP

Table 4.16: Respondents thinking specifically of EAP

	(1) Strongly Disagree	(2) Disagree	(3) Neither agree or disagree	(5) Agree strongly	(6) Don't know
It is encouraged in my department to used EAP	0	0	0	7	7
EAP is enhancing performance	0	0	0	7	11
Council accepts EAP as enhancing productivity	0	0	11	7	7
Staff at EAP is continuously striving to assist in improving the performance of the ELM	0	7	7	11	0
One practitioner can achieved the needs of all workforce at ELM	11	7	7	0	0
EAP has adequate staff to provide quality service	11	7	7	0	0
EAP has enough resources to achieve its objectives	7	11	0	0	7
N	25	25	25	25	25

4.3.1.17 Respondents' views on critical stages of social and personal problems of employees at ELM

Table 4.17: Different critical stages of social and personal problems of employees at ELM

	Most Critical	Less Critical	N
Alcohol abuse	18	7	25
Mental disabilities	11	14	25
Physical disabilities	7	18	25
HIV/AIDS pandemic	21	4	25
Extended sick leave	25	0	25
Financial problems	25	0	25
Domestic violence	11	14	25
Sexual harassment	11	14	25
Poor working relationship	21	4	25
Lack of self-esteem	21	4	25
Disability claims	18	7	25
Orphans	11	14	25
Family problems	25	0	25
Children issues	14	11	25
Youth problems	11	14	25
Networking	18	7	25
N	25	25	25

Table 4.17 show that respondents regard most critical issues as extended sick leave, financial problems and family problems with each (25); HIV/AIDS pandemic, Lack of Self-esteem, and poor working relationship with (21); Alcohol abuse, Disability claims, and networking with (18); Children issues (14); and the ones with less critical as mental disabilities, Domestic violence,

sexual harassment, orphans, youth problems, and physical disabilities with (11).

4.3.1.18 Respondents' view on management of EAP at ELM

Table 4.18: Management of EAP at ELM

	(1) Strongly disagree	(2) Disagree	(3) Neither agree or disagree	(4) Agree	(5) Agree strongly	(6) Don't Know
Management did not market EAP effectively to the staff	0	0	0	25	0	0
Management is not aware of negative perceptions of members of staff about EAP	0	0	0	18	0	7
EAP has a positive influence on productivity	7	0	7	11	0	0
The decision for referral to EAP is purely in the employee's interest and not political	0	0	7	18	0	0
Management regard EAP as a threat to their authority	0	11	7	7	0	0
N	25	25	25	25	25	25

Table 4.18 shows that out of 25 respondents, there are respondents (25) who agree that management did not market EAP effectively to the staff; management was not aware of negative perceptions among members of the staff about EAP; EAP has a positive influence on productivity; and, the decision for referral to EAP is purely in the employee's interest. There are respondents (11) who disagree that EAP is the threat to their authority.

4.3.1.19 Respondent's rating on EAP as enhancing performance in the workplace

Table 4.19: EAP as enhancing performance in the workplace

	(1) Strongly disagree	(2) Disagree	(3) Neither agree or disagree	(4) Agree	(5) Agree strongly	(6) Don't know
Apart from the external assistance to employees, ELM should make provision and support EAP effectively	0	0	0	7	18	0
Many employees at ELM know EAP, even though some have never participated in the programme.	0	0	0	11	7	7
Employees have the perception that their problems can be handled by internal EAP. If not, they will simply switch to other external service provider.	0	0	7	11	7	0
Employees are reluctant to be referred to the EAP	0	7	7	11	0	0
EAP does not sound good enough on employees and they should not be encouraged to use it.	11	7	7	0	0	0
The standard and quality of EAP at ELM are lower than other external service providers	0	0	7	18	0	0
N	25	25	25	25	25	25

Table 4.19 shows that out of 25 respondents, there are those that apart from the external assistance to employees, ELM should make provision and support EAP effectively because it enhance performance in the workplace.

4.4 CONCLUSION

In this chapter a detailed explanation was given of the aims and objectives of the empirical research, the methodology used for the compilation of the data instruments and the data collection process; and provide the analysis and interpretation of data collected during the empirical research.

The next chapter deals with the summary, findings, recommendations and the final conclusion of this study.

CHAPTER FIVE

SUMMARY, FINDINGS AND RECOMMENDATIONS

5.1 INTRODUCTION

This study has presented the challenge to implement Employee assistance programme as a mechanism to enhance performance at Emfuleni Local Municipality. Through the data received and processed from two carefully selected questionnaires completed by 25 respondents, it can be stated that the aim has been realized. The purpose of this final chapter is to summarize the findings of this study and to bring forward the recommendations to be implemented in practice in improving an EAP in line with the four objective as identified Chapter One, namely:

- To give a theoretical exposition of the concept Employee Assistance Programme
- To describe an overview of the systems and processes of Employee Assistance Programme which exist at Emfuleni Local Municipality.
- To assess the impact of Employee Assistance Programme at Emfuleni Local Municipality.
- To offer recommendations that may add value for employee participation in Employee Assistance Programme.

5.2 SUMMARY

Chapter One stated that the local municipalities are faced with the challenge of managing viable and environmentally sustainable urban and rural systems. The ELM is to provide an effective and efficient people centred administration that will ensure quality and sustainable service delivery. Each municipality is required by legislation to establish a performance management system (PMS) that among other things allows all stakeholders to participate and ensure that municipalities are rendering high quality services to the communities they serve. The ELM tends to have a culture of no-performance or low

performance which is prevalent amongst employees or personnel. These employees experience a variety of personal and social problems. ELM has implemented an EAP as a programme that is designed for enhancing the health and emotional well-being of employees who experience personal and social problems which hinder their performance. The task of the immediate manager is to initiate a counselling interview after the particular need is identified.

Chapter two placed the theme of the study in context by focusing on the theoretical exposition of EAP in the work place. In this chapter the historical background of EAP is highlighted as the role of EAP as helping employees from their different personal and social problems rather than dismissal. The legislative framework for EAP in workplace provides a working environment that is safe and complies with legal requirements. EAP has been implemented as an educational program, a complete diagnosis, treatment programme, and out source as entire EAP function. There are different models and principles that guide EAP in the workplace. EAP addresses different personal and social problems that are affecting employees' performance in the workplace. These problems are addressed by using counselling processes. The EAP in this regard will have benefits to the employers and to the employees and their eligible dependents.

Chapter three examined the overview of EAP system in the ELM. The ELM has both two cities, large peri-urban townships and small settlement that challenged ELM to address the needs of these different settlements. The vision, mission, and objectives of the ELM has challenges for its employees to perform and delivery services. The Management Support Services through Human Resources Services is the one that is creating conditions that are conducive to enable culture of continuous performance to take place through performance management system. The ELM has created EAP to address the two negative aspects that hindered the employees to perform their job up to standard, namely the culture of non-performance and the relapse of discipline. The EAP has implemented the Policy on EAP to acknowledge its responsibility towards preventing the psycho-social stress of its employees,

promoting their healthy lifestyle, and caring and supporting working environment. The EAP at ELM has implemented its programme on capacity building, EAP events, and EAP workshops.

Chapter four focused on the empirical analysis of the of EAP at ELM. The study was designed with regard to the research problem, research approach, research methods and the interviews. Data regarding the EAP as mechanism for enhancing performance at ELM was obtained from the members of municipal councils, strategic managers, and manager's indifferent clusters through structured interviews and questionnaires.

5.3 FINDINGS

From the research of this study, it can be stated that lack of experience and proper training is one of the causes for poor performance of the members of the management in service delivery at ELM. The local government transformation also contributed to this problem in that relatively inexperienced personnel are employed and promoted to management positions without the necessary expertise required in local government management.

ELM has not empowered EAP as a unit. EAP has not being managed on a continuous; not aligning individual aspirations with departmental objectives. EAP is unable to identify and recognise staff rendering an exceptional service. The EAP is unable to identify and take treatment action against staff that are not performing within reasonable time-frame. There was a notion that EAP does not identify counselling and training needs. Service excellence was not pursued through EAP. The EAP were not measured objectively and there was no recognition for successful achievement and personal development by EAP.

Most employees at ELM think of many good reasons for continuing to work at ELM, but there are also many good reasons that made them to change to another workplace. EAP was not seen as a mechanism that enhances performance at ELM.

The following are the most critical social and personal problems of employees at ELM: extended sick leave; financial problems; family problems; HIV/AIDS pandemic; lack of self-esteem; poor working relationship; alcohol abuse; disability claims; networking; and, children issues.

There was an agreement that management did not market EAP effectively to the staff. The management have not been aware of negative perceptions of members of staff about EAP. The EAP has positive influence on productivity. The decision for referral to EAP is purely in the employee's interest and not politically. Management does not regard EAP as a threat to their authority.

5.4 RECOMMENDATIONS

The following recommendations are offered for management actions:

- The author feels that the research findings in this study reflect more of employees on higher ranks and less of lower level staff.
- The Emfuleni Local Municipality is employing in-experienced and not well trained employees (especially) in the management level. Therefore, it is recommended that the municipality develops a vigorous training programme.
- For the lower level employees, the author would like to recommend that shop-stewards should be used to investigate if there are personal, social and work-related problems experienced.
- The author feels that one EAP practitioner is unable to handle about more thousand employees with their different personal, social and work-related problems and making EAP to be meaningful. Therefore, the author recommends the hiring of three or four EAP practitioners and strengthen the EAP unit.
- It seems that most of the respondents agree that the management did not market EAP effectively to staff and they are not aware of negative perceptions of members of staff about an EAP. This gives an impression that they do not know or they are not aware of the importance of an EAP

within their workplace. Therefore, the author recommends that there must be an awareness campaign at ELM so that employees can be educated and made aware of its importance in relation to their social, personal and work-related problems.

- Finally, the author recommends that a need assessment of the employees of ELM should be done, focussed on the implementation of an EAP which will not only benefit the employees but also the management to enhance their performance.

5.5 CONCLUSION

The above-mentioned recommendations conclude this study. It is envisaged that they will stimulate a further discussion and research on Employee Assistance Programme in local government.

It is the author's wish that if further research should be conducted, a large number of respondents as a sample should be used to gather data from all levels of employees and find an overall indication about ELM employees' level of EAP as mechanism enhancing performance at ELM.

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ADDENDUM A

QUESTIONNAIRE

INTRODUCTION

The researcher is pursuing studies for the Masters degree in Development and Management and would want to solicit your assistance in completing the questions below as frank as possible. The purpose is purely academic.

A. DEMOGRAPHICS

(For questions 1 – 8, indicate your choice with a cross in the relevant block).

1. Gender

Male	
Female	

2. Age

20 – 29	
30 – 39	
40 – 49	
50 – 59	
60 – 69	

3. Marital Status

Married	
Divorced	
Widowed	
Single	
Living together	
Separated	

4. Race group

Indian/Asian	
Black	
Coloured	
White	

5. Home Language

Afrikaans	
English	
IsiSwati	
IsiXhosa	
IsiZulu	
Ndebele	
Northern Sotho	
Southern Sotho	
Tshivenda	
Tswana	
Xitsonga	
Other (Specify)	

6. Qualifications

Under Grade 12	
Grade 12	
Diploma	
Degree	
Honours Degree	
Masters Degree	
Doctorate Degree	

7. Cluster in which you work

Municipal Council	
Municipal Manger	
Management Support Services	
Financial Services	
Development and Planning Services	
Engineering Services	
Public Safety & Community Development	

8. Position/Grade

Politician	
Top management	
Middle management	

9. Type of appointment

Permanent	
Temporary	
Political	

10. Experience (now)

1 – 5	
6 – 10	
11 – 15	
16 – 20	
21 – more	

11. Experience (previous job)

1 – 5	
6 – 10	
11 – 15	
16 – 20	
21 – More	

B. EMPLOYEE ASSISTANCE PROGRAMME (EAP)

(For questions 1 -3 , indicate your choice with a cross in the relevant block).

1. EAP is involved in providing service delivery to the community within its own locality. In your own opinion do you think EAP has made Emfuleni Local Municipality more worth-while.

Extreme worthwhile	
Very worthwhile	
Not really worthwhile	
Not worthwhile at all	

2. Which one of these three statements best describes your feelings about EAP by ELM?

I can think of many good reasons for continuing to work at ELM and no good reason for changing to another employer	
I can think of many good reasons for continuing to work at ELM, but there are also many good reasons to change to another employer	
I can think of few good reasons for continuing to work at ELM, and there are many good reasons to change to another employer	

3. EAP is a means of getting better results from the organisation, its teams, and individuals. Please rate EAP on the following statements, using a 5 point scale where 1 means you disagree strongly, 2 means you disagree, 3 means you neither agree nor disagree, 4 means you agree, 5 means you strongly agree and 6 you do not know. To what extent do you agree or disagree that.....

	(1) Strongly Disagree	(2) Disagree	(3) Neither agree or disagree	(4) Agree	(5) Agree Strongly	(6) Don't Know
EAP is being managed on a continuous and consistent basis						
EAP is aligning individual aspirations with departmental objectives						
EAP identify and recognise staff rendering an exceptional service						
EAP identify and take remedial action against staff that are not performing with reasonable time frame						
EAP identify counselling and training needs						
Service excellence is pursued through EAP						
EAP is measured objectively						
EAP is recognised for successful achievement and personal development						

4. How would you rate EAP as a mechanism that enhance performance at ELM? (Indicate your choice with a cross in the relevant block).

Very good	
Good	
Average	
Not at all good	
Do not know	

5. Thinking specifically of EAP, please rate it on the following statements, using a 5 point scale, where 1 means you disagree strongly, 2 means you disagree, 3 means you neither agree nor disagree, 4 means you agree, 5 means you strongly agree and 6 you do not know. To what extent do you agree or disagree that.....

	(1) Strongly Disagree	(2) Disagree	(3) Neither agree or disagree	(4) Agree	(5) Agree strongly	(6) Don't know
It is encouraged in my department to used EAP						
EAP is enhancing performance						
Employees accept EAP as enhancing productivity						
Staff at EAP is continuously striving to assist in improving the performance of the ELM						
One EAP Practitioner can achieved the needs of all workforce at ELM						
EAP has adequate staff to provide quality service						
EAP has enough resources to achieve its objectives						

6. Thinking about EAP at ELM, you can please indicate with a cross in the relevant block the examples of social and personal problems of employees which are most critical or less critical in your unit/ cluster/ department at ELM.

	Most critical	Less Critical
Alcohol abuse		
Mental disabilities		
Physical disabilities		
HIV/AIDS pandemic		
Extended sick leave		

Financial problems		
Domestic violence		
Sexual harassment		
Poor working relationship		
Lack of self-esteem		
Disability claims		
Orphans		

7. With regard to EAP at ELM, to what extent would you agree or disagree with each of the following statements? (Indicate your choice with a cross in the relevant block).

	(1) Disagree	(2) Neither agree or disagree	(3) Agree	(4) Don't know
Management did not prepare the staff well enough for participating in EAP				
Management is not aware of negative perceptions of members of the staff about EAP				
EAP has a positive influence on productivity				
The decision for referral to EAP is purely in the employee's interest and not political.				

8. EAP is enhancing performance in the workplace. Please rate ELM on the following statements, using a 5 point scale, where 1 means you disagree strongly, 2 means you disagree, 3 means you neither agree or disagree, 4 means you agree, 5 means you strongly agree and 6 you do not know. T what extent do you agree or disagree that.....

	(1) Strongly disagree	(2) Disagree	(3) Neither agree or disagree	(4) Agree	(5) Agree strongly	(6) Don't Know
Apart from the external assistance to employees, ELM should make provision and support EAP						
Many employees at ELM know EAP, even though some have never participated in the programme. There is undoubtedly a future for EAP in ELM.						
Employees have the perception that their problems can be handled by internal EAP. If not, they will simply switch to other external service provider.						
Employees are reluctant to be referred to the EAP.						
EAP does not sound good enough on employees and they should not be encouraged to use it.						
The standard and quality of EAP at ELM are lower than other external service provider						

PUBLIC MANAGEMENT

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20 October 2006

TO WHOM IT MAY CONCERN

This certifies that Mr SP Mosia is a *bona fide* Masters candidate in Development and Management at this University. Stilalla is conducting research to complete a dissertation titled **Employee Assistance Programme as mechanism for enhancing performance at Emfuleni Local Municipality.**

It would be appreciated if permission would be granted Stilalla to conduct research on the matter, and for all concerned to grant him audience. The purpose of the research is mainly academic.

Yours sincerely



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HEAD: PUBLIC MANAGEMENT

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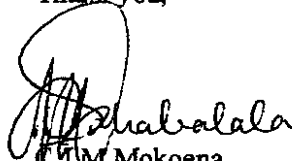
EAP Office
Ref: M.C.Tshabalala
Room 3 H.R. Building

DATE: 2006.11.21

TO WHOM IT MAY CONCERN

Mr S.P.Mosia is conducting a research on Employee Assistant Programme as a mechanism for enhancing performance at Emfuleni Local Municipality. He is an M.A. student at North-West University and requires this research to complete his studies. We will appreciate your cooperation in this regard.

Thank you,


C.M. Mokoena
Acting Manager