

EMPLOYEE ASSISTANCE PROGRAMMES:

A NEEDS ASSESSMENT AND

COST-BENEFIT ANALYSIS

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ABSTRACT

The aim of the research was firstly to conduct a needs assessment for an employee assistance programme (EAP) at a financial company, in other words, to determine whether the employees of the financial company actually needed an EAP, and if so, what would be the most suitable form the EAP should take on. Several categories of information were collected, including the nature and frequency of personal problems experienced by employees of the company, current ways in which personal problems were handled, the form of assistance employees would prefer, and the attitude of employees towards a possible EAP at the company. This information was collected by means of a questionnaire developed for this research, and answered by a representative group of employees, as well as interviews conducted with the welfare officer and personnel practitioners at the company. The data were analysed by means of frequency tables, whereafter the results of the needs assessment indicated that there appeared to be a need for an EAP at the company. Recommendations concerning the most suitable EAP were then made.

The second aim of the research was to conduct an economic evaluation by means of a cost-benefit analysis of an EAP at a utility company, and comprised a monetary comparison of the estimated costs and benefits (savings) of the EAP. Thereafter the economic efficiency of the EAP was expressed

in terms of savings per rand invested. The benefits of the EAP were represented by estimated savings due to reduction in absenteeism and increase in job performance due to EAP intervention. The costs attributable to the EAP include personnel salaries and benefits, training, administration costs, cost of materials and equipment, and travelling costs. The cost and benefit data were extracted from company records. The results indicated that the costs of operating the programme exceeded the benefits, that the EAP was possibly not run cost-effectively, and therefore that further evaluation of the procedures concerning the EAP was needed. In addition, the cost-benefit analysis indicated relatively high absenteeism and low levels of job performance among EAP clients, and on average this did not change after EAP intervention, in fact it became worse. This indicated the need for further research to determine whether there were other factors except personal problems that influenced absenteeism and job performance of EAP clients. If this was indeed the case then the fact that the costs of the EAP exceeded the benefits, could possibly not be blamed on the EAP.

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INTRODUCTION

CHAPTER 1

INTRODUCTION

It can safely be assumed that most business organisations strive after "higher profits". One of many factors that play a role in the determination of profit is organisational effectiveness or performance. The performance of any organisation is to a large extent influenced by the performance of it's employees (Gibson, Ivancevich and Donnelly, 1991). In turn, many factors influence the job performance of employees. Since the general basis of this study is job performance and factors influencing it, a few words on this is necessary.

Gibson et al (1991) distinguish between individual, group and organisational performance. They maintain that individual performance contributes to group performance which in turn contributes to organisational performance. Management and organisational behaviour literature have reported various theories and research on the causes of effectiveness on each of these three levels of performance. Some of the more usual causes of differences in individual performance include abilities and skill, motivation, and the organisation's reward system. Differences in group performance is generally influenced by the cohesiveness and structure of the group, leadership within the group, roles group members have to

play, status of group members within the group, and norms within the group. The environment, technology, strategic choices, structure and culture of the organisation, and processes within the organisation commonly influence the performance of the organisation. (Gibson et al, 1991)

Since this study is primarily concerned with individual performance a short discussion on the main factors influencing individual performance follows.

As previously mentioned, a major factor influencing employee's job performance is the abilities and skills of the employee, and is usually affected by aspects such as aptitude, education, training, knowledge, experience, personality and interests (Sutermester, 1969). It is necessary that an employee's abilities and skills are matched with the job requirements (Pearlman, 1980). No amount of leadership, motivation, organisational resources, or efforts of the employee (e.g. working more diligently) can make up for deficiencies in abilities and skills (Kreitner and Kinicki, 1992). Therefore, often poor job performance is the result of a poor match of an employee's abilities and skills to the job requirements (Dortch, 1989).

However, an employee may have the ability and skill the job requires, but without adequate motivation his/her job performance will probably be poor. On the other hand, an

employee may be highly motivated, but without the skill and ability the job requires his/her job performance will be poor. Therefore, motivation and abilities and skills usually interact to determine job performance (Lawler, 1973).

One of the most powerful influences on motivation is an organisation's reward system (Bradt, 1991). For employees to see that performance is worthwhile, it needs to be tied to rewards (Grant, 1988). Performance appraisals, paycheques, raises, bonuses, (English, 1991), feedback on achievement (Pratt, 1991), praise, promotions, and authority to make decisions (Grant, 1988) are important aspects of the reward system. If the reward system is not adequate, or does not meet the employees' needs, it often results in low levels of work motivation and consequently poor job performance (Gibson et al, 1991).

A factor seen by some as contributing to job performance is job satisfaction. However, research indicate that job performance is not necessarily a consequence of satisfaction, since other factors such as motivation and rewards intervene (Kreitner and Kinicki, 1992). A moderate correlation between satisfaction and turnover (Williams and Hazer, 1986; Van der Merwe and Miller, 1983), as well as satisfaction and absenteeism (Kreitner and Kinicki, 1992) was found. This is important in the context of organisations striving after higher profits, since dysfunctional turnover and absenteeism

are expensive in terms of money, productivity and manpower (Human Resource Focus, 1992; Van der Merwe and Miller, 1983).

Other factors influencing motivation and job performance are opportunities for advancement (English, 1991), job security (Bunning, 1990), job stress (Beech, Burns and Sheffield, 1982), working conditions (Gibson et al, 1991), as well as an individual's personality (Tett, Jackson and Rothstein, 1991), attitude (Ranftl, 1988), and perceptions (Kreitner and Kinicki, 1992).

In addition, an individual in an organisation usually performs as a member of a group. The performance of one group member is influenced by the behaviour and performance of other group members (Gibson et al, 1991). Interpersonal relations, leadership styles, supervision, effective management (Ranftl, 1988), the role and status of an individual within the group, norms within the group, goals of the group, as well as the cohesiveness of the group (Gibson et al, 1991) have an influence on an individual group member's job performance.

However, even if all these factors influencing individual job performance were in place, an employee could still perform poorly as a result of personal problems. This thesis focuses on one of the ways organisations attempt to address the

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influence personal problems employees experience have on their job performance, namely Employee Assistance Programmes.

An Employee Assistance Programme (EAP) refers to a structured programme whereby an organisation assists employees experiencing personal problems. Although EAPs are seen as a humanitarian endeavour, and many organisations view an EAP as an expression of their "internal social responsibility", the primary motive for the development of EAPs has been economic (Maiden, 1988). Organisations came to realise that the personal well-being of employees is an important contributing factor to the well-being of the organisation, since poor employee performance due to personal problems can translate into substantial economic losses (Appelbaum and Shapiro, 1989).

A leading financial company was interested in implementing some form of EAP. However, the company first wanted to determine whether the employees actually needed an EAP, and if so, what would be the most suitable form the EAP should take on. Since a needs assessment offers a systematic tool to assist in the decision-making process, and could lead to a more cost-effective and useful EAP, a needs assessment of an EAP at the financial company was conducted in this study.

Many organisations are demanding fiscal accountability from their EAPs to maintain them (Maiden, 1988). A utility

company too, experienced the need for an evaluation of the economic efficiency of their EAP. Therefore, a cost-benefit analysis of the EAP at the utility company was conducted in this study.

If the research indicated a need for an EAP at the financial company, and the cost-benefit analysis produced positive results, these results could be used as additional motivation for the implementation of an EAP at the financial company.

In addition, the results of the cost-benefit analysis (positive or negative) would be a useful contribution to the development of an economically efficient EAP at the financial company, since these results may highlight positive as well as negative aspects which contributed to the economic efficiency of the EAP.

Furthermore, in the development of an EAP it is important to consider aspects which would facilitate later evaluations of the EAP, e.g. to ensure that the data needed in evaluations would be kept on record in the appropriate form (Foote, Erfurt, Strauch and Guzzardo, 1978). By studying the limitations in the research conducted at the utility company possible pitfalls could be avoided when a similar study is conducted at the financial company.

According to MacDonald and Bluen (1993) there is a noted

paucity of scientifically based EAP research, and many studies were uncontrolled and anecdotal. This research may be a small contribution to the body of knowledge on the economic efficiency of EAPs.

The thesis is divided into four parts, the Introduction, Part 1, Part 2, and Conclusions.

In the Introduction EAPs are defined, and the historical development of EAPs as well as the main EAP models are sketched. EAP evaluation, specifically needs assessment and the evaluation of economic efficiency, are discussed.

Part 1 concerns the needs assessment conducted at the financial company. The method employed is described, results are reported, and the validity of the responses on the EAP-Questionnaire are discussed. Thereafter, conclusions and recommendations are made.

Part 2 concerns the cost-benefit analysis conducted at the utility company. The method employed is described, and the results are reported. This is followed by a discussion of the results, methodological limitations, and reasons for the results. Suggestions for further research is also made.

This is followed by some concluding remarks.

1.1 DEFINITIONS

The literature uses different terminology to refer to EAPs; for example: "Personal Assistance Programme", "Employee Counselling Programme", "Employee Health Programme", and "Employee Counselling and Assistance Service" (Terblanche, 1989). It seems that the terminology and definitions of EAPs differ according to the different types of programmes in use as well as the individual aims of programmes. In this section some definitions of EAPs as well as "the troubled employee" are highlighted.

Employee Assistance Programme (EAP):

- The IPM Journal (1989) maintains that EAPs usually refer to a set of policies and procedures by which an organization legitimately intervenes in identifying and dealing with the wide variety of problems employees may experience and which may impact on their job performance.
- According to Hollman (1979) an EAP is a planned, systematic programme designed to provide professional assistance to employees experiencing alcohol, drug, emotional, or personal crises (e.g. marital, family, financial, legal problems), which interfere with their job performance.
- MacDonald and Bluen (1993) refer to EAPs as the policies

and procedures developed within an organisation to provide professional assistance to employees with personal problems affecting work performance.

- According to Myers (1984) employee assistance is a generic term denoting more or less structured programmes that utilize technical, administrative, and personnel practitioners, on either a contractual or employment basis, to meet the needs of troubled employees.
- De Wet (1986) defines an EAP as a manpower management control system with the objective of facilitating the early identification of performance impaired employees and referral to treatment. EAPs address health, emotional, mental, family, financial and legal problems which result in sub-optimal job performance.
- Terblanche (1989) defines an EAP as a structured programme whereby assistance is given to an employee experiencing personal problems, through which his productivity is increased and his functioning in the community is promoted.

The Troubled Employee:

- Terblanche (1989) describes the troubled employee as an employee who develops an unacceptable pattern of job performance as a result of an untreated personal-medical

problem.

- Myers (1984) maintains that the troubled employee's problems may or may not result in performance deficiencies on the job.

It is interesting to note that in most of these definitions, strong emphasis is given to the influence of personal problems on job performance, which refers to the economic impact of the troubled employee. This could be linked to the view that although EAPs were seen as a humanitarian endeavour, the primary motive for their development had been economic (refer to Section 1.4).

In conclusion, regarding the above definitions of EAPs and the "troubled employee", a "troubled employee" could be described as an employee experiencing any of a wide variety of problems that may influence his or her mental health, such as emotional, mental, family and personal (marital, children, financial, legal) problems, and alcohol and drug abuse. These problems may or may not result in job performance deficiencies. An EAP therefore refers to a structured programme whereby an organisation assists these "troubled employees", by which the employees' productivity is increased and his/her functioning in the community and family is promoted.

1.2 HISTORICAL DEVELOPMENT OF EAPs

To promote a better understanding of EAPs, it is firstly necessary to review the historical development of EAPs. This review will only focus on the development in the USA and South Africa.

Terblanche (1989) stated that the majority of literature indicated the development of industrial alcoholism programmes in the USA during the 1940's, as the first origins of EAPs. These programmes were developed where employers revealed a sensitivity for the connection between alcohol abuse and employee productivity. According to Dunkin (1982) the first employee alcoholism programme was started by E.I. du Pont de Nemours and Company in 1942.

The aim of these first programmes, often established as a result of the success of Alcoholics Anonymous, was to enable the alcoholic employee to get help before poor job performance resulted in termination. The focus was on identifying employees with the *symptoms of alcoholism*, and referring them to an alcoholism programme or AA (Riediger, 1985). This approach came to resemble a witch-hunt and forced alcoholics not to show their symptoms while working. This was possible because most employees did not exhibit the late stage symptoms, which were the focus of the programmes (Masi, 1984). The result was that the alcoholic employee was

only identified at an advanced stage, resulting in unsatisfactory programme success (Terblanche, 1989). For this reason, as well as industrial apathy, social stigma and the denial of alcoholism as a major problem, the majority of programmes failed to get off the ground. In fact, it was not until the late 1950's that alcoholism was recognised as an occupational health problem and officially accepted as a medical disease, and therefore a treatable system (Masi, 1984).

However, during the late 1960's and 1970's the focus of the programmes shifted from alcoholism per se to identifying impaired job performance (Masi, 1984). The main reasons for this change were, firstly, that counsellors realised that not all problems were caused, directly or indirectly, by alcohol. Many employees' job performance was affected by other problems such as marital and family problems, and were not receiving help. Secondly, Industrial Alcohol Programmes became increasingly stigmatised. In many cases, changing the name was all it took to make the programme more palatable (IPM Journal, 1989). Thirdly, alcoholism programmes set high demands for supervisors in terms of identifying alcoholic employees. This shift in focus brought about that supervisors had to focus on job performance, and not necessarily on the physical symptoms (Masi, 1984).

With the shift in focus, the administration of programmes was

transferred from the medical department to personnel services, and unions started to show a greater interest in the management of the programmes. Unions mostly viewed the programmes as another attempt of management to do injustice to its employees. This resulted in another shift in focus, programmes had to become a combined effort between management and unions to ensure success (Terblanche, 1989).

In addition to the shift in focus, a major impetus for the widespread popularity of EAPs came from the Hughes Act in 1970 and the establishment of the National Institute on Alcohol Abuse and Alcoholism (NIAAA). This led to allocation of demonstration grants, which funded consultants to disseminate occupational alcoholism programmes throughout the USA (Riediger, 1985).

Further, EAPs have also emerged as part of "good management" and out of the "humanising of the workplace" which is a hallmark of the growth of organisation theory in the 1960's and 1970's. EAPs were justified as "good management" because they were expected to save money and increase organisational productivity. Because of the numbers of employees estimated to have personal problems which affected work performance, estimates of the costs to industry were immense. Avoidance of those costs through pro-active programmes were generally touted as "good management". On the other hand "humanising of the workplace" began with the landmark Hawthorne Studies

of the 1920's and the development of "human relations" in management. "Human relations" focussed on the psychological well-being of employees and used social group norms and support to complement management. Because they became more manipulative in practice, many employees saw through many Human Relations' efforts (Cayer and Perry, 1988).

However, during the 1960's and 1970's individual rights and personal growth of individuals became important elements of the political and social culture. "Organisational humanism" focused on the compatibility of the individual, in other words the employee, and the organization. The employee was viewed as a whole person who had needs and a life outside the organisation. Thus it was impossible for the employee to function inside the work organisation with no reference to his/her life outside. Managers became aware of the human beings who were their employees and were encouraged to take interest in the whole person. Since EAPs were consistent with such a perspective, it was much easier to develop EAPs in such an atmosphere (Cayer and Perry, 1988).

The 1980's appeared to be characterised by intensified promotion of programmes, experimentation with a wide variety of programme models, and keen competition for "turf" among various factions in this growth industry (Riediger, 1985). The initial Industrial Alcohol Programmes developed into programmes with a "broadbrush" nature. This meant that

assistance was extended beyond alcohol abuse to a wide range of personal problems, such as drug-abuse, psychological, marital, family, financial and legal problems. More emphasis was given to voluntary participation and prevention of problems. Most EAPs exist in this form today (IPM Journal, 1989).

In South Africa, EAPs began to emerge in the early 1980's (van Zyl, 1988). According to Maiden (1992) the programmes were modelled after programmes in the United States and were introduced to South African work organisations by social workers and psychologists who had studied programmes in the United States. Terblanche (1989) stated that literature on the development of EAPs in South Africa and studies on the assistance of employees in the South African work situation were very limited. Subsequently, a brief description of the development of EAPs in South Africa follows:

Terblanche (1992) stated that it would be impossible to sketch the historical development of EAPs in South Africa, without reference to the development of occupational social work in South Africa. Employers realised that their employees' productivity suffered seriously due to social, personal and work related problems. The traditional social welfare organisations were unable to cope with the growing demands for social services. Therefore, employers developed their own internal social services, which in turn developed

into EAPs (van Zyl, 1988).

The first indication of assistance to employees in the industrial context was provided by the Chamber of Mines of South Africa in the mid forties. A hospital, Springkell Sanatorium, was erected near Johannesburg to provide health care services to miners. The same facility has been utilised since 1961 for the treatment of miners with alcohol and drug problems and mental illnesses. Further, the South African Railways contributed to the training of welfare officers since 1943. ISCOR's social work service was introduced in 1958, and that of SASOL in 1960. The South African Defence Force started its social work service in 1967 (Terblanche, 1992).

The major development of EAPs as such could be traced to the beginning of the 1980's when the Chamber of Mines of South Africa carried out a feasibility study on EAPs for the mining industry, which resulted in the implementation in 1986 of an EAP at main mining areas in the country (Terblanche, 1992).

Since then many other companies and organisations implemented EAPs, to mention a few: Old Mutual, Southern Life, Liberty Life, ENGEN, ESCOM, Nasionale Pers, Nestlé, Tycon, Plascon Paints, SA Breweries, SA Post Office and SA Defence Force.

A further development concerning EAPs in South Africa was the creation in 1983 of a working group of EAPs, the so-called

UNISA Task Force. In 1985 the task force drafted a memorandum on EAPs in order to present perspectives on the aims and functioning as well as advantages of EAPs in the South African context (Terblanche, 1989). In 1985 the working group was incorporated into the membership of the Institute for Personnel Management of South Africa, and is now known as the National EAP Committee, with representatives of the main industries. The aim of the committee was to promote EAPs in South Africa (Terblanche, 1992).

An interesting aspect regarding the development of EAPs in South Africa is, that because of the recent introduction of EAPs into South African work organisations, they have skipped a generation of development. This enabled South African practitioners to develop programmes more rapidly and become more sophisticated in a much shorter period (Maiden, 1992).

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In the following section main models of EAPs will be described.

1.3 EAP MODELS

There are many ways in which EAPs differ in their design, since the field developed around varying traditions, and programmes were developed with different purposes in mind (Erfurt and Foote, 1985). In this section main models of EAPs will be described in short.

Liebenberg (1991) identified two main models of EAPs, namely internal programmes, where the EAP is part of the company and therefore controlled internally, and external programmes, where EAP services are contracted.

As a "pure" model an internal programme would have its own multi-disciplinary team of social workers, psychologists, doctors and sisters who offer assessment and counselling services to employees. This is not often found since it requires a large number of employees to justify the employment of such professionals. Also duplicating available community resources is not sensible (IPM Journal, 1989).

More commonly found are internal programmes which focus on problem assessment and referral to treatment resources in the community (e.g. welfare organisations, treatment clinics, psychologists, general practitioners and ministers of religion). Many internal programmes offer their own counselling services as well (Liebenberg, 1991). In addition, EAPs are increasingly focussing on preventive work, where typical aspects such as AIDS education, retirement planning, stress management, and literacy receive attention (Liebenberg and Moema, 1991).

EAP personnel qualifications within internal programmes will vary according to the programme approach. Programmes

providing counselling services require staff with formal training and experience. Those programmes that do not provide counselling internally may also require personnel with some clinical training to enable referral to an appropriate resource in the community. Psychologists, social workers, occupational health workers, and personnel officers trained as counsellors, are typical EAP personnel (Liebenberg, 1991).

Where an external programme is in use, the work organisation contracts with an independent EAP service provider to provide EAP functions. The EAP service provides assessment, counselling, and referral services (Liebenberg, 1991). An external programme is less costly for small or medium sized companies (Erfurt and Foote, 1985). However, independent EAP service providers do not yet exist in South Africa.

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In conclusion, a suitable model could contribute to the enhancement of an effective service to employees (Terblance, 1992). It is also an important contributing factor in the economic efficiency of an EAP.

1.4 ECONOMIC IMPACT OF THE TROUBLED EMPLOYEE

Although EAPs are seen as a humanitarian endeavour, the primary motive for their development has been economic (Maiden, 1988). The deterioration in job performance that

results from personal problems is reflected in a broad range of measures: increased absenteeism and tardiness, reduced productivity, poor decision making, equipment damage, safety violations, and lower morale among the troubled employee's co-workers. Following from these effects is an increase in the use of safety, health, and worker's compensation benefits (Appelbaum and Shapiro, 1989). All these dysfunctional occurrences combined translate into potentially huge economic costs to the organisation (Masi and Maiden, 1987). In addition, the deterioration in the job performance of employees often lead to eventual termination, resulting in additional costs. In South Africa extensive studies on the cost of labour turnover were done by Van der Merwe and Miller (Van der Merwe and Miller, 1970; Van der Merwe, 1974). They maintain that these costs will vary with the type of job involved and with other factors related to the value of the individual to an organisation, such as his/her length of service (Van der Merwe and Miller, 1983).

To illustrate the economic impact of the troubled employee, consider the following:

- According to Masi and Maiden (1987) it has been estimated that between 18% and 20% of the US workforce is affected by personal problems that reduce job performance.
- Masi and Maiden (1987) calculated the economic cost of

drug and alcohol abuse in the USA to be \$140 billion per year. The Council for Alcoholism and Drug Dependence reported that the cost of alcoholism to the South African economy was estimated at R1 178 million for 1985 (Mostert, 1986).

- Forty-three percent of respondents to the 1988 Mercer Meidinger survey estimated that substance abuse costs their companies from 1% to 10% of the payroll. The dollar estimates ranged from \$1 million to more than \$200 million.

- It is estimated that the economic loss to the employer amounts to 25% of the alcoholic employee's wage (Appelbaum and Shapiro, 1989).

- In 1981, General Motors Corporation reported that absenteeism alone, which is largely the result of substance abuse and mental health problems, was costing the company well over \$1 billion per year (Appelbaum and Shapiro, 1989).

- In 1973 the Kelsey-Hayes study in the USA on absenteeism found that whilst the average absenteeism rate of their employees was 120 hours p.a., the absenteeism rate for employees with the following problems were much higher:
alcoholism = 510 hours p.a.

drugs = 635 hours p.a.
mental = 627 hours p.a.
family = 715 hours p.a. (Mostert, 1986).

- According to Maiden (1988) stress related illness in the USA is responsible for an annual loss of 132 million working days and the national expenditure for mental health services accounts for approximately 15% health care expenditures and is continually on the rise.
- As indicated above, the replacement of troubled employees can cost an organisation more than the provision of various forms of assistance. Shore (1984) maintains that it costs a company usually 60 percent less to rehabilitate than to replace a worker who is performing poorly because of personal problems.

Considering the above figures it is clear that there is an economic incentive for companies to offer EAPs.

1.5 EAP EVALUATION

Despite the fact that according to Maiden (1988) the primary motive for the development of EAPs has been economic, there is a paucity of literature related to the evaluation of these programmes (Taylor, Holosko, Smith and Feit, 1988). Holosko (1988) proposes four possible reasons for this: (1) there is

~~a lack of resources~~ (e.g., money and personnel) devoted to evaluating EAPs; (2) there is a lack of scientific instruments developed for use in this field; (3) organisations are reluctant to evaluate their EAPs; and/or (4) there has been a lack of attention directed toward planning EAP evaluations. In addition, there is a tendency to accept EAPs based on general and/or casual feedback rather than scientific investigation.

Further, there are some who suggest that evaluation of an EAP may be counter productive. They argue that an inability to adequately measure all the benefits of an EAP may cause conservative results, and obscure the broader social role and impact of EAPs. Further, some EAP practitioners feel they are being unfairly singled out while other functions in the organisation such as supervisory training, medical, and public relations are rarely required to demonstrate their cost-effectiveness (Durkin, 1985).

However, Kim (1988) states that questions concerning whether an EAP is needed, how it operates, whether it performed, why it worked the way it did, for what results, and at what cost, need to be answered in order to provide information necessary to improve EAPs. Indeed, EAP evaluation is becoming a critical component for the continuation and growth of any EAP. The implications of not having an established body of knowledge on the success and effectiveness of EAPs becomes an

increasing problem as the field seeks respectability (Taylor, Holosko, Smith and Feit, 1988).

According to Kim (1988) the above questions are related to an applied social research field called programme evaluation. Kim defines programme evaluation as a broad area of research activity devoted to collecting, analysing, and interpreting information on the need, implementation, and impact of a given programme for the purpose of some improvement and/or justification for the intervention efforts. Such evaluations are undertaken for policy development and programme planning, management and administrative purposes, requirements of fiscal accountability, the improvement of productivity and reduction of certain problems. This definition could be applied to the evaluation of EAPs as well.

Because various ideological orientations are used to design EAPs, it is difficult to recommend one specific approach for evaluation (Battle, 1988). Kim (1988) identifies four types of EAP evaluation:

- (1) *Intervention planning* is the first stage of evaluation. Critical questions here relate to how to define the extent and distribution of the problems or target population and whether the proposed intervention is suitable to resolve or reduce the identified problems.
- (2) *Programme monitoring* refers to a systematic, ongoing

assessment of the implementation of the programme in terms of whether the intervention efforts are being undertaken according to the programme design and whether the programme is reaching the specified target population.

- (3) *Impact assessment*, where the emphasis is on whether the programme is proving effective in that it is actually producing change toward the desired objectives.
- (4) *Economic efficiency*, where the programme is evaluated in terms of cost-benefit or cost-effectiveness analysis.

This study will focus on two types of evaluation: intervention planning (needs assessment) and economic efficiency. Both are briefly discussed and motivated below.

1.5.1 Needs Assessment

Intervention planning may be conducted under different names such as exploratory evaluation, needs assessment, formative evaluation, or planning research (Kim, 1988). In this study it will be referred to as needs assessment.

Balzer and Pargament (1987) maintain that too often decisions about whether a company should implement an EAP are made on subjective and intuitive grounds. A needs assessment, however, offers a more objective and systematic tool to assist in the decision-making process and it can lead to a

more cost-effective and useful EAP. Further, a needs assessment is necessary to determine whether the employees of a company need an EAP, what kinds of assistance are necessary, appropriate, and effective, as well as the most effective means of delivering EAP services. This information could be useful for anticipating and dealing with problems and issues that may arise when establishing an EAP. In addition, information from a needs assessment could be used as a benchmark to determine whether the programme is working and, if so, whether its goals are being accomplished in a cost-effective manner.

Several categories of information could be collected during the needs assessment, including the type, frequency and relative importance of employee problems; current ways in which problems are handled; and barriers to the use of community services. Strategies and techniques to collect this information include the conducting of broadly distributed surveys, as well as one-on-one or group interviews (Balzer and Pargament, 1987).

Part of this research was conducted at a financial company which was interested in implementing an EAP, but first wished to determine whether its employees actually needed an EAP, and if so, what would be the most suitable form the EAP should take on. During the research several categories of information were collected, including the nature and

frequency of personal problems experienced by employees of the company, current ways in which personal problems were handled, the form of assistance the employees would prefer, and the attitude of personnel towards a possible EAP at the company. This information was collected by means of a questionnaire answered by employees, as well as interviews conducted with the welfare officer and personnel practitioners at the company (see discussion in Chapter 2).

1.5.2 Economic Efficiency

According to Maiden (1988), one of the critical concerns of the constantly growing field of EAPs is the need for comprehensive programme evaluations to demonstrate the economic efficiency of EAPs. Additionally, companies and organisations developing and implementing EAPs are demanding fiscal accountability from their programmes to maintain them.

The two major approaches to evaluating the economic efficiency of EAPs are cost-effectiveness analysis (CEA) and cost-benefit analysis (CBA). In the following section these two approaches will be described in short.

1.5.2.1 Cost-Benefit and Cost-Effectiveness Analysis

Warner and Luce (1982) as well as Spicer and Owen (1985) and Levin (1983) distinguish between CBA and CEA in that CBA

refers to the evaluation of a programme according to a comparison of both its costs and benefits, in monetary terms, while CEA refers to the evaluation of a programme according to its costs and benefits with regards to producing some desired outcome or set of outcomes.

Masi (1984) further distinguishes between CBA and CEA in that CBA addresses the question of whether an organisation can expect a reasonable return for its investment of resources in a programme in terms of identifiable cost reduction. It estimates the monetary value of the benefits as well as the costs of the EAP, whereafter the monetary value of the benefits and costs are weighed to evaluate whether the programme can be justified economically. CEA on the other hand, addresses the question of whether a programme is being conducted at an acceptable level of effectiveness, in terms of optimum return per monetary unit expended. It quantifies programme outcomes in non-monetary terms and compares this with the programme costs. A CEA could be used to show for example the ratio of dollars invested to decreases in absenteeism, without necessarily showing the actual monetary costs of absenteeism.

In the following paragraphs the major advantages and disadvantages of CEA and CBA, as maintained by Levin (1983) as well as Spicer and Owen (1985), will be highlighted.

The most important strength of CEA is that it merely requires combining cost data with the effectiveness data (benefits), which are ordinarily easily available. In CEA the sometimes difficult task of assigning monetary values to benefits of the programme is not required. Therefore, the cost may be expressed in monetary units but the outcome measure may be expressed behaviourally such as absenteeism rates. In addition, CEA lends itself well to the evaluation of alternative programmes with the same goal. On the other hand, the major disadvantage of CEA is that one cannot compare alternative programmes with different goals, nor can one determine whether a programme is worthwhile in the sense that its benefits exceed its costs. This can only be determined through a CBA.

Regarding the advantages and disadvantages of CBA, the major advantage is that CBA permits an assessment of the inherent worth of a programme, in other words an assessment of whether the benefits of a programme exceed its costs. In addition, because both the costs and benefits are expressed in standardised monetary values, CBA permits comparison of alternative programmes with different goals and clients. On the other hand, since the expression of benefits of a programme in monetary values is often a difficult task and often not possible, this is a major disadvantage of CBA. This will be discussed in greater detail in the following section.

However, choice of CBA or CEA will depend on the reason for the evaluation. For example, if the aim of the evaluation is to determine whether the benefits of a programme exceeded its costs, or if different programmes with different goals and clients have to be compared, the choice would be CBA. On the other hand, if an evaluation of a programme according to its costs and benefits with regard to producing some desired outcome is required, the choice would be CEA. Neither technique is necessarily superior to the other (Warner and Luce, 1982).

This study will be conducting a cost-benefit analysis, since the primary aim of the evaluation is to determine whether the benefits exceed the costs of the EAP at the utility company.

As this study will be conducting a cost-benefit analysis, it is necessary to identify the possible benefits and costs attributable to EAPs.

1.5.2.2 Benefits and Costs Attributable to EAPs

In this section the benefits and costs attributable to EAPs, as well as general problems in expressing the benefits in monetary terms, will be discussed.

Footnote, Erfurt, Strauch and Guzzardo (1978) define costs of an

EAP as all of the funds and resources that are invested by the company in support of the EAP, while benefits are defined as the results that are attributable to the EAP.

Regarding the costs attributable to EAPs, Yamatani (1988) distinguishes between fixed costs and variable costs:

Fixed costs are items that will not change even if the number of persons served by the EAP changes during a programme period. These items include space rental, insurance, equipment, travel and administration costs. Variable costs are expenses related to the operation of the EAP such as EAP staff salaries and fringe benefits, supplies and materials and travel costs related directly to client service. It is expected that these cost items will change positively with the number of clients, the higher the number of clients, the higher the total variable costs.

Regarding the benefits attributable to EAPs, Yamatani (1988) distinguishes between tangible and intangible benefits:

Tangible benefits are represented by measurable effects of the EAP directly related to its programme objectives, e.g., savings due to reduction in absenteeism, improvements in job performance, and decreases in medical care utilizations. Appelbaum and Shapiro (1989) identifies two more tangible benefits namely, reductions in disciplinary actions and

grievances and decreases in accidents on the job. Although in some cases a difficult task, these benefits can be translated into monetary units and are accessible in an organisation's records.

Intangible benefits include positive changes effected by an EAP which are indirectly related to EAP objectives and usually too difficult to translate into monetary units. These benefits are mostly defined as future costs averted due to successful programme intervention, which has led to improvement in employee quality of life, long term health and morale (Yamatani, 1988). Durkin (1985) further identifies family problems that did not happen, reduction of co-worker and supervisory anxiety, improved decision making, public relations value, and meeting the "corporate social responsibility of the organisation", as intangible benefits.

Clearly, when conducting a cost-benefit analysis, only benefits that have monetary value or could be translated into monetary terms, can be included in the analysis. As previously mentioned, the translation of benefits into monetary terms is a general difficulty in cost-benefit analysis.

Since the estimated benefits due to reduction in absenteeism and increase in job performance will be estimated in this research, regard the estimation of costs to a company due to

absenteeism as an example: Foote, Erfurt, Strauch and Guzzardo (1978) maintain that when an employee is absent, one of the following happens: (1) the job is not done, so that there is lost production; (2) another employee has to work overtime, meaning additional costs for overtime premiums; or (3) a surplus manpower pool has to be kept available to fill in for absent workers. This pool involves a number of costs in itself, such as hiring and training costs for those workers, and costs of paying workers to do nothing when absenteeism is lower than expected. Similarly, reduced job performance of an employee results in (1) lower production rates; (2) other employees have to work overtime; or (3) the quality of products or services rendered decrease.

However, to simplify matters, Yamatani (1988) proposes the employee's salary/wage and fringe benefits as the major criteria for assessing the monetary value of absenteeism and job performance. The underlying assumption is that the salaries/wages and fringe benefits associated with a given job represent to some extent the value of that job to the company, and can be used as a gross estimate of the cost to the company when the employee is absent or when his or her job performance decreases (Foote, Erfurt, Strauch and Guzzardo 1978).

According to Yamatani (1988) this is a relatively conservative criterion of assessing the monetary value of

absenteeism and job performance, since it is based entirely on the cost of replacing or substituting the employee. Although the minimum utility of employees is equal to the total cost of the employee to the company, the actual utility may be much higher. Thus, the value of the employee based on the total cost of the employee, necessarily depends on the assumption that employees are easily replaceable. Obviously, loss of hard to replace employees means a greater financial deficit to the company than what was offered as the employees' salary plus fringe benefits.

In conclusion, it should be noted that if changes in absenteeism and job performance are regarded as benefits of an EAP, the programme can have negative benefits as well (an increase in absenteeism and worse job performance after EAP intervention). From one point of view, negative benefits are really additional costs. However, these costs are not programme costs, that is, they are not resources provided by the company in support of the programme; they are programme outcomes. A cost-benefit analysis tries to identify outcomes per monetary unit invested, with the hope of finding savings (positive benefits) per monetary unit invested, but it is possible to find losses (negative benefits) instead.

1.5.2.3 Actual Economic Evaluation Findings

Since an economic evaluation (cost-benefit analysis) of an

EAP will be conducted in this study, it is necessary to regard some findings of actual economic evaluations of EAPs in short.

As previously mentioned, there is a paucity of scientifically conducted EAP research. MacDonald and Bluen (1993) voiced a common problem concerning evaluations of EAPs: They stated that in a study conducted by Jerrell and Rightmeyer in 1982, 32 EAP and OAP studies were evaluated. It was concluded that most of these studies were uncontrolled and anecdotal, and yet, EAP proponents and practitioners have been uncritical in accepting these EAP research findings.

In addition, in a feasibility study on the introduction of an EAP for the mining industry, carried out by the Chamber of Mines in 1985, a world-wide literature search was conducted. According to the report, not a single research design complied with all the methodological requirements for absolute reliability and validity.

Further, MacDonald and Bluen (1993) maintain that common methodological problems in EAP research include an over reliance on self report measures, poor documentation, unrepresentative subject selection, and the absence of control group designs and standard, reliable and valid measures.

However, studies seem to indicate that EAPs are responsible for substantial savings to the company or organisation where they are implemented. Some of the findings reported are the following:

- General Motors reduced lost time by 40%, sickness and accident payments by 60%, grievance proceedings by 50%, and job accidents by 50% after establishing an EAP (Masi and Maiden, 1987).
- In a separate study General Motors was able to attribute an annual saving of \$37 million to its EAP, which serves 10 000 employees (Feldman, 1991).
- As a result of Kennecott Copper's programme, absenteeism dropped by 53% and medical costs decreased by 55% (Masi and Maiden, 1987).
- The Equitable Life Assurance Society reported savings of \$5.52 on \$1 invested (Mostert, 1986).
- A McDonnell study which tracked 25 000 employees over a 4-year period showed that the company's EAP saved \$4 in health claims and absentee rates for every dollar it spent (Feldman, 1991).
- General Motors reported a \$3 return on \$1 invested (Chamber of Mines of South Africa, 1985).
- The Consolidated Rail Corporation reported a return of \$3.90 for every dollar invested (Chamber of Mines of South Africa, 1985).
- The U.S. Department of Health and Human Services reported that estimated costs per client were \$991. The estimated

dollar benefits were \$1 274 per employee served. For every dollar spent, there was a return in six months of \$1.29. They predict that in five years a return of \$7.01 per dollar invested (Maiden, 1988).

Subsequently, the aim of the present research will be outlined, and research questions formulated.

1.6 AIM OF THE RESEARCH

The aim of the present research was:

- (1) To conduct a needs assessment for an EAP at a financial company, in other words to determine whether the employees actually needed an EAP, and if so, what would be the most suitable form the EAP should take on.
- (2) To conduct an economic evaluation by means of a cost-benefit analysis of an EAP at a utility company.
- (3) If the research indicated a need for an EAP at the financial company, and the cost-benefit analysis produced positive results, the results of the cost-benefit analysis could be used as additional motivation for the implementation of an EAP at the financial company.
- (4) In addition, the results of the cost-benefit analysis (positive or negative) would be a useful contribution to the development of an economically efficient EAP at the financial company, since these results may highlight


positive as well as negative aspects which contributed to the economic efficiency of the EAP.

- (5) Further, by studying the limitations in the research conducted at the utility company possible pitfalls could be avoided when a similar study is conducted at the financial company.
- (6) Since there is a noted paucity of scientifically based EAP research, the present research may be a small contribution to the body of knowledge on the economic efficiency of EAPs.

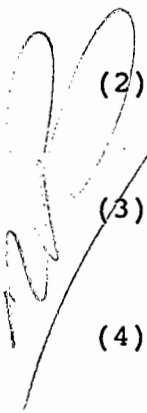
Regarding the needs assessment, the following research questions were to be answered:

- (1) What are the most commonly occurring problems experienced by employees?
- (2) What form of assistance do employees prefer?
- (3) How often do personal problems influence work?
- (4) What is the attitude of the employees towards a possible EAP at the company?
- (5) Do the employees need an EAP?
- (6) What type of EAP (model) should be implemented, if there is a need for an EAP?

Regarding the cost-benefit analysis, the following research questions were to be answered:

- 
- (1) What are the savings (in monetary terms) due to the programme, if reduction in absenteeism and increase in

job performance are taken as benefits of the EAP?

- 
- (2) What are the total costs (in monetary terms) of running the EAP?
 - (3) Are the savings due to the programme greater than the costs?
 - (4) What is the return per R1 invested in the EAP during the study period?

PART 1

NEEDS ASSESSMENT

CHAPTER 2

METHOD

2.1 GENERAL PROCEDURE

The needs assessment was conducted at a financial company which was interested in implementing an EAP. The aim of the research was to determine whether there was a need for an EAP at the company, and if so, what would be the most suitable form the EAP should take on.

In order to determine the above, several categories of information were collected, including the nature and frequency of personal problems experienced by employees of the company, current ways in which personal problems were handled, the form of assistance employees would prefer, and the attitude of the employees towards a possible EAP at the company.

Two data collection methods, namely a postal survey and individual interviews, were employed. The postal survey entailed a questionnaire sent to a representative group of employees of the company and returned to the researcher by mail. The individual interviews were conducted with the welfare officer and personnel practitioners at the company.

Thereafter, recommendations (on the grounds of the results derived from the questionnaire and interviews) regarding the

need for an EAP at the company, type of EAP to be implemented, EAP-personnel required, the nature of personal problems the EAP should be able to handle, and clients of the EAP, were made. This was followed by general guidelines for designing the EAP.

Section 1.5.1 contains a general discussion on the categories of information that could be collected during a needs assessment, as well as of the means employed. The collection of information by means of the EAP-Questionnaire and interviews with the welfare officer and personnel practitioners will be discussed below.

2.2 COLLECTION OF INFORMATION BY MEANS OF THE EAP- QUESTIONNAIRE

In this section the construction of the EAP-Questionnaire, the procedure for the administration of the EAP-Questionnaire, and the method of data analysis will be discussed.

2.2.1 The Construction of the EAP-Questionnaire

The EAP-Questionnaire (see Appendix A) contained three sections. Section 1 was constructed to gather relevant biographical information about the respondents, by means of structured questions. The respondents were required to provide information on eight biographical aspects, namely age, sex, marital status, number and age of children, company

sector, number of people supervised, and term of service.

Section 2 was constructed to gather information about the nature of the respondents' personal problems. The section consisted of 37 statements, which sought information on areas of possible concern to respondents (potential problem areas). The respondents had to indicate on a five-point scale to what extent he/she agreed or disagreed with the statement. The responses - *definitely disagree, disagree, not sure, agree, definitely agree* - indicated the respondents' level of concern with respect to the potential problem areas.

Section 3 consisted of 11 questions which were developed to gather information on the following:

- The form of assistance which respondents would prefer if they should experience certain personal problems.
- Whether the respondent ever received professional assistance for personal problems, and if so, the nature of the problem and the form of assistance received.
- Reasons why respondents did not seek professional aid, if they had such a need.
- Whether respondents would use an EAP at the company, and the reason for their answers.
- To what extent respondents felt personal problems influenced their work.

When considering the validity and reliability of the EAP-Questionnaire, it is important to note that the EAP-Questionnaire is not a psychometric instrument, but an

instrument used to collect descriptive information in a survey. Therefore, during the construction of the EAP-Questionnaire steps were taken to ensure the validity and reliability of the questionnaire in accordance with the HSRC's training manual "Survey Methods and Practice" (Schnetler, Stoker, Dixon, Herbst & Geldenhuys, 1989).

Firstly, the questionnaire was constructed in accordance with the aims of the research. It therefore was constructed to gather information about: (1) biographical aspects of the respondents, (2) the nature of the respondents' personal problems, (3) the form of assistance respondents preferred, (4) the form of aid respondents preferred for certain personal problems, (5) how often personal problems influenced work, and (6) the respondents' attitude towards a possible EAP at the financial company.

Secondly, a structured and structured-open question format, as described by Schnetler et al (1989), was used. Questions contained specific categories of responses, from which the respondent selected the category that best suited his or her response. Some questions also had an open option, the "other" category. This format was used as it is easy to administer and facilitates data processing and analysis.

Also, the type, format and wording of the questions and statements were specifically aimed at the subjects to be researched, namely the employees of the financial company. Their age, sex, marital status, language, qualifications and

personnel type (clerical or wage earners) were taken into account. The wording of the questions and statements were given careful attention. The questions had to be precise. The language proficiency of the subjects was taken into account, and language was kept simple. Ambiguous and vague questions were avoided.

In addition, some aspects of the development of Section 2 could be highlighted. During the development of this section several areas of possible concern to respondents (potential problem areas) were firstly identified from the literature. The main problem areas were: work related problems, personal and family problems, and problems regarding mental health. Table 1 indicates the potential problem areas investigated.

Other questionnaires which sought information on the above mentioned problem areas were then consulted in order to evaluate ways in which information was sought, as well as statements and scales used. The questionnaires were: "Sanlam Job Satisfaction Questionnaire", "Organisational Diagnostic Questionnaire", "Annual Eskom Survey - Employee Questionnaire" and "Needs Assessment Survey - Ventura County" (Barash, Cummings and Rosenkjar, 1989).

As the majority of questionnaires consulted, gathered information by means of Likert-type scales, it was adopted in the EAP-Questionnaire. Statements relevant to the potential problem areas used in these questionnaires were included in the EAP-Questionnaire. Care was taken to ensure that

TABLE 1: PROBLEM AREAS

PROBLEM AREAS	STATEMENTS
1. WORK RELATED PROBLEMS	
1.1 Job satisfaction	1-3
1.2 Relationship with supervisor	4-6
1.3 Relationship with co-workers	7-8
1.4 Job security	9
1.5 Job stress	10
1.6 Influence of job on family relations	11
2. PERSONAL AND FAMILY PROBLEMS	
2.1 Marriage	12-13
2.2 Divorce	14
2.3 Children	15-19
2.4 Death of family member/friend	34
2.5 Aged parents	35
2.6 Drug and alcohol abuse	33
2.7 Temper	30
2.8 Headaches	31
2.9 Sleep	32
3. MENTAL HEALTH	
3.1 Depression	20-24
3.2 Suicide	26
3.3 Hopeless problem	25
3.4 Self-image	27-29
4. OTHER	
4.1 Financial	36
4.2 Legal	37

(1) statements were in the singular, contained only one idea and had no double negatives, (2) language was kept simple, (3) statements elicited responses at both the positive and negative extremes of the scale, (4) neutral items were

avoided, and (5) positive and negative statements were varied.

To further test and refine the questionnaire (see Schnetler et al, 1989), a draft questionnaire was subjected to the criticism of four personnel practitioners at the financial company. Thereafter a pilot testing, with the revised draft questionnaire, was done on a small test sample (10 employees of the financial company). Their responses were analysed to determine whether they understood the questions and statements, and to detect possible problems concerning the coding of answers and the data processing. In addition, these employees gave feedback regarding the time it had taken to complete the questionnaire, and problems experienced while completing the questionnaire. They were also asked to comment on the layout of the questionnaire, the type, format and wording of questions and statements, as well as the use of the scale in section 2.

From the above two procedures to further test and refine the questionnaire, only four minor adjustments to the questionnaire were suggested. For example, it was suggested that question 11 of Part 3 could be ambiguous, and the question was reconstructed in its present form (see Appendix A).

2.2.2 Procedure for the Administration of the EAP- Questionnaire

All the employees of the financial company, approximately 4400 employees, were included in the population. A stratified random sample of a 1000 employees was drawn by means of a computer program from the data base of company employees. The sample was stratified by company sector, post grade category, and sex. Table 2 contains an analysis of the sample, where the number of employees per company sector, post grade and sex are indicated.

The EAP-Questionnaire and a covering letter, in the employee's preferred language, were sent to the employees in the sample. The covering letter (see Appendix B) described EAPs in general, explained what the data were to be collected for, and stressed the confidentiality of the responses. Employees were asked to return the questionnaires within seven days.

Within fourteen days 766 questionnaires were returned, making the response rate 77%. After questionnaires with discrepancies and faulty data were eliminated, 689 (69%) questionnaires were used in the statistical analysis. The response group of 689 was representative of the employees of the company, since the percentage composition in terms of the biographical categories was approximately the same as that of the company.

TABLE 2: ANALYSIS OF THE SAMPLE

SECTOR	WAGE EARNERS			PG 1-3			PG 4-6			PG 7,8			PG 9,10			PG 11,12			PG 13,14			PG 15			TOTAL		
	M	F	T	M	F	T	M	F	T	M	F	T	M	F	T	M	F	T	M	F	T	M	F	T	M	F	T
A	-	-	-	0	0	0	1	3	4	0	1	1	1	0	1	2	0	2	1	0	1	0	0	0	5	4	9
B	-	-	-	0	0	0	0	0	0	3	1	4	1	1	2	1	0	1	2	0	2	0	0	0	7	2	9
C	-	-	-	0	0	0	0	0	0	0	0	0	0	0	0	1	0	1	1	0	1	0	0	0	2	0	2
D	-	-	-	0	2	2	2	4	6	1	3	4	1	0	1	2	0	2	1	0	1	1	0	1	8	9	17
E	-	-	-	0	0	0	0	3	3	6	5	11	4	2	6	2	0	2	2	0	2	1	0	1	15	10	25
F	-	-	-	1	2	3	14	64	78	6	19	25	5	6	11	6	1	7	3	0	3	2	0	2	37	92	129
G	-	-	-	0	1	1	0	9	9	1	5	6	2	2	4	3	0	3	4	0	4	4	0	4	14	17	31
H	-	-	-	2	0	2	4	19	23	2	15	17	3	4	7	4	0	4	4	0	4	1	0	1	20	38	58
I	-	-	-	37	8	45	19	13	32	3	1	4	5	0	5	3	0	3	1	0	1	0	0	0	68	22	90
J	-	-	-	0	0	0	6	5	11	18	13	31	7	6	13	6	2	8	4	0	4	2	0	2	43	26	69
K	-	-	-	1	0	1	6	9	15	10	8	18	6	2	8	5	0	5	1	0	1	1	0	1	30	19	49
L	-	-	-	0	0	0	0	3	3	0	3	3	0	0	0	0	0	0	0	0	0	0	0	0	0	6	6
M	-	-	-	0	0	0	1	1	2	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1	1	2
N	-	-	-	0	1	1	0	1	1	2	0	2	2	0	2	1	0	1	1	0	1	0	0	0	6	2	8
O	-	-	-	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1	0	1	1	0	1
P	-	-	-	0	0	0	1	4	5	1	3	4	1	2	3	3	0	3	0	0	0	0	0	0	6	9	15
Q	-	-	-	0	0	0	1	3	4	0	2	2	0	0	0	3	1	4	2	0	2	0	0	0	6	6	12
R	-	-	-	0	0	0	0	1	1	0	0	0	0	0	0	2	0	2	0	0	0	0	0	0	2	1	3
S	-	-	-	0	0	0	1	4	5	1	3	4	2	1	3	1	0	1	1	0	1	0	0	0	6	8	14
T	-	-	-	1	0	1	5	10	15	3	4	7	1	1	2	1	0	1	0	0	0	0	0	0	11	15	26
U	-	-	-	0	0	0	0	2	2	0	1	1	0	1	1	2	0	2	2	0	2	1	0	1	5	4	9
V	-	-	-	0	0	0	1	8	9	2	3	5	2	3	5	3	0	3	2	1	3	1	0	1	11	15	26
W	-	-	-	0	1	1	8	56	64	1	15	16	3	4	7	3	0	3	2	0	2	1	0	1	18	76	94
X	-	-	-	0	0	0	5	24	29	2	10	12	1	2	3	1	0	1	0	0	0	0	0	0	9	36	45
Y	-	-	-	3	5	8	10	37	47	3	14	17	3	4	7	2	0	2	0	0	0	0	0	0	21	60	81
Z	-	-	-	1	0	1	1	18	19	0	4	4	0	2	2	2	1	3	3	0	3	0	0	0	7	25	32
AA	-	-	-	4	8	12	2	42	44	1	4	5	1	2	3	1	1	2	1	0	1	0	0	0	10	57	67
BB	-	-	-	0	0	0	4	10	14	6	2	8	2	1	3	3	0	3	1	0	1	0	0	0	16	13	29
CC	9	1	10	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	9	1	10
DD	24	8	32	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	24	8	32
TOTAL	33	9	42	50	28	78	92	353	445	72	139	211	53	46	99	63	6	69	39	1	40	16	0	16	418	582	1000

Table 3 compares the percentage composition in terms of the biographical categories of the response group used in the statistical analysis with that of the company.

TABLE 3: PERCENTAGE COMPOSITION OF THE RESPONSE GROUP AND COMPANY

BIOGRAPHICAL CATEGORY		RESPONSE GROUP	COMPANY
AGE	< 20 years	4%	2%
	20-24 years	34%	28%
	25-29 years	21%	22%
	30-39 years	21%	27%
	40-49 years	13%	14%
	50-59 years	6%	6%
	60+ years	1%	1%
SEX	Male	40%	42%
	Female	60%	58%
MARITAL STATUS	Single	41%	32%
	Married	55%	62%
	Divorced	4%	5%
	Widow(er)	1%	1%
TERM OF SERVICE	0-12 months	7%	10%
	13-24 months	13%	11%
	25-60 months	40%	44%
	61+ months	40%	35%
LANGUAGE	Afrikaans	93%	88%
	English	7%	12%
PERSONNEL TYPE	Clerical	98%	96%
	Wage earners	2%	4%
POST GRADE	1-3	7%	8%
	4-6	46%	45%
	7-8	22%	21%
	9-10	10%	10%
	11-12	8%	7%
	13-14	4%	4%
	15	2%	2%
	wage earners	2%	4%

Table 4 analyses the respondents biographical information. The table indicates the number of respondents, percentage and cumulative percentage per biographical category.

TABLE 4: ANALYSIS OF THE RESPONSE GROUP

BIOGRAPHICAL CATEGORY		N	%	CUM N	CUM %
AGE	under 20 years	29	4.2	29	4.2
	20 - 24 years	236	34.3	265	38.5
	25 - 29 years	146	21.2	411	59.7
	30 - 39 years	142	20.6	553	80.3
	40 - 49 years	90	13.1	643	93.3
	50 - 59 years	42	6.1	685	99.4
	60+ years	4	.6	689	100.0
SEX	Male	273	39.6	-	-
	Female	416	60.4	-	-
MARITAL STATUS	Single	281	40.8	-	-
	Married	376	54.6	-	-
	Divorced	26	3.8	-	-
	widow/Widower	6	.9	-	-
CHILDREN	none	387	56.2	387	56.2
	1 child	88	12.8	475	68.9
	2 children	140	20.3	615	89.3
	3 children	49	7.1	664	96.4
	4 children	17	2.5	681	98.8
	5 children	5	.7	686	99.6
	more than 5 children	3	.4	689	100.0
TERM OF SERVICE	0 - 12 months	49	7.1	49	7.1
	13 - 24 months	87	12.6	136	19.8
	25 - 60 months	276	40.1	412	59.9
	61+ months	276	40.1	688	100.0
LANGUAGE	Afrikaans	639	92.7	-	-
	English	50	7.3	-	-
PERSONNEL TYPE	Clerical personnel	674	97.8	-	-
	Wage Earners	15	2.2	-	-
POST GRADE	1 - 3	48	7.0	48	7.1
	4 - 6	318	46.2	366	54.3
	7,8	150	21.8	516	76.6
	9,10	70	10.2	586	86.9
	11,12	52	7.5	638	94.7
	13,14	25	3.6	663	98.4
	15	11	1.6	674	100.0

Subsequently the responses to the questionnaires were stored in a data base, which was accessible by computer program for analysis.

2.2.3 Method of Data Analysis

The method of data analysis used in Section 2 and 3 of the EAP-Questionnaire will be discussed in the following paragraphs.

2.2.3.1 Section 2 of EAP-Questionnaire:

Firstly, the responses to the statements in Section 2 were processed by computer program to form positive and negative responses, since all the statements in Section 2 were not in the same direction. A *definitely agree* response to statement 1 (*I am bored with my job for days at a time*) is a "negative" response, while a *definitely agree* response to statement 3 (*I enjoy my work*) is seen as a "positive" response. In effect the scale was changed to - *strongly negative, negative, unsure, positive, strongly positive*.

Secondly, to simplify the data and define major trends with greater clarity the responses were reduced to negative, unsure and positive responses by grouping *strongly negative* and *negative* responses as "negative" responses, and *strongly positive* and *positive* responses as "positive" responses. This was possible, because whether the respondent had a problem or not was of importance, and not to what degree the

problem was experienced. Therefore, when a response is referred to as negative or positive it does not necessarily mean that the respondent agrees or disagrees with the statement. A "positive" response indicates that the respondent probably does not experience problems in the area to which the statement refers, while a "negative" response is an indication of a possible problem in that area. For example, a "positive" response to statement 1 (*I am bored with my job for days at a time*) indicates that the respondent probably does not report experiencing problems in the area of job satisfaction.

Thirdly, the number and percentage positive, negative and unsure responses for each statement in Section 2 were determined.

Fourthly, the negative responses to each statement were analysed by making use of frequency tables, according to the problem areas and with regard to respondents' term of service, post grade category, marital status, number of children, sex and age.

Finally, where problem and sub-areas consisted of more than one statement, the number of respondents which responded negatively to more than 50% of the statements of the problem area, was determined. These respondents were further analysed according to term of service, marital status, number of children, sex and age.

2.2.3.2 Section 3 of EAP-Questionnaire

Responses to the questions in Section 3 were analysed by using frequency tables. Personal problems respondents had experienced were categorised according to the problem areas identified in Section 2.

In conclusion, it is important to note that since the needs assessment was in essence a descriptive study, inferential statistical analyses were not appropriate. For example, the company is not interested as to whether employees experience depression statistically significantly more than marital problems, but rather want to identify commonly occurring problems experienced by employees, expressed in terms of frequencies. Similarly, the company is not interested in whether employees prefer a certain form of assistance statistically significantly more than another, but rather want to know what forms of assistance employees commonly prefer. Therefore, frequencies, percentages and their distribution across categories were used to identify commonly occurring problems experienced by employees, and forms of assistance employees prefer.

2.3 COLLECTION OF INFORMATION BY MEANS OF INTERVIEWS WITH THE WELFARE OFFICER AND PERSONNEL PRACTITIONERS

Semi-structured interviews were conducted by the researcher with the company's welfare officer and personnel

practitioners.

The interviews were structured in terms of the following questions:

- (1) Is there a need for an EAP at the company?
- (2) What kind of personal problems do the employees experience in general?
- (3) Suggestions regarding the type of EAP that would suit the company best.

The interviews made it possible to explore and discuss the above questions in more detail.

In conclusion, on the grounds of the results derived from the research, conclusions and recommendations regarding the need for an EAP at the company, and the type of EAP to be implemented, were made.

CHAPTER 3

RESULTS

The results of the EAP-Questionnaire and interviews with the welfare officer and personnel practitioners will be reported in terms of the research questions as formulated in chapter

1. The research questions are:

- (1) What are the most commonly occurring personal problems experienced by employees?
- (2) What form of assistance do employees prefer?
- (3) How often do personal problems influence work?
- (4) What is the attitude of the employees towards a possible EAP at the company?
- (5) Do the employees need an EAP?
- (6) What type of EAP (model) should be implemented, if there is a need for an EAP?

The results will be followed by a short discussion on the validity of the responses to the EAP-Questionnaire.

It is important to note that the aim of the needs assessment was to give an overall picture of the aspects the research questions address. For example, the type of employee (post grade, age, sex etc.) who preferred a certain form of assistance, whose personal problems often influenced their work, or had a specific attitude concerning a possible EAP, was not of importance, but only the form of assistance employees preferred, how often personal problems influenced work, and the attitude of employees in general concerning a

possible EAP. Only the nature and frequency of personal problems employees experienced were analysed further, and then only for outstanding problem areas, in order to indicate where the problem areas were situated in the company, and at whom preventive programmes should be directed.

It is further important to note that the biographical categories age, sex, term of service and post grade are correlated. In other words, it is generally true that the higher the post grade, the higher the age and term of service. There are also more female employees in lower post grades and more males in higher post grades. Therefore, in most cases cross tabulations are not significant.

3.1 COMMONLY OCCURRING PERSONAL PROBLEMS

Findings regarding the nature and frequency of personal problems employees experience are reported in the following paragraphs. Personal problems employees may be experiencing, personal problems for which respondents received professional assistance, and personal problems for which respondents would like to receive assistance are highlighted.

These findings are an indication of whether the common personal problems experienced are of such a nature that the employees would benefit by an EAP, and if so, whether the frequency of these problems are high enough to merit an EAP. In addition, the findings are an indication of the type of EAP and EAP-personnel that would be suitable, and the type of

problems they would likely encounter.

3.1.1 Personal Problems Employees may be experiencing

In the following paragraphs personal problems employees may be experiencing, as identified by analysis of the responses to Section 2 of the EAP-Questionnaire, are outlined in terms of the problem areas on which information was sought.

The discussion highlights personal problems with high frequencies of negative responses, and analyses outstanding personal problems in terms of the respondents relevant biographical information, in order to indicate where the problem areas were situated in the company, and to whom preventive programmes should be aimed.

In Table 5 a complete analysis of the responses to the statements are given. In Tables 6 to 11 only the negative responses to the statements are analysed in terms of term of service, post grade, marital status, number of children, age and sex respectively. Table 12 indicates the proportion negative responses to statements concerning job stress and job satisfaction in relation to the composition of the response group.

TABLE 5: ANALYSIS OF RESPONSES

PROBLEM AREA		RESPONSE							
AREA	SUBAREA	ST	POSITIVE		UNSURE		NEGATIVE		TOTAAL
			N	%	N	%	N	%	N
WORKRELATED	JOB SATISFACTION	1	553	81	44	6	90	13	687
		2	526	77	84	12	73	11	683
		3	543	79	74	11	69	10	686
	RELATIONSHIP WITH SUPERVISOR	4	609	89	34	5	44	6	687
		5	543	79	63	9	81	12	687
		6	506	74	100	15	81	12	687
	RELATIONSHIP WITH CO-WORKERS	7	645	94	15	2	29	4	689
		8	578	84	56	8	54	8	688
	JOB SECURITY	9	454	66	136	20	99	14	689
	JOB STRESS	10	373	54	108	16	207	30	688
	INFLUENCE OF JOB ON FAMILY RELATIONS	11	538	79	82	12	59	9	679
PERSONAL AND FAMILY PROBLEMS	MARRIAGE	12	340	91	13	4	21	6	374
		13	313	84	18	5	42	11	373
	DIVORCE	14	16	67	2	8	6	25	24
		15	154	92	5	3	8	5	167
	CHILDREN	16	270	93	12	4	9	3	291
		17	277	97	5	2	5	2	287
		18	258	90	12	4	16	6	286
		19	233	82	17	6	35	12	285
		20	277	97	5	2	5	2	287
	DEATH OF FAMILY MEMBER / FRIEND	34	589	86	49	7	44	7	682
	AGED PARENT	35	605	89	39	6	35	5	679
	DRUG AND ALCOHOL ABUSE	33	651	96	8	1	22	3	681
	TEMPER	30	558	81	80	12	49	7	687
	HEADACHES	31	471	69	37	5	179	26	687
SLEEP	32	576	84	51	7	59	9	686	
MENTAL HEALTH	DEPRESSION	20	591	86	46	7	48	7	685
		21	501	73	77	11	107	16	685
		22	341	50	247	36	98	14	686
		23	430	63	65	10	192	28	687
	24	364	53	110	16	212	31	686	
	SUICIDE	26	652	95	18	3	17	3	687
	HOPELESS PROBLEM	25	585	85	42	6	59	9	686
	SELF-IMAGE	27	526	77	82	12	78	11	686
		28	567	83	60	9	60	9	687
		29	514	75	76	11	97	14	687
OTHER	FINANCIAL	36	438	64	92	14	154	23	684
	LEGAL	37	657	96	14	2	14	2	685

TABLE 6: ANALYSIS OF NEGATIVE RESPONSES IN TERMS OF TERM OF SERVICE

PROBLEM AREA	ST	TERM OF SERVICE (MONTHS)							
		0 - 12		13 - 24		25 - 60		61+	
		N	%	N	%	N	%	N	%
1. WORKRELATED									
Job satisfaction	1	8	9	12	13	44	49	26	29
	2	6	8	9	12	28	38	30	41
	3	5	7	8	12	32	46	24	35
Relationship with supervisor	4	2	5	4	9	18	41	20	46
	5	6	7	7	9	36	44	32	40
	6	6	7	8	10	35	43	32	40
Relationship with co-workers	7	3	10	5	17	13	45	8	28
	8	2	4	11	20	25	46	16	30
Job security	9	4	4	7	7	46	47	41	42
Job stress	10	14	7	17	8	82	40	94	45
Influence of job on family relations	11	2	3	7	12	20	34	30	51
2. PERSONAL AND FAMILY PROBLEMS									
Marriage	12	-	-	1	5	4	20	15	75
	13	-	-	2	5	12	29	28	67
Divorce	14	-	-	-	-	1	17	5	83
Children	15	-	-	-	-	3	38	5	63
	16	-	-	-	-	2	22	7	78
	17	-	-	-	-	1	20	4	80
	18	-	-	-	-	5	31	11	69
	19	2	6	-	-	16	46	17	49
Death of family member / friend	34	2	5	7	16	23	52	12	27
Aged parent	35	2	6	1	3	12	34	20	57
Drug and alcohol abuse	33	1	5	1	5	7	33	12	57
Temper	30	4	8	5	10	17	35	23	47
Headaches	31	13	7	22	12	81	45	63	35
Sleep	32	3	5	5	9	26	44	25	42
3. MENTAL HEALTH									
Depression	20	2	4	6	13	23	48	17	35
	21	3	3	11	10	46	43	47	44
	22	5	5	13	13	39	40	41	42
	23	17	9	19	10	79	41	77	40
	24	15	7	27	13	84	40	86	41
Suicide	26	1	6	1	6	7	41	8	47
Hopeless problem	25	8	14	7	12	26	44	18	31
Self-image	27	3	4	8	10	29	37	38	49
	28	5	8	9	15	23	38	23	38
	29	10	10	12	12	41	42	34	35
4. OTHER									
Financial	36	10	7	19	12	69	45	56	36
Legal	37	-	-	-	-	5	39	8	62

TABLE 7: ANALYSIS OF NEGATIVE RESPONSES IN TERMS OF POST GRADE

PROBLEM AREA	ST	POST GRADE															
		0		15		13,14		11,12		9,10		7,8		4-6		1-3	
		N	%	N	%	N	%	N	%	N	%	N	%	N	%	N	%
1. WORKRELATED																	
Job satisfaction	1	1	1	1	1	-	-	2	2	9	10	19	21	48	53	10	11
	2	1	1	1	1	2	3	1	1	10	14	15	21	36	49	7	10
	3	-	-	-	-	4	6	2	3	8	12	13	19	35	51	7	10
Relationship with supervisor	4	1	2	-	-	3	7	2	5	4	9	11	25	19	43	4	9
	5	3	4	1	1	7	9	4	5	14	17	16	20	28	35	8	10
	6	7	9	-	-	4	5	2	3	12	15	19	24	28	35	9	11
Relationship with co-workers	7	2	7	-	-	1	3	2	7	6	21	5	17	10	35	3	10
	8	3	6	-	-	1	2	2	4	6	11	8	15	28	52	6	11
Job security	9	8	8	1	1	4	4	6	6	6	6	19	19	42	42	13	13
Job stress	10	4	2	6	3	10	5	17	8	30	15	61	30	69	33	10	5
Influence of job on family relations	11	-	-	-	-	5	9	2	3	9	15	12	20	26	44	5	9
2. PERSONAL AND FAMILY PROBLEMS																	
Marriage	12	-	-	1	5	1	5	4	19	7	33	2	10	4	19	2	10
	13	-	-	1	2	4	10	4	10	10	24	12	29	9	21	2	5
Divorce	14	-	-	-	-	2	33	-	-	-	-	2	33	1	17	1	17
Children	15	-	-	-	-	-	-	-	-	2	25	4	50	1	13	1	13
	16	-	-	1	11	1	11	1	11	2	22	2	22	1	11	1	11
	17	1	20	-	-	-	-	-	-	2	40	-	-	2	40	-	-
	18	-	-	1	6	1	6	5	31	4	25	1	6	1	6	3	19
	19	1	3	-	-	4	11	4	11	5	14	8	23	10	29	3	9
Death of family member / friend	34	1	2	-	-	-	-	-	-	1	2	9	21	25	57	8	18
Aged parent	35	2	6	1	3	1	3	4	11	3	9	7	20	13	37	4	11
Drug and alcohol abuse	33	1	5	-	-	-	-	-	-	4	18	5	23	9	41	3	14
Temper	30	1	2	-	-	1	2	2	4	6	12	8	16	23	47	8	16
Headaches	31	3	2	1	1	2	1	11	6	20	11	38	21	89	50	15	8
Sleep	32	-	-	3	5	2	3	-	-	10	17	14	24	26	44	4	7
3. MENTAL HEALTH																	
Depression	20	-	-	1	2	2	4	1	2	9	19	9	19	20	42	6	13
	21	2	2	1	1	2	2	4	4	15	14	19	18	58	54	6	6
	22	1	1	-	-	2	2	7	7	18	18	23	24	41	42	6	6
	23	1	1	2	1	4	2	9	5	24	13	39	20	101	53	12	6
	24	2	1	2	1	6	3	9	4	29	14	52	25	100	47	12	6
Suicide	26	-	-	-	-	-	-	-	-	4	24	2	12	8	47	3	18
Hopeless problem	25	1	2	1	2	1	2	1	2	7	12	10	17	35	59	3	5
Self-image	27	-	-	-	-	2	3	5	6	8	10	20	26	39	50	4	5
	28	2	3	1	2	-	-	1	2	7	12	14	23	31	52	4	7
	29	3	3	1	1	-	-	1	1	11	11	24	25	44	45	13	13
4. OTHER																	
Financial	36	3	2	2	1	6	4	10	7	15	10	32	21	71	46	15	10
Legal	37	-	-	-	-	1	7	1	7	2	14	3	21	5	36	2	14

TABLE 8: ANALYSIS OF NEGATIVE RESPONSES IN TERMS OF MARITAL STATUS

PROBLEM AREA	ST	MARITAL STATUS							
		SINGLE		MARRIED		DIVORCED		WIDOW(ER)	
		N	%	N	%	N	%	%	N
1. WORKRELATED									
Job satisfaction	1	49	54	40	44	1	1	-	-
	2	37	51	36	49	-	-	-	-
	3	31	45	36	52	2	3	-	-
Relationship with supervisor	4	12	27	31	71	1	2	-	-
	5	32	40	46	57	3	4	-	-
	6	38	47	40	49	3	4	-	-
Relationship with co-workers	7	16	55	11	38	1	3	1	3
	8	32	59	21	39	1	2	-	-
Job security	9	32	32	60	61	5	5	2	2
Job stress	10	78	38	120	58	8	4	1	1
Influence of job on family relations	11	19	32	37	63	3	5	-	-
2. PERSONAL AND FAMILY PROBLEMS									
Marriage	12	-	-	21	100	-	-	-	-
	13	-	-	42	100	-	-	-	-
Divorce	14	-	-	-	-	6	100	-	-
Children	15	-	-	7	88	1	13	-	-
	16	-	-	8	89	1	11	-	-
	17	1	20	3	60	1	20	-	-
	18	-	-	13	81	3	19	-	-
	19	2	6	30	86	3	9	-	-
Death of family member / friend	34	16	36	24	55	2	5	2	5
Aged parent	35	8	23	24	69	3	9	-	-
Drug and alcohol abuse	33	7	32	15	68	-	-	-	-
Temper	30	19	39	27	55	1	2	2	4
Headaches	31	76	43	93	52	8	5	2	1
Sleep	32	21	36	31	53	4	7	3	5
3. MENTAL HEALTH									
Depression	20	24	50	20	42	4	8	-	-
	21	53	50	50	47	3	3	1	1
	22	36	37	58	59	2	2	2	2
	23	82	43	97	51	12	6	1	1
	24	92	43	110	52	9	4	1	1
Suicide	26	10	59	6	35	1	6	-	-
Hopeless problem	25	34	58	23	39	2	3	-	-
Self-image	27	36	46	38	49	2	3	2	3
	28	29	48	29	48	1	2	1	2
	29	48	50	44	45	4	4	1	1
4. OTHER									
Financial	36	54	35	86	56	13	8	1	1
Legal	37	3	21	8	57	3	21	-	-

TABLE 9: ANALYSIS OF NEGATIVE RESPONSES IN TERMS OF NUMBER OF CHILDREN

PROBLEM AREA	ST	NUMBER OF CHILDREN													
		NONE		1		2		3		4		5		5+	
		N	%	N	%	N	%	N	%	N	%	N	%	N	%
1. WORKRELATED															
Job satisfaction	1	60	67	12	13	14	16	2	2	1	1	1	1	-	-
	2	53	73	7	10	11	15	1	1	-	-	-	-	1	1
	3	44	64	12	17	7	10	5	7	-	-	-	-	1	1
Relationship with supervisor	4	23	52	9	21	7	16	2	5	1	2	-	-	2	5
	5	42	52	10	12	19	24	8	10	2	3	-	-	-	-
	6	49	61	12	15	12	15	5	6	2	3	-	-	1	1
Relationship with co-workers	7	19	66	4	14	5	17	1	3	-	-	-	-	-	-
	8	36	67	8	15	6	11	3	6	1	2	-	-	-	-
Job security	9	44	44	14	14	30	30	6	6	3	3	-	-	2	2
Job stress	10	116	56	25	12	42	20	20	10	2	1	1	1	1	1
Influence of job on family relations	11	34	58	8	14	13	22	2	3	2	3	-	-	-	-
2. PERSONAL AND FAMILY PROBLEMS															
Marriage	12	5	24	-	-	8	38	5	24	2	10	-	-	1	5
	13	14	33	4	10	12	29	10	24	1	2	-	-	1	2
Divorce	14	-	-	1	17	3	50	1	17	1	17	-	-	-	-
Children	15	-	-	2	25	2	25	3	38	1	13	-	-	-	-
	16	-	-	2	22	2	2	4	44	1	11	-	-	-	-
	17	-	-	2	40	1	20	1	20	-	-	-	-	1	20
	18	-	-	2	13	9	56	2	13	2	13	-	-	1	6
	19	-	-	12	34	20	57	2	6	-	-	1	3	-	-
Death of family member / friend	34	20	46	6	14	16	36	1	2	-	-	1	2	-	-
Aged parent	35	11	31	3	9	14	40	4	11	1	3	2	6	-	-
Drug and alcohol abuse	33	10	46	3	14	5	23	3	14	1	5	-	-	-	-
Temper	30	26	53	5	10	11	22	2	4	3	6	1	2	1	2
Headaches	31	103	58	20	11	37	21	11	6	4	2	1	1	3	2
Sleep	32	35	59	6	10	12	20	3	5	2	3	-	-	1	2
3. MENTAL HEALTH															
Depression	20	31	65	3	6	8	17	3	6	2	4	-	-	1	2
	21	69	65	10	9	19	18	6	6	2	2	-	-	1	1
	22	57	58	9	9	24	25	6	6	1	1	-	-	1	1
	23	115	60	19	10	41	21	11	6	4	2	1	1	1	1
	24	134	63	25	12	38	18	10	5	3	1	1	1	1	1
Suicide	26	12	71	1	6	2	12	1	6	1	6	-	-	-	-
Hopeless problem	25	39	66	2	3	10	17	5	9	2	3	-	-	1	2
Self-image	27	44	56	9	12	17	22	8	10	-	-	-	-	-	-
	28	37	62	1	2	16	27	4	7	2	3	-	-	-	-
	29	59	61	14	14	15	16	7	7	1	1	-	-	1	1
4. OTHER															
Financial	36	76	49	19	12	39	25	14	9	4	3	1	1	1	1
Legal	37	4	29	3	21	4	29	2	14	1	7	-	-	-	-

TABLE 10: ANALYSIS OF NEGATIVE RESPONSES IN TERMS OF AGE

PROBLEM AREA	ST	AGE													
		<20		20-24		25-29		30-39		40-49		50-59		60+	
		N	%	N	%	N	%	N	%	N	%	N	%	N	%
1. WORKRELATED															
Job satisfaction	1	3	3	38	42	29	32	15	17	5	6	-	-	-	-
	2	-	-	35	48	22	30	11	15	4	6	1	1	-	-
	3	1	1	28	41	18	26	14	20	6	9	2	3	-	-
Relationship with supervisor	4	-	-	13	30	12	27	13	30	5	11	1	2	-	-
	5	2	3	24	30	17	21	20	25	14	17	4	5	-	-
	6	2	3	28	35	26	32	15	19	6	7	4	5	-	-
Relationship with co-workers	7	2	7	10	35	7	24	6	21	2	7	2	7	-	-
	8	5	9	24	44	10	19	11	20	2	4	2	4	-	-
Job security	9	4	4	26	26	24	24	27	27	16	16	1	1	1	1
Job stress	10	3	1	68	33	54	26	43	21	29	14	10	5	-	-
Influence of job on family relations	11	1	2	18	31	15	25	17	29	6	10	2	3	-	-
2. PERSONAL AND FAMILY PROBLEMS															
Marriage	12	-	-	2	10	3	14	11	52	4	19	1	5	-	-
	13	-	-	5	12	10	24	17	41	5	12	5	12	-	-
Divorce	14	-	-	-	-	1	17	1	17	3	50	1	17	-	-
Children	15	-	-	-	-	-	-	4	50	4	50	-	-	-	-
	16	-	-	-	-	1	11	2	22	5	56	1	11	-	-
	17	-	-	-	-	1	20	2	40	2	40	-	-	-	-
	18	-	-	-	-	3	19	7	44	5	31	1	6	-	-
	19	1	3	1	3	4	11	18	51	6	17	5	14	-	-
Death of family member / friend	34	2	5	13	30	12	27	11	25	4	9	1	2	1	2
Aged parent	35	-	-	8	23	2	6	10	29	10	29	4	11	1	3
Drug and alcohol abuse	33	1	5	5	23	4	18	6	27	5	23	1	5	-	-
Temper	30	2	4	18	37	8	16	11	22	5	10	5	10	-	-
Headaches	31	10	6	70	39	33	18	38	21	16	9	11	6	1	1
Sleep	32	1	2	19	32	15	25	14	24	6	10	4	7	-	-
3. MENTAL HEALTH															
Depression	20	3	6	19	40	9	19	7	15	9	19	1	2	-	-
	21	3	3	46	43	21	20	20	19	12	12	5	5	-	-
	22	1	1	29	30	25	26	31	32	9	9	3	3	-	-
	23	10	5	64	33	49	26	42	22	21	11	6	3	-	-
	24	7	3	80	38	51	24	44	21	21	10	9	4	-	-
Suicide	26	1	6	5	29	7	41	2	12	1	6	1	6	-	-
Hopeless problem	25	2	3	25	42	13	22	14	24	3	5	2	3	-	-
Self-image	27	3	4	27	35	14	18	21	27	8	10	5	6	-	-
	28	3	5	22	37	16	27	11	18	7	12	1	2	-	-
	29	3	3	40	41	27	29	18	19	7	7	2	2	-	-
4. OTHER															
Financial	36	5	3	49	32	37	24	41	27	15	10	7	5	-	-
Legal	37	-	-	4	29	2	14	4	29	3	21	1	7	-	-

TABLE 11: ANALYSIS OF NEGATIVE RESPONSES IN TERMS OF SEX

PROBLEM AREA	ST	SEX			
		MALE		FEMALE	
		N	%	N	%
1. WORKRELATED					
Job satisfaction	1	24	27	66	73
	2	25	34	48	66
	3	26	38	43	62
Relationship with supervisor	4	24	55	20	46
	5	40	49	41	51
	6	41	51	40	49
Relationship with co-workers	7	14	48	15	52
	8	18	33	36	67
Job security	9	38	38	61	62
Job stress	10	87	42	120	58
Influence of job on family relations	11	25	42	34	58
2. PERSONAL AND FAMILY PROBLEMS					
Marriage	12	11	52	10	48
	13	19	45	23	55
Divorce	14	2	33	4	67
Children	15	-	-	8	100
	16	4	44	5	56
	17	3	60	2	40
	18	12	75	4	25
	19	13	37	22	63
Death of family member / friend	34	13	30	31	70
Aged parent	35	15	43	20	57
Drug and alcohol abuse	33	4	18	18	82
Temper	30	16	33	33	67
Headaches	31	48	27	131	73
Sleep	32	18	31	41	70
3. MENTAL HEALTH					
Depression	20	17	35	31	65
	21	30	28	77	72
	22	40	41	58	59
	23	51	27	141	73
	24	66	31	146	69
Suicide	26	4	24	13	76
Hopeless problem	25	17	29	42	71
Self-image	27	17	22	61	78
	28	18	30	42	70
	29	34	35	63	65
4. OTHER					
Financial	36	67	44	87	56
Legal	37	5	36	9	64

TABLE 12: ANALYSIS OF THE PROPORTION NEGATIVE RESPONSES

PROBLEM AREA	BIOGRAPHICAL CATEGORY		%
JOB STRESS	AGE	< 20 years	10
		20 - 24 years	29
		25 - 29 years	37
		30 - 39 years	30
40 - 49 years		32	
50 - 59 years		24	
60+ years	0		
JOB STRESS	SEX	Male	32
		Female	29
	TERM OF SERVICE	0 - 12 months	29
		13 - 24 months	20
25 - 60 months		30	
61+ months		34	
JOB STRESS	POST GRADE	1 - 3	21
		4 - 6	22
		7,8	41
		9,10	43
		11,12	33
		13,14	40
		15	55
		wage earner	27
JOB SATISFACTION	POST GRADE	1 - 3	21
		4 - 6	15
		7,8	13
		9,10	13
		11,12	4
		13,14	0
		15	9
		wage earner	7

3.1.1.1 Work Related Problems

The most outstanding finding regarding this problem area is that 207 (30%) respondents had indicated that they experienced job stress (Table 5). Further analysis indicate that the highest proportion of these respondents are in managerial and supervisory positions (post grades 7 to 15), have more than 2 years of service, are between the ages of 25

and 40, and are male (Table 12).

In view of the fact that job stress may influence family relationships and may cause or worsen marital and children problems, it is interesting to note that 120 (58%) of the respondents who had indicated that they experienced job stress are married (Table 8), 91 (45%) have children (Table 9) and 44 (21%) feel that work demands often disturb their family relationships.

Further, of all the respondents 59 (9%) felt that work demands often disturbed their family relationships (Table 5), 37 (63%) of them are married (Table 8) and 25 (42%) have children (Table 9).

Regarding job satisfaction, it was found that 90 (13%) respondents were bored with their jobs for days at a time (Table 5). Further analysis indicate that the highest proportion respondents who are bored with their jobs for days at a time are in clerical positions (post grades 1 to 6) (Table 12).

It is also interesting to note that only 66% respondents experience job security, while 99 (14%) are afraid of loosing their job (Table 5). This finding should be seen in the light of the economic situation in the country.

3.1.1.2 Personal and Family Problems

Regarding these problem areas, it seems that most problems are experienced in the areas of marriage, divorce and children.

Of the married respondents 51 (14%) responded negatively to both statements concerning marriage. It is likely that these respondents are experiencing serious marital problems. Further, 21 (6%) respondents indicated that they were experiencing a difficult time as a result of marital problems, and 42 (11%) that they were experiencing problems in communicating with their spouses (Table 5). Of the respondents who are divorced 6 (25%) indicated that they were experiencing a difficult time as result of their divorce (Table 5).

Of the findings regarding children, the outstanding finding was that 35 (12%) of respondents with children experienced tension at work over the well-being of their children during working hours (Table 5).

Other noteworthy findings are that 59 (9%) respondents experience sleep disturbances, 44 (7%) respondents experience difficulty in accepting the death of a family member or friend, 49 (7%) respondents experience difficulty in curbing their temper, and 35 (5%) respondents experience problems with the care of an aged parent (Table 5).

3.1.1.3 Mental Health

The outstanding problem in this problem area is depression, since 212 (31%) respondents indicated that they often felt irritable, 192 (28%) that they often felt tired for no reason, 107 (16%) that they often felt downhearted and depressed, and 98 (14%) that they felt negative about the future (Table 5). These are all indications of possible depression. It further came to light that 53 (8%) responded negatively to three out of the five statements concerning depression, 31 (4%) to four statements, and 11 (2%) to all five statements. It is likely that these respondents, especially the 11 that responded negatively to all five statements, are suffering from depression.

Findings that are somewhat disturbing, are that 59 (9%) respondents feel that they have a personal problem that is hopeless, 17 (3%) sometimes think of committing suicide (Table 5), and that 60 (9%) responded negatively to one, and 8 (1%) to both of these statements.

In addition, 6 responded negatively to all the statements concerning depression, as well as the statement concerning a hopeless problem, and 3 responded negatively to all the statements concerning depression, as well as the statement concerning suicide. These findings are an indication of respondents who really need assistance. These respondents do not fall into common biographical categories, which is a possible indication that employees suffering from depression,

do not have a specific biographical profile.

Regarding problems concerning self-image, it was found that 78 (11%) respondents are not satisfied with their personal appearance, 97 (14%) respondents feel that if something goes wrong it is usually their fault, and 60 (9%) respondents feel they are useless and unwanted (Table 5). Respondents who possibly have a serious problem regarding self-image are the 11 (2%) who responded negatively to all three of the statements concerning self-image. Of the 11 respondents, 5 were between the ages of 20 and 24, and 4 between 25 and 29. This finding corresponds with the view of the welfare officer and personnel practitioners that there is a specific need for assistance of employees in the age groups *under 20* and *20-24 years* experiencing problems associated with the late adolescent years, such as problems concerning self-image (refer to Section 3.1.4).

3.1.1.4 Other Problems

The outstanding finding here is that 154 (23%) respondents experience tension as a result of financial problems.

3.1.2 **Personal Problems for which Respondents received Professional Assistance**

In the following paragraphs the personal problems for which respondents received professional assistance, as identified by analysis of the responses to questions 3 and 5 in Section

3 of the EAP-Questionnaire, are outlined.

Regarding information about what type of problems the employees commonly experience this section is very important, since problems employees *actually experience* or had experienced are identified, and not possible problems employees *may experience* as in Section 2 of the EAP-Questionnaire.

The previous section (3.1.1) analysed outstanding personal problems in terms of respondents' relevant biographical information, in order to indicate where the problem areas were situated in the company, and to whom preventive programmes should be aimed. In this section it was not possible, since employees may have experienced the indicated personal problems a number of years ago, and therefore most of the biographical information will not be correct for the period when the problem was actually experienced.

Of the 689 respondents, 95 (14%) indicated that they had received or are currently receiving professional assistance for a personal problem, while 574 (83%) respondents indicated that they had never received professional assistance for a personal problem, and 20 (3%) did not answer the question. The nature of the personal problems as indicated by the 95 respondents is shown in Table 13. Note that not all the respondents that indicated they received professional assistance, indicated the nature of the problem, and that some received assistance for more than one problem.

TABLE 13: NATURE OF PERSONAL PROBLEMS FOR WHICH PROFESSIONAL ASSISTANCE WAS RECEIVED

NATURE OF PROBLEM	N	%
1. WORKRELATED		
1.1 Relationship with supervisor and co-workers	2	2
2. PERSONAL AND FAMILY PROBLEMS		
2.1 Marriage	17	16
2.2 Divorce	9	8
2.3 Children	5	5
2.4 Single parent	1	1
2.5 Relationships	7	6
2.6 Behaviour problems	1	1
2.7 Adjustment problems outside work situation	1	1
2.8 Death/suicide of family member / friend	7	6
3.7 Assault	1	1
3.8 Incurable disease	2	2
3.9 Mastectomy	2	2
3.10 Spiritual counselling	1	1
3.11 Stutter	1	1
3.12 Sleep disturbances	1	1
3.13 Smoking	1	1
3.14 Sexuality	1	1
3.15 Drug and alcohol abuse: parent/spouse	2	2
3. MENTAL HEALTH		
3.1 Depression	14	13
3.2 Anxiety	4	4
3.3 Stress	15	14
3.4 Suicide attempt	1	1
3.5 Self-image/self-confidence/self-exploration	5	5
3.6 Anorexia	1	1
4. DO NOT WANT TO REVEAL NATURE OF PROBLEM	7	6

It is clear that the most common personal problems for which professional assistance was received are: marital problems and divorce (24%), stress related problems (14%), and depression (13%). Other personal problems that occurred frequently are problems concerning relationships (6%), death or suicide of family member or friend (6%), children (5%) and self-image/self-confidence (5%).

3.1.3 Personal Problems for which Respondents would like to receive Assistance

In the following paragraphs personal problems other than alcoholism, drug abuse, marriage enrichment, stress management, retirement planning, personal finance and parenting, for which respondents would like to receive assistance, as identified by analysis of the responses to question 2 in Section 3 of the EAP-Questionnaire, are identified.

Table 14 indicates the "other" personal problems for which respondents would like to receive assistance.

The outstanding personal problems identified are: problems concerning self-image/self-assertion/self-development and relationships, as well as marital problems, depression and career development.

3.1.4 Interviews with the Welfare Officer and Personnel Practitioners

Personal problems the welfare officer and personnel practitioners encountered correspond with the outstanding problems identified in the EAP-Questionnaire: marital problems and divorce, stress-related problems, depression, and problems concerning relationships and self-image.

TABLE 14: "OTHER" PERSONAL PROBLEMS FOR WHICH RESPONDENTS WOULD LIKE TO RECEIVE ASSISTANCE

NATURE OF PROBLEMS	N	%
1. WORKRELATED		
1.1 Career planning	6	7
1.2 Time management	1	1
1.3 Managing skills	1	1
1.4 Relationships at work	3	4
1.5 Working mother	1	1
2. PERSONAL AND FAMILY PROBLEMS		
2.1 Marital problems	5	6
2.2 Divorce (respondent / parents)	2	2
2.3 Problems with children	2	2
2.4 Relationships		
- parents	1	1
- friends	7	9
- romantic	1	1
2.5 Coping with conflict	3	4
2.6 Death of family member / friend	1	1
2.7 Care of aged parent	2	2
2.8 Molested as child	1	1
2.9 Rape	1	1
2.10 Coping with incurable disease	2	2
2.11 Spiritual counselling	2	2
2.12 Stuttering	1	1
2.13 How to stop smoking	3	4
2.14 Health problems	2	2
2.15 Diabetic	1	1
2.16 Weight problems	4	5
3. MENTAL HEALTH		
3.1 Depression	5	6
3.2 Self-image/self-assertion/self-development	18	22
4. OTHER		
4.1 Legal advice	3	4
4.2 Unemployment	1	1
4.3 Cultural differences	2	2

In addition, they felt that there was a specific need for assistance of employees in the age groups under 20 and 20-24 years experiencing problems associated with the late adolescent years, such as problems concerning self-image, establishing an own identity, relationships, and adjustment to the work situation. This is not a trivial matter, since employees in the age groups under 20 and 20-24 years comprise

30% of the employees of the company.

In conclusion, the most common personal problems employees experience are marital problems and divorce, stress-related problems, and depression. Problems concerning children, relationships, self-image, and the death of a family member or friend occur frequently as well. The following personal problems occur to a lesser degree, but nevertheless deserve to be mentioned: tension as result of financial problems, tension over the well-being of children during working hours, problems with the care of an aged parent, and lack of self-control (temper).

3.2 FORMS OF ASSISTANCE EMPLOYEES PREFER

Findings regarding forms of assistance employees would prefer if they experienced certain personal problems, as well as forms of assistance employees actually received for personal problems they experienced, are reported in the following paragraphs. This section is important with regard to recommendations concerning the type of EAP suitable for the company, and the kind of personnel to staff the EAP.

3.2.1 Forms of Assistance Respondents would prefer if they experienced certain Personal Problems

In the following paragraphs the various forms of assistance, as identified by analysis of the responses to question 1 in Section 3 of the EAP-Questionnaire, are outlined.

Table 15 is an analysis of the responses to question 1 in Section 3 of the EAP-Questionnaire.

TABLE 15: FORM OF ASSISTANCE RESPONDENTS WOULD PREFER FOR CERTAIN PERSONAL PROBLEMS

NATURE OF PROBLEM	PREFERRED FORM OF ASSISTANCE									
	A	B	C	D	E	F	G	H	I	J
1. Alcoholism	97 (3)	254 (2)	347 (1)	1	3	1			1	2
2. Drug abuse	94 (3)	250 (2)	346 (1)		3	1		1	1	2
3. Marriage enrichment	207 (3)	257 (1)	247 (2)		1	1				2
4. Stress management	216 (3)	290 (1)	248 (2)		2	2				3
5. Retirement planning	282 (1)	141 (3)	255 (2)			1				2
6. Personal finance	262 (2)	138 (3)	317 (1)			2		1		2
7. Parenting	254 (2)	321 (1)	159 (3)		1	1	1			2

PREFERRED FORM OF ASSISTANCE:

- A = Course
- B = Workshop
- C = Individual counselling
- D = Rehabilitation centre
- E = Spiritual counselling
- F = Videos
- G = Support groups
- H = Reading material
- I = Do not know
- J = No aid

From Table 15 it can be concluded that if courses, workshops and individual counselling are considered as possible forms of assistance for alcoholism, drug abuse, marriage enrichment, stress management, retirement planning, personal finance and parenting, there was no preference for a specific form of assistance. It seems that the preference of one of these forms of assistance depends on the problem. Other

forms of assistance that were suggested were: rehabilitation centre (alcoholism), spiritual counselling, videos, support groups and reading material.

3.2.2 Form of Professional Assistance Respondents received

In the following paragraphs the forms of professional assistance respondents received for personal problems, as identified by analysis of the responses to questions 4 and 5 in Section 3 of the EAP-Questionnaire, are outlined.

Table 16 is an analysis of the forms of professional assistance respondents indicated they received for personal problems they experienced. It can be concluded that assistance was mostly received from professional psychologists, general practitioners and the church.

In conclusion, the forms of assistance (that could be provided by an EAP) respondents prefer are individual counselling, workshops, courses, support groups, videos and reading material. Also, assistance from a psychologist would be preferred.

TABLE 16: FORMS OF PROFESSIONAL ASSISTANCE RESPONDENTS RECEIVED FOR PERSONAL PROBLEMS

NATURE OF PROBLEM	N	%	FORM OF ASSISTANCE								
			A	B	C	D	E	F	G	H	
1. WORKRELATED											
1.1 Relationship with supervisor and co-workers	2	2	1						1		
2. PERSONAL AND FAMILY PROBLEMS											
2.1 Marriage	17	16	11	2	3	1	3	4	1		
2.2 Divorce	9	8	7	1	4		1	5			
2.3 Children	5	5	5		2	1		1			1
2.4 Single parent	1	1	1								
2.5 Relationships	7	6	5		2			2			1
2.6 Behaviour problems	1	1	1								
2.7 Adjustment problems outside work situation	1	1	1								
2.8 Death/suicide of family member / friend	7	6	5		1			4			1
3.7 Assault	1	1		1							
3.8 Incurable disease	2	2	1	1	2		1	1			
3.9 Mastectomy	2	2	1				1	1			
3.10 Spiritual counselling	1	1						1			
3.11 Stutter	1	1	1								
3.12 Sleep disturbances	1	1	1	1							
3.13 Smoking	1	1	1	1							
3.14 Sexuality	1	1	1								
3.15 Drug and alcohol abuse: parent/spouse	2	2			1		1	1			
3. MENTAL HEALTH											
3.1 Depression	14	13	13	2	5			1			1
3.2 Anxiety	4	4	3	2	1						
3.3 Stress	15	14	7	3	5	1		2			
3.4 Suicide attempt	1	1	1		1						
3.5 Self-image/self-confidence/self-exploration	5	5	4	1				1			
3.6 Anorexia	1	1	1								
4. DO NOT WANT TO REVEAL NATURE OF PROBLEM	7	6	5	1	1						

PREFERRED FORM OF ASSISTANCE:

- A = Professional psychologist
- B = Psychiatrist
- C = General practitioner
- D = Social worker
- E = Professional organisations (e.g. FAMSA, AA)
- F = Church (e.g. minister)
- G = Marriage counsellor
- H = Attorney

3.3 HOW OFTEN PERSONAL PROBLEMS INFLUENCE WORK

Since personal problems may have a significant influence on employees' work, it was important to obtain an indication of the extent of the influence, at least as far as respondents experienced it. It would therefore be in the interest of the

company to offer some form of assistance.

Some indication of the extent to which personal problems that employees experience influence their work are obtained by the analysis of the responses to questions 10 and 11 in Section 3 of the EAP-Questionnaire.

The findings were that 8 (1%) respondents were of the opinion that personal problems always had an influence on their work, 94 (14%) often, 415 (60%) seldom, and 155 (23%) never.

Further, of the 234 respondents who indicated that they have supervisory or managerial responsibilities, 10 (5%) experience that personal problems always have a detrimental effect on the work of the personnel who report to them, 106 (45%) often, 83 (35%) seldom, and 35 (15%) did not answer the question. In other words, 15% respondents are of opinion that personal problems always or often influence their work, and 50% of respondents with supervisory or managerial responsibilities experience that personal problems always or often have a detrimental effect on the work of the personnel who report to them.

In Table 17 the negative responses to the statements in Section 2 of the EAP-Questionnaire are analysed in terms of respondents' opinion on how often their personal problems influence their work. The aim of the analysis was to determine what personal problems seem to influence work the most.

TABLE 17: ANALYSIS OF NEGATIVE RESPONSES IN TERMS OF HOW OFTEN PERSONAL PROBLEMS INFLUENCE WORK

PROBLEM AREA	ST	ALWAYS		OFTEN		SELDOM		NEVER	
		N	%	N	%	N	%	N	%
1. WORKRELATED									
Job satisfaction	1	3	3	24	28	48	55	12	14
	2	1	1	23	32	39	55	8	11
	3	-	-	15	22	39	57	14	21
Relationship with supervisor	4	3	7	6	14	28	64	7	16
	5	2	3	15	19	46	58	16	20
	6	3	4	17	22	43	54	16	20
Relationship with co-workers	7	-	-	5	17	16	55	8	28
	8	-	-	2	22	30	56	12	22
Job security	9	2	2	13	13	54	56	28	29
Job stress	10	5	3	44	22	129	64	24	12
Influence of job on family relations	11	2	3	14	24	35	59	8	14
2. PERSONAL AND FAMILY PROBLEMS									
Marriage	12	1	5	6	29	10	48	4	19
	13	2	5	6	14	26	62	8	19
Divorce	14	-	-	1	17	4	67	1	17
Children	15	1	13	-	-	3	38	4	50
	16	-	-	1	11	5	56	3	33
	17	-	-	1	20	1	20	3	60
	18	-	-	3	19	9	56	4	25
	19	2	6	6	18	22	67	3	9
Death of family member / friend	34	1	2	8	19	22	52	11	26
Aged parent	35	1	3	8	23	20	57	6	17
Drug and alcohol abuse	33	1	5	5	23	11	50	5	23
Temper	30	1	2	14	30	22	47	10	21
Headaches	31	4	2	36	20	103	58	34	19
Sleep	32	2	3	17	29	33	56	7	12
3. MENTAL HEALTH									
Depression	20	2	4	18	38	21	45	6	13
	21	2	2	32	31	57	54	14	13
	22	1	1	22	23	61	64	12	13
	23	2	1	54	28	110	58	24	13
	24	4	2	50	24	124	60	30	14
Suicide	26	1	6	6	35	6	35	4	24
Hopeless problem	25	5	9	21	36	24	41	9	15
Self-image	27	1	1	15	20	50	65	11	14
	28	3	5	18	31	28	48	10	17
	29	2	2	22	23	57	60	14	15
4. OTHER									
Financial	36	4	3	37	25	86	57	24	16
Legal	37	-	-	3	21	10	71	1	7

From Table 17 it can be concluded that respondents who are of the opinion that personal problems always or often influence their work seem to experience personal problems especially related to depression and marriage. This is evident from the relatively high percentage "always" and "often" responses to the following statements:

- *I have a personal problem that I feel is hopeless.* (45%)
- *I feel lonely and isolated.* (42%)
- *I sometimes think of ending my life.* (41%)
- *I often feel useless and unwanted.* (36%)
- *I am experiencing a difficult time as a result of marital problems.* (34%)
- *I often feel downhearted and depressed.* (33%)
- *I feel down and depressed at work.* (33%)

In conclusion, even though these findings are very subjective, there is an indication that the personal problems of a significant number of employees influence their work. It further seems that depression and marital problems especially have an influence on respondents' work.

3.4 ATTITUDE TOWARDS A POSSIBLE EAP

Findings regarding the possible utilisation of an EAP at the company, and reasons why respondents did not seek professional assistance when they felt the need, are reported in the following paragraphs. These findings give an indication of whether employees would utilise an EAP, and of possible barriers to the utilisation of an EAP.

3.4.1 Possible Utilisation of an EAP at the Company

In the following paragraphs findings concerning whether respondents would or would not make use of an EAP, as well as the reasons for their attitude, as identified by analysis of the responses to questions 8 and 9 in Section 3 of the EAP-Questionnaire, are outlined.

Of the 689 respondents, 354 (51%) indicated that they would make use of an EAP at the company, while 20 (3%) indicated that they would perhaps use an EAP, 210 (31%) indicated that they would not use an EAP, and 105 (15%) respondents did not answer the question.

Table 18 analyses the reasons respondents who indicated they would make use of an EAP, gave for their attitude. The following reasons were predominant:

- The EAP would be within reach, convenient and accessible.
- They would use the EAP to receive advice, comfort and help.
- They sometimes only need someone to talk to, or someone to listen.
- Financial reasons.
- Personnel at the EAP will have more understanding of the work situation and culture of the company.

TABLE 18: REASONS FOR UTILISATION OF EAP

REASON	N	%
1. within reach / convenient / accessible / saves time / not too long absent from work / will obtain leave easier	107	30
2. to receive advice, comforting, help, solutions which otherwise would not have been considered / to place problem in perspective	53	15
3. if necessary	45	13
4. sometimes you need someone to talk to / someone to listen	37	10
5. financial reasons	34	10
6. there will be more understanding of work situation and culture / familiar surroundings / prefer to approach a familiar person	26	7
7. person appointed by Sanlam: will be able to trust person / person will be capable / will trust person more than someone from outside the company	11	3
8. problems influence his/her work	2	1
9. will receive more understanding for problem - will not lose work as result of problem as easily	1	0
10. do not know where else to find help	1	0
11. to refer personnel to	1	0
12. unusable answers	38	11

Table 19 analyses the reasons respondents who indicated they would not make use of an EAP, gave for their attitude. The following reasons were predominant:

- They do not have a need for an EAP. / They do not have any problems.
- They do not want to bring their personal problems to work. They prefer to keep it private.
- They question the confidentiality of an EAP.
- They would prefer to make use of a professional person not connected with the company.
- They handle their own problems.
- They receive enough support from parents, family and

friends.

- They do not have the nerve or courage to talk to someone.

TABLE 19: REASONS FOR NOT UTILISING EAP

REASON	N	%
1. no need for programme / no problems	29	18
2. do not want to bring personal problems to work / keep problems private / keep work and personal life apart	23	14
3. questions confidentiality	21	13
4. prefer person from outside company / GP will refer	22	13
5. handle own problems	20	12
6. supported by parents, family, friends - talk to them	11	7
7. do not have the nerve or courage to talk to someone about problem / too proud	11	7
8. afraid job performance rating will be influenced / it will be used against you / will possibly have problems with supervisor	7	4
9. religious reasons	7	4
10. do not want others to know he/she uses programme / too visible / stigma	5	3
11. already receives help	2	1
12. there is enough professional help outside the company	1	1
13. distrusts psychologists	1	1
14. unusable answers	5	3

Table 20 analyses the reasons respondents who indicated they would perhaps make use of an EAP, gave for their attitude.

From Table 20 it can be concluded that the following will determine whether respondents who indicated they would perhaps utilise the EAP, will do so:

- The extent of confidentiality of the EAP.
- The size and nature of the problem.
- Whether counselling is done from a biblical perspective.

TABLE 20: REASONS FOR POSSIBLE UTILISATION OF EAP

REASON	N	%
1. depends on extent of confidentiality	11	44
2. unsure / will consider when necessary	6	24
3. depends on size and nature of problem	3	12
4. if counselling is done from a biblical perspective	3	12
5. depends on cost	1	4
6. receives in general enough support from family	1	4

3.4.2 Reasons why Respondents did not seek Professional Assistance for Personal Problems when they felt the need

In the following paragraphs findings concerning why respondents did not seek professional assistance for personal problems when they felt the need, as identified by analysis of the responses to questions 6 and 7 in Section 3 of the EAP-Questionnaire, are outlined.

Of the 689 respondents, 176 (26%) had at some time felt a need for a confidential discussion with a professional person about a personal problem, but had never done so, while for 476 (69%) this had never happened, and 37 (5%) did not answer the question.

Table 21 analyses the reasons respondents gave why they did not seek professional assistance for personal problems when

they felt the need.

TABLE 21: REASONS FOR NOT OBTAINING PROFESSIONAL ASSISTANCE

REASON	N	%
1. reconsidered problem and obtained own solutions	16	14
2. speak to friends	1	1
3. problem faded after time	3	3
4. problem not serious enough	6	5
	(26)	(22)
5. shy / affraid / courage failed	21	18
6. does not want to be emotionally exposed	2	2
7. value privacy	1	1
8. too proud	1	1
	(25)	(21)
10. affraid friends and parents will find out	1	1
11. does not want others to know of problem	2	2
12. stigma	1	1
13. has to give explanations at work in order to get time off	1	1
	(5)	(4)
14. procrastination	2	2
15. not enough time	7	6
16. husband does not want to cooperate (marriage problems)	1	1
17. too expensive	22	19
18. does not know where to find help	8	7
19. cannot find a dependable person / unsure of person's competency	8	7
20. psychologist not available	8	7
	(24)	(21)
21. waste of money	1	1
22. psychologist will not understand	1	1
23. does not get results	1	1
24. questions confidentiality	2	2
	(5)	(4)
25. unusable answer	19	-
26. misinterpreted question	52	-

The following reasons were predominant:

- They reconsidered the problem and found their own solutions.
- They felt embarrassed, afraid, or did not have the courage.
- Financial reasons.
- They did not know where to find help, were not sure of the

professional person's competency, or a psychologist was not available.

In conclusion, the majority of the respondents indicated a positive attitude towards an EAP at the company, and would like to receive assistance when necessary. Factors that would encourage the utilisation of an EAP are: the convenience and accessibility of an EAP, financial reasons, EAP-personnel would possibly have more understanding of the work situation and culture of the company than a person from outside, and employees would possibly have more confidence in the professional person's competency. Possible barriers to the utilisation of an EAP are: the attitude that personal problems should not be brought to work but be kept private, the questioning of the confidentiality of the EAP, and that many employees feel too embarrassed to talk to someone about their problems.

3.5 THE NEED FOR AN EAP

All the previous findings contribute towards the decision-making process concerning the need for an EAP at the company. In addition, the opinion of the welfare officer and personnel practitioners was asked.

They were of the opinion that the assistance presently given by the company to personnel experiencing personal problems (services of a welfare officer), is limited and therefore cannot handle the wide spectrum of personal problems

employees experience. In view of these problems, as discussed in Section 3.1, there is a need for therapeutic intervention as provided by, for example, a psychologist. In fact, there were a few psychologists in general personnel positions who did counselling on an informal basis. The need for their services increased to the extent that they could not handle the counselling in addition to their normal job, and counselling was stopped.

They were consequently of the opinion that there was a definite need for an EAP at the company, since the limited aid which is given to personnel experiencing personal problems cannot cope with the nature and frequency of the problems.

3.6 TYPE OF EAP

As in the previous section, all of the previous findings contribute to the decision-making process concerning the type of EAP suitable for the company. In addition the opinion of the welfare officer and personnel practitioners was asked.

They suggested the following regarding the form of EAP that would suite the company best:

- An internal programme where the EAP-practitioner refers clients, according to the need, to external services such as community services, psychologists and general practitioners.
- An internal programme with a full-time psychologist who

offers counselling services.

- In addition to any one of the above suggestions, a network of EAP-contacts, where every company sector appoints a person in the sector as the EAP-contact. The EAP-contact will act as contact with the EAP-co-ordinator and be available to listen to the personal problems of the personnel of the sector, and will refer them to the psychologist if necessary.
- Since medical aid schemes offer poor benefits for psychological services, a fund should be available to assist employees who are referred to external services.

3.7 VALIDITY OF RESPONSES TO THE EAP-QUESTIONNAIRE

Since the information asked for in the EAP-Questionnaire was very personal and sensitive and as respondents consequently may have been reluctant in revealing certain information, it is possible to question the validity in general of the responses on the EAP-Questionnaire. Respondents possibly could not have been totally honest or accurate in their answers, or could have chosen not to reveal certain information. Respondents perhaps questioned the confidentiality of the survey and feared that the information would be revealed to their supervisors and might be used against them in some way, even though the confidentiality of the information was stressed.

Considering that the completion of the questionnaire was voluntary, one would expect that the majority of personnel

who were of the above opinion, would have chosen not to complete the questionnaire. It could therefore be accepted that there was only an insignificant degree of dishonesty or holding back of information among those who did complete it.

The relatively low frequency of negative responses to the statements in Section 2 of the EAP-Questionnaire is notable. The percentage negative responses range between 2% and 31%. Negative responses to 31 of the 37 statements are lower than 20%. Possible reasons are the following:

- (1) The employees of the company in general do not experience serious personal problems.
- (2) The sample, by chance, may not have included employees with serious personal problems.
- (3) Respondents were unwilling to disclose personal problems and reveal negative opinions, since they questioned the confidentiality of the survey and feared that the information would reach their supervisors.
- (4) There may have been a general unwillingness to admit personal problems to others as well as to themselves.
- (5) In support of points (3) and (4), it seemed, judging by the high frequency of negative responses, that respondents were more willing to express the more socially acceptable problems such as job stress, money

problems, headaches and tiredness.

(6) Some respondents might not have realised they have a problem. Statements on which this may especially have an effect are:

- *I maintain good relations with my co-workers.*
- *Work-demands often disturb my family relationships.*
- *I communicate well with my husband/wife.*
- *I communicate well with my child(ren).*
- *Drug and/or alcohol abuse is causing conflict in my family (if the respondent is the drug or alcohol abuser)*

(7) Some statements may have had triggering qualities which created a defensive response, e.g.

- *I often feel lonely and isolated.*
- *I often feel downhearted and depressed.*
- *I have a personal problem that I feel is hopeless.*
- *I often feel useless and unwanted.*
- *I am satisfied with my personal appearance.*

It could be concluded that if the problems concerning points (3) to (7) could be overcome, the frequency of negative responses would be higher rather than lower than what was found. Therefore, it is possible that the survey understates the frequency of personal problems respondents experience, and that the percentage experiencing personal problems is much higher than the results of the EAP-Questionnaire indicate.

According to tables for determining the size of a sample drawn up by Nowack (1990), a sample of a 1000 from a universum of 4 400, with a response rate of 77%, is more than adequate representation of the universum. Yet, the nature of information collected and questions regarding the validity of the responses, as discussed above, give reason to be cautious in making inferences regarding the rest of the employees of the company.

However, the same elements of the previous discussion give us confidence that these frequencies will not be lower in the universum of 4400, but are likely to be higher.

The results of the EAP-Questionnaire can therefore be taken as a good indication of the nature and minimum frequency of personal problems the employees of the company experience.

CHAPTER 4

CONCLUSIONS AND RECOMMENDATIONS

In this chapter conclusions regarding the need for an EAP at the company will be made. If it is found that there is a need for an EAP, recommendations regarding a suitable type of EAP and EAP-personnel will be made.

4.1 THE NEED FOR AN EAP AT THE COMPANY

The research results could be interpreted in a number of ways to indicate whether there is a need for an EAP at the company. The nature and frequency of personal problems experienced, present assistance given to those experiencing personal problems, possible reasons why professional assistance was not sought when the need was felt, the effect of personal problems on work, and attitude towards a possible EAP, were considered in the conclusions regarding the need for an EAP at the company. The following conclusions can be reached:

The results of the research as reported in Section 3.1 indicate that the most common personal problems employees seem to experience are marital problems, divorce, stress-related problems and depression. Problems concerning children, relationships, self-image and the death of a family member or friend are frequent as well. Tension as result of financial problems, tension over the well-being of children

during working hours, problems with the care of an aged parent, and lack of self-control (temper) occur to a lesser degree, but nevertheless deserve to be mentioned. These personal problems are of a nature that an EAP would be able to address, and consequently employees could benefit by an EAP.

Although the frequency of personal problems are low, it is possible that these are minimum frequencies of the personal problems employees of the company experience, and that they are in fact high enough to merit an EAP. (Refer to the discussion in Section 3.7 on the validity of responses to the EAP-Questionnaire.) Even if this is not true, and the frequencies are in fact low, these employees do need assistance, and provision should be made for some form of EAP. This is especially important in view of the fact that companies are increasingly expected to make a contribution to the welfare of the community. The implementation of an EAP could give expression to the company's concern for its internal social responsibility.

It is also apparent that the assistance presently given to personnel experiencing personal problems (services of a welfare officer), as reported in Section 3.5, is limited. In view of the problems experienced, as discussed earlier in this chapter, there is a need for therapeutic intervention as provided by, for example, a psychologist. The increase in demand for the services of the few psychologists in general personnel positions who did counselling on an informal basis

bears this out.

It further seems that the most common reasons employees did not seek professional assistance when they felt the need, as reported in Section 3.4.2, were:

- They felt embarrassed, afraid, or did not have the courage.
- Financial reasons.
- They did not know where to find help, were not sure of the professional person's competency, or a psychologist was not available.

For these employees especially, an EAP at the company could be of assistance.

In addition, there are some indications, as reported in Section 3.3, that the personal problems of possibly a significant number of employees have a detrimental effect on their work. Therefore, it would be in the interest of the company to assist employees in overcoming their personal problems, in order to increase job performance and productivity.

Finally it should be noted that the majority of the respondents to the EAP-Questionnaire indicated a positive attitude towards a possible EAP and would like to receive assistance when necessary. Factors that would encourage the utilisation of an EAP were: the convenience and accessibility of an EAP, financial reasons, EAP-personnel would possibly have more understanding of the work situation and culture of the company than a person from outside the company, employees

would possibly have more confidence in the professional person's competency. Possible barriers to the utilisation of an EAP are the attitude that personal problems should not be brought to work but be kept private, the questioning of the confidentiality of the EAP, and that many employees feel too embarrassed to talk to someone about their problems.

On the grounds of the above discussion, it can be concluded that there appears to be a need for an EAP at the company. In the following section conclusions and recommendations regarding the form of a possible EAP at the company are made.

4.2 THE TYPE OF EAP SUITABLE FOR THE COMPANY

In this section recommendations regarding the type of EAP suitable for the company, on the grounds of the results of this research and what is typically included in EAPs, will be made. Refer to Section 1.3 for a discussion on the typical types of EAPs and EAP-personnel.

In the decision on the type of EAP suitable for the company, it firstly should be decided whether the EAP should be internal or external. Since organisations that contract EAPs to companies do not yet exist in South Africa, and the size of the organisation merits an internal EAP, an internal EAP is recommended.

Secondly, it should be decided what type of services the EAP should provide. In this decision the personal problems which

the companies' employees experience and the forms of assistance employees seem to prefer, were considered.

The results of the research as reported in Section 3.1 indicated the most common personal problems employees seem to experience. These types of problems are best assisted by individual counselling. Often therapeutic work is necessary as well.

Furthermore, in the analysis of the form of professional assistance respondents had received, it was concluded that one of the preferred forms of assistance was professional psychologists (refer to Section 3.2). During the interviews with the personnel practitioners it also came to light that there seemed to be a need for individual counselling (refer to Section 3.5).

It is therefore recommended that counselling services should be included in the EAP. Where necessary referral to community resources would be appropriate. In the case of alcoholism, for example, referral to a rehabilitation centre would be appropriate. Follow-up on referred clients would be necessary as well.

In addition the EAP should focus on preventive work. Often serious problems could have been avoided if early symptoms had been attended to. In view of the problems identified programmes/seminars/workshops could be held on, for example, stress management, marriage enrichment, retirement planning

and a positive self-image. Support groups for, among others, divorcees, employees suffering from depression, working mothers and late adolescents could be initiated.

In view of the recommended services the EAP should offer, the EAP requires personnel with formal training and experience in counselling and therapeutic work, as well as personnel equipped to do preventive work, and handle non-therapeutic cases. Therefore it is recommended that the EAP-personnel should include a clinical psychologist who would be responsible for individual counselling (therapeutic cases), referral and follow-up of clients, as well as an EAP practitioner who could be a social worker, occupational nurse, personnel practitioner or a person with psychological training (e.g. honours degree in counselling psychology), who would be responsible for non-therapeutic cases and preventive work. In addition, an administrative assistant responsible for the administration of the EAP would be necessary.

It is further recommended that the EAP should be located on the company premises, since one of the aspects identified as a contributing factor in the utilisation of the EAP was the convenience and accessibility of an EAP (refer to Section 3.4).

Finally, special attention should be given to the image of confidentiality the EAP instils, since this was identified as a possible barrier to the utilisation of the EAP. This could be done by stressing the confidentiality of the EAP during

its introduction to the personnel. A proven track record will be the best way of proving the EAPs' confidentiality.

In conclusion, the most appropriate EAP would be an internal programme located on company premises, where a small team of professionals would provide assessment, counselling and referral services, and be involved with preventive work. The team would comprise a (1) clinical psychologist; (2) an EAP practitioner, who could be a social worker, occupational nurse, personnel practitioner or a person with psychological training (e.g. honours degree in counselling psychology); and (3) an administrative assistant.

PART 2

COST- BENEFIT ANALYSIS

CHAPTER 5

METHOD

5.1 GENERAL PROCEDURE

The cost-benefit analysis was conducted at a utility company and comprised a monetary comparison of the estimated costs and benefits (savings) of the EAP, whereafter the economic efficiency of the EAP was expressed in terms of savings per rand invested. Two methods will be shown.

The benefits of the EAP were represented by estimated savings due to reduction in absenteeism and increase in job performance due to EAP intervention (see Chapters 1 and 7 for a motivation to include these two benefits). The costs attributable to the EAP include personnel salaries and benefits, training, administration costs, cost of materials and equipment, and travelling costs.

Ideally, the evaluation of an EAP - in the case of the present study, a cost-benefit analysis - should be planned as part of the implementation of the programme. However, given the short-term practical aim of the present study, namely to provide some empirical information on the costs and benefits as well as the cost-effectiveness of an EAP, existing records had to be used to gather the data. In this kind of situation researchers always have to contend with practical problems which can only be rectified in the long term and at great

cost, if at all. In the present study these practical problems were mostly related to the utility company's record keeping system and certain company practices, such as the job performance evaluation system, already in use. This meant that not all the data ideally included in a cost-benefit analysis were available, and that the available data were not always in the ideal form. Therefore the researcher had to work with shortcomings in the available data. Nevertheless, the use of records as data sources is well-recognised as an important source of information (Webb, Campbell, Schwartz and Sechrest, 1966). The effect this has on the research will be discussed in Chapter 7.

It is also important to note that the cost-benefit analysis only attempts to estimate the costs and benefits of the EAP, because the research is conducted in an environment which cannot be expressed in exact monetary terms. Therefore the research does not deal with exact figures, but only estimations. The concern is whether there were savings or not and the extent of the savings or costs, and not the exact savings or costs. Strictly speaking, therefore, one ought to speak of a cost-benefit estimate rather than analysis.

Before the method of cost-benefit analysis is described, some definitions are given, whereafter the sample and data collection are described.

Method A and B lies in the calculation of the estimated savings due to reduction in absenteeism and increase in job performance. Method A calculates the savings for every client individually, whereafter an average saving per EAP client is calculated. Method B does not calculate savings for every EAP client individually, but uses averages throughout all the steps. Method B is basically the method described by Yamatani (1988). Method A was developed since it was felt that perhaps a more accurate estimation of the benefits could be derived by calculating the savings for every client individually as opposed by using averages as in Method B.

5.3.1 Method A

In short the method entailed an estimation of the benefits due to EAP intervention, and of the costs of the EAP was made. Thereafter a benefit/cost ratio was calculated, which enabled the economic efficiency of the EAP to be expressed in terms of savings per rands invested. This was done individually for the first and second periods after intervention.

The following is applicable:

n_1 = number of EAP clients

m_1 = monthly salary of EAP client

m_2 = daily salary of EAP client

= monthly salary of EAP client \div 21.6666

= $m_1 \div 21.6666$

5.3.1.1 Estimation of Benefits

The benefits of the EAP were represented by estimated savings due to reduction in absenteeism and increase in job performance. The estimation of the total average savings per EAP client due to reduction in absenteeism and increase in job performance will now be described in detail.

The estimation of savings due to reduction in absenteeism was calculated as follows:

Firstly, *reduction in absenteeism* during the first/second period after intervention of every EAP client individually was calculated by subtracting the number of days absent by the EAP client during the first/second period after intervention from the number of days absent by the EAP client during the period before intervention.

Similarly, *reduction in absenteeism* during the first/second period after intervention of non-EAP clients was calculated for every EAP client by subtracting the average number of days absent by the non-EAP clients during the first/second period after intervention from the number of days absent by the non-EAP clients during period before intervention.

Then the *net reduction in absenteeism* of every EAP client was derived by subtracting for every EAP-client the average reduction in days being absent of non-EAP clients from the

reduction in the days being absent of the EAP client. This calculation allowed for a general adjustment for factors unrelated to the EAP, but which may have had an influence on a change in absenteeism of the entire workforce, such as a new work incentive programme or pay increase or reduction.

Thereafter, *savings* was calculated by multiplying the net reduction of days absent for the EAP client by the EAP client's daily salary. The *average savings* per EAP client were derived by dividing the sum of the savings for all the EAP clients by the number of EAP clients.

The above is therefore depicted as follows:

If X_a = number of days absent by EAP client, during period before EAP intervention

X_{a1} = number of days absent by EAP client, during first period after EAP intervention

Y_a = average number of days absent by non-EAP clients, during period before EAP intervention

Y_{a1} = average number of days absent by non-EAP clients, during first period after EAP intervention

Then x_{a1} = reduction in absenteeism of EAP client during first period after EAP intervention

$$= X_a - X_{a1}$$

y_{a1} = average reduction in absenteeism of non-EAP clients during first period after EAP intervention

$$= Y_a - Y_{a1}$$

z_{a1} = net reduction in absenteeism of EAP client during

first period after EAP intervention

$$= x_{a1} - Y_{a1}$$

a_{a1} = savings due to net reduction in absenteeism for EAP client during first period after EAP intervention

$$= z_{a1} \times m_2$$

And b_{a1} = average savings per EAP client due to net reduction in absenteeism during first period after EAP intervention

$$= \Sigma a_{a1} \div n_1$$

During calculations for the second period X_{a1} , Y_{a1} , x_{a1} , Y_{a1} , z_{a1} , a_{a1} and b_{a1} are substituted by X_{a2} , Y_{a2} , x_{a2} , Y_{a2} , z_{a2} , a_{a2} and b_{a2} .

The estimation of savings due to an increase in job performance was calculated as follows:

Firstly, the percentage increase in job performance during the first/second period after intervention of every EAP client individually was calculated by subtracting the job performance rating (%) of the EAP client during the period before intervention from the job performance rating (%) of the EAP client during the first/second period after intervention.

Similarly, the percentage increase in job performance during the first/second period after intervention of non-EAP clients was calculated for every EAP client by subtracting the

average job performance rating (%) of the non-EAP clients during the period before intervention from the average job performance rating (%) of the non-EAP clients during first/second period after intervention.

Then the *net increase in job performance* for every EAP client was derived by subtracting for every EAP-client the increase in job performance of non-EAP clients from the increase in job performance of the EAP client. This calculation allowed for a general adjustment for factors unrelated to the EAP, but which may have had an influence on a change in job performance of the entire workforce, such as a new work incentive programme or pay increase or reduction.

Thereafter, *savings* was calculated by multiplying the net increase in job performance for the EAP client by the EAP client's salary for the six month period (monthly salary multiplied by six). The *average savings* per EAP client were derived by dividing the sum of the savings for all the EAP clients by the number of EAP clients.

The above is therefore depicted as follows:

If X_b = job performance rating (%) of EAP client, during period before EAP intervention

X_{b1} = job performance rating (%) of EAP client, during first period after EAP intervention

Y_b = average job performance rating (%) of non-EAP clients, during period before EAP intervention

Y_{b1} = average job performance rating (%) of non-EAP clients, during first period after EAP intervention

Then x_{b1} = percentage increase in job performance of EAP client during first period after EAP intervention
 $= X_{b1} - X_b$

Y_{b1} = average increase in job performance of non-EAP clients during first period after EAP intervention
 $= Y_{b1} - Y_b$

z_{b1} = net increase in job performance of EAP client during first period after EAP intervention
 $= x_{b1} - Y_{b1}$

a_{b1} = savings due to net increase in job performance by EAP client during first period after EAP intervention
 $= (z_{b1} / 100) \times (m_1 \times 6)$

And b_{b1} = average savings per EAP client due to net increase in job performance during first period after EAP intervention
 $= \Sigma a_{b1} \div n_1$

During calculations for the second period X_{b1} , Y_{b1} , x_{b1} , Y_{b1} , z_{b1} , a_{b1} and b_{b1} are substituted by X_{b2} , Y_{b2} , x_{b2} , Y_{b2} , z_{b2} , a_{b2} and b_{b2} .

The estimation of the total savings was calculated as follows:

The total average savings per EAP client during the

first/second period after intervention was calculated by adding the average savings per EAP client due to the net reduction in absenteeism to the average savings per EAP client due to the net increase in job performance.

The above is therefore depicted as follows:

$$\begin{aligned}
 b_1 &= \text{total average savings per EAP client during the first} \\
 &\quad \text{period after EAP intervention} \\
 &= \text{average savings per EAP client due to net reduction in} \\
 &\quad \text{absenteeism during the first period after EAP} \\
 &\quad \text{intervention} + \\
 &\quad \text{average savings per EAP client due to net increase in} \\
 &\quad \text{job performance during the first period after EAP} \\
 &\quad \text{intervention} \\
 &= b_{a1} + b_{b1}
 \end{aligned}$$

During calculations for the second period b_1 , b_{a1} and b_{b1} are substituted by b_2 , b_{a2} and b_{b2} .

5.3.1.2 Estimation of Costs

The estimation of the average cost per EAP client for a six month period was derived as follows:

Firstly, the monthly cost of the EAP as a whole was estimated by making use of a cost worksheet. Table 22 is an example of a cost worksheet. The *ingredients* are the different costs attributable to the EAP. For this research costs regarding

salaries and benefits of EAP personnel, interns and students, administration costs, cost of materials and equipment, and travelling costs were included. The sum of these costs was the total monthly cost of the EAP as a whole.

TABLE 22: MONTHLY COST WORKSHEET OF THE EAP AS A WHOLE

INGREDIENTS	COSTS
Personnel: EAP personnel salaries and benefits Interns and students salaries Training and development of EAP personnel Administration Materials and equipment Travelling	
Total	

Since it was estimated that 60% of the cost of the EAP as a whole was for therapy, the monthly cost of the EAP for therapeutic clients was 60% of the monthly cost of the EAP as a whole.

Furthermore, the data of 155 of the 252 (61.5%) therapeutic clients in 1990 were used in the research. Therefore, the monthly cost for clients used in the research was 61.5% of the monthly cost for therapeutic clients.

Then, the cost of the EAP for a six month period for clients used in the research was calculated by multiplying the monthly cost for clients used in the research by six. The

average cost per EAP client used in the research for a six month period was calculated by dividing the cost of the EAP for a six month period for all the clients used in the research by the number of clients used in the research.

The above is therefore depicted as follows:

c_1 = monthly cost of EAP as a whole (from cost worksheet)

c_2 = monthly cost of EAP for therapeutic clients

$$= 0.6 \times c_1$$

c_3 = monthly cost for clients used in research

$$= 0.615 \times c_2$$

c_4 = cost of EAP for six month period

$$= 6 \times c_3$$

c = average cost per EAP client for six month period

= cost of EAP for six month period \div number of EAP clients

$$= c_4 \div n_1$$

5.3.1.3 Benefit/Cost Ratio

The benefit/cost ratio for the first/second period after intervention was calculated by dividing the total average savings per EAP client by the average cost per EAP client.

The above is therefore depicted as follows:

d_1 = benefit/cost ratio for first period after EAP
intervention

= total average savings per EAP client during first

period after EAP intervention \div average cost per EAP

$$\begin{aligned} & \text{client for six month period} \\ & = b_1 \div c \end{aligned}$$

During calculations for the second period d_1 and b_1 are substituted by d_2 and b_2 .

If the total savings is greater than the cost, the ratio will be a figure greater than 1. If the ratio is less than 1, it implies that the costs are greater than the savings. The derived ratio can also be interpreted as meaning that there has been a R... (the ratio) return for every R1 spent on the EAP during the relevant period after EAP intervention.

5.3.2 Method B

In short Method B, as in the case of Method A, entails that an estimation of the benefits due to EAP intervention, and of the costs of the EAP was made. Thereafter a benefit/cost ratio was calculated, which enabled the economic efficiency of the EAP to be expressed in terms of savings per rands invested. This was done individually for the first and second periods after intervention.

To reiterate, the difference between Methods A and B lies in the calculation of the estimated savings due to reduction in absenteeism and increase in job performance. Method A calculates the savings for every client individually, whereafter an average saving per EAP client is calculated. Method B does not calculate savings for every EAP client

individually, but uses averages throughout all the steps.

The following is applicable:

n_1 = number of EAP clients

m_1 = monthly salary of EAP client

m_2 = daily salary of EAP client

= monthly salary of EAP client \div 21.6666

= $m_1 \div 21.6666$

m_3 = average daily salary of EAP client

= sum of the daily salaries of EAP clients \div number of EAP clients

= $\Sigma m_2 \div n_1$

m_4 = average salary of EAP clients for six month period

= average monthly salary of EAP clients \times 6

= $(\Sigma m_1 \div n_1) \times 6$

5.3.2.1 Estimation of Benefits

As in Method A, the benefits of the EAP were represented by estimated savings due to reduction in absenteeism and increase in job performance. The estimation of the total average savings per EAP client due to reduction in absenteeism and increase in job performance will now be described in detail.

The estimation of savings due to reduction in absenteeism was calculated as follows:

Firstly, the average reduction in absenteeism of EAP clients

during the first/second period after intervention was calculated by subtracting the average number of days absent by the EAP clients during the first/second period after intervention from the average number of days absent by the EAP clients during the period before intervention.

Similarly, the *average reduction in absenteeism of non-EAP clients* during the first/second period after intervention was calculated by subtracting the average number of days absent by the non-EAP clients during the first/second period after intervention from the average number of days absent by the non-EAP clients during period before intervention.

Then the *net average reduction in absenteeism* of EAP clients was derived by subtracting the average reduction in days being absent of non-EAP clients from that of the EAP clients. As in Method A, this calculation allowed for a general adjustment for factors unrelated to the EAP, but which may have had a influence on a change in absenteeism of the entire workforce, such as a new work incentive programme or pay increase or reduction.

Thereafter, the *average savings per EAP client* was calculated by multiplying the net average reduction in absenteeism of the EAP clients by the EAP clients' average daily salary.

The above is therefore depicted as follows:

If X_a = average number of days absent by EAP clients,

during period before EAP intervention

X_{a1} = average number of days absent by EAP clients,
during first period after EAP intervention

Y_a = average number of days absent by non-EAP clients,
during period before EAP intervention

Y_{a1} = average number of days absent by non-EAP clients,
during first period after EAP intervention

Then x_{a1} = average reduction in absenteeism of EAP clients
during first period after EAP intervention

$$= X_a - X_{a1}$$

Y_{a1} = average reduction in absenteeism of non-EAP
clients during first period after EAP intervention

$$= Y_a - Y_{a1}$$

z_{a1} = net average reduction in absenteeism of EAP
clients during first period after EAP intervention

$$= x_{a1} - Y_{a1}$$

And b_{a1} = average savings per EAP client due to net average
reduction in absenteeism during first period after
EAP intervention

$$= z_{a1} * m_3$$

During calculations for the second period X_{a1} , Y_{a1} , x_{a1} , Y_{a1} ,
 z_{a1} and b_{a1} are substituted by X_{a2} , Y_{a2} , x_{a2} , Y_{a2} , z_{a2} and
 b_{a2} .

The estimation of savings due to an increase in job
performance was calculated as follows:

Firstly, the average percentage increase in job performance

of EAP clients during the first/second period after intervention was calculated by subtracting the average job performance rating (%) of the EAP clients during the period before intervention from the average job performance rating (%) of the EAP clients during the first/second period after intervention.

Similarly, the average percentage increase in job performance of the non-EAP clients during the first/second period after intervention was calculated by subtracting the average job performance rating (%) of the non-EAP clients during the period before intervention from the average job performance rating (%) of the non-EAP clients during the first/second period after intervention.

Then the net average increase in job performance of EAP clients was derived by subtracting the average percentage increase in job performance of the non-EAP clients from that of the EAP clients. As in Method A, this calculation allowed for a general adjustment for factors unrelated to the EAP, but which may have had an influence on a change in absenteeism of the entire workforce, such as a new work incentive programme or pay increase or reduction.

Thereafter, the average savings per EAP client was calculated by multiplying the net average increase in job performance of EAP clients by the EAP clients' average salary for the six month period.

The above is therefore depicted as follows:

If X_b = average job performance rating (%) of EAP clients,
during period before EAP intervention

X_{b1} = average job performance rating (%) of EAP clients,
during first period after EAP intervention

Y_b = average job performance rating (%) of non-EAP
clients, during period before EAP intervention

Y_{b1} = average job performance rating (%) of non-EAP
clients, during first period after EAP
intervention

Then x_{b1} = average percentage increase in job performance of
EAP clients during first period after EAP
intervention

$$= X_{b1} - X_b$$

y_{b1} = average percentage increase in job performance of
non-EAP clients during first period after EAP
intervention

$$= Y_{b1} - Y_b$$

z_{b1} = net average increase in job performance of EAP
clients during first period after EAP intervention

$$= x_{b1} - y_{b1}$$

And b_{b1} = average savings per EAP client due to net average
increase in job performance during first period
after EAP intervention

$$= (z_{b1} / 100) \times m_4$$

During calculations for the second period X_{b1} , Y_{b1} , x_{b1} , y_{b1} ,
 z_{b1} and b_{b1} are substituted by X_{b2} , Y_{b2} , x_{b2} , y_{b2} , z_{b2} and
 b_{b2} .

The estimation of total savings, as well as the estimation of costs, and the benefit/cost ratio was calculated as in Method A.

5.4 SAMPLE

The subjects (referred to as EAP clients) used in the cost-benefit analysis were therapeutic clients of the EAP at the utility company during January to December 1990. Of the 252 therapeutic clients during 1990, the data of 155 clients were used, since 97 of the clients left the company during the study period, or their records were incomplete. The non-EAP clients (all the employees of the company who were not EAP clients) were not regarded as subjects, since they were included in the research to allow for a general adjustment for factors unrelated to the EAP, but which may have had an influence on a change in absenteeism and job performance of the entire workforce, such as a new work incentive programme or pay increase or reduction.

Table 23 provides a description of the EAP clients, in terms of age, sex, marital status, term of service at the company, monthly salary, method of referral to EAP, diagnosis of the problem the client experienced, and the reason for termination of EAP intervention.

For the first period after EAP intervention the data of all 155 clients were used during the estimation of savings due to

TABLE 23: DESCRIPTION OF EAP CLIENTS

CATEGORY		N	%
AGE	< 26 years	17	11
	26-30 years	30	19
	31-40 years	64	41
	41-50 years	27	17
	51-55 years	7	5
	> 55 years	10	7
SEX	Male	85	55
	Female	70	45
MARITAL STATUS	Single	23	15
	Married	104	67
	Divorced	25	16
	Widow(er)	3	2
TERM OF SERVICE	< 5 years	48	31
	5-9 years	62	40
	10-14 years	30	19
	15-19 years	11	7
	> 20 years	4	3
MONTHLY SALARY	< 500	0	0
	501-1000	1	1
	1001-1500	46	29
	1501-2000	61	39
	2001-2500	22	14
	2501-3000	14	9
	3001-4000	4	3
	4001-5000	3	2
	> 5000	4	3
METHOD OF REFERRAL	Self-referral	69	45
	Colleagues	23	15
	Supervisor/Manager	33	20
	Medical Officer	14	9
	Manpower Section	3	2
	Industrial Relations	2	1
	EAP Officer	4	3
	Other	7	5
DIAGNOSIS OF PROBLEM	Work related problems	34	22
	Chemical Dependency	9	6
	Personal and Family Problems	71	45
	Mental Health	40	26
	Other	1	1
TERMINATION REASON	Terminated successfully	79	51
	EAP service not required	14	9
	Referred	24	15
	Withdrawn	26	17
	Other	12	8

reduction in absenteeism. As 10 clients had terminated their service with the company during the second period, the data of the remaining 145 clients were used in the estimation for the second period.

In the estimation of savings due to increase in job performance, only the data of clients with job performance ratings in the period before EAP intervention and first period after EAP intervention could be used in the estimation for the first period (124 clients). In the estimation for the second period after EAP intervention, only the data of clients with job performance ratings in the period before EAP intervention and second period after EAP intervention could be used (107 clients).

5.5 DATA COLLECTION

Data regarding the EAP clients, non-EAP clients, and the cost of the EAP were collected.

5.5.1 Data of EAP Clients

The following data were collected for every EAP client:

- (1) Number of days absent due to sick-leave during the period before EAP intervention, first period after intervention and second period after intervention respectively.
- (2) Job performance ratings during the period before

intervention, first period after intervention and second period after intervention respectively.

Since job performance evaluations were done yearly, job performance ratings for the respective six month periods were not available. Therefore the job performance rating of 1989 was seen as the rating for the period before intervention, the rating for 1990 as the rating for the first period after intervention, and the rating for 1991 as the rating for the second period after intervention.

Job performance was rated on a four-point scale, with one as the highest rating and four the lowest rating. Since a percentage rating was necessary for the calculations, the following assumptions were made:

- Since a rating of two is the mean rating for the company, a rating of two on the four-point scale is seen as 50% on a percentage scale.
- A rating of one on the four-point scale is seen as 90% on a percentage scale (a perfect rating of 100% is not possible).
- A rating of four on the four-point scale is seen as 10% on a percentage scale (a rating of 0% is not possible).
- As a result of interpolation, a rating of three on the four-point scale is seen as 30% on a percentage scale.
- Therefore, a change in a rating of four to three, represents a 20% increase in job performance, of three to two a 20% increase, and of two to one a 40% increase.

(3) Monthly salary.

The exact monthly salary was not available, only salary categories. The midpoint of every salary category was used in the calculations.

5.5.2 Data of non-EAP Clients

The following data concerning non-EAP clients were collected:

- (1) The monthly average number of days absent due to sick leave of non-EAP clients as a group, from July 1989 till December 1991.

As already mentioned, the periods before and after intervention differ for every EAP client according to the date of the EAP intervention. Therefore, for every EAP client, the average number of days absent by non-EAP clients during the respective periods was calculated by computer program.

For example, the EAP intervention date for client X was January 1990. Therefore the period before intervention for client X was July 1989 to December 1989. The average number of days absent due to sick leave of non-EAP clients as a group for the individual months from July 1989 to December 1989 was 2 days, 3 days, 1 day, 2 days, 3 days and 1 day respectively. Therefore, the average

number of days absent due to sick leave of non-EAP clients as a group for the period before intervention for client X was $(2 + 3 + 1 + 2 + 3 + 1) \div 6 = 2$ days.

- (2) Average job performance rating of non-EAP clients as a group during the period before intervention, first period after intervention and second period after intervention respectively.

As in the case of the job performance ratings for EAP clients, the job performance rating of 1989 was seen as the rating for the period before intervention, the rating for 1990 as the rating for the first period after intervention, and the rating for 1991 as the rating for the second period after intervention.

5.5.3 Data of EAP Costs

The following data regarding the cost of the EAP during 1990 were collected:

- (1) Costs directly related to the EAP personnel. These costs include the salaries and fringe benefits (such as housing and car allowances, medical aid and pension) of the permanent EAP personnel, salaries of interns and students temporarily employed by the EAP, and costs of training and development of EAP personnel.
- (2) General costs related to the administration of the EAP, such as telephone costs and space rental.

- (3) Costs for materials and equipment, which include printing, stationery, EAP publications, and rental and maintenance of equipment.
- (4) Travelling costs related to client service.
- (5) Percentage of total EAP costs that went towards therapy.

5.6 ADDITIONAL ANALYSIS

To throw more light on the results of the cost-benefit analysis an additional analysis of the data was done. It was attempted to determine whether the average number of days absent and the average job performance ratings of groups of EAP clients differed.

The groups of EAP clients were identified by the method of referral to the EAP, the reasons for the termination of EAP intervention, and whether the service of the EAP client at the company was terminated or not. Regarding the method of referral, EAP clients were either self-referred or referred by some-one else, e.g. a supervisor, medical officer, a colleague, the manpower section, or industrial relations section. Regarding the reasons for termination of EAP intervention, the intervention could have been terminated successfully, the EAP service was not required as decided by an EAP officer, the EAP client was referred externally, or the EAP client withdrew from the EAP.

Then the average number of days absent and average job performance rating for the period before EAP intervention and

first and second periods after EAP intervention were calculated for the different groups of clients, and tabulated.

CHAPTER 6

RESULTS

In this chapter the results of the cost-benefit analysis, for Method A and B are reported, a summary of the cost-benefit analysis is provided, and to throw more light on the results of the cost-benefit analysis the results of an additional analysis are reported.

6.1 METHOD A

6.1.1 Estimation of Benefits

The benefits of the EAP were represented by estimated savings due to reduction in absenteeism and increase in job performance. The estimation of the total average savings per EAP client due to reduction in absenteeism and increase in job performance are reported in the following paragraphs.

The estimation of savings due to reduction in absenteeism was as follows:

The average savings per EAP client due to reduction in absenteeism during the first and second period after EAP intervention were derived by computer program, and were -R63 and -R124 respectively.

In other words:

$$b_{a1} = -63$$

$$b_{a2} = -124$$

The estimation of savings due to an increase in job performance was as follows:

The average savings per EAP client due to increase in job performance during the first and second period after EAP intervention were derived by computer program, and were -R370 and -R65 respectively.

In other words:

$$b_{b1} = -370$$

$$b_{b2} = -65$$

The estimation of total savings was as follows:

The total average savings per EAP client during the first and second periods after intervention were -R433 and -R189 respectively. This was calculated by adding the average savings per EAP client due to reduction in absenteeism during the first/second period after intervention, and the average savings per EAP client due to increase in job performance during the first/second period after intervention.

In other words:

$$\begin{aligned} b_1 &= b_{a1} + b_{b1} \\ &= -63 + (-370) \end{aligned}$$

$$= -433$$

$$b_2 = b_{a2} + b_{b2}$$

$$= -124 + (-65)$$

$$= -189$$

6.1.2 Estimation of Costs

It was estimated that the average cost per EAP client for a six month period was R666. It was derived as follows:

Firstly, the monthly cost of the EAP as a whole was estimated by making use of a cost worksheet. Table 24 is the derived monthly cost worksheet of the EAP as a whole for 1990. The total EAP costs for 1990 was R46 641.

TABLE 24: MONTHLY COST WORKSHEET OF THE EAP AS A WHOLE FOR 1990

INGREDIENTS	COSTS
Personnel:	
EAP personnel salaries and benefits	40 500
Interns and students salaries	1 100
Training and development of EAP personnel	400
Administration	2 676
Materials and equipment	1 665
Travelling	300
Total	46 641

It was further estimated that 60% of the total EAP costs was for therapy, and the data of 155 of the 252 (61.5%) therapeutic clients in 1990 were used in the analysis.

Then,

$$\begin{aligned} c_1 &= \text{monthly cost of EAP as a whole (from Table 24)} \\ &= 46\ 641 \end{aligned}$$

$$\begin{aligned} c_2 &= \text{monthly cost of EAP for therapeutic clients} \\ &= 0.6 \times c_1 \\ &= 0.6 \times 46\ 641 \\ &= 27\ 985 \end{aligned}$$

$$\begin{aligned} c_3 &= \text{monthly cost for clients used in research} \\ &= 0.615 \times c_2 \\ &= 0.615 \times 27\ 985 \\ &= 17\ 211 \end{aligned}$$

$$\begin{aligned} c_4 &= \text{cost of EAP for six month period} \\ &= 6 \times c_3 \\ &= 6 \times 17\ 211 \\ &= 103\ 266 \end{aligned}$$

$$\begin{aligned} c &= \text{average cost per EAP client for six month period} \\ &= \text{cost of EAP for six month period} \div \text{number of EAP clients} \\ &= c_4 \div n_1 \\ &= 103\ 266 \div 155 \\ &= 666 \end{aligned}$$

6.1.3 Benefit/Cost Ratio

The benefit/cost ratio for the first and second periods after intervention was $-.7$ and $-.3$ respectively. The ratios were calculated by dividing the total average savings per EAP client by the average cost per EAP client for the first and second periods after intervention respectively.

In other words:

$$\begin{aligned}d_1 &= b_1 \div c \\ &= -433 \div 666 \\ &= -.7\end{aligned}$$

$$\begin{aligned}d_2 &= b_2 \div c \\ &= -189 \div 666 \\ &= -.3\end{aligned}$$

The derived ratios can be interpreted as meaning that respectively for the first and second periods there had been a -R0.70 and -R0.30 return for every R1 spent, in other words a loss of R0.30 and R0.70 for every one rand spent.

6.2 METHOD B

As discussed in Chapter 7, the difference between Method A and B lies in the calculation of the estimated savings due to reduction in absenteeism and increase in job performance. Method A calculates the savings for every client individually, whereafter an average saving per EAP client is calculated. Method B does not calculate savings for every EAP client individually, but uses averages throughout all the steps.

6.2.1 Estimation of Benefits

As in Method A, the benefits of the EAP were represented by estimated savings due to reduction in absenteeism and increase in job performance. The estimation of the total

average savings per EAP client due to reduction in absenteeism and increase in job performance are reported in the following paragraphs.

The estimation of savings due to reduction in absenteeism was as follows:

The average savings per EAP client due to reduction in absenteeism during the first and second period after EAP intervention were R18 and -R108 respectively.

The results for the first period after intervention were derived as follows:

$$n_1 = 155$$

$$m_3 = \text{average daily salary of EAP clients} \\ = 89.5$$

$$X_a = \text{average number of days absent by EAP clients, during} \\ \text{period before EAP intervention} \\ = 21.6$$

$$X_{a1} = \text{average number of days absent by EAP clients, during} \\ \text{first period after EAP intervention} \\ = 21.5$$

$$Y_a = \text{average number of days absent by non-EAP clients,} \\ \text{during period before EAP intervention} \\ = 2.1$$

$$Y_{a1} = \text{average number of days absent by non-EAP clients,} \\ \text{during first period after EAP intervention} \\ = 2.2$$

x_{a1} = average reduction in absenteeism of EAP clients during first period after EAP intervention

$$= X_a - X_{a1}$$

$$= .1$$

y_{a1} = average reduction in absenteeism of non-EAP clients during first period after EAP intervention

$$= Y_a - Y_{a1}$$

$$= -.1$$

z_{a1} = net average reduction in absenteeism of EAP clients during first period after EAP intervention

$$= x_{a1} - y_{a1}$$

$$= .2$$

b_{a1} = average savings per EAP client due to net average reduction in absenteeism days during first period after EAP intervention

$$= z_{a1} \times m_3$$

$$= 18$$

The results for the second period after intervention were derived as follows:

$$n_1 = 145$$

m_3 = average daily salary of EAP clients

$$= 90.1$$

X_a = average number of days absent by EAP clients, during period before EAP intervention

$$= 20.9$$

X_{a2} = average number of days absent by EAP clients, during second period after EAP intervention

$$= 22.3$$

Y_a = average number of days absent by non-EAP clients,
during period before EAP intervention

$$= 2.1$$

Y_{a2} = average number of days absent by non-EAP clients,
during second period after EAP intervention

$$= 2.3$$

x_{a2} = average reduction in absenteeism of EAP clients during
second period after EAP intervention

$$= X_a - X_{a2}$$

$$= -1.4$$

Y_{a2} = average reduction in absenteeism of non-EAP clients
during second period after EAP intervention

$$= Y_a - Y_{a2}$$

$$= -.2$$

z_{a2} = net average reduction in absenteeism of EAP clients
during second period after EAP intervention

$$= x_{a2} - Y_{a2}$$

$$= -1.2$$

b_{a2} = average savings per EAP client due to net average
reduction in absenteeism during second period after EAP
intervention

$$= z_{a2} \times m_3$$

$$= -108$$

The estimation of savings due to an increase in job
performance was as follows:

The average savings per EAP client due to an increase in job

performance during the first and second period after EAP intervention was -R338 and -R23 respectively.

The results for the first period after intervention were derived as follows:

$$\begin{aligned} m_4 &= \text{average salary per EAP client for six month period} \\ &= 11\,649.2 \end{aligned}$$

$$\begin{aligned} X_b &= \text{average job performance rating (\%) of EAP clients,} \\ &\quad \text{during period before EAP intervention} \\ &= 42.7 \end{aligned}$$

$$\begin{aligned} X_{b1} &= \text{average job performance rating (\%) of EAP clients,} \\ &\quad \text{during first period after EAP intervention} \\ &= 39.8 \end{aligned}$$

$$\begin{aligned} Y_b &= \text{average job performance rating (\%) of non-EAP clients,} \\ &\quad \text{during period before EAP intervention} \\ &= 50.0 \end{aligned}$$

$$\begin{aligned} Y_{b1} &= \text{average job performance rating (\%) of non-EAP clients,} \\ &\quad \text{during first period after EAP intervention} \\ &= 50.0 \end{aligned}$$

$$\begin{aligned} x_{b1} &= \text{average percentage increase in job performance of EAP} \\ &\quad \text{clients during first period after EAP intervention} \\ &= X_{b1} - X_b \\ &= -2.9 \end{aligned}$$

$$\begin{aligned} y_{b1} &= \text{average percentage increase in job performance of non-} \\ &\quad \text{EAP clients during first period after EAP intervention} \\ &= Y_{b1} - Y_b \\ &= 0 \end{aligned}$$

$$z_{b1} = \text{net average increase in job performance of EAP clients}$$

during first period after EAP intervention

$$= x_{b1} - Y_{b1}$$

$$= -2.9$$

b_{b1} = average savings per EAP client due to net average increase in job performance during first period after EAP intervention

$$= (z_{b1} \div 100) \times m_4$$

$$= -338$$

The results for the second period after intervention were derived as follows:

m_4 = average salary per EAP client for six month period

$$= 11\,495.3$$

X_b = average job performance rating (%) of EAP clients, during period before EAP intervention

$$= 44.0$$

X_{b2} = average job performance rating (%) of EAP clients, during second period after EAP intervention

$$= 43.8$$

Y_b = average job performance rating (%) of non-EAP clients, during period before EAP intervention

$$= 50.0$$

Y_{b2} = average job performance rating (%) of non-EAP clients, during second period after EAP intervention

$$= 50.0$$

x_{b2} = average percentage increase in job performance of EAP clients during second period after EAP intervention

$$= X_{b2} - X_b$$

$$= -.2$$

Y_{b2} = average percentage increase in job performance of non-EAP clients during second period after EAP intervention

$$= Y_{b2} - Y_b$$

$$= 0$$

z_{b2} = net average increase in job performance of EAP clients during second period after EAP intervention

$$= X_{b2} - Y_{b2}$$

$$= -.2$$

b_{b2} = average savings per EAP client due to net average increase in job performance during second period after EAP intervention

$$= (z_{b2} \div 100) \times m_4$$

$$= -23$$

The estimation of total savings was as follows:

The total average savings per EAP client during the first and second periods after intervention were -R320 and -R131 respectively. This was calculated, as in Method A, by adding the average savings per EAP client due to reduction in absenteeism during the first/second period after intervention, and the average savings per EAP client due to an increase in job performance during the first/second period after intervention.

In other words:

$$b_1 = b_{a1} + b_{b1}$$

$$= 18 + (-338)$$

$$= -320$$

$$b_2 = b_{a2} + b_{b2}$$

$$= -108 + (-23)$$

$$= -131$$

6.2.2 Estimation of Costs

As in Method A, it was estimated that the average cost per EAP client for a six month period was R666. Refer to Method A (Section 6.1.2) for how it was derived.

6.2.3 Benefit/Cost Ratio

The benefit/cost ratio for the first and second periods after intervention was -.5 and -.2 respectively. As in Method A, the ratios were calculated by dividing the total average savings per EAP client by the average cost per EAP client for the first and second periods after intervention respectively.

In other words:

$$d_1 = b_1 \div c$$

$$= -320 \div 666$$

$$= -.5$$

$$d_2 = b_2 \div c$$

$$= -131 \div 666$$

$$= -.2$$

The derived ratios can be interpreted as meaning that respectively for the first and second periods there had been

a -R0.50 and -R0.20 return for every R1 spent, in other words a loss of R0.50 and R0.80 for every one rand spent.

6.3 SUMMARY OF THE COST-BENEFIT ANALYSIS

The results of the cost-benefit analysis are summarised in Table 25. The estimated savings, costs, and derived benefit/cost ratio for the first and second periods after intervention, as calculated according to Method A and B respectively, are shown.

TABLE 25: SUMMARY OF THE RESULTS OF THE COST-BENEFIT ANALYSIS

	METHOD A		METHOD B	
	Period 1	Period 2	Period 1	Period 2
SAVINGS:				
Absenteeism	-63	-124	18	-108
Job performance	-370	-65	-338	-23
Total	-433	-189	-320	-131
COSTS	666	666	666	666
RATIO	-.7	-.3	-.5	-.2

Regarding Method A, the results indicate that the costs are greater than the savings for both periods after intervention. For the first period after intervention there had been a -R0.70 return for every R1 spent on the EAP, in other words a loss of R0.30 for every one rand spent. For the second period after intervention there had been a -R0.30 return for every R1 spent on the EAP, in other words a loss of R0.70 for

every one rand spent.

Regarding Method B, the results similarly indicate that the costs are greater than the savings for both periods after intervention. For the first period after intervention there had been a -R0.50 return for every R1 spent on the EAP, in other words a loss of R0.50 for every one rand spent. For the second period after intervention there had been a -R0.20 return for every R1 spent on the EAP, in other words a loss of R0.80 for every one rand spent.

6.4 ADDITIONAL ANALYSIS

An additional analysis of the data was done to determine whether the average number of days absent and average job performance ratings of groups of EAP clients differed. Groups were identified by method of referral to the EAP, reasons for termination of EAP intervention, and whether service at the company was terminated or not.

Regarding the method of referral, EAP clients were either self-referred or referred by some-one else, e.g. a supervisor, medical officer, a colleague, the manpower section, or industrial relations section. Regarding the reasons for termination of EAP intervention, the intervention could have been terminated successfully, the EAP service was not required as decided by an EAP officer, the EAP client was referred externally, or the EAP client withdrew from the EAP.

6.4.1 Absenteeism

The average number of days absent for the sample as a whole ("sample"), EAP clients whose service was not terminated ("on staff"), and EAP clients whose service was terminated during or after the second period after intervention ("terminations") are indicated in Table 26. The table indicates that the average number of days absent for the sample as a whole decreased in the first period, but increased slightly (virtually no difference) in the second period. Furthermore, the average number of days absent by clients who stayed in the company's service decreased in the first period, but increased in the second period, while the average number of days absent by clients whose service was terminated increased in both periods.

TABLE 26: AVERAGE NUMBER OF DAYS ABSENT

		AVERAGE DAYS ABSENT		N
		BEFORE	AFTER	
FIRST PERIOD	Sample	21.6	21.5	155
	On staff	19.3	18.1	103
	Terminations	26.2	28.2	52
SECOND PERIOD	Sample	20.9	22.3	145
	On staff	19.3	20.1	103
	Terminations	24.6	27.9	42

The average number of days absent by EAP clients, according to the method they were referred to the EAP, is indicated in Table 27. The table indicates that the average number of days absent by clients who were self-referred to the EAP decreased in the first period but increased in the second period. Further, the average number of days absent by clients who were referred to the EAP, increased in the first period but decreased in the second period.

TABLE 27: AVERAGE NUMBER OF DAYS ABSENT ACCORDING TO "METHOD OF REFERRAL"

	EAP- REFERRAL	AVERAGE DAYS ABSENT		N
		BEFORE	AFTER	
FIRST PERIOD	A	17.9	15.2	69
	B	24.7	26.5	86
SECOND PERIOD	A	16.2	20.4	66
	B	24.8	23.9	79

A = Self-referral
B = Other

The average number of days absent by EAP clients according to the reason for their EAP termination is indicated in Table 28. The table indicates that the average number of days absent by clients whose EAP intervention was terminated successfully decreased in the first period but increased in the second period. Further, the average number of days absent by clients whose EAP intervention was terminated for other reasons increased in both periods.

TABLE 28: AVERAGE NUMBER OF DAYS ABSENT ACCORDING TO "EAP TERMINATION REASON"

	EAP- TERMINATION REASON	AVERAGE DAYS ABSENT		N
		BEFORE	AFTER	
FIRST PERIOD	A	22.1	18.3	79
	B	20.2	28.2	14
	C	21.4	24.0	62
SECOND PERIOD	A	22.5	23.5	73
	B	20.2	23.8	14
	C	19.0	20.6	58

A = Terminated successfully
 B = EAP service not required
 C = Other

6.4.2 Job Performance

The average job performance rating for the sample as a whole ("sample"), EAP clients whose service was not terminated ("on staff"), and EAP clients whose service was terminated during or after the second period after intervention ("terminations") is indicated in Table 29. The table indicates that the average job performance rating of the sample as a whole decreased in both periods. Furthermore, the average job performance rating of clients who stayed in the company's service decreased in the first period, but increased in the second period. The average job performance rating of clients whose service was terminated decreased in both periods.

TABLE 29: AVERAGE JOB PERFORMANCE RATING

		AVERAGE JOB PERFORMANCE		N
		BEFORE	AFTER	
FIRST PERIOD	Sample	42.7	39.8	124
	On staff	43.8	41.0	87
	Terminations	40.3	37.0	37
SECOND PERIOD	Sample	44.0	43.8	107
	On staff	44.0	45.2	84
	Terminations	43.9	38.6	23

The average job performance rating of EAP clients according to the method they were referred to the EAP is indicated in Table 30. The table indicates that the average job performance rating of clients in both groups of EAP referral method, decreased in the first period and stayed the same in the second period.

TABLE 30: AVERAGE JOB PERFORMANCE RATING ACCORDING TO "METHOD OF REFERRAL"

	EAP-REFERRAL	AVERAGE JOB PERFORMANCE		N
		BEFORE	AFTER	
FIRST PERIOD	A	47.5	43.8	55
	B	39.0	36.7	69
SECOND PERIOD	A	48.4	48.0	49
	B	40.3	40.3	58

A = Self-referral
B = Other

The average job performance rating of EAP clients according to the reason for their EAP termination is indicated in Table 31. The table indicates that the average job performance rating of clients in all three groups of EAP termination reasons decreased in the first period and stayed the same in the second period.

TABLE 31: AVERAGE JOB PERFORMANCE RATING ACCORDING TO "EAP TERMINATION REASON"

	EAP- TERMINATION REASON	AVERAGE JOB PERFORMANCE		N
		BEFORE	AFTER	
FIRST PERIOD	A	44.6	42.2	59
	B	42.3	39.2	13
	C	40.8	37.3	52
SECOND PERIOD	A	46.3	46.3	49
	B	42.7	42.7	11
	C	41.9	41.5	47

A = Terminated successfully
 B = EAP service not required
 C = Other

CHAPTER 7

DISCUSSION

7.1 GENERAL

When interpreting the results of the cost-benefit analysis a few important points, which will be discussed in section 7.2, should be kept in mind. Firstly, since it is not possible to include all benefits of the EAP, only conclusions regarding the costs and benefits included in the analysis should be made. Secondly, the results of the cost-benefit analysis are conservative results since a relatively conservative criterion for assessing the monetary value of absenteeism and job performance was used in the analysis. Also, as previously mentioned, not all the benefits of the EAP were included, and therefore the benefit/cost ratio expresses the minimum benefit per monetary unit invested.

The results of cost-benefit analysis, using two methods of calculation, show that if changes in absenteeism and job performance were considered to be benefits of the EAP, the programme was not cost-effective for therapeutic clients during the study period.

Regarding changes in absenteeism as a benefit of the EAP, the results indicate that using Method A, there were no savings due to changes in absenteeism days during the first or second period after EAP intervention. In fact there was a cost of

R63 and R124 per client for the first and second periods respectively. Using Method B, there was a small saving due to the change in absenteeism days during the first period after EAP intervention, namely R18 per client, and a cost of R108 per client during the second period.

Regarding changes in job performance as a benefit of the EAP, the results indicate that using Methods A and B, there were no savings due to changes in job performance during the first or second period after EAP intervention. In fact there was a cost of R370 and R65 per client for the first and second periods respectively using Method A, and a cost of R338 and R23 per client for the first and second periods respectively using Method B.

The results further indicate that the average number of days absent per EAP client decreased only slightly during the first period after EAP intervention, and increased during the second period. The average job performance per EAP client decreased during both periods after EAP intervention.

These results are not as expected, since the literature suggest that absenteeism would decrease and job performance increase after EAP intervention.

In seeking explanations for the above, an additional analysis of the data was done to determine whether the average number of days absent and average job performance ratings of groups of EAP clients differed. Groups were identified by method of

referral to the EAP, reasons for termination of EAP intervention, and whether service at the company was terminated or not.

It was concluded that the only groups of clients who showed a decrease in average absenteeism were clients who were self-referred to the EAP, clients whose EAP intervention was terminated successfully, and clients who remained in the service of the company. This may indicate that clients from these groups have the best prognosis. However, the decrease in average absenteeism for these groups was very small, and not lasting, since it increased in the second period.

The only group of clients who showed an increase in average job performance were clients who stayed in the service of the company. The increase was in the second period after EAP intervention. The average job performance of the other groups remained the same in the second period. This might indicate that the positive effect of EAP intervention on job performance only shows itself long after the intervention.

Since the results were not as expected, it is important to determine whether the reason could possibly be methodological limitations in the research.

7.2 POTENTIAL METHODOLOGICAL LIMITATIONS

In this section potential limitations in this part of the research will be discussed in short. As mentioned in Chapter

5, most of these potential methodological limitations were as a result of the fact that the research was done in an existing practical situation where short term action was required. This meant that certain practical problems which only could have been rectified on the long term or at too great a cost, if at all, were encountered. Most of these problems involved the retrievability of certain data from company records and computer systems, the fact that certain data simply were not recorded, and that certain company practices already in use generated data not quite in the form ideally required for the research. This meant that not all the data ideally included in a cost-benefit analysis were available, and that the available data were not always in the ideal form.

7.2.1 Cost-benefit Analysis in General

Cost-benefit analysis presents certain problems in itself. One of the problems inherent to cost-benefit analysis is that only benefits that have monetary value, or that could be translated into monetary terms, can be included in the analysis. Consequently, many benefits that are too difficult to translate into monetary terms are excluded in a cost-benefit analysis. Therefore, a cost-benefit analysis on an EAP would typically exclude benefits related to improvement in employee quality of life, employee morale, improved decision making, and its public relations value. As a result cost-benefit analysis should never be seen as a measurement of all possible costs and benefits of an EAP. It is at best

only an attempt to measure as many as possible, and certainly the major, measurable costs and benefits of an EAP (Foote, Erfurt, Strauch and Guzzado, 1978). It is important to keep this in mind when interpreting the results of a cost-benefit analysis, and only conclusions regarding the costs and benefits included in the analysis should be made. Therefore a typical result of a cost-benefit analysis would be that the company's EAP saved R2 in health claims and on-the-job accidents for every rand spent on the programme.

The present research only included benefits due to changes in absenteeism and job performance, as it were the only appropriate data concerning the benefits of the EAP readily available from company records. Other benefits common to EAPs such as the "number of disciplinary actions" were not available from company records, while the "number of on-the-job accidents" were not appropriate, since the research was done on the EAP at the utility company's head office where predominantly clerical work was done. "Medical aid utilisation" was also not appropriate, since the employees belonged to a medical aid which was independent of the company. Medical aid utilisation was thus neither a benefit nor a cost to the company itself.

The utility company's EAP practitioners considered changes in absenteeism and job performance as the major measurable benefits of the EAP, and therefore it could be argued that the cost-benefit analysis was valid. Yet, when interpreting the results of the cost-benefit analysis it must be kept in

mind that only these benefits were included.

Foote, Erfurt, Strauch and Guzzado (1978) further maintain that if all the costs are measured but not all the benefits, as in the case of the present research, then the benefit/cost ratio will express the minimum benefit per monetary unit invested (assuming that the unmeasured benefits were positive rather than negative).

A further problem inherent to cost-benefit analysis is the translation of programme benefits into monetary terms. This is a difficult task, since there are various costs to the company as the result of absenteeism and job performance (refer to Section 1.5.2.2). The present research, as proposed by Yamatani (1988), uses the employee's salary/wage as the criterion for assessing the monetary value of absenteeism and job performance. This is a relatively conservative criterion. Thus, it would result in a minimum estimation of the benefits, which is preferable to an over-estimation.

7.2.2 Study Period

Definitions related to the study period, namely the definitions of *EAP intervention* as well as the *first period after EAP intervention*, may present a methodological limitation.

EAP intervention was defined as the first therapeutic session

with the client, and the *first period after EAP intervention*, as the six-month period immediately after intervention. For some clients EAP intervention entailed more than one session, and it might even have extended over a few months.

Consequently, there is an overlap between the EAP intervention and the first period after intervention, which may influence the results since the positive effect of the EAP could in some cases only take effect after the termination of EAP intervention.

It therefore could be argued that EAP intervention should be defined as the whole period in which the client receives help from the EAP, and the first study period should only begin after EAP intervention has been terminated.

This means that an additional study period, the *period of EAP intervention*, would be necessary. Again there would be methodological problems. A job performance rating for the period of EAP intervention would be required, which would have made the job performance data for this study even more inaccurate (refer to Section 7.2.4). In addition, the period of EAP intervention would consist of only one day for many clients. An absenteeism rate and job performance rating for one day would not make sense. Another option would be to simply lengthen the study periods. Unfortunately the data for longer periods were not available.

For this reason, the research included a *second period after intervention*, which catered for cases where EAP intervention

extended over a few months and the positive effect of the EAP becoming evident at a later stage.

7.2.3 Sample

A potential methodological limitation concerning the sample was that data on clients that had left the company's service during (10 clients) and after (42 clients) the second period after EAP intervention, were included in the analysis. It could be argued that they should not have been included as they had left the company. Yet these employees had an effect on the cost of the EAP as well as changes in absenteeism and job performance during the study period, and therefore had to be included in the analysis.

Inaccuracy of company record keeping systems, as well as problems in retrieving data from the company computer systems, caused that not all clients had job performance ratings for all three study periods. Therefore, in the estimation of benefits due to increase in job performance during the first period after EAP intervention, only the data of clients with job performance ratings in the period before intervention and first period after intervention could be used (124 clients). Similarly, in the estimation of benefits due to increase in job performance during the second period after EAP intervention, only the data of clients with job performance ratings in the period before intervention and second period after intervention could be used (107 clients).

Clearly it would have been preferable for all clients to have had job performance ratings for all the study periods. Nevertheless, the number of clients with job performance ratings was sufficient to provide an indication of possible change in the job performance of EAP clients.

7.2.4 Job Performance Ratings

Two practical problems concerning job performance ratings were encountered. These problems centre around the fact that certain company practices already in use, in this case the job performance evaluation system, generated data in a less than ideal form required for the cost-benefit analysis.

Firstly, the method of cost-benefit analysis requires that the job performance of EAP-clients should be evaluated at six month intervals after EAP-intervention. In practice, the company evaluated the job performance of all employees on a yearly basis. The only way to overcome this problem in the short term was to use the job performance ratings nearest to the study periods, as described in Chapter 5. Although these ratings were not for the specific periods, they nevertheless provided the only indication of changes in job performance available at the company.

The fact that an employee receiving EAP assistance in January would only be evaluated in December of that year, does not necessarily pose a problem, since changes in job performance often do not occur immediately after the first EAP

intervention. On the other hand, for employees who received EAP assistance later in the year the job performance evaluation in December would be too early to expect change. However, it could be expected that change in job performance would be evident with the next evaluation, and therefore provision was made for a second period after EAP-intervention.

Secondly, the method of cost-benefit analysis required a measure of the change in job performance which, could be transposed into a monetary value. The most suitable measure was to determine the percentage change in job performance and then to determine the monetary value of the change as that percentage of the salary. The ideal situation would have been for the company to rate job performance in terms of percentages ranging from 0% to 100%, and consequently an estimation of the percentage change in job performance could have been determined.

However, the company rated job performance on a four point scale with 1 as the highest score and 4 the lowest, which did not allow for the above. An attempt was made to overcome the problem by converting the job performance ratings on the four point scale to percentages, as described in Chapter 5. This need not be a problem since the transformation in effect only results in a similar scale with 90%, 50%, 30% and 10% as its points, rather than 1, 2, 3 and 4. A rating of 1 is now represented by a rating of 90%, and a rating of 2 by a rating of 50% etc. Ratings between the points on the "percentage

scale" is still not possible, and therefore the percentages should not be seen as exact percentages ranging from 0% to 100%, but as ratings on another four point scale. The change in job performance remains the same, but now it can be expressed in terms of an estimated percentage change.

In addition, the aim of the research was not to determine the exact savings due to changes in job performance, which implies that the exact percentage change in job performance should have been determined. In any case, this was not possible because of the subjective nature of job performance evaluations.

7.2.5 Monthly Salary

Data retrieval problems made the salary data less than ideal for the cost-benefit analysis. The exact monthly salaries of clients were not available, only his/her salary category. An attempt was made to overcome the problem by using the midpoint of every salary category as the salary of the client for the purpose of the study. The effect of this was that the resulting monetary values were rough estimations. Since the salary of an employee is in any case only an estimation of the employee's monetary value, one could argue that this did not pose to be a serious limitation.

7.2.6 Cost of Clients

Another potential methodological limitation was that the

method of cost-benefit analysis did not take into account the fact that the length of the intervention differs for clients, and some clients therefore cost the EAP more than others.

In studying the cost worksheet for the EAP, it was clear that the length of EAP intervention per client did not have a significant influence on the costs of the EAP as calculated in the cost-benefit analysis. The largest proportion of the total costs were the salaries and training and development of EAP personnel, which was fixed during the study period. Therefore, it was not affected by the length of EAP intervention per client. Also, the influence of the length of EAP intervention per client on costs related to EAP administration as well as costs of materials and equipment used, was insignificant. In fact, the *number* of EAP clients had a greater influence on these costs.

7.2.7 Method A versus Method B

Both methods indicate that the programme was not cost-effective, although Method B indicated a slightly lower loss in both periods after intervention. Method B provided a broader estimate of benefits of the programme and subsequently of the return for every rand spent on the EAP, since savings are not calculated per client (as in Method A) but on averages.

Seeing that the available data were not as accurate as would be preferred, and that the results of the Method B provided a

broader estimate, the analysis using Method B would be more suitable.

7.3 POSSIBLE REASONS FOR THE RESULTS

The most obvious reason for the results is that the problems EAP clients experience were not successfully treated.

However, this is not very likely since the EAP staff are capable, qualified psychologists and there is no apparent reason why their treatment should not be effective. Another possible reason for the results is that many clients reach the EAP when their problems are at an advanced stage, and consequently the chances for successful intervention are not very good. Yet the average absenteeism of clients whose EAP intervention was successfully terminated increased in the second period too, and their job performance rating decreased in the first period and remained the same in the second period, which contradicts both of the above possibilities.

It therefore could be argued that the relatively high absenteeism and low job performance rating of EAP clients were not the result of their personal problems, but perhaps a symptom of some other problem such as low levels of job satisfaction and motivation. However, further research is necessary to investigate this hypothesis.

Although the contrary was argued, some methodological limitations, as discussed in the previous section, may well have had a significant effect on the results. The most

likely are: (1) the overlap between the EAP intervention and the first period after intervention, since the positive effect of the EAP could in some cases only have taken effect after the termination of EAP intervention; and (2) the fact that job performance ratings for the specific study periods were not available, and also had to be converted to percentages, resulted in rough estimations of job performance.

It is interesting to note that if the EAP termination reasons are analysed, it is evident that a percentage of clients were referred to other services (15%) or withdrawn from the EAP (17%). In a cost-benefit analysis the data of these clients will always have a clouding effect on the results, since changes in their absenteeism and job performance could not be ascribed to the actual EAP.

In conclusion, suggestions for further research are made in the following section.

7.4 SUGGESTIONS FOR FURTHER RESEARCH

Since there is little information on the cost-effectiveness of EAPs, especially in South Africa, and this study showed results contradicting generally accepted beliefs, there is definitely a need for further research on the cost-effectiveness of EAPs at other companies, as well as the effect of personal problems on absenteeism and job performance.

As discussed previously the present research had to deal with a number of practical problems. Some of these problems could possibly have been avoided if future programme evaluations were carefully planned during the implementing stage of the EAP. Therefore it is strongly suggested that future programme evaluations should be planned already during the implementing stage of the EAP. This would ensure that the necessary data would be available and in the appropriate form.

If the methodology applied in this research is applied in further research projects, the following suggestions should be considered:

- A longer study period.
- Ensure that job performance ratings for the specific study periods are available.
- Ensure that job performance ratings are indicated by percentages.
- Ensure that the exact monthly salary of EAP clients are available.
- If the above suggestions are possible use Method A, since it results in a more exact estimation of the benefits of the EAP.
- Include as many as possible benefits of the EAP.

PART 3

CONCLUSION

The aim of the research firstly was to conduct a needs assessment for an EAP at a financial company, in other words to determine whether the employees of the financial company actually needed an EAP, and if so, what would be the most suitable form the EAP should take on (refer to Part 1). It was concluded that there appears to be a need for an EAP, and recommendations regarding a suitable EAP were made.

The second aim of the research was to conduct an economic evaluation by means of a cost-benefit analysis of an EAP at a utility company (refer to Part 2). The results indicated that the costs of operating the programme exceeded the benefits that were estimated.

Since the results of the cost-benefit analysis were negative, these results could not be used as additional motivation for the implementation of an EAP at the financial company.

However, the results of the cost-benefit analysis were not without value. To the utility company it was an indication that their EAP was possibly not run cost-effectively, and that they should evaluate procedures concerning the EAP (Foote, Erfurt, Strauch and Guzzado, 1978). The cost-benefit analysis also indicated relatively high absenteeism and low levels of job performance among EAP clients, and that on average this did not change after EAP intervention; in fact it became worse. It would be in the company's interest to conduct further research to determine whether there were

other factors except personal problems that influenced absenteeism and job performance of EAP clients. If this was the case, then the fact that the costs of the EAP exceeded the benefits, could possibly not be blamed on the EAP. In short then, this study acted as a rough diagnostic indicator of a potential problem concerning EAP delivery at the utility company.

If it were decided to implement an EAP at the financial company, the results of the cost-benefit analysis could contribute to the development of an economically efficient EAP. This would require further research on the EAP at the utility company, to identify positive as well as negative aspects which contributed to the economic efficiency of the EAP, as well as research on the absenteeism and job performance of the utility company's EAP clients.

In addition, by studying the methodological limitations in the economic evaluation conducted at the utility company, certain aspects which would facilitate later economic evaluations could receive attention already during the implementation of the EAP, e.g. to ensure that the data needed in evaluations would be kept on record in the appropriate form (Foote, Erfurt, Strauch and Guzzado, 1978).

In conclusion, since there is a noted paucity of scientifically based EAP research (MacDonald and Bluen, 1993), the present research may be a small contribution to the body of knowledge of the economic efficiency of EAPs. By

studying the methodological limitations in the economic evaluation conducted at the utility company, as well as the recommendations for further research, possible pitfalls could be avoided should similar economic evaluations of EAPs at other companies be conducted.

APPENDIX A

EMPLOYEE ASSISTANCE PROGRAMME:

NEEDS ASSESSMENT

- * The questionnaire consists of three sections.
- * Please answer all three.
- * Read the instructions at the top of each section carefully.
- * Please note: There are no right or wrong answers.
- * The information will be strictly confidential.

SECTION 1

For each question, encircle the number next to the answer that applies to you. Only one number per question may be encircled.

For example:

Are you:

male	1
female	2

1. How old were you in years on your last birthday?

under 20 years	1
20-24 years	2
25-29 years	3
30-39 years	4
40-49 years	5
50-59 years	6
60 + years	7

1

2. Are you:

male	1
female	2

2

3. What is your marital status?

single	1
married	2
divorced	3
widow / widower	4

3

4. How many children do you have?

none	1
1 child	2
2 children	3
3 children	4
4 children	5
5 children	6
more than 5 children	7

4

5. Indicate to which age group each child belongs by writing the applicable numbers in the blocks - use the key on the left.

AGE GROUP	
n.a.	0
0-5 years	1
6-12 years	2
13-18 years	3
19-20 years	4
21+ years	5

FOR EACH CHILD	AGE GROUP
child 1	
child 2	
child 3	
child 4	
child 5	
child 6	
child 7	
child 8	
child 9	
child 10	

5
6
7
8
9
10
11
12
13
14

6. If you are divorced and have children, do you have custody of the children?

n.a.	1
yes	2
no	3

15

7. In which sector do you work?

Public Relations	1
Auditors	3
Legal Services	4
Accounts	6
Actuarial	7
Group Benefits	8
Investments	12
Human Resources	16
Office and Property Services	17
Information Systems	18
Information Technology	19
Head Office Secretaries	25
Catering Services	28
Work Study and Productivity	29
Finances and Planning	32
Advertising	33
IA: Personnel Services	50
IA: Support Services	51
IA: Financial Management	52
IA: Marketing Administration	53
IA: Market Development	54
IA: Product Development	55
IA: Policy Services	56
IA: Policy Claims	57
IA: New Business	58
Sanlam Unit Trusts	11
Sanmed	20
Multi-Data	21

8. Indicate the number of people who report direct to you.

0	1
1-2	2
3-5	3
6-8	4
9+	5

17

9. Indicate your term of service in months at Sanlam.

0-12 months	1
13-24 months	2
25-60 months	3
61+ months	4

18

SECTION 2

This section consists of 37 statements. Indicate to what extent you agree or disagree with the statements by circling the applicable number in the scale next to each statement. Only one number per question may be encircled.

For example:

I enjoy my work.

DEFINITELY DISAGREE						DEFINITELY AGREE
	DISAGREE		NOT SURE		AGREE	
1	2	3	4	5		

PART 1

	DEFINITELY DISAGREE		DISAGREE		NOT SURE		AGREE		DEFINITELY AGREE		
1. I am bored with my job for days at a time.	1	2	3	4	5						19
2. I feel down and depressed at work.	1	2	3	4	5						20
3. I enjoy my work.	1	2	3	4	5						21
4. I constantly disagree with my supervisor.	1	2	3	4	5						22
5. I am satisfied with my immediate supervisor.	1	2	3	4	5						23
6. My supervisor shows understanding of my personal needs.	1	2	3	4	5						24
7. I maintain good relations with my co-workers.	1	2	3	4	5						25
8. I am satisfied with the way I am treated by the people with whom I work.	1	2	3	4	5						26
9. I am afraid of losing my job.	1	2	3	4	5						27
10. I experience tension and fatigue as a result of my work.	1	2	3	4	5						28

DEFINITELY DISAGREE
 DISAGREE
 NOT SURE
 AGREE
 DEFINITELY AGREE

11. Work demands often disturb my family relationships.

1	2	3	4	5
---	---	---	---	---

29

PART 2

(Reply to statements 12 and 13 only if you are married, and statement 14 only if you are divorced)

12. I am experiencing a difficult time as a result of marital problems.

1	2	3	4	5
---	---	---	---	---

30

13. I communicate well with my husband/wife.

1	2	3	4	5
---	---	---	---	---

31

14. I am experiencing a difficult time as a result of my divorce.

1	2	3	4	5
---	---	---	---	---

32

PART 3

(Reply to statements 15 to 19 only if you have children, and statement 15 only if your children are at school)

15. My child(ren) is/are well adjusted at school.

1	2	3	4	5
---	---	---	---	---

33

16. I communicate well with my child(ren).

1	2	3	4	5
---	---	---	---	---

34

17. My child(ren) displays/display delinquent behaviour.

1	2	3	4	5
---	---	---	---	---

35

18. My child(ren) has/have behavioural problems.

1	2	3	4	5
---	---	---	---	---

36

19. I experience tension at work over the well-being of my child(ren) during working hours.

1	2	3	4	5
---	---	---	---	---

37

PART 4

20. I feel lonely and isolated.

1	2	3	4	5
---	---	---	---	---

38

21. I often feel downhearted and depressed.

1	2	3	4	5
---	---	---	---	---

39

22. I am positive about the future.

1	2	3	4	5
---	---	---	---	---

40

	DEFINITELY DISAGREE	DISAGREE	NOT SURE	AGREE	DEFINITELY AGREE	
23. I often feel tired for no reason.	1	2	3	4	5	41
24. I often feel irritable.	1	2	3	4	5	42
25. I have a personal problem that I feel is hopeless.	1	2	3	4	5	43
26. I sometimes think of ending my life.	1	2	3	4	5	44
27. I am satisfied with my personal appearance.	1	2	3	4	5	45
28. I often feel useless and unwanted.	1	2	3	4	5	46
29. If something goes wrong, I usually feel it is my fault.	1	2	3	4	5	47
30. I can curb my temper.	1	2	3	4	5	48
31. I suffer from headaches.	1	2	3	4	5	49
32. I sleep well.	1	2	3	4	5	50
33. Drug and/or alcohol abuse is causing conflict in my family.	1	2	3	4	5	51
34. I am experiencing difficulty in accepting the death of a family member or friend.	1	2	3	4	5	52
35. I am experiencing problems with the care of an aged parent.	1	2	3	4	5	53
36. I am experiencing tension as a result of money problems.	1	2	3	4	5	54
37. I am experiencing legal problems.	1	2	3	4	5	55

SECTION 3

For each question encircle the number next to the answer that applies to you.

1. An organisation can offer various forms of formal aid to personnel with personal problems, such as courses, workshops and individual counselling.

For greater clarity, we offer three definitions below:

Course: A series of sessions during which talks are given on a certain subject.

Workshop: A series of sessions during which talks are given on a certain subject and course participants (often in group context) are actively involved in solving the problems.

Individual counselling: Help offered on an individual basis.

If you should have a personal problem with regard to any of the items below, which form of aid would you prefer (you may mark more than one in each case):

1.1 alcoholism

course	1
workshop	2
individual counselling	3
other	4

56

57

58

59

if "other" specify:
.....

1.2 drug abuse

course	1
workshop	2
individual counselling	3
other	4

60

61

62

63

if "other" specify:
.....

1.3 marriage enrichment

course	1
workshop	2
individual counselling	3
other	4

64
65
66
67

if "other" specify:
.....

1.4 stress management

course	1
workshop	2
individual counselling	3
other	4

68
69
70
71

if "other" specify:
.....

1.5 retirement planning

course	1
workshop	2
individual counselling	3
other	4

72
73
74
75

if "other" specify:
.....

1.6 personal finance

course	1
workshop	2
individual counselling	3
other	4

76
77
78
79

if "other" specify:
.....

1.7 parenting

course	1
workshop	2
individual counselling	3
other	4

80
81
82
83

if "other" specify:
.....

2. Mention any other possible personal problems for which you would like to receive help, and specify what form of aid you would prefer.

Personal problem:.....

84

.....

85

Form of aid:.....

86

.....

87

3. Have you ever received or are you currently receiving professional help for a personal problem(s)?

yes	1
no	2

88

4. If you answered "yes" to question 3, from whom have you received help? (You may mark more than one.)

professional psychologist	1
psychiatrist	2
family doctor	3
social worker	4
professional organisations (e.g. FAMSA,AA)	5
church (e.g. minister)	6
other	7

89

90

91

92

93

94

95

If "other", specify:

.....

5. If you answered "yes" to question 3, what was the nature of the problem(s)?

.....
.....
.....
.....

96
97

6. Have you ever felt the need to have a confidential discussion with a professional person (e.g. a professional psychologist or social worker) about a personal problem, but you have never done so?

yes	1
no	2

98

7. If you answered "yes" to question 6, give the reason.

.....
.....
.....
.....

99
100

8. If such a person should be available at Sanlam, would you make use of his/her services?

yes	1
no	2

101

9. Give a reason for your answer to question 8.

.....
.....
.....
.....

102
103

10. When you have a personal problem, how often does it have an influence on your work?

always	1
often	2
seldom	3
never	4

104

11. Answer this question only if you have supervisory or management responsibilities.

How often do you find that the personal problems of staff members who report to you have a detrimental effect on their work?

always	1
often	2
seldom	3
never	4

105

111 106

THANK YOU.

WERKNEMERBYSTANDPROGRAM:

BEHOEFTEBEPALING

- * Die vraelys bestaan uit drie afdelings.
- * Voltooi asseblief al drie die afdelings.
- * Lees die opdragte bo-aan elke afdeling noukeurig.
- * Let wel, daar is geen regte of verkeerde antwoorde nie.
- * Die inligting sal streng vertroulik hanteer word.

AFDELING 1

Omkring asseblief die syfer langs die beskrywing wat vir u die mees toepaslike is. Slegs een syfer per stelling mag omkring word.

Byvoorbeeld:

Is u:

manlik	1
vroulik	2

1. Hoe oud was u in jare op u laaste verjaardag?

onder 20 jaar	1
20-24 jaar	2
25-29 jaar	3
30-39 jaar	4
40-49 jaar	5
50-59 jaar	6
60 + jaar	7

1

2. Is u:

manlik	1
vroulik	2

2

3. Wat is u huwelikstatus?

ongetroud	1
getroud	2
geskei	3
weduwee / wewenaar	4

3

4. Hoeveel kinders het u?

geen kinders	1
1 kind	2
2 kinders	3
3 kinders	4
4 kinders	5
5 kinders	6
meer as 5 kinders	7

4

5. Dui die ouderdomsgroep waarin elk van u kinders val aan, deur die toepaslike syfer in die blokkies aan te bring - gebruik die sleutel aan die linkerkant.

OUDERDOMSGROEP	
n.v.t.	0
0-5 jaar	1
6-12 jaar	2
13-18 jaar	3
19-20 jaar	4
21+ jaar	5

VIR ELKE KIND	OUDERDOMSGROEP
kind 1	
kind 2	
kind 3	
kind 4	
kind 5	
kind 6	
kind 7	
kind 8	
kind 9	
kind 10	

5

6

7

8

9

10

11

12

13

14

6. Indien u geskei is en kinders het, het u toesig oor die kinders?

n.v.t	1
ja	2
nee	3

15

7. In watter sektor werk u?

Openbare Betrekkinge	1
Ouditeure	3
Regsdiens	4
Rekenings	6
Aktuarieel	7
Groepvoordele	8
Beleggings	12
Menslike Hulpbronne	16
Kantoor-en Eiendomsdiens	17
Inligtingstelsels	18
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Hoofkantoorsekretaresses	25
Verversingsdiens	28
Werkstudie en produktiwiteit	29
Finansies en Beplanning	32
Reklame	33
IV: Personeeldiens	50
IV: Steundiens	51
IV: Finansiële Bestuur	52
IV: Bemarking Administrasie	53
IV: Markontwikkeling	54
IV: Produkontwikkeling	55
IV: Polisdiens	56
IV: Poliseise	57
IV: Nuwe Versekering	58
Sanlam Effektetrusts	11
Sanmed	20
Multi-Data	21

8. Dui aan hoeveel persone rapporteer direk aan u.

0 persone	1
1-2 persone	2
3-5 persone	3
6-8 persone	4
9+ persone	5

17

9. Dui u aantal diensmaande by Sanlam aan.

0-12 maande	1
13-24 maande	2
25-60 maande	3
61+ maande	4

18

AFDELING 2

Hierdie afdeling bestaan uit 37 stellings. Dui aan in watter mate u met die stellings saamstem of daarvan verskil deur die toepaslike syfer in die skaal langs elke stelling te omkring. Slegs een syfer per stelling mag omkring word.

Byvoorbeeld:

Ek geniet my werk.

STEM BESLIS NIE SAAM	STEM NIE SAAM	ONSEKER	STEM SAAM	STEM BESLIS SAAM
1	2	3	4	5

DEEL 1

	STEM BESLIS NIE SAAM	STEM NIE SAAM	ONSEKER	STEM SAAM	STEM BESLIS SAAM	
1. Ek is dikwels vir dae aaneen verveeld met my werk.	1	2	3	4	5	19
2. Ek voel "af" en neerslagtig by die werk.	1	2	3	4	5	20
3. Ek geniet my werk.	1	2	3	4	5	21
4. Ek verskil gedurig met my toesighouer.	1	2	3	4	5	22
5. Ek is tevrede met my onmiddellike toesighouer.	1	2	3	4	5	23
6. My toesighouer toon begrip vir my persoonlike behoeftes.	1	2	3	4	5	24
7. Ek handhaaf goeie verhoudinge met my medewerkers.	1	2	3	4	5	25
8. Ek is tevrede met die wyse waarop die mense wat met my saamwerk my behandel.	1	2	3	4	5	26
9. Ek is bang ek verloor my werk.	1	2	3	4	5	27
10. Ek ervaar spanning en moegheid as gevolg van my werk.	1	2	3	4	5	28

STEM BESLIS NIE SAAM
 STEM NIE SAAM
 ONSEKER
 STEM SAAM
 STEM BESLIS SAAM

11. Die beoefening van my beroep vertroebel my gesinsverhoudinge.

1	2	3	4	5
---	---	---	---	---

29

DEEL 2

(Beantwoord stellings 12 en 13 slegs indien u getroud is, en stelling 14 slegs indien u geskei is)

12. Ek gaan deur 'n moeilike tyd as gevolg van huweliksprobleme.

1	2	3	4	5
---	---	---	---	---

30

13. Ek kommunikeer goed met my man/vrou.

1	2	3	4	5
---	---	---	---	---

31

14. Ek gaan deur 'n moeilike tyd as gevolg van my egskeiding.

1	2	3	4	5
---	---	---	---	---

32

DEEL 3

(Beantwoord stellings 15 tot 19 slegs indien u kinders het en stelling 15 slegs indien u kinders op skool is)

15. My kind(ers) pas goed by die skool aan.

1	2	3	4	5
---	---	---	---	---

33

16. Ek kommunikeer goed met my kind(ers).

1	2	3	4	5
---	---	---	---	---

34

17. My kind(ers) openbaar misdadige gedrag.

1	2	3	4	5
---	---	---	---	---

35

18. My kind(ers) het gedragsprobleme.

1	2	3	4	5
---	---	---	---	---

36

19. Ek ervaar spanning by die werk oor die welstand van my kind(ers) tydens werksure.

1	2	3	4	5
---	---	---	---	---

37

DEEL 4

20. Ek voel eensaam en geïsoleerd.

1	2	3	4	5
---	---	---	---	---

38

21. Ek voel dikwels terneergedruk en neerslagtig.

1	2	3	4	5
---	---	---	---	---

39

22. Ek voel positief oor die toekoms.

1	2	3	4	5
---	---	---	---	---

40

	STEM BERLIS NIE SAAM	STEM NIE SAAM	ONBEKER	STEM SAAM	STEM BERLIS SAAM	
23. Ek voel dikwels moeg sonder rede.	1	2	3	4	5	41
24. Ek voel dikwels prikkelbaar.	1	2	3	4	5	42
25. Ek het 'n persoonlike probleem wat ek voel hopeloos is.	1	2	3	4	5	43
26. Ek oorweeg dit soms om my eie lewe te neem.	1	2	3	4	5	44
27. Ek is tevrede met my persoonlike voorkoms.	1	2	3	4	5	45
28. Ek voel dikwels nutteloos en oorbodig.	1	2	3	4	5	46
29. As iets verkeerd loop voel ek gewoonlik dis my skuld.	1	2	3	4	5	47
30. Ek kan my humeur beteuel.	1	2	3	4	5	48
31. Ek ly aan hoofpyne.	1	2	3	4	5	49
32. Ek slaap goed.	1	2	3	4	5	50
33. Dwelm- en/of alkoholmisbruik veroorsaak konflik in my gesin.	1	2	3	4	5	51
34. Ek ondervind probleme om die dood van 'n familielid of vriend te verwerk.	1	2	3	4	5	52
35. Ek ondervind probleme met die versorging van 'n bejaarde ouer.	1	2	3	4	5	53
36. Ek ondervind spanning as gevolg van geldelike probleme.	1	2	3	4	5	54
37. Ek ondervind regsprobleme.	1	2	3	4	5	55

AFDELING 3

Omkring die syfer langs die toepaslike antwoord vir elke vraag.

- 1. Verskillende vorme van formele hulp kan deur 'n organisasie gebied word aan werknemers wat persoonlike probleme ondervind, bv. kursusse, werkswinkels en individuele berading.

Vir meer duidelikheid volg hier drie definisies:

Kursus: 'n Reeks sessies waartydens lesings oor 'n sekere onderwerp aangebied word.

Werkswinkel: 'n Reeks sessies waartydens lesings oor 'n sekere onderwerp aangebied word en kursusgangers aktief (dikwels in groepsverband) by die oplos van probleme betrokke is.

Individuele berading: Hulp wat op 'n individuele grondslag aangebied word.

Indien u persoonlike probleme rakende die volgende sou ondervind, watter vorm van hulp sou u verkies?
(U mag meer as een by elk kies):

1.1 alkoholisme

kursus	1
werkswinkel	2
individuele berading	3
ander	4

56
57
58
59

indien "ander", noem:
.....

1.2 dwelmmisbruik

kursus	1
werkswinkel	2
individuele berading	3
ander	4

60
61
62
63

indien "ander", noem:
.....

1.3 huweliksverryking

kursus	1
werkswinkel	2
individuele berading	3
ander	4

64
65
66
67

indien "ander", noem:
.....

1.4 stresshantering

kursus	1
werkswinkel	2
individuele berading	3
ander	4

68
69
70
71

indien "ander", noem:
.....

1.5 aftredebeplanning

kursus	1
werkswinkel	2
individuele berading	3
ander	4

72
73
74
75

indien "ander", noem:
.....

1.6 persoonlike finansies

kursus	1
werkswinkel	2
individuele berading	3
ander	4

76
77
78
79

indien "ander", noem:
.....

1.7 ouerskap

kursus	1
werkswinkel	2
individuele berading	3
ander	4

80
81
82
83

indien "ander", noem:
.....

2. Noem enige ander moontlike persoonlike probleme waarvoor u hulp sal wil ontvang, en spesifiseer ook watter vorm van hulp u sal verkies.

Persoonlike probleem:
.....

84
85

Vorm van hulp:
.....

86
87

3. Het u al voorheen of ontvang u tans professionele hulp vir 'n persoonlike probleem/probleme?

ja	1
nee	2

88

4. Indien u by vraag 3 "ja" geantwoord het, van wie het u hulp ontvang? (U mag meer as een kies)

professionele sielkundige	1
psigiater	2
huisdokter	3
maatskaplike werker	4
professionele organisasies (bv. FAMSA, AA)	5
kerk (bv. predikant)	6
ander	7

89
90
91
92
93
94
95

Indien "ander", noem:
.....

5. Indien u by vraag 3 "ja" geantwoord het, wat was die aard van die probleem/probleme?

.....
.....
.....
.....

96

97

6. Het u al ooit 'n behoefte gehad om vertroulik met 'n professionele persoon (bv. professionele sielkundige of maatskaplike werker) oor 'n persoonlike probleem te praat, maar dit nie gedoen nie?

ja	1
nee	2

98

7. Indien u by vraag 6 "ja" geantwoord het, verstrek die rede.

.....
.....
.....
.....

99

100

8. Indien daar so 'n persoon in Sanlam tot u beskikking sou wees, sou u van die persoon se dienste gebruik maak?

ja	1
nee	2

101

9. Verstrek die rede vir u antwoord by vraag 8.

.....
.....
.....
.....

102

103

10. Wanneer u 'n persoonlike probleem ervaar hoe dikwels beïnvloed dit u werk?

altyd	1
dikwels	2
selde	3
nooit	4

104

11. Beantwoord hierdie vraag slegs indien u toesighoudende of bestuursverantwoordelikhede het.

Hoe dikwels ervaar u dat personeel wat aan u rapporteer, se persoonlike probleme hul werk nadelig beïnvloed?

altyd	1
dikwels	2
selde	3
nooit	4

105

111 106

BAIE DANKIE.

APPENDIX B

Dear Colleague

Traditionally employers and employees believed that the personal life of employees was separate from their jobs. However, more and more employers came to realise that the employees' personal well-being is an important determinant of the organisation's welfare. Poor employee performance, often the result of problems not related to the job, can translate into substantial financial losses.

As a result, organisations developed different forms of employee assistance programmes. The form such a programme takes, is determined by the needs of the employees. For example, a professional person could be available for individual counselling, or workshops on stress management, retirement planning, alcoholism, marriage enrichment (to name only a few) could be presented.

We would like to determine whether there is a need for a formal employee assistance programme at and if so, what form the programme should take. We attach a questionnaire and should appreciate it if you would take the time to answer it carefully. It will take approximately 15 minutes of your time.

The value of the needs assessment will be depend on by the honesty and openness with which you answer the questions. We are interested only in statistical summaries of the results and individuals will not be identified. The information will be strictly confidential.

Please send the completed questionnaire in the enclosed envelope to Manpower Planning within seven days.

Enquiries can be addressed to me at x3756 (Manpower Planning).

Thank you for your cooperation.

(Mrs) A. Meyer
Research Officer: Manpower Planning

Geagte Kollega

Tradisioneel was werkgewers en werknemers van mening dat die persoonlike lewe van werknemers apart van die werksituasie staan. Al meer werkgewers het egter begin beseef dat die werknemer se persoonlike welstand 'n belangrike bydraende faktor tot die organisasie se welstand is. Swak werksprestasie deur 'n werknemer, dikwels as gevolg van probleme buite werksverband, kan omgesit word in wesenlike finansiële verliese.

Die gevolg was dat verskillende vorme van werknemerbystandprogramme deur organisasies ontwikkel is. Die vorm wat so 'n program aanneem, word deur die behoeftes van die werknemers bepaal. Daar kan byvoorbeeld 'n professionele persoon beskikbaar wees vir individuele berading, of werkswinkels oor stres hantering, aftredebeplanning, alkoholisme, huweliksverryking (om maar net 'n paar te noem) kan aangebied word.

Ons wil graag vasstel of daar by 'n behoefte aan 'n formele werknemerbystandprogram bestaan, en indien wel, watter vorm so 'n program moet aanneem. Ons heg 'n vraelys hierby aan en versoek u vriendelik om dit noukeurig te beantwoord. Dit sal ongeveer 15 minute van u tyd in beslag neem.

Die waarde van die behoeftebepaling sal afhang van hoe eerlik en openhartig u die vrae beantwoord. Ons stel slegs belang in statistiese opsommings van die resultate en geen individue sal geïdentifiseer word nie. Die inligting sal streng vertroulik hanteer word.

Stuur asseblief die ingevulde vraelys binne sewe dae in die ingeslote koevert aan Mannekragbeplanning.

Navrae kan aan my, by x3756 (Mannekragbeplanning) gerig word.

Baie dankie vir u samewerking.

(Mev) A. Meyer
Navorsingsbeampte: Mannekragbeplanning

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