AWARENESS AND PERCEPTION OF EMPLOYEE ASSISTANCE PROGRAMME IN AN AUTOMOBILE INDUSTRY

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CERTIFICATE

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The thesis has not previously formed the basis for the award of any Degree, Diploma, Associateship, Fellowship or other similar titles.

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DECLARATION

I hereby declare that the thesis entitled 'Awareness and Perception of Employee Assistance Programme in an Automobile Industry' submitted to Pondicherry University for the Degree of Doctor of Philosophy in Social Work is a genuine research work done by me under the supervision of Dr.R.Nalini, Associate Professor, Department of Social Work, School of Social Sciences and International Studies, Pondicherry University, Puducherry 605014 during August 2011 to May 2016. This thesis has not previously formed the basis for the award of any Degree, Diploma, Associateship, Fellowship or any other similar titles.

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LIST OF ABBREVIATIONS

AA	Alcoholics Anonymous
AIDS	Acquired Immune Deficiency Syndrome
ALMACA	Association of Labour Management Administrators and Consultants on Alcoholism
ARF	Addiction Research Foundation
CETC	Continuing Education and Training Centre
CI	Confrontational Interviewing
CISD	Critical Incident Stress Debriefing
EA	Employee Assistance
EAEF	Employee Assistance European Forum
EAP	Employee Assistance Programme
EAPA	Employee Assistance Professional Association
EASNA	Employee Assistance Society of North America
EFAP	Employee and Family Assistance Programmes
FGD	Focus Group Discussion
FMCG	Fast Moving Care and Goods
HCL	Hindustan Care Limited
HIV	Human Immune Virus
HR	Human Resource
HS	Human Service
ICAS	Independent Counselling Advisory Services
IT	Information Technology
ITES	Information Technology Enabled Service
ITI	Industrial Training Institute
IPV	Intimate Partner Violence
L&T	Larsen and Turbo
M.Phil.	Master of Philosophy
MBHO	Managed Behavioural Health Organisation
MI	Motivational Interviewing

MNC	Multi-National Companies
MSW	Master of Social Work
NASW	National Association of Social Work
NCA	National Council on Alcoholism
NGO	Non-Governmental Organizations
NHS	National Health Service
NIAAA	National Institute of Alcohol Abuse and Alcoholism
OAP	Occupational Alcoholism Programme
OHS	Occupational Health Services
PPC	People Performance Consultant
RET	Rational Emotive Therapy
ROI	Return On Investment
SIT	Stress Inoculation Training
SMT	Stress Management Training
TCS	Tata Consultancy Services
UK	United Kingdom
US	United States
USA	United States of America
Vs	Versus

Chapter I
Introduction

"There is no such thing as a self-made man. You will reach your goals only with the help of others"

…George Shinn

Every organisation in the world is functioning with a specific vision and mission. The ultimate aim of organizations is to achieve better productivity and to attain customer satisfaction. It lies in the hands of its employees who play a major role for the sustainable development of the organisation. Employees are the most valuable resource in the workplace. They should have the spirit and pleasure to work in the organisation. Each and every organization strives to create innovative strategies to retain their employees. Modern and competitive environment demand the organizations to provide better amenities and services to the employees that would improve their work performance. All the individuals have to face problems (Gurumoorthi & Nalini, 2012). As a human being, an employee ought to swallow small or big problems in his / her life (Blassingame, 2003). While facing such problems, it will affect their work performance. How will the organisation resolve this issue?

Obviously, people cannot perform their best when they have unresolved problems and therefore organizations may offer EAP services which are one of the dimensions of occupational/industrial Social Work (Segal, Gerdes, & Steiner, 2007). Employee Assistance Programme (EAP) has been a source of support to the organisation in resolving various problems faced by the employees and their family members by offering services like problem assessment, brief supportive counselling, referral and follow-up. Employee Assistance Programme (EAP) becomes a key requirement of the organizations to support the employees and their immediate family members during times of need. It plays a predominant role in achieving the organizational objectives.

Employee Assistance Programmes are employer sponsored and provided to employees with a major goal of improving their work performance. It could resolve personal, work related and family problems faced by the employees and is purely voluntary. EAP services may be provided either within or outside the workplace. EAP practitioners could be social workers, psychologists or licensed counsellors.

Employees can avail EAP services during the working hours by supervisors' referral or by self-referral. EAP services are not only restricted to the employees but also extended to the immediate family members for free of cost. EAP is a confidential service and therefore the problems for which the employees have availed EAP services shall not be disclosed to anyone including the employer of the organisation. The services are purely based on the trust of the employees and confidentiality is one of the most important aspects in EAP. Ethics demand that this cannot be breached by anyone at any cost. EAP services differ from organisation to organisation and the basic services include assessment, referral, short-term counselling (Sinha, 2007). Let us trace the historical background of EAP.

1.1 Historical Background of EAP

The historical background of EAP is intertwined with the Second World War and Occupational Alcoholism Programme (OAP). To know about EAP, knowledge on Occupational Alcoholism Programme (OAP) is essential.

1.1.1 Association between World War II, OAP and EAP

Employee assistance programme was begun after World War II. Before World War II, simple industrial process and availability of more labour made the organizations to hire labour easily without any difficulties. After World War II, loss of life reduced the labour supply; a budding economy and changed production techniques increased the demand for skilled workers (Mizrahi & Davis, 2008). There was shortage of workers at the workplace due to the war. So, the organizations started to recruit the workers from various places and many of them were alcoholics. Corporate medical directors suggested that it would be more cost effective to rehabilitate alcoholics than to recruit new people. This approach demanded the employers to start Occupational Alcoholism Programme (OAP). So, most of the employers began OAPs in their organizations in order to rehabilitate the alcoholics and this programme grew in 1950s and 1960s (Attridge, et al., 2009).

OAP originally aimed at providing support to the employees with alcohol problems (Dessler & Varkkey, 2009). The industries that started OAPs during early 1940s were Dupont, Eastman Kodak followed by other industries in the early to mid-1940s like North American Aviation on the West Coast, Consolidated Edison Company, New

England Electric Company and the Caterpillar Tractor Company. These occupational alcoholism programmes (OAPs) were highly successful in terms of improved productivity, cost saving and rehabilitation of skilled workers. As a result, it was guessed that rehabilitation approach to alcoholism problems would be effective for other human problems as well. In 1962, the Kemper group started to rehabilitate alcoholic personnel and extended the programmes to worker's families and workers with "other living problems". This enlarged scope of OAPs led to the modern employee assistance programme (EAP), called as the "broad brush approach" to resolve various human problems in industry such as marriage and family problems, emotional problems, financial and legal problems, to name a few (Dickman, 1985).

The term "EAP" was coined by National Institute of Alcohol Abuse and Alcoholism (NIAAA) (Masi, 1984). This programme has been mandated by the US federal government through Hughes Act, 1970. In the early 1970s, the US government established the National Institute on Alcoholism and Alcohol Abuse (NIAAA) to spread the knowledge of employee assistance programme throughout United States. During the mid-1970s, many private consultants started to provide EAP services. EAP field has nurtured over the years through EAPA (Employee Assistance Professional Association) evolved from Association of Labour Management Administrators and Consultants on Alcoholism (ALMACA) and EASNA (Employee Assistance Society of North America) which has strong Canadian influence. EAP differs from other services like mental health counselling, occupational health services as the former emphasized the employee work performance as a vital theme (Attridge, et al., 2009).

1.1.2 Relationship between Alcoholics Anonymous and EAP

EAP history is closely associated with Alcoholics Anonymous (AA). AA was first started in Akron in 1935 when Bill Wilson was craving a drink due to business failure. He talked for hours with Dr. Bob Smith in an effort to help himself to reduce the level of consuming alcohol (Kissin & Begleiter, 1977). This meeting led to the foundation of AA, because it was learned that one could become less drunk or could make someone to become less drunk by talking about his alcoholism to another. During 1935, medical and psychological practitioners had given up on alcoholic people as "incurable" (Leach & Norris, 1977). By 1939 the AA movement had spread throughout the United States, and more people were getting into "recovery". Most of

them were employees, and it is sensible to assume that their transformation was not lost on factory supervisors and management. One alcoholic worker was keen to speak his experience, to talk his strength and hope to his fellow suffering worker. Therefore the EAP movement started inexpertly with one recovering alcoholic worker sharing his recovery with another (Trice & Schonbrunn, 1981).

1.1.3 Hawthorne Experiments and EAP

The first known EAP is possibly the counselling programme that commenced at the Hawthorne Works of Western Electric Company in Chicago. The programme is worth examining because (a) it was ancestor of all other EAPs (b) it was applied on a huge scale; and (c) it exemplifies issues that recur in all EAPs and Stress Management Trainings (SMTs). EAPs generally refer to the provision of employee counselling services at organisation. The counselling programme grew out of the much spoken Hawthorne Studies on industrial attitudes and behaviour. It was launched with a few counsellors and gradually increased to many. Each counsellor was assigned with more employees to whom he devoted his entire time. The most common form of EAPs is counselling of mental health among employees with special emphasis on alcoholism and drug addiction (Agarwal, 2001)**.**

1.2 Professional bodies in United States contributed to the development of EAP

The tremendous growth in the 1970s was accompanied by and perhaps contributed to:

1.2.1   Legislations pertaining to EAP

The following are some of the legislations that were enacted in United States supporting the development of EAP:

1.2.2 Comprehensive Alcohol Abuse and Alcoholism Prevention, Treatment and Rehabilitation Act of 1970

The Act was passed in the United States and also called as the Hughes Act. In 1969 there were three treatment centres in Florida, one publicly funded by the state, and two privately funded. Later, more private treatment centres were established and each of these centres had an EAP specialist whose major role was to reach industry. These private centres were in addition to several public agencies in this same location. The Act established the National Institute for Alcoholism and Alcohol Abuse. The Hughes

Act also mandated the development of programmes for the prevention, treatment and rehabilitation of federal employees with alcohol and drug problems (Masi and Goff, 1987).

1.2.3 Rehabilitation Act, 1973

Rehabilitation Act passed by the United States in 1973 served to promote awareness of the need for OAP/EAPs. Section 504 of the Act guarantees with the rights of the handicapped people, in other words, employers must offer fair accommodation to handicapped employees. In 1978, the U.S. Attorney General defined handicapped to include alcoholism and drug addiction.

1.2.4 Drug Free Workplace Act, 1988

The Act that was passed in the United States, encouraged the following organizations to implement EAPs.

1.2.4.1 National Institute of Alcoholism and Alcohol Abuse (NIAAA)

In 1971, the NIAAA, commissioned to treat and research alcoholism. Consequently, establishment of EAPs in each of the various states had a high priority. Grants were made to the various state alcoholism authorities to train and hire EAP specialists. Through these grants, many mental health districts and community alcoholism services hired specialists and instituted efforts to reach smaller, local industries as individuals randomly reached national industry in the 1940s, 1950s & 1960s. (Trice and Schonbrunn, 1981).

1.2.4.2 National Council on Alcoholism (NCA)

In the 1970s, the NCA published helpful materials, sponsored conferences, and generally sought to spread the EAP movement in general and the occupational alcoholism prevention in particular.

1.2.4.3 Association of Labour Management Administrators and Consultants on Alcoholism (ALMACA)

Another major thrust of the 1970s was the organisation of ALMACA in 1974. ALMACA provided a form for dissemination and enhancement of knowledge, published a directory of specialists, and generally increased community and industrial

awareness of the EAP concept. It began as a non – profit international organization of practitioners involved in occupational alcoholism and employee assistance programming. This organization continues to serve as the professional body for OAP/EAP practitioners (Masi 1984). Later, it was renamed as Employee Assistance Professional Association (EAPA).

1.2.4.4 Private alcoholism and drug treatment centres

Another force fueling EAP fire during 1980s was the emergence of private alcoholism and drug treatment centres. This involved public centres and private practitioners. Public mental health agencies, alcohol/drug treatment centres, and private counselling firms interested in EAP filed as they believed their survival in a partnership with industry. This event was labeled potentially most significant in the milestone of EAP as it was contributed to the growth of EAP.

1.3 EAP in Universal Perspective

EAP originally developed in United States and spread across in other countries like Australia, Canada, Greece, Ireland, Japan, South Africa, United Kingdom, and China (Attridge, 2009). Considerable qualitative research on the progress of EAP development is available in Australia (Siddiqui & Sukhramani, 2001).   Let us look into the EAP in global context. With all of this global interest in EAP, it has a good future for positive change and evolution (Burke, 2008).

1.3.1 EAP in Canada

The existing literature confirms that there has been a healthy development of EAPs in Canada the recent decade (Marin, et al., 1986). Establishment of EAPs in worksites vary depending on the size of the organization and the interest continues to grow. In Canada, government as well as other health and education services are likely to have EAPs whereas construction and retail sectors do not have EAPs. Lynch (1983), MacDonald & Dooely (1989b), Shepell, (1989) state that in 1983, 61 percent of the employees were not regular to the organization due to emotional problems and 65 to 80 percent of employees were terminated from the workplace because of their personal problems rather than other technical factors. In 1983 alone, Canadians lost 83 million days of work due to behavioural and emotional problems. Based on

research, the scholars and practitioners repeatedly emphasized the growing need for EAP in Canada.

1.3.2 EAP in Australia

EAP services were offered in 1980s with companies like DuPont and General Motors. In 1984, the new Australian approach was adopted throughout the country. In 1991, in an article published by EAP digest, it was mentioned that very few EAP providers operate EAP under strict regulation in Australia. The employees are encouraged to avail EAP services independently and thus ensuring them confidentiality (Francis, 2012).

1.3.3 EAP in Europe

The establishment of Employee Assistance European Forum (EAEF) in 2004 contributed to the growth of EAPs in European countries. In the past, though a few multinational organizations were offering EAP services, it was viewed as American Programme with little relevance to European businesses. But the establishment of EAEF promoted the development of EAP. The primary purpose of EAEF is to promote the standards of practice and the consistent development of Employee Assistance professionals, providers and services (Buon & Taylor, 2007).

1.3.4 EAP in United Kingdom

The first EAP was introduced to UK when an American company began assisting their employees through EAP. This led to the development of EAP in UK and it was founded in the mid-1980s (Beer, 2005). But EAP in UK differs from other countries like US, Australia, Canada by giving importance to the health benefit aspects of EAP instead of its performance related aspects (Reddy, 2005).

1.3.5 EAP in South Africa

EAP emerged in South Africa during 1980s. It has incorporated the country's unique cultural, social and economic values in EAP practice. EAPs in South Africa have a dual focus on the employee and organisation as a client. Workshops and consultations are offered as part of EAP in South Africa (Francis, 2012).

1.3.6 EAP in Denmark

The development of EAP in Denmark was supported by Ministry of Health in the late 1980s to deal with alcohol problems in the workplace. As in United States and United Kingdom, it soon became the broad brush type of EAP. It was found that 25 percent of the workforce has some kind of EAP in place (Sosted, 2005).

1.3.7 EAP in Germany

In Germany, EAP services are offered in multinational private companies by giving prime importance to alcohol and drugs. But the term EAP is not used in Germany. The term occupational social work is mainly used and it is popular in organizations (Buon & Taylor, 2007).

1.3.8 EAP in Switzerland

The emergence of International council of Alcohol and Addictions in Lausanne, Switzerland paved the way for growth of EAP. This body has been contributing to the progress of EAP since 1977 (Buon & Taylor, 2007).

1.3.9 EAP in Japan

EAP in Japan is poorly documented and it has only a few external EAPs. In 2000, the Ministry of Labour has highlighted the importance of EAP in the workplace, even though it has comprehensive guidelines on mental health care issue. The Ministry was very strong that the external EAP is important to the Japanese workplace along with self-care, line-care by supervisors and professional care by occupational health staff (Muto, Fujimori, & Suzuki, 2004).

1.3.10 EAP in China

International Psychological Services, an international EAP provider started EAP in China in 1997. It employed two psychologists to provide EAP services. China does not have its own EAP model. It was noted that neither American nor Australian model of EAP will operate effectively in China. The Chinese model has to be tailored to suit the specific requirements of local workforce (Francis, 2012).

1.4 Employee Assistance Programme in India

EAP has gained astounding momentum in foreign countries whereas in India it is still an emerging field. In India, a few EAP consultants offer EAP services. Many large Indian organizations use the services of EAP consultancies like Santulan EAP, PPC worldwide to design and implement their employee assistance programmes. EAP consultancies provide a range of counselling services through psychologists and social workers. Approximately, EAPs cost an organization to the tune of 15-20 dollars per year per employee. This is fairly a substantial amount for large scale industries. Most of the consultancies specify that employees can have an average of 4 sessions per year. EAPs are claimed to be very useful in the cases of family problems, drug or alcohol abuse, though workplace conflict and harassment at the workplace could also be issues covered under the agreement with the consultancies (Cascio & Nambudiri, 2010).

The appearance of Santulan EAP in 1990 gave birth to the development of EAP in India. Nevertheless, it was part of academic discussion prior to 1990s. EAP services were provided in software, automobile industries and gradually spread its activities to pharmaceuticals, heavy equipment and textiles. At present EAP services are offered across the sectors in India. It is interesting to note that EAP services are offered by NGOs (Non-Governmental Organizations) to the communities from where they operate. The Indian origin companies do not have full-fledged EAP and still EAP is in its nascent stage. But it is believed that it would become the part of proactive human resource management in the upcoming years. This is a challenging task for the social work professionals in India who educate the need for EAP in Indian industry (Francis, 2012).

In India, specific guidelines pertaining to sexual harassment which includes physical contact, demand for sexual favours, sexual comments etc. are not prevalent. Though most organizations have an internal mechanism to deal with cases of sexual harassment in some cases they may also be referred to the employee assistance programme counsellor. Multinational organizations in India offer EAP services to their employees in order to assist its employees to maintain healthy work life balance. EAP services are offered not only to the employees but also to their family members in order to resolve problems related to work, family or interpersonal problems

including anxiety, behavioural changes, disease prevention, divorce, death, education, health, parenting, financial and legal concerns, lifestyle management, and marriage and so on (Cascio & Nambudiri, 2010).

However, due to the private and confidential nature of these programmes, many organizations have not been able to quantify the benefits from EAPs. For instance, it may be very difficult to isolate the impact of an EAP on the employee's performance or behaviour. Nonetheless, EAPs form an integral part of HR strategy in many organizations and more and more firms are adopting EAPs with a view to maintaining a satisfied and productive workforce (Cascio & Nambudiri, 2010).

1.5 Definitions of EAP

Employee Assistance Programme (EAP) has been defined as a set of company policies and procedures for identifying or responding to personnel or emotional problems of the employees, which interfere directly or indirectly with job performance (Francis, 2012).

EAPs are complex systems which represent and influence a large number of people, ranging from employees to management and including, among others, families, health care networks and even the general public (Ford & Ford, 1986).

The comprehensive definition of an EAP offered by the Addiction Research Foundation (ARF, 1984b):

  i.   A framework of specific policy and guidelines that provide fair and consistent treatment for all workers who need help
 ii.   It allows employees to seek help confidentially
iii.   It links them with the best help available in the community
 iv.   It strives to get them back to productive well-being and to avoid the need for disciplinary action and ultimate job loss
  v.   Over a long term, it encourages workers to seek assistance with stressful personal situations before a problem develops
 vi.   It belongs to everyone: workers and management in partnership
vii.   It costs a lot less than doing nothing.

Employee Assistance Programmes (EAPs) are "job-based programmes operating within a work organisation for the purposes of identifying 'troubled employees', motivating them to resolve their troubles, and providing access to counselling or treatment for those employees who need these services" (Trice & Sonnenstuhl, 1988).

Employee Assistance Programmes (EAPs), structured programmes for delivering social services for employees, are designed to help people with personal, work, or family problems that may interfere with optimal job performance (Bergh, 1995).

Employee Assistance Programmes (EAPs), structured programmes that utilize technical, administrative, and personal people on either a contractual or employment basis, to meet the needs of troubled employees (Myers, 1984).

Encyclopaedia of Management: Employee Assistance Programmes are employer sponsored benefit programmes designed to improve productivity by helping employees to identify and resolve personal concerns. Most EAPs employ mental health professionals (usually on a contract basis) to provide counselling and referral services to workers who are experiencing personal problems that interfere with their work attendance or productivity.

A work based programme to improve organizational performance through the provision of structured management and employee support services (Employee Assistance European Forum, 2004).

Employee Assistance Professional Association (EAPA) defined EAP as "a worksite focused programme to assist in the identification of employee concerns, which affect, or may affect, performance". Work concerns may include working relationships, stress, workload, fairness at work, work-life balance, harassment and bullying. Personal matters, which are usually addressed health, financial and legal matters, personal relationships, alcohol and drug dependency and anxiety.

It adds further that EAP is a work-site based programme designed to assist work organizations in addressing productivity issues and assisting clients in identifying and resolving personal concern, including but not limited to health, marital, family, financial, alcohol, drug, legal, emotional, stress or other personal issues that may affect job performance.

Employee Assistance Society of North America defines EAP as an employer sponsored service designed for personal or family problems, including mental health, substance abuse, various addictions, marital problems, parenting problems, emotional problems, and financial or legal concerns.

A sympathetic definition of an "EAP is a confidential and professional service provided as an employee benefit which complements and extends in-company resources in the constructive and supportive management of people impacted by concerns in their personal and work lives" (Megranahan, 1995).

The generic definition of EAP is "a programmatic intervention at the workplace, usually at the level of the individual employee, using behavioural science knowledge and methods for the recognition and control of certain work and non-work related problems (notably alcoholism, drug abuse and mental health) which adversely affect job performance, with the objective of enabling the individual to return to making his or her or full work contribution and to attaining full functioning in personal life" (Berridge & Cooper, 1994).

1.6 Key steps for launching an EAP

There are some key steps involved in starting an EAP:

1.6.1 Formulate a written statement

A written statement that confirms the company's desire to offer help to employees with behavioural or medical problems; emphasizing that such help will be offered on a personal and confidential basis shall be formulated. The programme's purpose, employee eligibility, the roles and responsibilities of various personnel in the organization and procedures for using the plan shall be defined. Weaver (1984) believes that the policy statement should consist of the following:

1. The recognized need for the programme
2. Support for the programme from both management and labour
3. The willingness of the organization to commit time and resources to the EAP
4. Accessible points of contact for employee assistance and procedures to follow
5. An acceptable attitude about mental illness, alcoholism, and family or marital problems

6. A concern by the organization for its employees

7. The scope of the problems to be covered by the EAP

8. The target group for the EAP

9. Job security and promotional opportunities of those participating in the programme

10. Confidentiality of records

11. Job performance as the basis for supervisory recommendations

12. The voluntary nature of the programme

13. Sick leave and insurance benefits

14. The relationship to other personnel and administrative policies

Mannion, L. P. (2004), (p.70).

1.6.2 Ensure Professional Staffing

The organizations in United States and other countries except India where EAP services are offered shall look into the license of the professionals before appointing them as EAP practitioners. But as far as India is concerned, it is not mandatory that the EAP service providers should have the license. Qualified social workers, psychologists may be appointed as the EAP service providers.

1.6.3 Orienting managers, supervisors, and union representatives what to do and what not to do

Stakeholders may be oriented to appropriate behaviour/responses when they confront the troubled employee and when they facilitate the EAP utilization to resolve job-performance problems. The supervisors need to be trained to recognize that they are helping, not hurting, the employee by referring her or him to the EAP.

1.6.4 Establish procedure for referral

The procedure for referral of the troubled employees should be established to an in-house or outside professional who can take the time for assessment and treatment.

1.6.5 Establish a planned programme of communications

Establish a planned programme of communication to employees to announce (and periodically to remind them) that the service is available, that it is confidential, and

that other employees are availing it. The employees also need to be educated about the programme. Experience indicates that the best employee assistance programmes are rooted in training and education.

1.6.6 Maintain confidential record-keeping systems

Everyone involved with the EAP, including supervisors, secretaries and support staff, must understand the importance of confidentiality. Also it has to be ensured that access to records is limited and identifying information is minimized.

1.6.7 Evaluation of the programme

The offered programme should be continually evaluated in terms of its stated objectives. Evaluating EAP regularly will give some clue as to what aspects need to be changed. Evaluating a programme can be achieved through a wide variety of ways for which different methods have been suggested:-

a. **Need assessment surveys** are used to analyse the number of potential clients and the services required by them.

b. **Process evaluation** is used to compare the actual operation of the programme with its anticipated function. Hence it alerts employees to operational weaknesses of the programme.

c. **Outcome evaluation** is used to determine the programme impact upon the areas of customer satisfaction, problem resolution and improved quality of life.

d. **Impact evaluation** is used to measure the expected changes brought about in those employees and organization units taking part in the programme.

e. **Cost-effectiveness analysis** uses economic indicators to measure the efficiency of the programme.

In summary, the following evaluation priorities have been cited: (i) assessing the quality of referral sources, (ii) client outcome and satisfaction, (iii) employees' awareness, (iv) programme utilization, (v) job performance changes, (vi) supervisory attitudes, (vii) cost-benefit and (viii) training effectiveness (Deb, 2006), (p.320).

1.6.8   Maintenance

Maintenance of EAP is believed to be an autonomous and self-sufficient function, inserted between implementation and evaluation. A system of maintenance activities is needed in order to keep it "alive" that will boost a level of meaningful activity and will allow adjustments on a regular basis. Some ways for maintaining a programme: (i) publicity efforts (ii) personnel meeting and briefings (iii) programme monitoring and (iv) community resources.

1.7 Components of Employee Assistance Programme

Francis (2012) identified some of the components of EAP. They are education, development, treatment, prevention, referral, supervisory training, participation of employees, and individual and group counselling. The key ingredients of EAP are: (i) confidentiality, (ii) referral, (iii) early intervention, (iv) problem resolution (v) enhanced job performance (Dickman & Emener, 1985).

1.8 The Core Technologies of EAP

According to Berridge & Cooper (1994), no standardised EAP exists as it varies between individual needs, organizational characteristics, provider's capabilities, professional definitions and national cultures which ensure that every EAP acquires distinctive features. But much EAP provision exhibits the elements of commonality. The core technologies formulated by Roman and Blum describe the same:

1. Identification of employees behaviour problems based on job performance

2. Provision of expert consultation to supervisors, managers, and union stewards on how to take the appropriate steps in utilizing employee assistance policy and procedures

3. Availabilty and appropriate use of constructive confrontation. Constructive confrontation of the problem is central to motivating him or her to be involved in the EAP

4. The creation of micro-linkages between the problem employee and the EAP resources like counselling, treatment and other community resources

5. The creation and maintenance of macro-linkages between the work organization and the counselling, treatment and other community resources

6. Corporate culture integrates EAP as a valid method of coping with the changing internal and external problems faced by the organization

7. Improved job performance is the main criterion of individual and collective success of the EAP

Source: Roman, P. M., & Blum, T. C. (1985)

1.9 Goals of EAP

The goals of an EAP discussed by (Barling, Kelloway, & Frone, 2005) are to restore valuable employees to full productivity by (a) identifying employees with drug abuse, emotional, or behavioural problems resulting in deficient work performance, (b) motivate such individuals to seek help, (c) provide short-term professional counselling assistance and referral, (d) direct employees toward the best assistance available, and (e) providing continuing support and guidance throughout the problem-solving period.

1.10 Ten critical elements of an EAP

Based on the extensive review of literature, (Dickman & Emener, 1985), (p.85) stated that the following attributes are critical for success of an EAP:

Element	Significance
Management support	Policy, operations and procedures of an EAP highly depend upon management
Labour support	The EAP will not be meaningful and successful if it is not supported and utilized by the employees
Confidentiality	Anonymity and trust are crucial if employees are to use an EAP. Employees have to trust that their information would be kept confidential if they seek help.

Accessibility	Employees need to be able to get assistance in a timely, efficient and convenient manner. It would help for maximum use and benefit
Supervisor training	Crucial to understand the needs of employees and support them during receipt of assistance
Unionsteward training	A critical variable is employees' contact with the union – the steward
Insurance involvement	Occasionally, assistance alternatives are costly, and insurance support is a must
Range of services component	Availability of assistance for a wide variety of problems (e.g., alcohol, family, personal, financial, grief, medical, etc.)
Professional leadership	The leader and coordinator of EAP must be a skilled professional helper. A skilled professional with expertise in helping must have credibility in the eyes of the employee
Follow-up and evaluation	To measure programme effectiveness and potential needs for improvement

Table 1.1 Elements of EAP

1.11 Criteria for successful EAP

The success of EAP is based on certain criteria. The cooperation and commitment of all the stakeholders of EAP is required for success of EAP. Management, employees, supervisors, trade unions have to cooperate for the success of EAP. Martin, J. (2010), (p.94) stated the criteria for successful of EAP which are as follows:

1) Open to the employees and immediate family members
2) Recognition by management, employees and employee representatives that such a scheme is necessary and demands commitment for its effective functioning

3) Appropriate policies and procedures supported by managers, employees and employee representatives

4) Establishment of both formal and informal referral processes to access the EAP

5) Promotion of the EAP and encouragement to use the service

6) Close co-operation with local unions

7) Training of supervisors on their role in problem identification

8) Education of employees and promotion of EAP services to foster widespread utilization throughout the company

9) Training for managers and employees on EAP and its functioning/ purpose

10) Strict rules on confidentiality and privacy being applied in practice

11) Regular review of the EAP to ensure that it meets the needs of managers and employees

12) Regular evaluation of the effectiveness of the EAP

13) A continuum of care, including referral to community agencies and follow-up of each case

14) An explicit policy on confidentiality of employee's information

15) Maintenance of records for programme evaluation purposes

1.12 Characteristics of EAP

The nature and composition of EAP differs from organisation to organisation. Despite its uniqueness, there are some common features to most EAP. The characteristics of EAP discussed by (Sinha, 2007), (p.36) are as follows:

1.12.1 Overall Philosophy

EAP is characterized by rehabilitative philosophy as this philosophy recognizes employees' on-the job and off-the job lives are dependent. The personal difficulties of the employees cannot be checked at the company gate in the morning and reclaimed in the evening. The "whole employee" is hired and personal problems, whether induced by work or non-work related factors, can affect both individual and organizational performance. These troubles need to be resolved through appropriate professional treatment.

1.12.2 General Methodology

EAP is generally a formal programme having its own objectives, policies, responsibilities and procedures.

1.12.3 Policies

The policy of EAP is "assisting workers prove better strategy than firing them". EAP policies are aware of the reality of having problems at the workplace and emphasizing treatment and rehabilitation than punishing the workers.

1.12.4 Emphasis on performance

EAP is performance centric. EAP has emerged in order to enrich the job performance of the employees. EAP is structured to identify and treat the medical and behaviour problems of the employees and thereby promoting their job performance.

1.12.5 Professional Assistance

Specialized Professionals are required to offer EAP. EAP services are usually offered by the qualified personnel like social workers, psychologists or licensed counsellors.

1.12.6 Locus of responsibility

Primary responsibility of the programme rests with the human resource/human services department or medical services/occupational physician/occupational health services department.

Immediate supervisors have the responsibility of identifying performance deficiencies of the employees and supporting them to make use of EAP.

Employees have the responsibility of using EAP as a vehicle to enlarge their job performance.

1.12.7 Nature of activity

On seeing the performance deficiency, the supervisor reacts by referring employees to EAP. Hence the activity in EAP tends to be reactive rather than proactive. Supervisors' focus is on what has happened rather than on expectation of what might happen.

1.12.8 Time factor

The time horizon tends to be short term, usually up to a year, but larger in some justifying circumstances. During this period, the employees will receive professional assistance, become rehabilitated and improve job performance.

1.13 Models of EAP

The models of EAP have been designed to meet the needs of the different organizations. They are (i) In house Model (ii) Out of house Model (iii) Consortium Model (iv) Affiliate Model. The models followed differ from organization to organization and country to country. Based on the convenience and nature of the organization, they adopt any one of the models which facilitate them to achieve their organizational goals. The location of offering EAP services may either be within or outside the organization. The organizations make decisions regarding either employing separate EAP professional or contracting with consultancy firms to offer EAP services. However, any one of the following models would be adopted by organizations to offer EAP services. The models of EAP described by (Sinha, 2007), (p.38) are as follows:

1.13.1 In house Model

The EAP practitioner is employed by the organization. The company manager directly supervises the programme's personnel, sets policies and designs all procedures. The services may be offered in the organisation or located in offices away from the worksite. A study suggests that these programmes are: (a) provided at low cost, (b) with increased control, (c) greater identification of troubled employees, (d) increased supervisory and referrals, and (e) more acceptance by unions (Straussner, 1990). EAP practitioner has knowledge of an organisation. One of the disadvantages of this model is problem of confidentiality or the appearance of such problems (Phillips & Older, 1985).

1.13.2 Out of house Model

The organizations contract with the consultants to provide employee assistance programme. The practitioners may offer the services in their own offices, or in the organization's office, or both. This model is viewed as (a) providing better

accountability, (b) lower legal liability, and (iii) case of start-up and implementation. Phillips & Older (1985) noted that in this model, it is easy to maintain confidentiality and better identification and utilization of community resources. But the knowledge of organisation may be less among the EAP practitioners.

1.13.3 Consortium Model

Several organizations pool their resources to develop a collaborative programme and thus maximize individual resources. Generally, this model suits best to the organizations which employ fewer than 2000 employees (Francis, 2012), (p.90). The services may be provided either within the organizations or outside the organizations.

1.13.4 Affiliate Model

The consultants sub contract with the local professionals rather than use salaried staff. This emphasizes the consultants/ vendors to reach employees in a company location in which the vendor might not have an office. Usually this model is used in conjunction with a model that involves paid staff. With this model, the vendor may have less control over a subcontracted professional (Francis, 2012), (p.90).

1.14 Services offered by EAP

Services offered by EAP differs from organization to organization and country to country. But most of the existing literatures confirm that the basic services of EAP are assessment, counselling, referral and follow-up. The services of EAP elucidated by various scholars are discussed below:

There is a vast range of services offered by EAP, but the core services include assessment and referral and brief counselling (Krist, 2010). According to (Ivaneich & Matteson, 1996), the general EAP services include diagnosis (employee with a problem seek for help, EAP staffs attempt to diagnose the problem), treatment (counselling or supportive therapy is provided), if EAP staffs are unable to help, employees may be referred to appropriate community based professionals, screening (periodic examination of individuals to detect early indications of problems), prevention (education and persuasion are used to assist employees in effectively coping with stress).

The primary services provided by EAP are alcohol and drug abuse counselling, counselling for emotional difficulties, family counselling, career counselling and education, credit counselling and retirement planning (Zastrow, 2008). The services of EAP include assessment (Francek, 1985), diagnosis, referral (Snell, Bohlander, & Vohra, 2010), counselling and advisory service which might include legal and financial services, child and elder-care referrals (Mondy, 2009), (Shah, Viswanath, & Miller, 2008), short-term counselling (Sinha, 2007), orientation sessions for managers and staff, crisis back-up (Highley-Marchington & Cooper, 1998) adoption assistance, mental health counselling, life event planning, domestic violence (Dessler & Varkkey, 2009), (Dessler, 2008), (Kleiman, 2003), (Snell, Bohlander, & Vohra, 2010) marriage guidance (Camen, Croucher, & Susan, 2008), short term therapy, substance abuse treatment, legal aid, debt counselling (Segal, Gerdes, & Steiner, 2007), alcohol and drug abuse counselling, crisis counselling (Bratton & Gold, 2007), crisis intervention (Francek, 1985), preventative and immediate responsive services for workplace critical incidetns (Everly & Mitchell, 2008), employee educaion, a hot line and group counselling (Marin, et al., 1986), workplace seminars and training of managers and personnel staff (Armstrong, 2006), supervisor training, retirement counselling, disability management (Herlihy & Attridge, 2005), follow-up (Klarreich, 1985).

According to (Attridge, et al., 2009), there are four major types of EAP services. They are individual services, managerial/supervisory services, organisational services and administrative services. Individual services are: (i) assessment of the problem, (ii) short term problem solving and brief counselling, (iii) treatment planning for individual clinical issues, (iv)referral to community or benefit providers for clinical mental health or speciality services, (v) referral to legal and financial assistance services, (vi) referral to work-life resources, (vii) referral to other health benefit programs/services, (viii) collaboration with treatment facilities, managed care organizations, managers, HR staff, and others regarding case planning and outcomes. Managerial/supervisory services are: (i) supervisor training and education, (ii) assistance in how to refer employees to the EAP, (iii) guidance on appropriately supporting employees with personal or work issues, (iv) assistance to employees with return-to-work and work accommodation needs, (v) guidance on employee work

performance review, disciplinary issues, (vi) management consulting and skills development, (vii) dealing with work-teams and group dynamics. Organizational services include: (i) violence prevention and response, (ii) crisis and disaster preparedness management, (iii) traumatic and critical incident services, (iv) group interventions and support groups, (v) employee orientation, (vi) educational services and programs, health and wellness programs, (vii) organizational change management (for instance, lay-offs, downsizing and mergers, to name a few), (viii) organizational development (for example, employee engagement, work culture, leadership, to name a few), (ix) speciality and auxiliary services include disease management, disability management, drug-free workplace, etc. Administrative services include (i) program design, (ii) publicity of EAP, (iii) evaluation and quality improvement, (iv) staffing, (v) website development and maintenance, (vi) involvement with other committees, groups and administrative teams within the organization.

1.15 EAP Consultancies in India

There are some EAP consultancies in India which offer EAP services to various organizations. Organizations that offer EAP services contract with EAP consultancies who would provide EAP services to the employees and their immediate family members. Some of the EAP consultancies that offer EAP services in India are as follows:

1.15.1 Santulan EAP, Delhi

Santulan EAP is one of the pioneering consultancies in India which provide EAP services to various organizations that are located in India. It provides assistance to the employees to resolve their emotional and behavioural concerns. Based on the evidence from empirical research, the consultancy strives to resolve various problems like health, absenteeism and attrition. It offers service on 24*7. The consultancy has been offering service to the employees for more than three decades.

1.15.2 PPC Worldwide, Bangalore

PPC (People Performance Consultants) Worldwide is an internationally renowned consultancy that offers EAP services to several organizations. It provides counselling and support to employees and their family members. The employees can feel free to contact the PPC professionals at any time for any kind of issues. The services

provided are fully confidential. Services are offered for improving the performance, balancing work and family responsibilities, work related issues, relationship and marital problems, alcohol and drug dependency prevention. Employers bear the expense of the services and it is free to the employees and their family members.

1.15.3 CETC, Mumbai

Continuing Education and Training Centre (CETC) was established in 1987 in Mumbai. The main objective of this consultancy is to leverage the job performance of the employees by providing wide range of services to them.

1.15.4 1 to 1 help.net, Bangalore

It is a consultancy which provides EAP services to employees of various organizations, located in Bangalore. This consultancy offers counselling service through different modes like e-counselling and workshop, face to face and online. It assures that all information provided is kept confidential. The organizations shall be furnished with the statistics of number of employees who have availed services.

1.15.5 ICAS, Mumbai

Independent Counselling Advisory Services (ICAS) has been offering EAP services since 1987 and is one of the global players in the sector. The objective of this consultancy is to support the organizations to improve the health and well-being of the employees. More than 2000 organizations in the world are benefitted through its services. It offers services for 4.5 million employees and their family members. The three key reasons for which it has started to offer EAP services are EAP is a value for money from a financial, human and social point of view.

1.15.6 Freedom Foundation, Bangalore

The foundation successfully demonstrates EAP services to various public and private companies in India. It is a pioneer in the field of substance abuse and HIV/AIDS interventions. It is headquartered at Bangalore and has offices in four states namely Andhra Pradesh, Goa, Karnataka and Tamil Nadu.

1.15.7 Vrudhi, Mumbai

Vrudhi's EAP aimed to provide psychological support to the employees of various organizations. This consultancy is located in Mumbai. It has a panel of experts who address the problems faced by the employees. The experts of this consultancy address various work related problems like work stress, adjustment to a new job, lack of job satisfaction, relationship with supervisors, conflicts with co-workers, company downsizing or reorganization and offers services for various personal difficulties like depression, emotional issues, anxiety, financial and legal concerns, bereavement and losses, relationship or marital or family issues, stress management, etc.

1.15.8 Com Psych Corporation, Mumbai

It is a worldwide leader and pioneer of employee assistance programmes. In India, this consultancy is located in Mumbai. It offers EAP services to various organizations in order to meet the needs of different kinds of organizations. It helps to address the challenges faced by the employees and their family members before they affect the home life and the work performance.

1.16 EAP and Counselling

Counselling has been defined as "a personal face to face relationship between two individuals, in which the counsellor, by means of the relationship and his special competencies, provides a learning situation, in which the counsellee, a normal sort of person is helped to know himself and his present and possible future situations so that he can make use of his characteristics and potentialities in a way that both satisfying to himself and beneficial to the society and further he can learn how to solve future problems and to meet future needs" (Tolbert, 1974).

Workplace counselling is often called by other names such as performance counselling, employee counselling, personnel counselling, and employee assistance programme (EAP) (Oramah, 2013). EAPs generally refer to the provision of employee counselling services at organization (Agarwal, 2001). The cost of such counselling services is usually borne by the organizations.

EAP provides counselling as part of core EA service. EAPs are workplace based programmes which includes counselling. The unique features of EAP are as follows:

(i) it is available to all employees regardless of their health plan (ii) it is available to the employees even they are not participated in the health plan of employer (iii) it is started with thorough need assessment of all life aspects and is not limited to mental health concern (iv) it doesn't result in diagnosis or the use of diagnostic codes (v) it is applicable to employees and their family members for any cause that affects their ability to perform their best at work. (Employee Assistance Professionals Association, 2013). Though EAP includes counselling service, the existing literature shows that many EAPs have assess and referral model without counselling process. Thus while counselling is an important part of EAP, it cannot be equated with EAP.

1.17 EAP and Human Resource Management

EAP is one of the emerging areas of human resource management as it aims at tackling individualistic problems in a developmental and optimal way. It supports the strategic objectives of human resource management in a developmental manner for both individuals and organizations. EAPs represent a new strand in the culture of the organisation. It recognizes the existence of stress of many types and the need for helping employees. EAPs emphasize positive performance. The conscientious operation of EAP would result in organizational excellence and public reputation of the organisation is created and disseminated through the existence of EAP.

1.18 Relevance of EAP to Social Work

Focus on productivity along with human relations approach led to the practice of social work in an industrial setting. The motivation for most of the early EAP was the need for organizational change. Changes in the workplace recognized and accepted the need for social work services in industries. Emphasis on productivity created tension and stress in addition to their personal and family problems that affect their job performance. The concern of industry with work performance and the commitment of profession to enhancing social functioning are the major elements which built the relationship between the workplace and the profession (Hutchison & Renick, 1985).

Employee assistance social work practice takes various forms including direct counselling and programmatic initiatives (Galambos, Livingston, & Greene, 2007).

Akabas, S. (1995) discussed some of the roles social workers assume in EAP are as follows:

1. Use information about work and other aspects of the clients life to carry out speedy and thorough assessments
2. Intervene effectively using short-term and crisis methodology
3. Make meaningful referrals to and develop liaison relationships with community agencies
4. Negotiate among parties such as employee and supervisor
5. Resolve conflict situations
6. Act as advocate to gain entitlements
7. Provide consultation around individual needs and policy situations that move an issue from case to cause.

Social workers help the people to help themselves. The primary mission of social workers is to resolve individual, group and community problems. When an industry helps its employees with their personal problems, the industry is ultimately helping itself (Dickman & Emener, 1985). Social work practiced in the industries is called as industrial social work. "Occupational social work means a specialized field of practice addressing the human and social needs of the work community through a variety of interventions which aim to foster optimal adaptation between the individual and environment" (Answers Cloud Services, 2012). "Occupational social work is defined as rendering of social services to the employee within the context of his role as employee, individual and member of the community, with the objective to improve his functioning as an employee. The objectives that to be kept in mind are: (i) to stimulate the individual within his work context to maximum productivity, (ii) to lead the individual via intervention to his fullest potential" (Licenta Mea Teori Baza, 2016). Services that are offered to solve the various problems called as Employee Assistance programme which is one of the dimensions of Occupational Social Work (Segal, Gerdes, & Steiner, 2007).

EAP is one of the latest forms of occupational social work (Nalini, 2011). EAP is considered as an area of social work and human resource management practice. A few social workers have been questioning the relevance of human resource management in social work. As discussed earlier, most of the existing literature proved that social

workers play predominant role in executing and practicing EAP which is one of the areas of social work practice. Supporting this fact, a few educational institutions in India are offering human resource management specialization in social work added EAP in their course curriculum. For instance, University of Delhi, Delhi, Pondicherry University, Puducherry, Christ University, Bangalore, Central University of Karnataka, Gulbarga, and Lady Doak College, Madurai are few of them who have incorporated EAP in the social work syllabus. It indicates that EAP is emerging as an area of social work practice. Social workers are the dominant professionals in EAPs (Mizrahi & Davis, 2008). Human Resource professionals are considered as the policy makers of the organisation. Budding social workers who acquire professional knowledge on EAP would execute it in their workplace. This would assist in the growth of EAP in the Indian workplace.

EAPs transform social work ideals in the workplace and develop them into policies and programmes that can improve the workplace safety, and overall employee health and wellness (Coplon, Moore, Lear, & Marion, 2011). EAP is a growing practice area for occupational social workers (Francis, 2012). Social workers excel in Employee Assistance, because of their professional training in systems theory and their application of person-in-environment or person-in-work-environment, perspective within an ecological framework (Zastrow, 2009). Social work professionals can offer effective human services and there is a need to incorporate EAP in social work syllabi of the universities (Francis, 2012).

Most of the Indian organisations are unaware of EAP services. A few multinational organisations having their corporate offices outside the country offer EAP services. Knowledge on EAP is very less in the country.

Researching EAP in Indian organisations is very challenging task due to confidentiality. A few organisations in India offer EAP services. The services can be successful only when the employees are benefitted. It is the responsibility of the organization to publicize the scheme through various mediums. At this juncture, the researcher tried to understand employees' awareness and their perceptions about EAP. The researcher tried to elicit EAP practitioners' role and experiences in EAP in the Indian context. Thus the researcher aimed to understand the awareness and perception of EAP in an automobile industry.

Chapter II
Review of Literature

2.1 Introduction

Review of literature is an integral part of the research process. It helps to review the existing research studies and provides a platform to take up a research theme that differs from the earlier ones. Reviewing literature is a continuous process. It starts before a research problem is finalized and continues until the thesis is competed. Conceptual clarity is attained through review of literature. It helps to understand the theoretical roots of the study, to clarify ideas and to develop research methodology. It brings clarity and focus to the research problems.

Review of Literature helps to integrate the findings with the existing body of knowledge. It is important to compare the research findings, whether it supports or contradicts, with those of others.

In the following pages, the literature reviewed by the researcher has been presented.

2.2 Literature in International perspective

Bergmark (1986) presented an overview of employee assistance programme and its guiding principles. EAP has evolved over the years from its initial response to alcoholism to today's "broad brush approach" that deals with multitude of personal and work related problems. The author noted that EAP started in 1973 as an occupational alcoholism program. Now it serves over 80 companies with a combined population of almost two lakhs. The writer explained that "when one organisation has had the success of EAP, the other organizations are attracted to offer such services". The author expressed that the advancement of technology demand the need for computerized EAP data base. Having an EAP in the organisation is effective in terms of employee relations and effective management. The author noted that the companies understood the advantage of a comprehensive employee assistance programme. In this paper, the author listed the following important principles for an effective EAP: (i) confidentiality (ii) voluntary (iii) accessibility (iv) comprehensive professional response (v) follow-up (vi) autonomy (vii) barometer of stress (viii) advocates for the program (ix) independent broker (x) program promotion and (xi) availability to family members.

Colantonio (1989) assessed the effectiveness of Employee Assistance Programmes (EAPs) by reviewing the studies published in peer reviewed journals since 1975. With regard to the programme description, it was found that (a) 54 percent of studies availed EAP services through both self-referral and employer referral, (b) 39 percent of services were provided outside the organisation namely residential treatment centres, hospitals, outpatient centers, (c) the most frequently used intervention (70%) was counselling, (d) duration of the counselling services varied from half an hour to 90 days with up to 14 months of follow-up (e) service providers were the individuals with master degree in social work, psychology. As far as programme outcome is concerned, unanimously all the studies reported positive results. It was also recorded that due to ethical concerns, implementing randomized design in the workplace was a challenging task. The research in working environments presents many challenges and the study in this area does not seem to be growing though the presence of EAPs is on the rise.

Gerstein & Bayer (1990) discussed that counselling psychologists have recently become involved in the EAP, which has been serving the needs of American workforce for the past two decades. The authors explained the factors that hindered the

involvement of counselling psychology in EAP as follows: (i) methodological obstacles: counselling psychologists preferred to conduct research in educational institutions rather than field studies. (ii) philosophical obstacles: over the years, counselling psychologists interested in vocational behaviour concentrated their attention on vocational choice than the occupational adjustment. (iii) pragmatic obstacles: even though little EAP research was conducted by counselling psychologists, it has been infrequently related with EAP. From this literature it is evident that the social workers (especially industrial social workers) are the dominant professionals in the development of employee assistance programme.

Milne & Blum (1994) confirmed that propensity to use EAP is associated with the confidence of respondents. Confidence was acquired by familiarity and perception of its accessibility, perception of top management and supervisory support for it. Factors that determined the respondents' confidence were confidentiality, credibility and organizational neutrality of the programme.

Reddy (1994) discussed future of EAPs in the United Kingdom (UK). The author noted that EAP is regarded as workplace counselling in UK and its typical services are assessment, referral (linking individuals with outside treatment rather than within EAP itself). The author pointed that EAP archetype goes back to the early 1940s and the service changed its name from OAP (Occupational Alcoholism Programme) to EAP and covered various problems. The author found that EAP has grown steadily and it was not running out of steam. EAP has started as a small spring and now in the process of converting itself into a really international movement. It was concluded that EAP would become a focal point of interest and investment shared by government, business, professions and the individuals.

Cohen & Schwartz (1997) proposed a research model with six independent variables pertaining to employee assistance programme which are as follows: (1) organizational support, (2) personal coping, (3) negative spillover, [these three variables were labeled as variables relating to work-non work conflict] (4) occupational commitment, (5) job satisfaction, and (6) tenure [these three variables were labeled as variables relating to job stress]. The model proposed that the dependent (need for EAP) and the independent variables were not direct but mediated by work-non work conflict and job stress. It was

found that the need for EAP for job stress received modest support from the data whereas the need for EAP for work-non work conflict received strong support.

Daniels (1997) emphasised the importance of implementing EAP at workplace. The author stated that implementation of EAP shows the employer's concern about employee's welfare, reduces stress related illness and helps to retain the valued employees. The author listed essential elements for an effective EAP. They are: (i) absolute confidentiality, (ii) commitment and support by top management, (iii) complete integration of EAP counsellors with the life of the organisation, (iv) credibility of the counsellors, and (v) credibility of the referral agencies. The author concluded that offering EAP services should result in workforce with fewer problems and increased morale.

Hek & Plomp (1997) found that different forms of psychotherapy were given to the stressed individuals. It was found in the other studies that relaxation, meditation, Stress Inoculation Training (SIT), organisation-wide stress management programmes, Rational Emotive Therapy (RET), etc. were adopted as a source of occupational stress management.

Macdonald, Lothian, & Wells (1997) studied the effectiveness of EAP on factors related to work performance, employee health and well-being and treatment outcomes. It was found that EAP users replied positively regarding the quality of services and their wellbeing. Counsellors said that they found successful treatment outcomes. But, as far as employee records on performance outcomes is concerned, EAP clients had higher rates of problems before, during and after treatment compared to a matched control group. It was also found that rates of sick days significantly increased among EAP users before to after treatment. The authors stated that the performance outcomes were not improved because the workplace problems of the employees were not addressed.

Shults & Shults (1997) examined sexual addiction in the workplace from an EAP's perspective. Sexual addiction in the workplace demands the attention of employee assistance professionals. EAP counsellors should train the supervisors to acquire knowledge on 'sexual addiction' and therefore they can learn to recognize potential problems in the workplace. The authors concluded that treating sexual addicts in the workplace will be useful in human and financial terms. In human terms, it can avoid

prolonged grief for addicts, family and friends. In financial terms, it can avoid economic loss to the organisation, employee and his or her family members.

Mazloff (1998) examined the employees' awareness on employee assistance programme. It was found that 64.3 percent of the employees said that they knew nothing about employee assistance programme and less than one third of the respondents said that they knew something about the programme. The most frequent problem for which the respondents availed EAP services was alcoholism (52%) followed by drug abuse (46.9%). It was shown that 37.8 percent of the respondents said that they did not know the services offered by EAP. Only 15 percent of the respondents knew that they could avail EAP for any problem faced by them. The finding indicated that more than two-third (67.3%) of the respondents were not aware of number of times they could avail EAP in a year, 14.3 percent of the respondents knew that they could avail EAP services three times in a year for each problem and the rest of the respondents chosen the wrong amount of visits allowed. A little more than half of the respondents (53.3%) understood that their family members could avail EAP and 36.7 percent did not understand the same. One of the surprising findings was that 13.3 percent of the respondents thought that either casual or part-time workers or retired employees were eligible, which was not true according to the author. The respondents stated the reason for providing EAP as follows: (a) 53.1 percent of the respondents perceived that EAP was provided "to help the troubled workers", (b) exactly half (50%) of the respondents perceived that EAP was provided "to improve the well-being" of the employees, (c) a little more than one-third of the respondents believed that EAP was implemented "to enhance the productivity", (d) a little less than one-tenth (9.2%) of the respondents said that it was implemented "to comply with federal regulations" , (e) only 7.1 percent of the respondents said that EAP is "to discipline employees working below acceptable standard" , (f) only 6.1 percent of the respondents said that it is provided to find out personal information about employees' lives. It was found that mostly the respondents were communicated about EAP by brochure (46.9%) and "paycheck stuffer" (36.7%). Most of the respondents preferred the meetings and 'paycheck stuffers' would be appropriate channels to communicate EAP than any other channels like videos, bulletin boards, posters, supervisors and co-workers.

Arthur (2000) found that since 1995, 16, 95,000 UK employees availed EAP services in 775 organizations. Based on the detailed review of literature, the author identified three main reasons for the development of EAP at UK in 1990s which are as follows: (i) employee litigation for causing work related stress, (ii) a greater motivation to admit mental health problems amongst UK population and (iii) the emphasis of NHS psychiatric services towards treating mostly severe and enduring mentally ill patients through community mental health teams.

Khrishnan (2000) found that there was no significant difference between practitioner's perception towards the effectiveness of employee assistance programme and the demographic characteristics like age, gender, educational qualification and the department. It was shown that there was a significant correlation between perception of EAP practitioners towards the effectiveness of in-service training programme and the type of training programme conducted.

Schneider, Casey, & Kohn (2000) found that both Confrontational Interviewing (CI) and Motivational Interviewing (MI) showed comparable changes in readiness for change, completion of preliminary treatment plans and subsequent treatment. Both MI and CI participants showed momentous improvement on work performance. The author found that in this study, there was considerable variability in socio demographic and clinical measures within the study participants.

Sweeney (2000) found that the professionals were moderately satisfied with their job. The external EAP professionals were more satisfied than the internal EAP professionals. It was also found that the demographic variables like age, gender, race of the respondents did not have statistically significant impact on job satisfaction.

Ho, Tsui, Chu, & Chan (2003) found that the external mode of EAP counselling is gaining momentum at Hong Kong. The researchers identified that the western counselling theories have been adopted without appraising their applicability in Hong Kong, which led to mismatch between the theoretical framework and the cultural realities.

Kirk & Brown (2003) found that the first EAP is originated in 1977 at Australia and it was funded by the Australian government. The core EAP services include assessment, referral and short term counselling. The authors also found some of the other services

offered by EAP were stress management, Critical Incident Stress Debriefing (CISD), trauma debriefing, mediation, wellness programs, change management and managerial coaching. The authors found that EAP services were most useful to cope better with the life's difficulties and the clients who sought assistance services reported that they were highly satisfied with the services. In this article, the authors narrated that EAP is a vehicle to address the issues related to employee stress and well-being.

Naicker & Fouche (2003) found that the clients were highly satisfied with the programme. Even after using the EAP, high percentage of problems remains unchanged as perceived by the supervisor which was an important finding of the study. This finding insists to study either the quality of the treatment or the factors influencing the perception of the supervisors towards EAP service.

Roman (2003) revealed that the supervisors tended to have some understanding about EAP and its functions. It was found that the supervisors were not adequately trained on how to utilize the service and therefore they were reluctant to refer employees to avail EAP. Findings indicated that seventy percent (70%) of the respondents were aware of EAP services but they were not aware of how to access the services. It was perceived that the utilization rate of EAP is affected by the lack of visibility of the service, lack of awareness on EAP among employees and their family members and concerns about the confidentiality. The respondents unanimously believed that EAP services should be continued and there was need for this programme. The findings showed that only 2 respondents have availed EAP services. It was found that 41 percent of the respondents said that EAP is a confidential service, 24 percent said that EAP is not essentially a confidential service and the similar percent said that they are unsure about it and 12 percent of the respondents did not aware of EAP and therefore they were not able to respond to the question.

Stephenson, Bingaman, Plaza, Selvik, Sudgen, & Ross (2003) found that there were no significant differences in number of telephonic sessions attended by the clients compared to face to face counselling. As far as length of the session is concerned, there were statistically significant difference between telephone counselling and face to face counselling. Results showed that irrespective of the modality of service, satisfaction rate was equivalent and the clients received treatment by using the modality they were comfortable with. The findings indicate there was no significant difference between

two modalities of services on client satisfaction regarding the quality of services provided. It was concluded that the provision of telephonic counselling would be of greater resource to the clients who otherwise might not attend face to face counselling sessions.

Chan, Neighbors, & Marlatt (2004) revealed that women self-referred for availing EAP services when compare to men. Clients with addictive behaviours have been referred to EAP mostly by supervisors than self-referral. As far as communication of the problem is concerned, men were better than women. The data showed that majority of the clients resolved their multitude problems through EAP services which indicated that the services available were sufficient to resolve wide range of problems.

Muto, Fujimori, & Suzuki (2004) shown that EAP provided to employees and their family members is free and confidential. The data showed that the annual utilization rate per 1000 individuals is increased from 1.3 in 1996 to 2.7 in 2000. The most common problems faced by men were career development and women were job dissatisfaction. The other common problems observed among both sexes were absenteeism, depression and fatigue. Less than one-third of counselling sessions was provided for mental health issues. It was also found that males were approached EAP frequently than female for mental health issues. The researchers concluded the use of EAP is increasing in Japan and the majority of its use is for non-work related mental health issues.

Namathe (2004) found that 43.8 percent have experienced work related problems, 12.5 percent experienced family related, 6.3 percent experienced marital, 15.6 percent experienced financial and 15.6 percent experienced psychological problems. The author found that 94 percent of the respondents agree that there is no EAP at centre and 6 percent of the respondents were uncertain. All the respondents agree that EAP should be an accessible service. Among the respondents, 75 percent told that they prefer to have an EAP practitioner at all times in the centre, 18.8 percent told that they prefer to have an EAP practitioner sometimes in the centre and 6.3 percent prefer often. The study also revealed that the problems experienced by employees to be sorted out to improve their social functioning.

Selvik, Stephenson, Plaza, & Sugden (2004) found that after using EAP, there was significant improvement among EAP clients in various outcome areas included "(i) work productivity as affected by the client's emotional problems (ii) productivity as affected by client's physical health (iii) the interference on physical or emotional issues on work and social relationships (iv) perceived health status (v) job attendance/tardiness and (vi) global assessment of functioning". The study found that 85 percent of the EAP clients were federal or military employees whereas the rest of the clients were family members. The data showed that unplanned job attendance and tardiness among the respondents were decreased, on the other hand global assessment functioning rose by 10 percent.

Courtois, et al., (2005) noted the difficulty in evaluating EAP service delivery due to variations on how the components of EAP are measured. The authors concluded that it is important to have agreement on performance measurements used to evaluate and compare the EAP organizations performance that would help to advance the EAP field.

Courtois, Dooley, Kennish, Paul, & Reddy (2005) indicated that employers are interested to know the benefits of EAP and Return on Investment (ROI) from offering an EAP. Human resource professionals wanted the best quality product with the long durability having most features for reasonable cost. They have taken a lead on how EAP fit into the overall organizational benefit structure. After having a detailed understanding of an EAP, they are interested to offer EAP as a benefit, but restricted by authority of management. Employers wanted to provide health care to the employees with the use of affordable EAP. Expectations of employers from the EA provider are excellent customer service, proactive and consultative account management. The authors concluded that the future focus of EAPs should be on their contribution to human capital management of the organisation.

Choi (2005) examined the variety of problems faced by the employees and the concerns mainly centered on the following: (a) job stress (b) vocational guidance (c) retirement (d) mental and physical health (e) cultural activities (f) time management services and (g) smoking habits. The respondents expected the assistance from employer in various areas like: (i) job stress management (ii) vocational guidance (iii) retirement services (iv) mental health services (v) physical health promotion (vi) cultural activity

promotion (vii) time management services and (viii) smoking prevention. Thus the findings of the study triggered the birth of EAP at Korean corporations.

Herlihy & Attridge (2005) reviewed the two major studies. The phase I research was conducted among the professionals in fields of EAP and work-life in 2001. It was found that about 1 in 6 respondents have dual professional identity that was with both EAP and work-life. The authors found that both EAP and work/life professionals offering services like training, evaluation, information and consulting services apart from the services that are unique to their own field.

Phase II research was conducted in 2002 comprised of two stages. The key findings of the pilot study were (i) about two thirds of the respondents were 'focused vendors' (offered services primarily in one field) and about one third of the respondents were 'integrated vendors' (offered services from more than one field); (ii) vendors reported that the integrated services would have larger scope in the future that indicated a positive approach towards integrated service delivery. This qualitative study found that vendors were most often offering health and wellness services followed by EAP and work-life.

Mnisi (2005) found that the employees were aware of the existence of EAP; however, internal marketing strategy on EAP has to be improved to increase awareness on different services of the programme. The hypothesis of study was marketing activities improve the knowledge of EAP services and the results of study supported the hypothesis framed.

Bocchicchio (2006) expressed that EAP would help in developing programs to assist the employees on various levels. The researcher explained that the work/life programs will not be able to meet all the needs of the employees. In this case, the EA professionals are the next most appropriate resource who can use the EAP core technology coined by Employee Assistance Professional Association (EAPA) to take a both positive and reactive approach to support fathers in the workplace. According to the writer, if EA services are available in the organisation it would potentially benefit the employees and the organisation since the aim of the EA professional is to assist both the parties. The author mentioned that the typical work/life program is not enough to sort out the issues of fathers. Issues like parenting, emotional well-being will remain unaddressed, if

proper support structure is not available. In this case, EAP would come to a rescue that helps the fathers to overcome these issues. The author added that workplace should accept the idea of assisting the fathers that would pave the way for EA professionals to intervene since they are the key professionals in supporting the fathers in the workplace.

Csiernik, Hannah, & Pender (2006) found that the current employee assistance programme had many short comings as a result of its structure, development and funding. Despite the pitfalls, the university has entered its second one hundred years of service and there was a real passion for this programme. It was perceived that EAP professionals should be familiar with the university's environment which would assist them to provide better services. Minority of faculty and administrators of the university said that they were not comfortable with EAP to access counselling or support services because of past history and anonymity concerns. Each of the focus groups indicated that education and training were the core components of the EAP when it was established. But this initiative was dysfunctional over increased period of time and the participants preferred if additional training provided, it would benefit the university community. Overall, it was found that EAP is doing a good job to the individuals to whom it provides service.

Goldstein (2006) emphasized the needs of law enforcement officers to be accommodated in a way that would aid them for their better functioning at the workplace. The author discussed that the existence of EAP and peer support efforts would help them to combat the difficulties and problems such as stress, crises, trauma, etc. The author has defined the peer supporter programs in terms of listening, assessing and referring. By listening, peers can support to express their frustrations, fears and their emotions. By listening, peers can assess the severity of problems and can analyse whether they are in need of professional help. After assessing the severity of problems, if the person has serious problem, the peers may refer them for professional assistance. The author explained that the combination of employee assistance programme and peer support program would make the law enforcement officers to access external services through organizational support. The author has also noted that the in-house program may also be offered with the assistance of external EAP which is named as hybrid model by the author.

Goodman (2006) found that nearly two thirds of the respondents were aware of EAP, and they knew EAP through e-mail. Only 30 percent of the respondents told that they would be likely or very likely to utilize this benefit. The researcher suggested that orientation on EAP may be arranged to the employees that would assist them to know more about EAP and to understand its benefits.

Kali (2006) found that 93.75 percent of supervisors have not been explained about their role in the EAP and only 6.25 percent of supervisors said that they have been explained about their role in the EAP. It was shown that the supervisors facing problems to understand their role in the EAP. They found difficulties in confronting the personal problems of the employees and to proceed further. The author also found that some of the supervisors were not trained properly to understand their role in EAP.

Bhagat, Steverson, & Segovis (2007) found that EAPs occur more frequently in western countries like USA, UK than the nonwestern parts of the world like Africa, Asia, and Latin America. It was found by the authors that only 13 percent of the 4412 members of Employee Assistance Professional Association are from outside the United States. The authors found that it was necessary to understand the importance of assessing the societal and cultural underpinnings before implementing it in the organization. The authors found the existence of a negative social stigma associated with visiting counsellors to share the problems with them, because the employees feel that the problems could only be shared with immediate family members, friends rather than with the psychiatrist or a counsellor. It was found by the authors that the utilization rate of EAP is very poor in non-western organizations that they are rooted in the fundamental beliefs, practices and values of the culture.

Buon & Taylor (2007) mentioned that the respondents suggested to include face to face and telephonic counselling, critical incident or trauma counselling, stress management services, work life balance services, child/elder care services, financial, legal, health and other information services as part of EAP; the respondents chosen the EAP provider based on the name and reputation and the quality; the reasons for establishing EAP are to support the employees in stressful situations (reactive dimension), to improve work life balance and employee well-being (proactive dimension), to improve organizational performance (economic dimension) to be

perceived as a caring employer (perception dimension) and to protect the organisation from litigation (legal dimension).

Mosia (2007) identified that the Emfuleni Local Municipality did not market EAP effectively with its employees. It was found that majority of the respondents (72%) agreed that management is not aware of the negative perception of employees about EAP. The author mentioned that EAP is implemented in Emfuleni with the goal of enhancing health and wellbeing of employees who experience personal and social problems.

Mulligan (2007) found that majority of the companies (92%) responded that EAP services have been in existence at their organizations for 5 to 10 years. The overall participation rate of employee was 8 to 10 percent. Participation rate based on the problems are as follows: (i) career transition, (ii) marital family issues, (iii) life event and stress and (iv) substance abuse. It was found that the cost effectiveness of EAP is outstanding as most of the companies responded that they got seven to nine dollars for each dollar invested.

Nicolaas (2007) indicated that among the respondents, 86 percent said that they were aware of EAP services and 14 percent said that they have not heard about EAP services. The findings showed that 54 percent of the respondents knew the rationale behind the EAP, 37 percent of the respondents did not know the rationale of EAP and the respondents did not respond. It was found that 63 percent of the respondents knew the contact details of the EAP professionals and 37 percent did not have the contact details of EAP professionals. One of the noteworthy findings was 65 percent of the respondents knew that EAP services are confidential, 31 percent of the respondents were not aware of confidentiality of EAP services and 4 percent of the respondents did not respond. The findings revealed that 54 percent of the respondents said that EAP services are easily accessible, 41 percent of the respondents said that they are not accessible to the EAP services and 5 percent did not respond. It was also found that 91 percent of the respondents said that they will utilize EAP when they have problems, 7 percent of the respondents said that they will not utilize EAP and 2 percent of the respondents did not respond.

Simelane (2007) found that supervisors were in need of comprehensive training on EAP. The respondents believed that they were the key figures in implementing EAP effectively as they are closed to the employees. But supervisors were not having confidence in implementing this programme due to lack of knowledge. Supervisors perceived that the programme should be re-positioned according to the needs of the organisation, because it plays a minimal role as management tool. The study found that the general view of the supervisors were the organisation should focus on EAP, because the needs of the organisation getting changed day by day. The respondents perceived their referral role of employee assistance programme as follows: (i) though the respondent know that s/he is expected to refer employees to avail EAP, they are not sure about the process of doing it (ii) the referral process booklet may be given to the supervisors that would assist them to understand their referral role easily (iii) supervisors should understand the referral process of EAP services. If the supervisors know the process of using EAP services, they would use it effectively to make the employees happy.

Dembe, Dugan, Mutschler, & Piktialis (2008) found that elder care management services and long term insurance for elder dependents were viewed as the most beneficial services to reduce absenteeism. Dependent care flexible spending accounts and dependent care reimbursement programs were perceived as most beneficial services to decrease stress, and long term care insurance and elder care management services were seemed as the most beneficial to improve productivity. The respondents also reported a few drawbacks namely (i) the utilization of the services remain low, due to lack of awareness, (ii) inability to measure the effectiveness of the programme, and (iii) employer concerns about the program costs. It was also shown that flexible work scheduling and leave program was perceived as the greatest service for employee recruitment and retention.

Mizrahi & Davis (2008) noted that EAP is an employer sponsored programme which is available to 'all those in a defined relationship to the sponsoring auspice'. Ultimately, it is aimed for desired outcomes like improved productivity, well-being and job satisfaction. The authors expressed that the EAP can be reported to the medical or human resource directors, or sometimes the Chief Executive Officer. Though most EAPs supported self-referral, referral by supervisors was also accepted, according to

the authors. It was found by the authors that the social workers are dominant professionals in the EAPs, followed by psychologists, nurses, rehabilitation and other counsellors. The author expressed that still there is a dilemma of whether EAPs remain pure to provide remedies to substance abuse problems or they meet the emerging trends like globalization, privatization in the workplace by offering range of services. The authors expressed that EAP is named as MAP (Membership Assistance Programme) when it is sponsored by unions.

Shumway, Wampler, & Arredondo (2008) found that two third of the employee clients reported that they had considerable or extreme family problems and needed services for these problems. The same proportion of the employee clients reported that they had psychological problems. The finding revealed that 47.8 percent of all participants reported that they had both family and psychological problems. It was shown that 64.2 percent of the participants were self- referred, only 14.2 percent of the respondents were referred by supervisors and the rest of the participants were referred by family members or colleagues or others to avail EAP services.

Attridge, et al. (2009) stressed the importance of providing more services to the employees and their family members that would assist them to resolve their mental health and substance abuse problems. The researcher found the existing literature insisted the need for offering more services to the employees.

Attridge, et al. (2009) elaborated the key metrics that help to understand the utilization include clinical case use-rate, the all people use-rate and the activity use rate. Clinical case rate counts the number of people who received a clinical assessment and have one or more counselling sessions from the EAP and it is divided by the total number of employees at the organisation with access to the EAP benefit. People use rate counts the total number of people who used the EAP for any reasons such as clinical counselling, information and referral, crisis management events, etc., Thus EAPs are being used for wide range of problems faced by the employees. Total activity rate counts the total number of services offered by EAP and this total number is divided by the total number of employees who have access to the EAP. It includes all types of services offered and thus it is the highest level among the three measures.

Attridge, et al. (2009) found that 31 percent of the US companies had EAP in 1985, in 1995, 33 percent of the US companies had EAP, in 2004, 70 percent of the US companies had EAP, in 2008, 75 percent of the US companies had EAP. The growth of EAP over the years showed that the positive approach towards the employee assistance programme by the organizations in United States. The authors also found that in 2008, small employers had EAP, 76 percent of medium employer had EAP, and 89 percent of the large employers had EAP. The authors explained that 75 percent of the US companies had EAP though it is more common to the large scale industries than the small scale industries.

Bailey & Troxler (2009) noted that only one state in United States (California) has specific regulations to regulate Employee Assistance Programmes and only two states in United States (North Carolina and Tennessee) have legislation pertaining to regulation of EAP professionals who provide EAP services.

Jeremiah (2009) found that overwhelming number of the respondents' stress relieving factor is social support that is talking to family, friends, coworkers. Among 105 respondents, only one respondent availed EAP as the primary source of stress relief and only five persons had ever used the organization's EAP. It was concluded by the researcher that it is inevitable for an organisation to advertise about the availability of EAP services and therefore the employees will come forward to make use of the services.

Murphy, Parnass, Mitchell, Hallett, Cayley, & Seagram (2009) found that there were no significant difference between the client change in two modalities of counselling and between the assessment timing and counselling modalities. But some differences were found in client satisfaction scores. Client satisfaction survey was compared based on counselling modalities. It was found that the face to face counselling scores were more than the online counselling. But it was also found that the online scores are not low. Overall findings indicated that the clients strongly agreed for receiving face to face counselling and agreed for receiving online counselling. The research confirmed that the online counselling can provide client satisfaction as face to face counselling.

Sharar (2009) found that 81 percent of the respondents were practitioners with master's degree and 19 percent hold doctoral degree. One of the noteworthy findings was "Social work, with the licensed Master of Social Work is a most common academic discipline represented at 36 percent in EAP-affiliate work". When asked the difference between the services offered to EAP clients and non-EAP clients (general practice counselling or psychotherapy) 28 percent of the respondents opted completely same, 46 percent of the respondents said that more or less the same, 25 percent of the respondents said that both are moderately different and only 2 percent of the respondents opined that they were absolutely different.

Yu (2009) found that stressors such as role ambiguity, role conflict, work load and life stress negatively influence the burnout through self-efficacy. It was found that the stressors were negatively related to the perception of employees that EAP is effective. The results showed that the higher level of stressors was positively related to burnout. It was shown that the increase in stressors was related to decrease in self-efficacy. The other finding was that the employees' perception of the EAP has no direct impact on EAP. It was also found that the higher the self-efficacy higher the ability to cope with the burnout.

Anema & Sligar (2010) shown that the EAP services met its goal for which actually it is intended and the employees were highly satisfied about the EAP services. Five administrative stakeholders from administration, human resources, employee relations, and two supervisors considered EAP as an important mechanism and perceived it as effective tool for organizational growth. The findings of this study indicated that EAP designed to serve employees with disability worked out well.

Csiernik & Darnell (2010) identified that participants became external EAP professionals either by being invited through the unsolicited telephone call and letters or by actively became an affiliate which would supplement their existing private practices. Participants enjoyed working with diverse issues presented by clients and felt that it was critical to provide counselling to this group. The participants were concerned about their inability to provide sufficient counselling hours to the clients because the employers pressurized them to spend less time with the clients. The participants felt that there was some dishonesty between what the professional were allowed to do and what the organizations told the employees regarding the clinical services. EAP vendors

did not provide compensation on hourly basis to the affiliates/EAP professionals. They were also asked to reduce their hourly rate during economic downturn. Affiliates were trained how to complete the administrative form rather than providing any support or training to them. Several participants of the study were no longer receiving referrals.

Keay, Macdonald, Durand, Csiernik, & Wild (2010) found that adopting EAPs were related to the humanistic principles of improving employee well-being, increasing productivity, reducing work accidents, increasing employee morale and reducing absenteeism. The reasons for not adopting EAPs were it failed to prove through empirical studies that it has reduced absenteeism and is cost effective.

Osilla, et al. (2010) found that clients in the brief intervention and usual care group had improved productivity compared to clients in the usual care alone group. It was concluded that the finding of this research as preliminary and the authors encouraged to do further research in this area with larger and more diverse samples.

Pollack, et al. (2010) found that the EAP has provided a fair and extensive service to the women experiencing intimate partner violence. Satisfaction of the services was associated with the annual income and the type of service received through EAP, but not with the type of IPV (Intimate Partner Violence) experienced. It was found that 66 percent of women were extremely satisfied with the EAP services they received and nearly two-third of the respondents were highly satisfied with the EAP representatives. The participants of the study expressed their concern about the confidentiality for which the author expressed that the efforts may be made to respond effectively to intimate partner violence by addressing the confidentiality issue and strengthening the delivery of EAP services.

September (2010) found that employees opined the necessity to implement EAP in Cape Winelands District Municipality. If implemented, it will surely work and the employees would be largely benefitted. Most of the respondents preferred internal model in which the services are offered within the organisation so that the service provider will also be available at any time.

Anema (2011) revealed that after two years of implementation, 24.8 percent had utilized the EAP services. Over 75 percent of the respondents opined that they were aware of EAP services, if they need EAP services, they would use it in the future. The

findings of the study indicated that EAP designed to serve the employees with disability could work effectively and benefit multiple stakeholders like the employees, their family members and the organisation as well.

Attridge & Burke (2011) indicated three groupings of services: (i) core EAP services include counselling and referral for individual employees, manager consultation and organizational support and critical incident response; (ii) Pareto EAP services involve using the EAP to find and support individuals in need of behavioural health expertise for treating high-risk conditions and for assistance with return to work for mental health and addiction disability and (iii) connecting EAP services using the Internet and other new technologies and also the integration of the EAP with wellness and work/life programs to connect individuals to self-care and prevention services. It was found that counselling service was most frequently used, followed by management consultation and crisis intervention, integration of EAP with work/life and wellness is at medium use and the other three kinds of services had lower level of use. For defining EAP, counselling services were rated highest in importance, closely followed by management consultation and crisis response. About half of the respondents told that the other four services have high importance in defining EAP, about one third of the respondents told that the other services have moderate importance in defining EAP and 16 percent or less told that the other services have low importance. Coming to the business value trend, it was assessed in terms of fading value, stable value and rising value. Majority of the respondents (67%) said that counselling service has high stable business value; 68 percent told that technology has rising business value and 60 percent told that integration has rising business value. One fourth of the respondents told that the other services have value at all of three different trend directions.

Bila & Roestenburg (2011) aimed not to generalize the findings but attempted to understand about implementing EAP at schools. The participants responded that it is feasible to implement EAP by adopting a comprehensive EAP model. In this paper, the authors provided guidelines to facilitate the introduction of such a comprehensive model.

Csiernik (2011) reviewed and found that out of 42 studies, majority (29 studies) were conducted at United States, 5 studies were conducted at Canada, 2 each studies were conducted at South Africa and United Kingdom and one each were conducted at

Australia, Israel, Japan and South Korea that were being published during first ten years of new millennium. The author expressed that the broad range of methodologies were employed in the studies and found that EAP produced positive outcomes in the workplace including cost benefit to the organizations as well as positive change among those who received assistance from EAP services. The author also reviewed the published evaluations studies from 1990 to 1999 and found 4 need assessments, 12 case studies, 9 cost benefit reports, 5 client satisfaction reviews and 9 process evaluations. The author found that the need assessments studies were carried out to determine the overall programme goals and direction and compared the 2 need assessment published during 2000 to 2009 with the 4 need assessment studies published during 1990 to 1999. The respondents indicated the need for additional services such as work/career seminars, stress management workshops, mental health counselling, crisis counselling, and on-site (self-help) support groups. The author found the greater range of EAP service delivery models such as internal, peer, internal/external hybrid counselling, external and consortium. The outcome studies were financially benefitted the organizations and positively benefitted the employees. The author found that higher the number of contacts the employees had with EAP, the more likely they were to remain employed and that too brief- intervention is not cost effective. Attending EAP seminars led to an increased knowledge on social issues. One of the process evaluation studies found that the stigma regarding the use of EAP was greater among non-users than the EAP users.

Rajin (2012) found that even though the remarkable progress has been made with regard to the institutionalization of EAPs, non-commissioned officer had a few concerns that seek management's attention. The concerns include lack of awareness of the functions of EAP, their general experience of EAP, the adherence of EAP practitioners to their ethical guidelines, the frequency of consultations as well as the accessibility of EAP to them. If these concerns were addressed, it could improve the effectiveness of EAP. Compared to the findings of the non-commissioned officers, findings relating to the commissioned officer were most positive, especially their understanding of EAP and its functions, their overall experience and satisfaction towards the service provided. The most important concern raised by the EAP practitioners is heavy work as there were insufficient EAP practitioners to cater the

need of police department employees. It was also found that insufficient consultation rooms are also a concern among EAP practitioners. EAP services were strategically marketed to all the employees and the supervisors were referred the employees to avail EAP when they were in need. EAP had a positive impact on work performance of the employees.

Rakepa (2012) found that a few respondents believed that EAP is poorly implemented and a few stated that they have not received EAP services. The reasons are: (i) poor publicity of EAP, (ii) non-availability of EAP staffs in their location or place of work, (iii) a few did not know who the EAP staff is. Majority of the respondents told that the implementation of EAP has reduced absenteeism, increased productivity, improved employee health. Majority believed that the EAP could be effectively publicized through EAP officials and by conducting workshops. Most of the respondents told that EAP has to be provided outside the organisation. The respondent's opinion was based on their understanding or the knowledge that they have on EAP. In general, the respondents told that they are ready to avail EAP, if they need it.

Sandys (2012) found that Managed Behavioural Health Organisation (MBHO) had significant impact on EAP evolution. EAPs forced to adapt considerably with regard to its services, structure and strategy in order to respond to the changing market. EAP services adopted new forms of communication and new forms of technology like sophisticated databases and EAP services today become more accessible and more customizable. The author noted that the number of individuals who had availed EAP services increased between 1993 and 2011, approximately 309.1 million individuals were availed EAP services in 2011 and 65 percent of employers offer EAP services to their employees.

Adigun & Bello (2014) revealed the EAP intervention on stress management, absenteeism reduction, alcohol use, crisis management, health, marital challenges, financial issues, family issues, and work-life balance. EAP intervention on financial issues is most prevalent followed by family issues, absenteeism reduction and health. It was found that EAP positively influences employee commitment and there is a significant effect of EAP on commitment. It was concluded that EAP plays key role in enhancing worker commitment in Nigerian manufacturing companies. The study

established a fact that EAP improves the well-being, feeling of wholeness and harmony due to level of care and appreciation at work.

Veder, Beaudion, & Mani (2014) found that both video counselling and in-person counselling had same clinical experience and outcome profiles. The findings show that more women access clinical services across the modalities than men. Majority of the respondents in both the modalities sought assistance for personal/emotional adjustment.

2.3 Literature in Indian perspective

Francis (2012) noted that many countries are working on creating culturally suited EAP. There is no specific model of EAP in India. In India. Some of the multinational organizations offer EAP services and a few Indian organisations offer it under the umbrella of welfare programmes. The author noted that Indian organisations have the renewed vision to address various human problems at workplace. EAP is growing in India and as a profession has miles to go. EAP requires more researches and policy interventions at the country level.

Francis (2012) found that in India, the employers are ready to implement EAP services and trade unions and employees are ready to access it. The researcher has emphasised that EAP professionals need to educate EAP to its various stakeholders. In his study, he found that social workers are emerging as the predominant EAP practitioners. He found that EAP can be promoted in Indian organizations by giving training to HR managers. Most of his respondents told that EAP is promoted in the workplace because it is the right answer for various problems faced by employees and it is the need of the hour. It was found that the EAP has to be provided regularly rather once in a week or a fortnight.

Nair & Xavier (2012) found that counselling could help to deal work, personal and family problems faced by employees and it should be introduced at every organisation because it is as important as any other facility provided to the employees. The result indicated that EAP is an inevitable requirement of the organisation and it is gaining fame at Indian organizations. The results further indicated that the respondents of this study have positive approach towards EAP since they recommended implementing EAP services at all organizations.

Prabhu & Jayam (2013) noted that Indian organizations use external service providers to offer EAP services to the employees and their family members and the services are provided by social workers, psychologists and psychiatrists. It was found by the authors that EAP services in India are mostly used for family problems and alcohol/drug issues, a low percentage is used (<5%) for workplace conflict. At present in India, the performance of employees is not matching with the goals and policies of organisation, employer's culture, etc., due to family problems and alcohol or drug issues.

Jindal (2014) mentioned that Indian organizations such as Wipro, Infosys, HCL Technologies, PepsiCo, Kale Consultants, Free scale Semiconductor India Private Limited, Essar Group, Sapient, and CSC (SPARSH) introduced EAP and offer EAP services like counselling to the employees and their family members to maintain work-life balance. EAP is still not prevalent on a large scale in India. Some of the EAP consultancies in India are Sunbeam, 1 to 1 help.net, Santulan, and foreign EAP consultancies have branches in India namely PPC worldwide, Compsych. The various sectors that are offering EAP services in India are Information Technology, Pharmaceutical, airline, telecommunication, hotel, banking and finance, insurance, petroleum, FMCG, retail, media and entertainment and manufacturing.

2.4 Conclusion

The existing literature highlights that EAP largely focuses on employees with poor job performance. The research studies confirmed that EAP helps to (i) improve job performance, (ii) enhance organizational commitment, (iii)) stress management, (iv) balance work and life, (v) recover alcoholic employees, (vi) reduce absenteeism, (vii) improve better relationships with families and colleagues, (viii) handle financial and legal issues, (ix) increase employee happiness and (x) rehabilitate the employees undergoing difficult circumstances.

From the above review of literature, the researcher inferred that most of the research studies were conducted in countries other than India. It could be due to two reasons. One is that the number of organizations offering EAP services are more in foreign countries. The other one notably is that these organizations encourage EAP research. Not only do these organizations practice EAP but also they support research and documentation, thereby enriching EAP literature.

But the case in India is different from the foreign countries. Based on the literature review, the researcher infers that organizations offering EAP services are less in the country. Organizations having their head offices in outside India and a few Indian organizations offer EAP services. It was also noticed that EAP is becoming popular among the HR professionals and they realize the importance of offering EAP services in the workplace.

Most of the existing literatures confirm that social workers are dominant in EAP profession. EAP is one of the areas of occupational social work practice. But social work research on EAP is negligible in India. Lack of indigenous literature appropriate to India is identified as a research gap. This motivated the researcher to study EAP in the Indian context. The present study, the researcher hopes, would largely help to understand the awareness and perception of EAP in an automobile industry.

Chapter III
Methodology

3.1. Introduction

The systematic way of solving the research problem is called as research methodology. It is the process of studying how research can be done systematically. It tells the logic behind the methods used in the study. It provides answers for the questions like why a research has been undertaken, how the research problem is defined, and what data have been collected and what particular method is used (Kothari, 2004). Methodology explains the procedure followed in a research. It is the guideline to carry out the research in a scientific manner. It helps the readers to study the methods followed in a research. The methodology of this research discusses the following aspects namely:-

- Statement of the problem,
- Aim and objectives of the study,
- Conceptual framework,
- Hypotheses framed,
- Research ethics followed,
- Operational definitions,
- Study design adopted,
- Nature of respondents,
- Sampling procedures and technique,
- Tools and methods used,
- Challenges faced,
- Limitations of the study and
- Structure of the research report

3.2. Statement of the problem

Employee Assistance Programme (EAP) services were started long decades ago in the United States. It has its roots in Occupational Alcoholism Programme (OAP) of 1940s when the employers began to resolve the alcohol problems of employees. On those days, OAP was a service which aimed to resolve only the alcohol issues faced by employees in order to improve their job performance. Later, employers started to realize that instead of providing services only for alcohol problems it is better to provide services for wide range of problems faced by the employees like stress, anxiety, depression, work-life balance, bullying, trauma, child and elder care, etc. Then it was during 1970s that EAP emerged as an area of occupational social work to resolve the challenges faced by employees be it personal or professional. To resolve the family problems faced by employees, the EAP services extended its scope to the immediate family members of the employees so that they could also be benefitted. This programme has gained momentum in foreign countries like USA, UK, and Australia. The organisations at these countries in general are interested to offer EAP services that help to improve the well-being of the employees and also the organizational productivity. Also there were more laws which made it mandatory for the organisations to offer EAP services. Research conducted on employees' awareness on EAP, perception on EAP, impact of EAP on both the well-being of employees and on cost effectiveness of the organisation prove the recognition EAP received in the workplace. Most of the studies show that EAP is an effective service.

EAP is in its rudimentary phase in India. Only a few multinational organisations started to offer EAP in India. EAP in the Indian workplace is still emerging and the professionals in various organisations appear to be less aware of it. EAP came to India through the multinational organisations with the help of consultancies that offer EAP services across the world. Though a few organisations in India have started to offer EAP services, researching its impact is a challenging task. The consultancies in India largely hesitate to assist for researching effectiveness of EAP probably due to its confidentiality concerns.

The sustainability of an organisation lies in the hands of employees. Retaining the human resources of organisation is one of the most important tasks which help especially in long run.

Every employee faces problems in his/her lives and there are several occasions when he/she does not know where to turn for help (Wright, 1985); (Francis, 2004). "An employee's problems are private, unless they cause the job performance to decline and deteriorate – when that happens, they become a concern for the employer. A trained employee is valuable and represents an asset to be protected if possible" (Emener & Dickman, 1985), (p.13).

Corporates in India with their head offices based at USA and Europe appear to be following latter's path in providing EAP services in India. Most of the Indian organizations offering EAP services deliver it to their employees by engaging consultancy firms. Discussion with practitioners, HR heads and EAP consultancy firms in India indicate beyond doubt that EAP is a growing area of social work practice. However, research, documentation and indigenous literature on EAP is very less in the country. There is a general reluctance to exchange valuable information on EAP policies and practices in India. On the one hand, the researcher finds social work institutions offering courses on EAP thereby acknowledging its scope for social work practice/profession. On the other, there is a serious dearth of indigenous literature appropriate to Indian scenario. Considering all of the above, the researcher ventured into studying EAP in India, cautiously weighing the challenges and prospects ahead.

3.2.1 Need for the Study

The process of utilizing EAP services starts from awareness. Awareness, mode of operation, benefits of EAP services invite the employees' attention towards its utilization. Without awareness, utilization is not possible. Without accessibility, the programme objective would remain unfulfilled. So, the dissemination of purpose and benefits of EAP, problems resolved, services delivered by EAP will facilitate the employees to avail it. Better awareness of EAP services lead to better understanding of importance of EAP in the workplace. If they are aware of EAP services, they would have their perception towards it. The perception of EAP can be given by the one who are aware of it. Opinion regarding EAP services does not seek its utilization but its awareness. This study would largely help to understand the awareness and perception of EAP in an automobile industry.

3.2.2 Nature and scope of the Study

EAP is gaining momentum in India though only a few multinational organizations are offering EAP services are accessible. In this study, the researcher has attempted to understand the awareness and perception of EAP among the employees in an automobile industry located in South India. In the Indian context, there are not many empirical studies on EAP. This study would give direction for future researchers to research EAP in Indian workplace. This study would help the Indian organizations to understand the importance of EAP services and its implementation in Indian workplace.

3.3. Aim and Specific Objectives

The main aim of the study is to know the awareness and perception of employees on EAP in an automobile industry located in South India.

3.3.1. Specific Objectives

The specific objectives are:-

1. To know the employees awareness on EAP.

2. To study the perception of employees on EAP.

3. To understand the nature and extent of EAP services offered.

4. To understand EAP practitioners' experiences on EAP in India.

5. To suggest measures to improve EAP services in the automobile industry.

3.4. Conceptual framework of the study

Literature on EAP is very less in India. Awareness and perception of EAP services among employees, experiences of EAP practitioners in India were focused in this study. In this context, the researcher has developed the following conceptual framework:-
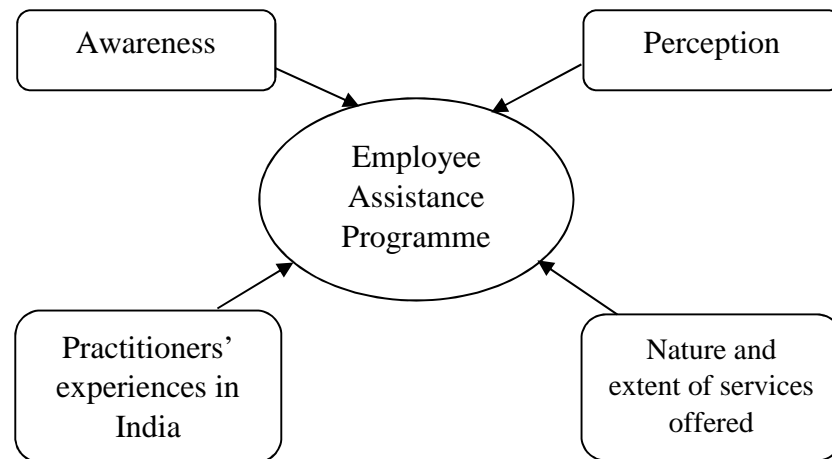
Fig 3.1 Conceptual framework of the study

3.5. Operational definitions

3.5.1. Employee Assistance Programme

Employee Assistance Programme refers to those programmes that are offered to the employees and their immediate family members by an automobile industry located in South India in order to resolve their wide range of problems.

3.5.2. Employees

The term employees refer to the executives and workers working in the automobile industry located in South India.

3.5.3. Awareness

In this study, awareness means employees' knowledge on Employee Assistance Programme.

3.5.4. Perception

It means the perception of employees towards the organisation, availing EAP services, quality of EAP services, usefulness of services and the EAP practitioner.

3.5.5. EAP Practitioner

In this study, EAP practitioner means the one who offer EAP services in South India.

3.6. Hypotheses

1. There is no significant relationship between experience at present organisation and awareness of the existence of EAP.
2. There is no significant relationship between experience at present organisation and perception towards usefulness of EAP services.
3. There is no significant difference between designation and respondents' awareness of the existence of EAP.
4. There is no significant difference between designation and perception towards availing EAP services.
5. There is no significant difference between educational qualification and respondents' awareness of the existence of EAP.
6. There is no significant difference between knowing EAP practitioner and perception towards him/her.

3.7 Research Ethics

The researcher has followed research ethics specified by National Association of Social Work. The researcher respected the inherent dignity and worth of the person, right to privacy. The respondents were informed with the objectives of research before collecting data. Informed consent was obtained from each respondent to participate in this study. They were informed that they could withdraw their (voluntary) participation at any point of time. The researcher was cautious about the respondents' sensitivity. The respondents were informed that the data collected would be kept strictly confidential and would be used only for academic purpose.

3.8 Choice of Organization for Study

During his review of literature, the researcher gathered that a few multinational organisations have been offering EAP services since the 1940s. These organisations started offering OAP services from 1940 and gradually they expanded OAP services for a wide range of problems which was later renamed as EAP. So, the researcher decided that it would be appropriate to conduct study in the organisation that has

pioneered EAP services. The organization has well established Human Service (HS) Department and has considerable number of workforce. Accordingly, the researcher has chosen this automobile industry located in South India which is one of the earliest (automobile industries) to offer OAP/EAP services for its employees. The officials of the automobile industry in which this study has been carried out had placed a conditional permission to conduct research - that its name and location be kept confidential. As per the ethical contract, the researcher has not disclosed the name and place of location of this automobile industry.

3.9 Research Design

The main focus of descriptive study is on description. It attempts systematically to describe a situation, problem, phenomenon, service or programme (Kumar, 2011). The study describes the awareness of employees on EAP, how the employees have perceived EAP services, and explains the nature and extent of EAP services offered in the automobile industry. Hence the descriptive research design was adopted.

3.10 Pre-test

The researcher has conducted pre-test with 13 employees. After conducting the pre-test, the researcher was able to bring necessary modifications in the tool of data collection.

3.11 Universe of the study

The universe of the study consists of executives, workers, trainees and apprentices in the automobile industry. The total number of workforce is 1246.

3.11.1 Study population

It comprises of the staff and workmen of the automobile industry. There were 699 executives and 359 workers in the automobile industry at the time of data collection. Thus, the study population is 1058.

3.11.2 Inclusion and exclusion criteria

- ❖ The researcher has included all the permanent employees of the automobile industry.
- ❖ Both male and female employees were included.

❖ The researcher has excluded the trainees and apprentices from this research.

3.11.3 Sampling Technique

Organization provided the sampling frame to the researcher stating the code number of the employees. For the said population, as per the Creative Research Systems' sample size calculator, the sample size was 144 at confidence level 99% and confidence interval of ten. The researcher has adopted simple random sampling technique (using a table of random numbers), in which every element in the population has an equal chance of being selected. Within the given time frame, the researcher collected data from 159 respondents. Thus simple random sampling technique was adopted to collect the data and the sample size is 159.

The researcher has also conducted a Focus Group Discussion with six Indian EAP practitioners to understand their experiences. By using snow ball sampling technique, the researcher found out the EAP practitioners.

3.12 Data Collection

Data collection is one of the significant aspects in the research process. The researcher has collected the relevant primary and secondary sources of data, adopted appropriate tool and followed suitable method for data collection.

3.12.1 Sources of data collection

There are two sources of data collection. They are primary and secondary sources. The researcher has collected necessary data from both the sources. The sources of data collection are as follows:

3.12.2 Primary data: The primary data has been collected from the employees of automobile industry.

3.12.3 Secondary data: The secondary data has been collected from various books, articles and journals.

3.12.4 Tool of data collection

Self-structured interview schedule (Annexure I) was used as a tool of data collection. The tool of data collection comprises personal data, awareness of EAP among employees, their perception towards organization, towards availing EAP services,

towards quality and usefulness of EAP services, towards EAP practitioners and their understanding on nature and extent of EAP services offered. Discussion points (Annexure II) were prepared to conduct Focus Group Discussion to understand experiences of EAP practitioners in India.

3.12.5 Method of data collection

Interview method was used to collect data. The researcher asked the questions with the respondents and filled the data to facilitate face to face exchange of quality information.

Focus Group Discussion was used for data collection from EAP practitioners. The researcher contacted eleven EAP practitioners to conduct the Focus Group Discussion. Out of eleven EAP practitioners, six consented to participate in the FGD, after being explained about the objectives of the study and the FGD. The researcher facilitated the discussion. The researcher took the help of a co-scholar who acted as a note-taker. Based on the recordings by note-taker, the researcher narrated the FGD. The duration of discussion with the practitioners was nearly three and half an hour.

3.13 Challenges in Research

Employees are generally apprehensive to utilize EAP services if confidentiality is not ensured. Though EAP appears well researched outside India, within India the scenario is not encouraging. The researcher through meetings with various HR heads, EAP practitioners, consultancy firms and academicians made several attempts to seek permission from industrial organizations for research. This was despite the fact that there is no authentic data on organizations offering EAP services in India. This is the case in Chennai, Bangalore, Delhi, Mumbai and a few more cities across sectors. The most important reason quoted was fear of breach of confidentiality in terms of individuals who access EAP services and types of problems prevalent/solved. However, the researcher was able to find out a few organizations offer EAP services through e-resources and Santulan EAP, Delhi (One of the leading EAP consultancies in India).

With the assistance of appropriate professionals, the researcher got permission to collect data from the employees of an automobile industry located in south India. He was asked to make presentations of his research proposal and tool of data collection prior to obtaining permission for the study. The process of contacting various

organizations was thus a challenging task. The final permission was also as explained earlier, subject to non-disclosure of name and location of the industry.

Colantonio (1989) found that researchers studying EAP in industrial organizations had to face tough challenges in obtaining permission. In his evaluation, he found that one of the studies documented that 68 companies were approached to participate in a randomized study on EAPs, and only one agreed to cooperate for the study.

3.14 Limitations of the research

- The findings of the study can be generalized to only one branch of automobile industry.
- Possibility of false information could not be avoided.

3.15 Chapterization

Chapter 1: Introduction

It deals with the theoretical background of EAP. It traces the historical background, talks about nature, scope, models, philosophy, functions, core components, and critical elements, EAP consultancies in India and EAP in global context.

Chapter 2: Review of Literature

It helps to gather information on EAP from earlier research studies. Most of the literatures were collected from international context and a few was discussed in Indian context due to dearth of literature.

Chapter 3: Methodology

It gives direction to the research and explains the procedure by which the research was conducted. Research Design, sampling technique, tool and method of data collection and other relevant information were discussed in this chapter.

Chapter 4: Data Analysis and Interpretation

The data collected were analysed using Statistical Package for Social Sciences (SPSS) and they were interpreted in a systematic manner. Non parametric tests like Mann Whitney U Test, Kruskal Wallis H Test and Spearman's rank correlation were performed to analyse the data.

Chapter 5: Findings, Suggestions and Conclusion

The major findings were listed out with the assistance of analysed data. Based on the findings of the study, suggestions were given to various stakeholders of EAP.

Chapter IV
Data Analysis and Interpretation

4.1 Age

Age	Frequency	Percent
21-30	29	18.2
31-40	36	22.6
41-50	40	25.2
51-64	54	34.0
Total	159	100.0

Table 4.1 shows that more than one third of the respondents fall in the age category of 51-64, one fourth of the respondents fall in the age category of 41-50, more than one fifth of the respondents fall in the age category of 31-40 and a little less than one fifth of the respondents fall in the age category of 21-30.

4.2 Gender

Gender	Frequency	Percent
Male	150	94.3
Female	9	5.7
Total	159	100.0

Table 4.2 shows that an overwhelming majority of the respondents (94.3%) are male and very less number of the respondents are female.

4.3 Marital Status

Marital status	Frequency	Percent
Single	25	15.7
Married	134	84.3
Total	159	100.0

Table 4.3 shows that a good majority of the respondents (84.3%) are married and less than one fifth of the respondents (15.7%) are single.

4.4 Educational Qualification

Educational Qualification	Frequency	Percent
Schooling	46	28.9
Diploma and ITI	20	12.6
Under Graduation	57	35.8
Post-Graduation	36	22.6
Total	159	100.0

Table 4.4 shows that more than one third of the respondents have completed under graduation, more than one fourth of the respondents had completed schooling and some were school drop outs, more than one fifth of the respondents had completed post-graduation and less number of the respondents had completed diploma and ITI.

4.5 Experience

Experience in years	Frequency	Percent
Less than 10	43	27.0
11-20	32	20.1
21-30	49	30.8
Above 30	35	22.0
Total	159	100.0

Table 4.5 shows that nearly one third of the respondents had 21-30 years of experience, more than one fourth of the respondents had less than 10 years of experience, more than one fifth of the respondents had above 30 years of experience and one fifth of the respondents had 11-20 years of experience.

4.6 Experience at present organisation

Experience at present organisation	Frequency	Percent
Less than 10	72	45.2
11-20	22	13.8
21-30	40	25.2
Above 30	25	15.7
Total	159	100.0

Table 4.6 shows that less than half of the respondents had less than 10 years of experience at present organisation, one fourth of the respondents had 21-30 years of experience at present organisation and less than one fifth of respondents had above 30 years of experience at present organisation (15.7%) and 11-20 years of experience at present organisation (13.8%) respectively. It is observed that many respondents (45.2%) had less than 10 years of experience at present organisations.

4.7 Designation

Designation	Frequency	Percent
Executive	105	66.0
Worker	54	34.0
Total	159	100.0

Table 4.7 shows that a little less than two third of the respondents were executives and a little more than one third of the respondents were workers.

4.8 Department

Department	Frequency	Percent
Technical	95	59.7
Non-Technical	64	40.3
Total	159	100.0

Table 4.8 shows that a little less than three fifth of the respondents were from technical department and a little more than two fifth of the respondents were from non-technical department.

66

4.9 Family type

Type of family	Frequency	Percent
Joint	48	30.2
Nuclear	111	69.8
Total	159	100.0

Table 4.9 shows that majority of the respondents live in a nuclear family and nearly one third of the respondents live in joint family.

4.10 Awareness of the existence of EAP

EAP Awareness	Frequency	Percent
Yes	140	88.1
No	19	11.9
Total	159	100.0

Table 4.10 shows that an overwhelming majority of the respondents (88.1%) are aware of the existence of EAP in the organisation and very less numbers of the respondents (11.9%) are not aware of the existence of EAP.

4.11 Avenues of knowing about EAP

Avenues to know EAP	Frequency	Percent
Notice Board	32	20.1
Supervisor	15	9.4
Co-worker	13	8.2
Awareness Program	29	18.2
e-communication	33	20.8
All of the above	3	1.9
Opted two and above but not more than four	15	9.4
Not Applicable (Unaware of EAP)	19	11.9
Total	159	100.0

Table 4.11 shows that more than one fifth of the respondents knew about EAP through e-communication and notice board, a little less than one fifth of the respondents knew about EAP through awareness programme and very less number of the respondents

knew about EAP through supervisor, co-workers. It is observed that (1.9%) of the respondents knew about EAP through all the sources like notice board, supervisor, co-worker, awareness programme and e-communication. It is noted that (9.4%) of the respondents knew about EAP through two or above but not more than four different sources. It was found that most of the respondents knew about EAP through e-communication and notice board.

4.12 Abbreviation of EAP

Abbreviation of EAP	Frequency	Percent
Employee Assistance Programme	62	39.0
Employee Awareness Programme	5	3.1
Employment Assistance Programme	3	1.9
Employee Aptitude Performance	1	.6
Employee Application Process	1	.6
Employment Assessment Programme	1	.6
Don't Know	67	42.1
Unaware of EAP	19	11.9
Total	159	100.0

Table 4.12 shows that more than two fifth of the respondents did not know the abbreviation of EAP, a little less than two fifth of the respondents said that EAP stands for Employee Assistance Programme, very less number of the respondents abbreviated EAP as Employee Awareness programme, Employment Assistance Programme, Employee Aptitude performance, Employee Application Process. It is observed that many of the respondents did not know (42.1%) the expansion of EAP. It is noted that a little less than two fifth of the respondents (39%) right response.

4.13 EAP Consultant

EAP consultant	Frequency	Percent
Supervisor	55	34.6
HR Department	41	25.8
EAP Practitioner	28	17.6
Occupational Health Services (OHS)	5	3.1
HR Department, EAP Practitioner	4	2.5
Supervisor, HR Department	3	1.9
EAP Practitioner, OHS	1	.6
Toll free Number	1	.6
No Idea	2	1.3
Unaware of EAP	19	11.9
Total	159	100.0

Table 4.13 shows that more than one third of the respondents consult supervisors to avail EAP, more than one fourth of the respondents consult HR department to avail EAP, less than tow fifth of the respondents consult EAP practitioner to avail EAP, 3.1 percent of the respondents consult Occupational Health Services (OHS) department to avail EAP and less number of the respondents said that they may consult two consultants (as shown in the table) to avail EAP. One respondent preferred toll free number to avail EAP and two respondents had no idea about whom to consult to avail EAP. It is noted that most of the respondents (34.6%) consult supervisors to avail EAP.

4.14 Knowledge on EAP practitioner

Knowledge on EAP Practitioner	Frequency	Percent
Yes	69	43.4
No	71	44.7
Unaware of EAP	19	11.9
Total	159	100.0

Table 4.14 shows that more than two fifth of the respondents did not know the existence of EAP practitioner and nearly equal percent of the respondents knew the existence of EAP practitioner.

4.15 Frequency of the arrival of EAP practitioner to the organisation

EAP practitioner's arrival to the organisation	Frequency	Percent
Daily	4	2.5
Twice in a week	10	6.3
Twice in a month	20	12.6
No Idea	101	63.5
Once in a week	4	2.5
Once in a month	1	.6
Unaware of EAP	19	11.9
Total	159	100.0

Table 4.15 shows that majority of the respondents (63.5%) had no idea on the frequency of the arrival of EAP practitioner to the organisation, more than one tenth of the respondents said that EAP practitioner comes to the organisation twice in a month, very less number of the respondents said that EAP practitioner comes to the organisation daily, twice in a week, twice in a month respectively and only one respondent said that EAP practitioner comes to the organisation once in a month. It is observed that majority of the respondents (63.5%) had no idea on the frequency of the arrival of EAP practitioner to the organisation. It is important that very less number of the respondents (12.6%) chose the correct response that the EAP practitioner comes to the organisation twice in a month.

4.16 Awareness of location of EAP service provided

Location of EAP service	Frequency	Percent
Inside the organisation	100	62.9
Outside the organisation	4	2.5
Both inside and outside	25	15.7
No Idea	11	6.9
Unaware of EAP	19	11.9
Total	159	100.0

Table 4.16 shows that majority of the respondents (62.9%) said that EAP service is provided inside the organisation, less than one fifth of the respondents said that EAP service is provided both inside and outside the organisation, less number of the respondents said that EAP service is provided outside the organisation and a few of the respondents didn't have any idea about the location of EAP service provided. It is found that majority of the respondents (62.9%) said that EAP service is provided inside the organisation.

4.17 Awareness of problems resolved by EAP

Problems	Frequency	Percent
Work-related	17	10.7
Personal	2	1.3
Family	3	1.9
All of the above	106	66.7
No Idea	7	4.4
Personal, Family	4	2.5
Work related, Family	1	.6
Unaware of EAP	19	11.9
Total	159	100.0

Table 4.17 shows that two third of the respondents said that EAP solves work-related, personal and family problems, a little more than one tenth of the respondents said that EAP resolves only work- related problems, very less number of the respondents i.e. (1.9%) said that EAP resolves only family related problems (1.3%) said that EAP resolves only personal problems (2.5%) of the respondents EAP resolves personal and family problems and only one respondent said that EAP resolves work related and family problems. It was discovered that (4.4%) of the respondents did not have any idea about the problems resolved by EAP. It is observed that majority of the respondents (66.7%) opined that EAP resolves work related, personal and family problems.

4.18 Availing EAP services

Availing EAP services	Frequency	Percent
Voluntary	57	35.8
Suggested	27	17.0
Both	48	30.2
No Idea	8	5.0
Unaware of EAP	19	11.9
Total	159	100.0

Table 4.18 shows that more than one third of the respondents said that availing EAP services is voluntary, more than one fourth of the respondents said that availing EAP services are either be voluntary or suggested, less than two fifth of the respondents said that availing EAP services is suggested and a few respondents had no idea about availing EAP services is either voluntary or suggested. It was found that many respondents (35.8%) said that availing EAP services is voluntary.

4.19 Awareness on applicability of EAP services to all at work

EAP applicable to all employees	Frequency	Percent
Yes	118	74.2
No	18	11.3
No Idea	4	2.5
Unaware of EAP	19	11.9
Total	159	100.0

Table 4.19 shows that high majority of the respondents (74.2%) said that EAP is applicable to all the employees of the organisation, more than one tenth of the respondents said that EAP is not applicable to all the employees of the organisation and a few respondents said that they had no idea about the applicability of EAP to all the employees of the organisation. It was found that a good majority of the respondents (74.2%) knew that EAP is applicable to all the employees of organisation. As told by (74.2%) of the respondents EAP is applicable to all the employees of the organisation.

4.20 Confidentiality of EAP

Are EAP services kept confidential?	Frequency	Percent
Yes	109	68.6
No	4	2.5
No Idea	27	17.0
Not Applicable	19	11.9
Total	159	100.0

Table 4.20 depicts that more than two third of the respondents said that EAP services kept confidential, very less number of the respondents said that EAP services have not kept confidential and less than one fifth of the respondents had no idea about the confidentiality of EAP services. Majority (68.6%) agreed that EAP services are kept confidential.

4.21 Awareness of mode of availing EAP services

Mode of availing	Frequency	Percent
Toll free number	6	3.8
Face to face	60	37.7
Online	4	2.5
All of the above	55	34.6
No Idea	8	5.0
Toll free number, Face to face	6	3.8
Face to face, online	1	.6
Unaware of EAP	19	11.9
Total	159	100.0

Table 4.21 describes less than two fourth of the respondents said that EAP shall be availed through face to face mode, more than one third of the respondents said that EAP shall be availed through face to face mode, online method and by using toll free number, very less number of the respondents (3.8%) said that EAP shall be availed by using toll free number (2.5%) of the respondents said that EAP shall be availed through online mode. A few respondents said that EAP shall be availed through toll free number, face to face modes and face to face, online modes. It is evident that many (37.7%) said that EAP shall be availed through all the modes like face to face, online and telephone. As

pointed by a little more than one third of the respondents (34.6%) the mode of EAP services offered by the organization include face to face, online and telephone.

4.22 Awareness of toll free number to avail EAP

Awareness of Toll free number	Frequency	Percent
Don't Know	132	83.0
Cannot recall but recorded	8	5.0
Unaware of EAP	19	11.9
Total	159	100.0

Table 4.22 portrays that more than four fifth of the respondents didn't know the toll free number to avail EAP services and a few respondents said that they have noted the toll free number to avail EAP services. It is observed that an overwhelming majority of the respondents (83%) were not aware of toll free number to avail EAP services.

4.23 Knowledge on coordinating department of EAP services

Coordinating department	Frequency	Percent
OHS	21	13.2
HS	75	47.2
HS, OHS	1	.6
No Idea	43	27.0
Unaware of EAP	19	11.9
Total	159	100.0

Table 4.23 shows that nearly half of the respondents said that Human Service (HS) Department coordinates EAP services, more than one fourth of the respondents had no idea about the coordinating department of EAP services in the organisation, more than one tenth of the respondents said that Occupational Health Services (OHS) department coordinate EAP services and only one respondents said that both Human Services and Occupational Health Services coordinate EAP services. It is inferred that most of the respondents (47.2%) said that Human Services (HS) department coordinate EAP services. It is noted that very less number of the respondents opted (13.2%) OHS as EAP coordinating department which is the correct response.

4.24 Knowledge on number of EAP practitioners

Number of practitioners	Frequency	Percent
One	32	20.1
Two	3	1.9
No Idea	105	66.0
Not Applicable	19	11.9
Total	159	100.0

Table 4.24 tells that nearly two third of the respondents said that they had no idea about the number of EAP practitioners engaged by the organisation, a little more than one fifth of the respondents said that one EAP practitioner is there for their organisation and a very less number of the respondents said that two EAP practitioners are there for their organisation. It is observed that majority of the respondents (66%) had no idea about the EAP practitioner for the organisation. A little more than one fifth of the respondents (20.1%) said the right response - EAP practitioner visits the organisation.

4.25 Opinion on organizational motivation to use EAP services

Organisation motivates to use EAP	Frequency	Percent
Strongly Agree	46	28.9
Agree	86	54.1
Neutral	2	1.3
Disagree	6	3.8
Strongly disagree	0	0
Unaware of EAP	19	11.9
Total	159	100.0

Table 4.25 indicates that more than half of the respondents agree with the statement that their organisation motivates to use EAP services, more than one fourth of the respondents strongly agree with the statement, a few respondents disagree with the statement, only two respondents (1.3%) are neutral in their opinion and none of the respondents opted strongly disagree for the said statement. It is indicated that many respondents (54.1%) agree with the statement.

4.26 Organization's provision of EAP by free of cost

Organization provides EAP free of cost	Frequency	Percent
Strongly Agree	65	40.9
Agree	67	42.1
Neutral	6	3.8
Disagree	2	1.3
Strongly Disagree	0	0
Unaware of EAP	19	11.9
Total	159	100.0

Table 4.26 explains that more than two fifth of the respondents agree with the statement that organisation provides EAP free of cost and an nearly equal percent of the respondents strongly agree with the statement, a few respondents were neutral in their opinion, very less number of the respondents (1.3%) disagree with the statement and none of the respondents strongly disagree with the statement. It is observed that many respondents (42.1%) agree that the organisation provides EAP free of cost.

4.27 Work issues of employees are dealt by the organisation

Work issues are dealt by the organization	Frequency	Percent
Strongly Agree	39	24.5
Agree	72	45.3
Neutral	5	3.1
Disagree	22	13.8
Strongly Disagree	2	1.3
Unaware of EAP	19	11.9
Total	159	100.0

Table 4.27 depicts that nearly half of the respondents agree with the statement that the problems faced by them at work is dealt with by the organisation, a little less than one fourth of the respondents strongly agree with the statement and 13.8 percent of the respondents disagree with the statement, a few respondents neutral in their opinion and very less number of the respondents strongly disagree with the statement. It is clear that

many respondents (45.3%) agreed that the problems faced by them at work were resolved by the organisation.

4.28 Feelings towards work

Happy to work in this organisation	Frequency	Percent
Strongly Agree	77	48.4
Agree	57	35.8
Neutral	0	0
Disagree	4	2.5
Strongly Disagree	2	1.3
Not Applicable	19	11.9
Total	159	100.0

Table 4.28 portrays that nearly half of the respondents strongly agree with the statement that they are happy to work in this organisation, more than one third of the respondents agree with the statement, very less number of the respondents disagree and strongly disagree with the statement and none of the respondents were neutral in their opinion. It tells that many respondents (48.4%) strongly agree that they are happy to work in this organisation.

4.29 Opinion on flexibility at work to avail EAP

Flexi-time is offered to avail EAP	Frequency	Percent
Strongly Agree	48	30.2
Agree	78	49.1
Neutral	6	3.8
Disagree	8	5.0
Strongly Disagree	0	0
Unaware of EAP	19	11.9
Total	159	100.0

From the above table 4.29, it is inferred that a little less than half of the respondents agree that the organisation offers relaxation of time to avail EAP services, more than one fourth of the respondents strongly agree for the same, a very less number of the respondents (5%) disagree with the statement, a few respondents were neutral in their

opinion and none of the respondents opted strongly agree for the said statement. Thus it is inferred that many respondents (49.1%) agree that the organisation offers relaxation of time to avail EAP services.

4.30 Opinion on providing EAP services outside the organization's premises

EAP has to be provided outside the organization	Frequency	Percent
Strongly Agree	28	17.6
Agree	38	23.9
Neutral	24	15.1
Disagree	32	20.1
Strongly Disagree	18	11.3
Unaware of EAP	19	11.9
Total	159	100.0

Table 4.30 tells that nearly one fourth of the respondents agree with the statement that EAP services have to be provided outside the organisation, a little more than one fifth of the respondents disagree with the statement, nearly one fifth of the respondents strongly agree with the statement, less than one fifth of the respondents were neutral in their opinion and strongly disagree for the said statement. Thus many respondents (23.9%) agree that EAP services have to be provided outside the organisation.

4.31 Perception on importance of trust in availing EAP services

Trust is crucial to avail EAP	Frequency	Percent
Strongly Agree	70	44.0
Agree	64	40.3
Neutral	2	1.3
Disagree	4	2.5
Strongly Disagree	0	0
Unaware of EAP	19	11.9
Total	159	100.0

Table 4.31 describes that more than two fourth of the respondents strongly agree that trust is crucial to avail EAP services, a little more than two fourth of the respondents agree with the statement, a few respondents disagree with the statement, very less

number of the respondents (1.3%) were neutral in their opinion for the said statement and none of the respondents strongly disagree with the statement. It is derived that many respondents (44%) strongly agree that trust is crucial to avail EAP services.

4.32 Opinion on availing EAP

Opinion on availing EAP	Frequency	Percent
Strongly Agree	60	37.7
Agree	75	47.2
Neutral	1	.6
Disagree	3	1.9
Strongly Disagree	1	.6
Unaware of EAP	19	11.9
Total	159	100.0

Table 4.32 shows that nearly half of the respondents agree that if needed they will avail EAP services, nearly two fourth of the respondents strongly agree the same, very less number of respondents (1.9%) disagree with the statement and one of the respondents strongly disagreed with the statement and another one was neutral for the said statement. It is observed that many respondents (47.2%) agree that they will avail EAP services, if needed.

4.33 Perception towards recommending EAP to colleagues

Opinion on recommending EAP to colleagues	Frequency	Percent
Strongly Agree	50	31.4
Agree	76	47.8
Neutral	3	1.9
Disagree	10	6.3
Strongly Disagree	1	.6
Unaware of EAP	19	11.9
Total	159	100.0

Table 4.33 portrays that nearly half of the respondents agree with the statement that they recommend EAP to colleagues, nearly one third of the respondents strongly agree

with the statement, a few respondents (6.3%) disagree with the statement, very less number of the respondents (1.9%) were neutral in their opinion for the said statement and only one respondent strongly disagree with the statement. Thus it is inferred that many respondents (31.4%) strongly agree that they recommend their colleagues to avail EAP.

4.34 Perception towards suggesting EAP to family members

Opinion on suggesting EAP to family members	Frequency	Percent
Strongly Agree	37	23.3
Agree	77	48.4
Neutral	8	5.0
Disagree	17	10.7
Strongly Disagree	1	.6
Unaware of EAP	19	11.9
Total	159	100.0

Table 4.34 indicates that nearly half of the respondents agree with the statement that they suggest EAP to family members, nearly one fourth of the respondents strongly agree with the statement, very less number of the respondents disagree with the statement, a few respondents were neutral in their opinion and only one respondent strongly disagree for the said statement. It is noted that many respondents (48.4%) agree that they suggest EAP to family members.

4.35 Perception towards recommending EAP to friends in other organizations

Opinion on recommending EAP to friends in other organizations	Frequency	Percent
Strongly Agree	39	24.5
Agree	81	50.9
Neutral	4	2.5
Disagree	15	9.4
Strongly disagree	1	.6
Unaware of EAP	19	11.9
Total	159	100.0

Table 4.35 tells that a little more than half of the respondents agree with the statement that they recommend EAP to friends who work in other organizations, a little less than one fourth of the respondents strongly agree with the statement, very less number of the respondents disagree with the statement, a few respondents were neutral in their opinion and only one respondent strongly disagree for the said statement. Thus it is clear that many respondents (50.9%) agree to tell about EAP to their friends who work in other organizations.

4.36 Perception of not availing EAP services

Opinion of not availing EAP services	Frequency	Percent
Strongly Agree	10	6.3
Agree	19	11.9
Neutral	4	2.5
Disagree	60	37.7
Strongly Disagree	47	29.6
Unaware of EAP	19	11.9
Total	159	100.0

Table 4.36 shows that more than one third of the respondents disagree with the statement that they won't avail EAP services as they know how to care themselves, more than one fourth of the respondents strongly disagree with the statement, very less number of respondents agree and strongly agree with the statement, a few respondents were neutral in their opinion for the said statement. Thus it is derived that many respondents (37.7%) disagree with the statement that they won't avail EAP services.

4.37 Opinion towards services offered by EAP

Services	Yes	No	No Idea	Not Applicable
Face to face counselling	113 (71.1%)	2 (1.3%)	25 (15.7%)	19 (11.9%)
Telephonic counselling	64 (40.3%)	51 (32.1%)	25 (15.7%)	19 (11.9%)
Online counselling	42 (26.4%)	73 (45.9%)	25 (15.7%)	19 (11.9%)
Pre-retirement counselling	51 (32.1%)	64 (40.3%)	25 (15.7%)	19 (11.9%)
Referral	48 (30.2%)	67 (42.1%)	25 (15.7%)	19 (11.9%)
Crisis Intervention	34 (21.4%)	81 (50.9%)	25 (15.7%)	19 (11.9%)
Financial Advice	41 (25.8%)	74 (46.5%)	25 (15.7%)	19 (11.9%)
Legal Advice	34 (21.4%)	81 (50.9%)	25 (15.7%)	19 (11.9%)

Table 4.37 describes that good majority (71.1%) of the respondents said that EAP provides face to face counselling, more than two fifth of the respondents said that EAP provides telephonic counselling, more than one fourth (26.4%) of the respondents said that EAP provides online counselling, a little less than one third of the respondents (32.1%) said that EAP offers pre-retirement counselling, nearly one third of the respondents (30.2%) said that EAP provides referral service, a little more than one fifth of the respondents (21.4%) said that EAP intervenes during the time of crisis and the equal percent of the respondents told that EAP gives legal advice and a little more than one fourth of the respondents (25.8%) told that EAP gives financial advice. It is inferred that most of the respondents chosen face to face counselling service was the most selected EAP service by the respondents.

It is derived that more than half of the respondents (50.9%) said that legal advice is not an EAP service and the same percent of the respondents said that crisis intervention is not an EAP service, nearly half of the respondents (46.5%) said that financial advice is not an EAP service and (45.9%) said that online counselling is not an EAP service, more than two fourth of the respondents said that referral service is not provided by EAP, a little more than two fifth of the respondents (40.3%) said that pre-retirement counselling is not an EAP service, nearly one third of the respondents (32.1%) said that telephonic counselling is not an EAP service and only two respondents (1.3%) told that

face to face counselling is not a part of EAP. It is observed that most of the respondents told that legal advice and crisis intervention are not EAP services.

It is observed that 15.7 percent of the respondents told that they could not respond to the types of service offered by EAP. It was found that (6.9%) of the respondents chosen all the types of services that is shown in the table 4.37 and said that all of them are the services provided through EAP. It is noted that among the (6.9%) of the respondents who have availed EAP services (5.7%) of the respondent availed face to face counselling, only one respondent has availed legal advice, only one respondent (.6%) participated in the seminar/workshop that was conducted as part of EAP service.

4.38 Opinion towards types of problems resolved by EAP

Problems	Yes	No	No Idea	Not Applicable
Alcohol	91 (57.2%)	32 (20.1%)	17 (10.7%)	19 (11.9%)
Absenteeism	91 (57.2%)	32 (20.1%)	17 (10.7%)	19 (11.9%)
Drug Abuse	70 (44%)	53 (33.3%)	17 (10.7%)	19 (11.9%)
Job stress	85 (53.5%)	38 (23.9%)	17 (10.7%)	19 (11.9%)
Relationship issues	66 (41.5%)	57 (35.8%)	17 (10.7%)	19 (11.9%)
Family problems	72 (45.3%)	51 (32.1%)	17 (10.7%)	19 (11.9%)
Marital problems	53 (33.3%)	70 (44%)	17 (10.7%)	19 (11.9%)
Child care	46 (28.9%)	77 (48.4%)	17 (10.7%)	19 (11.9%)
Elder care	34 (21.4%)	89 (56%)	17 (10.7%)	19 (11.9%)
Workplace bullying	25 (15.7%)	98 (61.6%)	17 (10.7%)	19 (11.9%)
Trauma	28 (17.6%)	95 (59.7%)	17 (10.7%)	19 (11.9%)
Grief	29 (18.2%)	94 (59.1%)	17 (10.7%)	19 (11.9%)
Harassment	40 (25.2%)	83 (52.2%)	17 (10.7%)	19 (11.9%)
Financial concerns	39 (24.5%)	84 (52.8%)	17 (10.7%)	19 (11.9%)
Depression	73 (45.9%)	50 (31.4%)	17 (10.7%)	19 (11.9%)
Legal concerns	37 (23.3%)	86 (54.1%)	17 (10.7%)	19 (11.9%)
Work-life balance	83 (52.2%)	40 (25.2%)	17 (10.7%)	19 (11.9%)

Table 4.38 explains that nearly three fifth of the respondents (57.2%) alcoholism is resolved by EAP and the equal percent of the respondents said that absenteeism is solved by EAP, more than half of the respondents (53.5%) told that job stress is relieved thorough EAP and (52.2%) EAP helps to balance the work and life, nearly half of the respondents (45.9%) told that depression can be resolved by EAP (45.3%) told that family problems are resolved by EAP, more than two fifth of the respondents (44%) told that drug abuse is solved by EAP, a little more than two fifth of the respondents (41.5%) told that relationship issues can be solved through EAP, exactly one third of the respondents (33.3%) said that marital problems are resolved by EAP, more than one fourth of the respondents (28.9) EAP offers assistance for child care, a little more than one fourth of the respondents (25.2%) told that harassment issue can be handled by EAP, a little less than one fourth of the respondents (24.5%) said that financial concerns can be resolved by EAP, less than one fourth of the respondents (23.3%) said that legal concerns can be resolved by EAP, more than one fifth of the respondents (21.4%) EAP offers assistance for elder care, less than one fifth of the respondents said that (18.2%) said that grief is resolved by EAP and (17.6%) of the respondents said that trauma is solved by EAP and very less number of the respondents told that EAP offers assistance to overcome workplace bullying. It is derived that most of the respondents said that alcoholism and absenteeism are the major problems resolved by EAP.

It is found that majority of the respondents (61.6%) said that workplace bullying is not solved through EAP, a little less than three fifth of the respondents (59.7%) said that trauma is not resolved through EAP (59.1%) grief is not resolved through EAP, nearly three fifth of the respondents (56%) EAP does not provide assistance for caring the elder, more than half of the respondents (54.1%) told that legal concerns are not resolved through EAP 52.8% of the respondents told that EAP does not provide any assistance for financial concerns 52.2% of the respondents said that harassment is not handled by EAP, more than one third of the respondents (35.8%) told that relationship issues is not handled by EAP, exactly one third of the respondents (33.3%) said that EAP does not provide any assistance for drug abuse, nearly one third of the respondents said that (32.1%) family problems are not resolved through EAP and (31.4%) said that depression is not resolved through EAP, a little more than one fourth of the respondents (25.2%) said that EAP does not provide any assistance to balance work and life, a little

less than one fourth of the respondents (23.9%) opined that EAP in not a job stress reliever, a little more than one fifth of the respondents said that alcoholism is not resolved by EAP and the same percent of the respondents said that absenteeism can't be solved through EAP. It is evident form the above table that majority of the respondents told that EAP doesn't offer any assistance to overcome workplace bullying. It is observed from the above table that (10.7%) told that they could not respond to the types of problems resolved through EAP. It is noted that (6.9%) of the respondents said that all the problems that are listed in the table 4.38 could be resolved through EAP.

4.39 Utilization of EAP services

Frequency of availing EAP services	Frequency	Percent
Zero	129	81.1
One	5	3.1
Two	1	.6
More than two	4	2.5
Regularly	1	.6
Unaware of EAP	19	11.9
Total	159	100.0

Table 4.39 indicates that an overwhelming majority of the respondents have not availed EAP services, very less number of the respondents i.e. (3.1%) have availed one time, (2.5%) of the respondents have availed EAP more than two times, one respondent has availed EAP services two times and one respondent has availed EAP services regularly. It is observed that an overwhelming majority (81.1%) have not availed EAP services.

4.40 Problems for which EAP services were availed

Type of problems	Frequency	Percent
Work related problems	4	36.4
Personal problems	6	54.5
Family problems	1	9.1
Total	11	100.0

Table 4.40 depicts that among the respondents who have availed EAP services, (54.5%) of the respondents have availed EAP services for personal problems, (36.4%) of the respondents have availed EAP services for work related problems and only one respondent (9.1%) has availed EAP services for family problems. It was shown that among the availed respondents, most of the respondents have availed EAP services for personal problems.

4.41 Opinion on usefulness of EAP services

Usefulness of EAP services	Frequency	Percent
Most useful	6	54.5
Useful	4	36.4
Not useful	1	9.1
Total	**11**	**100.0**

Table 4.41 tells that among the availed respondents, (54.5%) of the respondents said that EAP services were most useful, (36.4%) of the respondents said that EAP services were useful and only one respondent (9.1%) said that EAP services were not useful. It is found that among those who availed, majority (90.9%) said that EAP services were most useful/useful.

4.42 Awareness of EAP services to respondent's family members

Awareness on EAP by employees' family members	Frequency	Percent
Yes	44	31.4
No	96	68.6
Total	**140**	**100.0**

Table 4.42 describes that more two third of the respondent's family members didn't know about the EAP services and nearly one third of the respondent's family members knew about EAP services.

4.43 Avenues of knowing EAP by the family members

Avenues	Frequency	Percent
Through the employees	41	93.2
Through the organisation	3	6.8
Total	**44**	**100.0**

Table 4.43 indicates that among the respondent's family members who knew about EAP services, an overwhelming majority of the family members (93.2%) knew about EAP through the respondents and very less number of the respondents' family members knew about EAP services through the organisation.

4.44 Utilization of EAP services by the family members

Whether the family members availed EAP services	Frequency	Percent
No	44	100
Total	**44**	**100.0**

Table 4.44 none of the family members have availed EAP services despite knowing the fact that it is applicable to them also.

4.45 Response to motivation of EAP in resolving the problems

EAP motivates to resolve problems	Frequency	Percent
Strongly Agree	42	26.4
Agree	67	42.1
Neutral	27	17.0
Disagree	4	2.5
Strongly Disagree	0	0
Unaware of EAP	19	11.9
Total	**159**	**100.0**

Table 4.45 portrays that more than two fifth of the respondents agree with the statement that EAP motivates to resolve the problems, more than one fourth of the respondents strongly agree with the statement, less than two fifth of the respondents (17%) were neutral in their opinion for the said statement, very less number of the respondents

disagree with the statement and none of the respondents strongly disagree with the statement. It is observed that many respondents (42.1%) agree that EAP motivates employees to resolve the problems.

4.46 EAP helps all at work

EAP helps every employees	Frequency	Percent
Strongly Agree	41	25.8
Agree	64	40.3
Neutral	27	17.0
Disagree	8	5.0
Strongly Disagree	0	0
Unaware of EAP	19	11.9
Total	159	100.0

Table 4.46 describes that more than two fifth of the respondents agree with the statement that EAP assists everyone who need help, more than one fourth of the respondents strongly agree with the statement, less than one fifth of the respondents were neutral in their opinion, very less number of the respondents (5%) were disagree with the statement and none of the respondents opted strongly disagree for the said statement. It is clear that many respondents (40.3%) agree that EAP assists everyone who needs help.

4.47 Perception on importance of confidentiality in EAP services

Confidentiality is crucial for EAP services	Frequency	Percent
Strongly Agree	71	44.7
Agree	39	24.5
Neutral	24	15.1
Disagree	5	3.1
Strongly Disagree	1	.6
Unaware of EAP	19	11.9
Total	159	100.0

Table 4.47 shows that more than two fifth of the respondents strongly agree with the statement that confidentiality is crucial to avail EAP services, a little less than one fourth of the respondents agree with the statement, 15.1 percent of the respondents were neutral in their opinion, very less number of the respondents disagree with the statement and only one respondent strongly disagree with the statement. Many of the respondents (44.7%) strongly agree that the confidentially is crucial to avail EAP services.

4.48 Opinion on resolving personal problems affecting work performance

EAP resolves personal problems that affect work performance	Frequency	Percent
Strongly Agree	40	25.2
Agree	60	37.7
Neutral	33	20.8
Disagree	7	4.4
Strongly Disagree	0	0
Unaware of EAP	19	11.9
Total	159	100.0

Table 4.48 explains that more than one third of the respondents agree with the statement that EAP helps to resolve personal problems that affect work performance, more than one fourth of the respondents strongly agree with the statement, more than one fifth of the respondents were neutral in their opinion, a few respondents strongly disagree with the statement and none of the respondents strongly disagree for the said statement. It is

derived that many respondents (37.7%) agree that EAP helps to resolve personal problems that affect work performance.

4.49 Opinion on whether EAP respects confidentiality

EAP respects the confidentiality of beneficiaries	Frequency	Percent
Strongly Agree	52	32.7
Agree	52	32.7
Neutral	35	22.0
Disagree	1	.6
Strongly Disagree	0	0
Unaware of EAP	19	11.9
Total	159	100.0

Table 4.49 explains that nearly one third of the respondents strongly agree as well as for the statement that EAP respects confidentiality of individuals utilizing it, more than one fifth of the respondents were neutral in their opinion, only one respondent disagree for the said statement and none of the respondents strongly disagree with the statement. It is derived that majority (32.7%+32.7%=65.4%) strongly agree and agree respectively that EAP respects confidentiality of individuals utilizing it.

4.50 Perception on continuity of EAP service throughout the problem solving period

EAP services are offered throughout the problem solving period	Frequency	Percent
Strongly Agree	33	20.8
Agree	65	40.9
Neutral	35	22.0
Disagree	7	4.4
Strongly Disagree	0	0
Unaware of EAP	19	11.9
Total	159	100.0

Table 4.50 tells that a little more than two fifth of the respondents agree with the statement that EAP provides continuing support throughout the problem solving period,

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more than one fifth of the respondents were neutral in their opinion for the said statement, a little more than one fifth of the respondents strongly agree with the statement, very less number of the respondents disagree with the statement and none of the respondents opted strongly disagree for the said statement. It is evident that many (40.9%) agree with the statement that EAP respects confidentiality of individuals utilizing it.

4.51 EAP and work related problems

EAP offers assistance for work related problems	Frequency	Percent
Strongly Agree	36	22.6
Agree	61	38.4
Neutral	29	18.2
Disagree	14	8.8
Strongly Disagree	0	0
Unaware of EAP	19	11.9
Total	159	100.0

Table 4.51 describes that nearly two fifth of the respondent's agree with the statement that EAP offers assistance for work related problems, more than one fifth of the respondents strongly agree with the statement, a little less than two fifth of the respondents were neutral in their opinion, very less number of the respondents disagree with the statement and none of the respondents opted strongly disagree for the said statement. It is derived that many (38.4%) agree that EAP offers assistance for work related problems.

4.52 EAP is a professional intervention for resolving employee issues

EAP is a professional way of resolving employee issues	Frequency	Percent
Strongly Agree	33	20.8
Agree	69	43.4
Neutral	31	19.5
Disagree	6	3.8
Strongly Disagree	1	.6
Not Applicable	19	11.9
Total	159	100.0

Table 4.52 Indicates that more than two fifth of the respondents agree with the statement that EAP is the professional intervention for resolving the issues, more than one fifth of the respondents strongly agree with the statement, a little less than one fifth of the respondents were neutral in their opinion, very less number of the respondents disagree with the statement, only one respondent strongly disagree with the statement. It is derived that many respondents (43.4%) agree that EAP is the professional intervention for resolving the issues.

4.53 Consistency of EAP services

EAP services has consistent follow-up	Frequency	Percent
Strongly Agree	33	20.8
Agree	55	34.6
Neutral	44	27.7
Disagree	7	4.4
Strongly Disagree	1	.6
Unaware of EAP	19	11.9
Total	159	100.0

Table 4.53 portrays that more than one third of the respondents agree with the statement that EAP services has consistent follow up, more than one fourth of the respondents were neutral in their opinion for the said statement, a little more than one fifth of the respondents strongly agree with the statement, very less number of the respondents

disagree with the statement and none of the respondents opted strongly disagree with the statement. It is observed that many (34.6%) agree that EAP services has consistent follow up.

4.54 Impact of EAP on employees' happiness

EAP makes employee happy	Frequency	Percent
Strongly Agree	43	27.0
Agree	64	40.3
Neutral	29	18.2
Disagree	4	2.5
Strongly Disagree	0	0
Unaware of EAP	19	11.9
Total	159	100.0

Table 4.54 shows that more than two fifth of the respondents agree with the statement that EAP helps to make employee happy, more than one fourth of the respondents strongly agree with the statement, a little less than one fifth of the respondents were neutral in their opinion, very less number of the respondents disagree with the statement and none of the respondents strongly disagree with the statement. It is observed that many (40.3%) agree that EAP helps to make employee happy.

4.55 EAP and improvement of quality of life

EAP helps to improve the quality of life	Frequency	Percent
Strongly Agree	45	28.3
Agree	63	39.6
Neutral	27	17.0
Disagree	4	2.5
Strongly Disagree	1	.6
Unaware of EAP	19	11.9
Total	159	100.0

Table 4.55 explains that a little less than two fifth of the respondents agree with the statement that EAP helps to improve the quality of life, more than one fourth of the respondents strongly agree with the statement, nearly one fifth of the respondents were

neutral in their opinion, very less number of the respondents disagree with the statement and only one respondent strongly disagree with the statement. Many respondents (39.6%) agree that EAP helps to improve the quality of life.

4.56 EAP and reduction in workplace accidents

EAP reduces the workplace accidents	Frequency	Percent
Strongly Agree	43	27.0
Agree	59	37.1
Neutral	30	18.9
Disagree	7	4.4
Strongly Disagree	1	.6
Unaware of EAP	19	11.9
Total	159	100.0

Table 4.56 portrays that more than one third of the respondents agree with the statement that EAP reduces the workplace accidents, more than one fourth of the respondents strongly agree with the statement, a little less than one fifth of the respondents were neutral in their opinion, very less number of the respondents disagree for the said statement and one of the respondents strongly disagree with the statement. It is inferred that many (37.1%) agree that EAP reduces workplace accidents.

4.57 EAP and employee's performance at work

EAP helps to function productively at work	Frequency	Percent
Strongly Agree	41	25.8
Agree	64	40.3
Neutral	29	18.2
Disagree	5	3.1
Strongly Disagree	1	.6
Unaware of EAP	19	11.9
Total	159	100.0

Table 4.57 indicates that more than two fifth of the respondents agree with the statement that EAP helps to function productively at work, more than one fourth of the

respondents strongly agree with the statement a little less than one fifth of the respondents were neutral in their opinion for the said statement, very less number of the respondents disagree with the statement and only one respondent strongly disagree for the said statement. It is derived that many respondents (40.3%) agree that EAP helps to function productively at work.

4.58 EAP's assistance in work-life balance

EAP helps to balance work and life	Frequency	Percent
Strongly Agree	45	28.3
Agree	63	39.6
Neutral	29	18.2
Disagree	3	1.9
Strongly Disagree	0	0
Unaware of EAP	19	11.9
Total	159	100.0

Table 4.58 explains that a little less than two fifth of the respondents agree with the statement that EAP helps to maintain work and life, more than one fourth of the respondents opined that they strongly agree with the statement, nearly one fifth of the respondents were neutral in opinion, very less number of the respondents disagreed with the statement and none of the respondents strongly disagree for the said statement. It is noteworthy that many (39.6%) agree that EAP helps to maintain work and life.

4.59 EAP and reduction of job stress

EAP reduces job stress	Frequency	Percent
Strongly Agree	42	26.4
Agree	64	40.3
Neutral	28	17.6
Disagree	5	3.1
Strongly Disagree	1	.6
Unaware of EAP	19	11.9
Total	159	100.0

Table 4.59 explains that more than two fifth of the respondents agree with the statement that EAP reduces job stress, more than one fourth of the respondents strongly agree with the statement nearly one fifth of the respondents were neutral in their opinion, very less number of the respondents disagree with the statement and only one respondent strongly disagree for the said statement. It is shown that many (40.3%) agree that EAP reduces job stress.

4.60 Opinion on health awareness by EAP

EAP provides health awareness to employees	Frequency	Percent
Strongly Agree	43	27.0
Agree	64	40.3
Neutral	26	16.4
Disagree	6	3.8
Strongly Disagree	1	.6
Unaware of EAP	19	11.9
Total	159	100.0

Table 4.60 Indicates that more than two fifth of the respondents agree that EAP provides the employees' health awareness, more than one fourth of the respondents strongly agree with the statement nearly one fifth of the respondents were neutral in their opinion, very less number of the respondents disagree with the statement and only one respondent strongly disagree for the said statement. It is shown that many respondents (40.3%) agree that EAP provides the employees' health awareness.

4.61 EAP's assistance to enhance employees' social relationships

EAP helps to enhance social relationships	Frequency	Percent
Strongly Agree	37	23.3
Agree	67	42.1
Neutral	30	18.9
Disagree	4	2.5
Strongly Disagree	2	1.3
Unaware of EAP	19	11.9
Total	159	100.0

Table 4.61 describes that more than two fifth of the respondents agree with the statement that EAP helps to enhance the social relationships, nearly one fourth of the respondents strongly agree with the statement, nearly one fifth of the respondents were neutral in their opinion, very less number of the respondents disagree with the statement and two of the respondents (1.3%) strongly disagree for the said statement. It is inferred that most of the respondents (42.1%) agree that EAP helps to enhance the social relationships.

4.62 Availability of EAP practitioner in need

EAP practitioner is available at the time of need	Frequency	Percent
Strongly Agree	15	9.4
Agree	58	36.5
Neutral	60	37.7
Disagree	6	3.8
Strongly Disagree	1	.6
Unaware of EAP	19	11.9
Total	159	100.0

Table 4.62 infers that nearly two fourth of the respondents were neutral in their opinion for the statement that EAP practitioner is available when the employees are in the need of assistance, more than two third of the respondents agree with the statement, very less number of the respondents strongly agree (9.4%) and disagree (3.8%) with the statement and only one respondent opted strongly disagree for the said statement.

4.63 Opinion on EAP practitioner

EAP practitioner is friendly in nature	Frequency	Percent
Strongly Agree	25	15.7
Agree	48	30.2
Neutral	64	40.3
Disagree	2	1.3
Strongly Disagree	1	.6
Unaware of EAP	19	11.9
Total	159	100.0

Table 4.63 explains that more than two fifth of the respondents were neutral in their opinion for the statement that EAP practitioner is friendly in nature, less than one fifth of the respondents strongly agree with the statement, two respondent disagree with the statement and only one respondent strongly disagree for the said statement. It is inferred that many respondents (40.3%) were neutral in their opinion.

4.64 Non-disclosure of employee information by EAP practitioner

EAP practitioner will not disclose employees' information	Frequency	Percent
Strongly Agree	55	34.6
Agree	52	32.7
Neutral	32	20.1
Disagree	1	.6
Strongly Disagree	0	0
Unaware of EAP	19	11.9
Total	159	100.0

Table 4.64 shows that more than one third of the respondents strongly agree that EAP practitioner will not disclose the information of employees to anyone, nearly one third of the respondents agree with the statement, a little more than one fifth of the respondents were neutral in their opinion, only one respondent disagree for the said statement and none of the respondents strongly disagree with the statement. It is

inferred that many respondents (34.6%) strongly agree that EAP practitioner will not disclose the information of employees to anyone.

4.65 Professional approach of EAP practitioner

Practitioner is professional in approach	Frequency	Percent
Strongly Agree	31	19.5
Agree	49	30.8
Neutral	56	35.2
Disagree	4	2.5
Strongly Disagree	0	0
Unaware of EAP	19	11.9
Total	159	100.0

Table 4.65 tells that more than one third of the respondents were neutral in their opinion for the statement that EAP practitioner is professional in approach, nearly one third of the respondents agree with the statement, a little less than one fifth of the respondents strongly agree with the statement, very less number of the respondents disagree with the statement and none of the respondents opted strongly disagree with the statement. It is derived that many respondents (35.2%) were neutral in their opinion.

4.66 Perception towards time spent by EAP practitioner

Practitioner is able to spare sufficient time	Frequency	Percent
Strongly Agree	27	17.0
Agree	52	32.7
Neutral	55	34.6
Disagree	4	2.5
Strongly Disagree	2	1.3
Unaware of EAP	19	11.9
Total	159	100.0

Table 4.66 infers that a little more than one third of the respondents were neutral in their opinion, a little less than one third of the respondents agree with the statement that EAP practitioner is able to spare sufficient time, nearly one fifth of the respondents

strongly agree with the statement, very less number of the respondents disagree for the said statement and two respondents strongly disagree with the statement. It is observed that many respondents (34.6%) were neutral in their opinion.

4.67 Cross tabulation between age and awareness of the existence of EAP

Age	EAP Awareness				Total	Percent	Chi-Square	df	p
	Yes	Percent	No	Percent					
21-30	25	15.7	4	2.5	29	18.2			
31-40	33	20.7	3	1.9	36	22.6			
41-50	34	21.4	6	3.8	40	25.2	.601	3	.896
51-64	48	30.2	6	3.8	54	34.0			
Total	**140**	**88.0**	**19**	**12.0**	**159**	**100.0**			

Table 4.67 reveals that among 18.2 percent of the respondents who were in the age category of 21-30 years, 15.7 percent were aware of the existence of EAP whereas 2.5 percent were unaware of it. Among 22.6 percent of the respondents who fall in the age category of 31-40, 20.7 percent were aware of the existence of EAP whereas 1.9 percent were unaware of it. Among 25.2 percent of the respondents who belong to the age category of 41-50, 21.4 percent were aware of the existence of EAP whereas 3.8 percent were unaware of it. Among 34 percent of the respondents who fall in the age category of 51-64, 30.2 percent were aware of the existence of EAP whereas 3.8 percent were unaware of it. Further chi-square test was performed to find out the association between age and awareness of the existence of EAP. It was found that there is no significant association between age and awareness of the existence of EAP (Chi-square = .601, df =3, p = .896 >0.05).

4.68 Cross tabulation between marital status and awareness of the existence of EAP

Marital Status	EAP Awareness				Total	Percent	Chi-Square	df	p
	Yes	Percent	No	Percent					
Single	21	13.2	4	2.5	25	15.7			
Married	119	74.8	15	9.4	134	84.2	.463	1	.496
Total	140	88.0	19	11.9	159	100.0			

Table 4.68 reveals that among 15.7 percent of the respondents who were unmarried, 13.2 percent were aware of the existence of EAP whereas 2.5 percent were unaware of it. Among 84.2 percent of the respondents who were married, 74.8 percent were aware of the existence of EAP whereas 9.4 percent were unaware of it. Further chi-square test was performed to find out the association between marital status and awareness of the existence of EAP. It was found that there is no significant association between marital status and awareness of the existence of EAP (Chi-square = .463, df = 1, p=.496>0.05).

4.69 Cross tabulation between designation and awareness of the existence of EAP

Designation	EAP Awareness				Total	Percent	Chi-Square	df	p
	Yes	Percent	No	Percent					
Executive	100	62.9	5	3.1	105	66.0			
Worker	40	25.2	14	8.8	54	34.0	15.181	1	.001
Total	140	88.1	19	11.9	159	100.0			

Table 4.69 shows that among 66 percent of executives, 62.9 percent were aware of the existence of EAP whereas 3.1% were unaware of it. Among 34 percent of the workers, 25.2 percent were aware of the existence of EAP whereas 8.8 percent were unaware of it. Further chi-square test was performed to find out the association between designation and awareness of the existence of EAP. **It was found that there is a significant association between designation and awareness of the existence of EAP (Chi Square = 15.181, df = 1, p=.001<0.05).** Thus it is inferred that executives are more aware of the existence of EAP than workers.

4.70 Cross tabulation between educational qualification and awareness of the existence of EAP

Educational Qualification	EAP Awareness				Total	Percent	Chi-Square	df	p
	Yes	Percent	No	Percent					
Schooling	36	22.6	10	6.3	46	28.9			
Diploma & ITI	53	33.3	4	2.5	57	35.8			
Under Graduation	35	22.0	1	.6	36	22.6	9.618	3	.022
Post-Graduation	16	10.1	4	2.5	20	12.6			
Total	140	88.0	19	11.9	159	100.0			

Table 4.70 describes that among 28.9 percent of the respondents who were in the category of schooling, 22.6 percent were aware of EAP whereas 6.3 percent were unaware of it. Among 35.8 percent of the respondents who had completed diploma and ITI, 33.3 percent were aware of EAP whereas 2.5 percent were unaware of it. Among 22.6 percent of the respondents who had completed under graduation, 22 percent were aware of EAP whereas only one respondent i.e. .6% of the respondent is unaware of it. Among 12.6 percent of the respondents who had completed post-graduation, 10.1 percent were aware of EAP whereas 2.5 percent of the respondents were unaware of it. Further, chi-square test was performed to find out the significant association between educational qualification and awareness of the existence of EAP. **It was found that there is a significant association between educational qualification and awareness of the existence of EAP (Chi-Square = 9.618, df = 3, p = .022<0.05).**

4.71 Cross tabulation between department and awareness of the existence of EAP

Department	EAP Awareness				Total	Percent	Chi-Square	df	p
	Yes	Percent	No	Percent					
Technical	84	52.8	11	6.9	95	59.7			
Non-Technical	56	35.2	8	5.0	64	40.2	.031	1	.861
Total	140	88.1	19	11.9	159	100.0			

Table 4.71 reveals that among 59.7 percent of the respondents who are working in the technical departments, 52.8 percent of the respondents were aware of the existence of EAP and 6.9% of the respondents were not aware of the existence of EAP; among 40.2 percent of the respondents who are working in the non-technical departments 35.2 percent of the respondents were aware of the existence of EAP whereas 5 percent of the respondents were not aware of the existence of EAP. Further, chi-square was performed to find out the association between department and awareness of the existence of EAP. It was found that there is no significant association between department and awareness of the existence of EAP (chi-square = .031, df = 1, p>0.05).

4.72 Cross tabulation between type of family and awareness of the existence of EAP

Type of Family	EAP Awareness				Total	Percent	Chi-Square	df	P
	Yes	Percent	No	Percent					
Joint	44	27.7	4	2.5	48	30.2			
Nuclear	96	60.4	15	9.4	111	69.8	.855	1	.355
Total	140	88.1	19	11.9	159	100.0			

Table 4.72 reveals that among 30.2 percent of the respondents who live in joint family, 27.7 percent were aware of the existence of EAP whereas 2.5 percent of the respondents were unaware of it. Among 69.8 percent of the respondents, 60.4 percent were aware of the existence of EAP whereas 9.4 percent were unaware of it. Further, chi-square test was performed to find out the association between type of family and awareness of the

existence of EAP. It was found that there is no significant association between type of family and awareness of existence of EAP (Chi-square = .855, df = 1, p=.355>0.05).

4.73 Spearman's rank correlation between age and perception towards availing EAP Services

Spearman's rank correlation	Perception towards availing EAP Services	p
Age	.039	.627

Table 4.73 shows the relationship between age and perception towards availing EAP services. It is inferred that there exists no statistically significant relationship between age and perception towards availing EAP services since (r_s =.039, p > 0.05).

4.74 Spearman's rank correlation between age and perception towards quality of EAP Services

Spearman's rank correlation	Perception towards quality of EAP Services	p
Age	-.009	.910

Table 4.74 describes the relationship between age and perception towards quality of EAP services. It is inferred that there exists no statistically significant relationship between age and perception towards quality of EAP services since (r_s =-.009, p > 0.05).

4.75 Spearman's rank correlation between experience at present organisation and perception towards organisation

Spearman's rank correlation	Perception towards Organisation	p
Experience at present organisation	-.061	.443

Table 4.75 describes the relationship between experience at present organisation and perception towards organisation. It is inferred that there exists no statistically

significant relationship between age and perception towards organisation since (r_s =-.061, p > 0.05).

4.76 Spearman's rank correlation between experience and perception towards quality of EAP Services

Spearman's rank correlation	Perception towards quality of EAP Services	p
Experience	-.041	.612

Table 4.76 tells the relationship between experience and perception towards quality of EAP services. It is inferred that there exists no statistically significant relationship between experience and perception towards quality of EAP services since (r_s =-.041, p > 0.05).

4.77 Spearman's rank correlation between experience at present organisation and perception towards usefulness of EAP services

Spearman's rank correlation	Perception towards usefulness of EAP services	p
Experience at present organisation	.032	.687

Table 4.77 explains the relationship between experience at present organisation and perception towards usefulness of EAP services. It is inferred that there exists no statistically significant relationship between experience at present organisation and perception towards usefulness of EAP services since (r_s = .032, p > 0.05).

4.78 Mann Whitney U test between marital status and perception towards usefulness of EAP services

Marital Status	N	Mean Ranks	Sum of Ranks	U	p
Single	25	77.06	1926.50		
Married	134	80.55	10739.50	1601.500	.726

Table 4.78 describes the difference between respondents perception towards usefulness of EAP services based on the marital status. It is inferred that there is no significant difference in the respondent's perception towards usefulness of EAP services based on the marital status, (U=1601.500, p>0.05 i.e. p=.726). Therefore, marital status does not affect the respondent's perception towards usefulness of EAP services.

4.79 U test between designation and perception towards quality of EAP services

Designation	N	Mean Ranks	Sum of Ranks	U	p
Executive	105	79.30	8327.00		
Worker	54	81.35	4393.00	2762.000	.790

Table 4.79 describes the difference between respondents' perception towards quality of EAP services based on their designation. It is noted that there is no significant difference between the designation and respondent's awareness on the existence of EAP (U=2762.000, p>0.05,). Thus it is derived that designation of the respondents does not impact their perception towards quality of EAP services.

4.80 U test between designation and perception towards usefulness of EAP services

Designation	N	Mean Ranks	Sum of Ranks	U	p
Executive	105	76.68	8051.50		
Worker	54	86.45	4668.50	2486.500	.202

Table 4.80 describes the difference between respondents' perception towards usefulness of EAP services based on their designation. It is noted that there is no significant difference between the designation and respondent's perception towards usefulness of EAP services (U=2486.500, p>0.05,). Thus it is derived that designation of the respondents has nothing to do with their perception towards usefulness of EAP services.

4.81 U test between designation and perception towards availing EAP

Designation	N	Mean Ranks	Sum of Ranks	U	p value
Executive	105	80.37	8438.50		
Worker	54	79.29	4281.50	2796.500	.888

Table 4.81 describes the difference between respondents' perception towards availing EAP based on their designation. It is noted that there is no significant difference between the designation and respondent's perception towards usefulness of EAP services (U=2796.500, p>0.05). Thus it is derived that designation of the respondents has nothing to do with their perception towards availing EAP.

4.82 U test between designation and perception towards EAP practitioner

Designation	N	Mean Ranks	Sum of Ranks	U	p value
Executive	105	80.10	8411.00		
Worker	54	79.80	4309.00	2824.000	.968

Table 4.82 describes the difference between respondents' perception towards EAP practitioner based on their designation. It is noted that there is no significant difference between the designation and respondent's perception towards usefulness of EAP services (U=2824.000, p>0.05). Thus it is derived that designation of the respondents has nothing to do with their perception towards EAP practitioner.

4.83 Kruskal Wallis H Test between educational qualification and perception towards quality of EAP services

Dependent variable	Educational Qualification	N	Mean Rank	H	df	p value
Perception towards quality of EAP services	Schooling	46	80.34			
	Diploma and ITI	20	85.13			
				.784	3	.853
	Under Graduation	57	76.17			
	Post-Graduation	36	82.79			

Table 4.83 describes the variance of respondents' perception towards quality of EAP services based on their educational qualification. It is noted that there is no significant difference between the educational qualification and respondent's perception towards quality of EAP services (H=.784, p>0.05). Thus it is derived that educational qualification of the respondents has nothing to do with their perception towards quality of EAP services.

4.84 U test between knowing EAP practitioner and perception towards him

Knowing EAP practitioner	N	Mean Ranks	Sum of Ranks	U	p value
Yes	69	84.80	5851.00		
				1463.000	.001
No	71	56.61	4019.00		

Table 4.84 describes the variance of respondents' perception towards EAP practitioner based on their knowledge on EAP practitioner. It is noted that there is a significant difference between knowing EAP practitioner and respondent's perception towards him p<0.05, U=1463.000. More the familiarity with the EAP practitioner, better would be the respondents' perception towards him/her.

4.85 Suggestions by the respondents to improve EAP services

Respondents' suggested the following to improve the accessibility of EAP services:-

High majority of the respondents suggested that the existence of EAP needs to be communicated periodically to the employees. Majority of the respondents told that EAP practitioners' visit to the organizational premises has to be informed to all employees. Suggestions of the respondents are as follows:

4.85.1 Suggestions related to EAP practitioner

Organization has to introduce the EAP practitioner to all employees. Practitioners' visiting time to the organization has to be communicated through supervisor, notice board and e-mail. EAP practitioner has to be available on phone. Only a few employees participated when awareness programme on EAP was conducted. So, most of the employees are unaware of it. Though the telephone number is available, only a few employees know it. Practitioner's contact details has to be displayed at many places of the organisation. One respondent felt that *"instead of suggesting employees to meet the EAP practitioner engaged by the organization, the employees may be allowed to meet EAP professional based on their nature of problems. After meeting the practitioner, employees may be asked to submit the bill to the organisation for disbursement of money. If it is followed, it will be good.* Specific time has to be offered (at least four days in a month) to avail EAP which will help the employees to interact with EAP practitioner.

4.85.2 Suggestions to the organization

More awareness programmes have to be conducted. One respondent felt that *"EAP is something new for work culture"*. Employees are unaware of the process of availing EAP. So, making employees to understand its process would increase the utilization rate. The term EAP should reach each and every employee of the organisation. One respondent opined that *"EAP is a service offered by management to the employees. Management has to take initiative to educate about EAP to all the employees. At least 50 employees should be benefitted through EAP in a year. The details of EAP should be available to all notice boards of the organisation"*. The benefits of EAP should be highlighted. Employees need to be educated on types of problems resolved and services offered by EAP.

The department that co-ordinates EAP services should be known to everyone. There should be an employee representative at each and every department to coordinate with EAP. The coordinating department has to enable the needy employees to avail EAP. The frequency of EAP meeting has to be enhanced. Uses of EAP should be spread to the employees at least once a year. Organisation should have a separate EAP centre inside the organization. Organisation may offer EAP services continuously as it helps for employee's development. One respondent expressed that "*after implementing EAP, absenteeism is reduced and employees are not consuming alcohol*".

Toll free number to access EAP services should be known to everyone. The location of EAP services offered has to be informed properly through appropriate communication channels accessible by all employees.

EAP helps to improve the social status of the employees. The importance and significance of EAP services has to be cascaded. One respondent suggested that "*EAP services have to be extended to family members*". It indicates that though it is applicable to the employees' family members, he is unaware of that. This healthy programme needs to be continued by the organization.

EAP services has to be provided outside the organizational premises in order to facilitate its users to avail the services without any fear. If it is provided outside, it will be used by many employees and it will pave the way to realize the benefits of EAP. According to a respondent, "*EAP is the guidance to run the family and obey the workplace*".

Feedback has to be collected from beneficiaries. Beneficiaries should be asked to share the effectiveness of EAP. Finally he concluded that organization has to offer EAP services without interruption.

4.86 Focus Group Discussion among EAP Practitioners

The researcher has conducted Focus Group Discussion among the EAP practitioners in India.

According to the practitioners, EAP means offering counselling, conducting workshops, coaching/training etc. Training is provided to employees, based on the skill required to perform a job in a better way. For instance, if an employee is promoted to

higher position, he will require certain skills pertaining to his new job. So, it would be appropriate if coaching is provided to him. Training is also provided at the time of crisis and trauma. It includes conflict management, work-life balance, problem solving skills, etc. Based on employees' needs, organisation asks the practitioners to conduct training programmes. Accordingly, training is provided by EAP practitioners. Training programmes are culture based, individual based, role based. Crisis intervention is individual based. For instance, if X attempts suicide, EAP services will be given to him/her. Pre-retirement counselling programme is also a part of EAP services though Exit Interview is not a part. One practitioner shared that she trained more than 50 women employees in an organization on problem solving skills. The practitioner by her interpersonal relationship and special competencies formed 9 groups and chose one mentor from each group. The employees discussed their problems and the mentor communicated the same with EAP practitioner. After understanding their problems, the practitioner provided EAP services according to their needs.

EAP services involve high costs to the organisation. EAP services are offered to improve productivity of employees. Services are applicable to employees' family members. They can avail EAP services in times of need.

EAP and HR should work together and HR officials in general plan and execute EAP in the organisation. EAP is functioning based on the contract / relationship between HR and consultancies. The referral of EAP services may be self, HR and Team leader. If it is self-directed or self-referral, there is an insurance number to the employees which they can use to avail EAP services.

Practitioners have not undergone any specific training to practice EAP. But sometimes they were asked by the consultancy firms to do case study to know whether they are fit to be EAP professional. A well-trained and qualified professional is required to offer EAP services.

The researcher was asking the feasibility of forming an EAP practitioner's forum in India. The practitioners said that there is an agreement between practitioners and the consultancy firms employing their services. If practitioners want to form an association, they need to take permission from their consultancy firms.

According to the practitioners, most of the EAP beneficiaries are white collar employees and sometimes the middle level employees are also availing EAP services. But the beneficiaries are rarely blue collar employees. One practitioner said that nowadays white collar employees are facing more stress and it would be appropriate if term 'stress' is considered as white collar's term.

One practitioner felt that grass root level employees may avail EAP services by utilizing the services of a trainer from grass root level. Getting a person from their level is very important so that they can easily understand the issues of their peer groups. The professionals who participated in the researcher's FGD felt that they can only discuss about the concerns of white collar employees. It is very difficult for them to understand the issues of grass root level employees. Sometimes the vendors (the local private EAP practitioners who have separate office and also works for the consultancy firms on part time) offer EAP services to grass root level employees.

EAP services could be accessible round the clock. Initially, employees are interested to avail services through telephone, so that they need not to reveal their identity. Gradually, employees begin to avail face to face counselling. Most of the practitioners' beneficiaries came to know about EAP services through e-resources. It is usual in the organisation that the new entrants undergo induction training. During the induction, half a day will be given to EAP practitioner or consultant, where employees will be sensitized about EAP. Most of the EAP beneficiaries are from IT, Finance, and Banking sectors. One of the practitioners felt very bad about the attitude of clients. The clients sit with legs crossed and they do not show any kind of reverence to practitioners. So, the practitioners were facing difficulties to handle the session. The practitioners said that employees are reluctant to avail EAP services, because they assume that if they avail EAP services it will affect their promotion, their supervisor and co-worker will think badly about them.

The practitioners told that they should not disclose the confidential information to the EAP researchers like name of consultancy firm they work for, and the name of organizations from where the employees come to avail EAP services. The practitioners told that offering services within the workplace may not be called as EAP, because they felt that it would be better if EAP services are provided outside the workplace.

4.86.1 Practitioners' suggestions to Indian EAP Researchers

The practitioners expressed that the more researchers need to come forward to study EAP in the Indian context. The practitioners suggested the researcher to conduct pre-test to understand the feasibility of researching EAP services; to convince the HR and make him to understand that research would benefit the organization. It has to be a win-win situation.

The practitioners felt that EAP researchers have to visit various industries to know whether those organizations offer EAP services. EAP researchers have to understand the causes for poor job performance. The researchers may explore how many organizations having EAP services. The researchers may gauge the perception of organizations towards EAP. EAP researchers may participate in the HR programs and can discuss EAP. The researchers may orient the HR officials about EAP in HR forums to implement it in their workplaces. The researcher can introduce the concept of EAP to the organizations. The researchers may choose IT, Manufacturing, service sector and can introduce EAP.

4.86.2 Experiences of Indian EAP practitioners in providing EAP services

A participant, an EAP practitioner who works for one of the leading EAP consultancies in South India told that EAP originated in India before 6 years. The practitioner has mentioned that Shepell fgi (A Canada based organisation), Santualn, PPC Worldwide, Human Dynamic Asia Pacific, 1 to 1 help.net offer EAP services all over India. Most of the practitioners' beneficiaries are from MNCs and IT companies in comparison to manufacturing organizations. EAP professionals are needed to offer EAP services because employees will not share all the problems faced by them with the HR officials. It is better to contract with either EAP consultancies or practitioners who could assist employees and their immediate family members to overcome their problems.

The EAP service is based on the privacy and confidentiality. Organisation gives separate code number to the EAP beneficiaries so that the practitioner could not identify them. Employees from various organisation come to the practitioner's office for availing EAP services. Workshops are also conducted by the practitioner with a view to cover large number of employees. Workshop title will be given by the HR official based on the needs of employees. The practitioner offers EAP services to employees

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primarily for the following problems: parenting skills, family and marital problems and interpersonal conflict at work.

EAP in western society is highly accepted. The concept is spreading slowly in India. It is necessary to understand the cultural sensitivity before researching EAP in the Indian context as it is a confidential service. EAP is a company welfare service offered with the motive to assist the employees and their immediate family members and to make everyone comfortable. It is a free and noble service provided in a highly confidential manner. EAP should be provided through telephonic counselling as this mode of service helps to offer and receive service by unknown person at both the end. EAP is provided to show that employers like their employees. Telephonic counselling is the best mode of availing EAP services, face to face counselling may be provided in practitioner's office. According to one participant, in simple term EAP means 'listening'.

EAP services are offered for various issues like marital, career, relationship and performance. Clients come to the office to avail EAP services and sometimes they avail it through telephonic mode too. The practitioner has separate clinic. He is not aware of the industries from which people come to avail EAP services. He is paid for EAP services based on the code number of EAP beneficiaries. According to the practitioner, EAP is a confidential service and therefore the counsellor does not know the details of counsellee.

A practitioner who works for a consultancy firm in south India is an academician working in a reputed educational institution. He offers EAP services after the working hours of college. The academician cum practitioner has been working for an EAP consultancy firm for the past six years. The practitioner said that EAP may either be provided within or outside the organisation. The outcome of EAP ends with evaluation. EAP is provided to individual or group problems which is applicable to all sectors. There is no specific list of problems for which EAP services are offered to men and women. EAP services are provided based on the nature of problems faced. According to the practitioner, employees can avail five face to face, unlimited online and telephonic counselling in a year.

One member has started his career as EAP Practitioner from 2009. He has separate clinic where individuals come for counselling and the expense has to be borne by them.

The practitioner came to know about EAP in 2001. The practitioner goes to the organisation to offer EAP services to employees. He also offers EAP services to employees' family members, if there is a need. He offers EAP services to the employees during working hours and the employer believes that it would not affect organizational productivity. According to him, the major services of EAP are counselling, referral and legal assistance. The problems which he addresses through EAP are stress, alcoholism, family issues and depression. Regardless of its nature, every organisation should have EAP practitioners. They may either be psychologist or social worker. EAP is real need to every organisation in India. The HR cannot be a practitioner and he does not find time to interact with the employees. Moreover, HRs are not competent like EAP professionals to analyse employees' problems deeply. HR's problem analyse strategy is like bird's view, but EAP professionals' problem analysing strategy is like worm's view. So they have to appoint professionals to deal with problems faced by employees. The practitioner has to share the following information to his consultancy: (i) duration of session, (ii) designation of employee, (iii) nature of problem analysed and (iv) the services offered.

4.86.3 Logistics of Focus Group Discussion

Location	Gender	Educational Qualification	Years of Experience
	Female	Psychology	15
	Female	Social work	12
	Male	Social work	6
Chennai	Male	Psychology	5
	Male	Psychology	9
	Female	Psychology	7

4.87 Conclusion

From the above discussion, it is found that EAP services are offered by competent EAP practitioners. Majority of them have considerable years of experience as EAP practitioners. It is also noted that the practitioners follow professional ethics and values. Thus the researcher was oriented by the practitioners about the current scenario of EAP and its practice forms in South India. It could be inferred that EAP in Indian organizations is largely found it IT/ITES and service sectors; manufacturing sector offers EAP largely because of its multinational character. It is not yet evident whether any Indian corporation in the true sense of the word has initiated EAP. It appears that EAP is a service for the 'elites' - the white collared with very few instances of EAP in the 'grass root levels'. Nevertheless, the service, it seems, has been well received by the employees wherever it is being offered. The one strong criteria for EAP success is assurance and strict adherence to confidentiality. The fears of an Indian employee is well captured while linking EAP usage to "promotion opportunities being affected" and "what if colleagues look down upon [employees]". With reiteration that EAP services is not the "HR officials cup of tea" and the success of EAP practitioners with over 15 years of EAP practice, it is clear that EAP is here to stay.

Chapter V
Findings, Suggestions and Conclusion

5.1 Findings related to personal data

A little more than one third of the respondents (34%) are in the age group of 51-64.

An overwhelming majority of the respondents (94.3%) are male.

An overwhelming majority of the respondents (84.3%) are married.

More than one third of the respondents (35.8%) have completed under graduation.

Nearly one third of the respondents (30.8%) have 21-30 years of experience.

Almost half of the respondents (45.2%) have less than 10 years of experience at present organisation.

Majority of the respondents (66%) are executives.

Majority of the respondents (59.7%) are working in the technical department.

A good majority of the respondents (69.8%) belong to the nuclear family.

5.2 Findings relating to awareness of EAP

An overwhelming majority of the respondents (88.1%) are aware of the existence of EAP in the organisation.

A little more than one fifth of the respondents (20.8%) came to know about EAP through e-communication and (20.1%) came to know about EAP through company's notice board.

More than two fifth of the respondents (42.1%) did not know the expansion of EAP.

A little more than one third of the respondents (34.6%) wanted to consult their supervisors to avail EAP.

More than two fifth of the respondents (44.7%) did not know their EAP practitioner whereas (43.4%) knew their EAP practitioner.

Majority of the respondents (63.5%) had no idea on the frequency of EAP practitioner's visits to the organisation.

Majority of the respondents (62.9%) said that EAP services are provided within the organization's premises.

Majority of the respondents (66.7%) said that EAP resolve personal, work related and family problems of the employees.

A little more than one third of the respondents (35.8%) said that availing EAP services are voluntary.

A good majority of the respondents (74.2%) said that all the employees of the organisation can avail EAP services.

Majority of the respondents (68.6%) said that EAP services should be kept confidential.

More than one third of the respondents (37.7%) said that the EAP services shall be availed through face to face method.

An overwhelming majority of the respondents (83%) did not know the toll free number which helps to avail EAP services through telephone.

A little than half of the respondents (47.2%) said that the human service department of the organisation coordinates the EAP services.

Majority of the respondents (66%) did not know the number of EAP practitioners who offer EAP services to them.

5.3 Findings related to perception towards the organisation

More than half of the respondents (54.1%) agreed that the organisation motivates employees to use EAP services.

More than two fifth of the respondents (42.1%) agreed that EAP is provided free of cost and (40.9%) strongly agreed the same.

About half of the respondents (45.3%) agreed that the problems they faced at work are dealt with by the organisation.

Nearly half of the respondents (48.4%) strongly agreed that they are happy to work in this organisation.

Almost half of the respondents (49.1%) agreed that the organisation provides relaxation of time to avail EAP services.

A little less than one fourth of the respondents (23.9%) agreed that EAP services has to be provided outside the organisation.

5.4 Findings related to perception towards availing EAP services

More than two fifth of the respondents (44%) strongly agreed that trust is crucial to avail EAP services and (40.3%) agreed the same.

Nearly half of the respondents (47.2%) agreed that they will avail EAP, if they needed.

Nearly half of the respondents (47.8%) agreed that they will recommend EAP to colleagues.

Nearly half of the respondents (48.4%) disagreed to suggest EAP to family members.

A little more than half of the respondents (50.9%) agreed to recommend EAP to their friends in other organisation.

More than one third of the respondents (37.7%) disagreed for they would not avail EAP services as they know how to take care of themselves.

5.5 Findings relating to the nature and extent of services

5.5.1 Findings related to the types of EAP services offered by the organisation

Majority of the respondents (71.1%) said that face to face counselling is offered.

A little more than two fifth (40.3%) of the respondents said telephonic counselling is offered.

Nearly half of the respondents (45.9%) said that online counselling is not offered.

More than two fifth of the respondents (42.1%) said that referral service does not exist in their organisation.

A little more than half of the respondents (50.9%) said that crisis intervention were not found in the organisation.

Nearly half of the respondents (46.5%) said that financial advice has not been given to the employees.

A little more than half of the respondents (50.9%) said that legal advice has not been given to the employees.

5.5.2 Findings related to the types of problems resolved through EAP by the organisation

A little less than three fifth of the respondents (57.2%) said that services are provided for alcohol and equal number of the respondents opined that services are provided for absenteeism.

More than two fifth of the respondents (44%) said that services are provided for drug abuse and the equal number said that the services are not provided for marital problems.

More than half of the respondents (53.5%) said that services are provided for job stress.

A little more than two fifth of the respondents (41.5%) said that services are provided for relationship issues.

Nearly half of the respondents (48.4%) said that services are not provided for child care.

Less than three fifth of the respondents (56%) said that services are not provided for elder care.

Majority of the respondents (61.6%) said that the services are not provided for workplace bullying.

About three fifth of the respondents (59.7%) said that the services are not provided for trauma care and (59.1%) said that services are not there for grief.

More than half of the respondents (52.2%) said that the services are not offered for harassment prevention (52.8%) said that services are not provided for financial concerns and (54.1%) of the respondents said that services are not offered for legal concerns.

Nearly half of the respondents (45.9%) said that services are provided for depression.

More than half of the respondents (52.2%) said that services are provided to balance the work and life.

5.5.3 Findings related to usefulness and extent of EAP services

An overwhelming majority (81.1%) said that they had not availed EAP services.

Among the respondents availed EAP services, (54.5%) had availed for personal problems (36.4%) had availed for work related problems and (9.1%) availed for family problems.

With regard to the usefulness of EAP services among availed respondents, (54.5%) said that it was most useful (36.4%) said that it was useful and (9.1%) said that it was not useful.

Majority of the family members of the respondents (68.6%) do not have knowledge on EAP.

An overwhelming majority of employees' family members (93.2%) knew about EAP through the employees and the rest knew about EAP through organisation and none of them had availed EAP services.

5.6 Findings related to the perception towards quality of services

More than two fifth of the respondents (42.1%) agreed that the organisation motivated employees to use EAP services.

A little more than two fifth of the respondents (40.3%) agreed that EAP assists everyone who need help.

More than two fifth of the respondents (44.7%) strongly agreed that confidentiality is crucial for EAP services.

More than one third of the respondents (37.7%) agreed that EAP helps to resolve personal problems that affect performance.

A good majority (65.4%) of the respondents strongly agreed and agreed respectively that EAP respects confidentiality of individuals utilizing EAP.

A little more than two fifth of the respondents (40.9%) agreed that EAP provides continuing support throughout problem solving period.

More than one third of the respondents (38.4%) agreed that EAP offers assistance for work related problems.

More than two fifth of the respondents (43.4%) agreed that EAP is the professional intervention for resolving the issues.

More than one third of the respondents (34.6%) agreed that EAP services has consistent follow-up.

5.7 Findings related to perception towards usefulness of services

A little more than two fifth of the respondents (40.3%) agreed and more than one fourth of the respondents (27%) strongly agreed that EAP services help to make employee happy.

A little less than two fifth of the respondents (39.6%) agreed and more than one fourth of the respondents (28.3%) strongly agreed that EAP services help to improve the quality of life.

More than one third of the respondents (37.1%) agreed and more than one fourth of the respondents (27%) strongly agreed that EAP services reduce the workplace accidents.

A little more than two fifth of the respondents (40.3%) agreed and a little more than one fourth of the respondents (25.8%) strongly agreed that EAP helps to function productively at work.

A little less than two fifth of the respondents (39.6%) agreed and more than one fourth of the respondents (28.3%) strongly agreed that EAP services help to balance work and life.

A little more than two fifth of the respondents (40.3%) agreed and more than one fourth of the respondents (26.4%) strongly agreed that EAP helps to reduce job stress.

A little more than two fifth of the respondents (40.3%) agreed and more than one fourth of the respondents (27%) strongly agreed that EAP provides the employees' health awareness.

More than two fifth of the respondents (42.1%) agreed and less than one fourth of the respondents (23.3%) strongly agreed that EAP helps to enhance the social relationships.

5.8 Findings related to the perception towards EAP practitioner

More than one third of the respondents (36.5%) agreed that EAP practitioner is available when they are in need of assistance and (37.7%) of the respondents were neutral in opinion.

More than two fifth (40.3%) of the respondents were neutral in opinion for the statement that EAP practitioner is friendly in nature.

More than one third of the respondents (34.6%) strongly agreed that EAP practitioner would not disclose the information of employees to anyone.

More than one third (35.2%) of the respondents were neutral in opinion for the statement that EAP practitioner is professional in approach.

A little more than one third of the respondents (34.6%) were neutral in opinion for the statement that EAP practitioner is able to spare sufficient time.

5.9 Findings related to hypotheses

It was hypothesized that there is no significant association between educational qualification and respondents' awareness of the existence of EAP. Chi-square test found that there is a significant association between educational qualification and respondents' awareness of the existence of EAP (p=.022).

It was hypothesized that there is no significant relationship between experience at present organization and awareness of the existence of EAP. Spearman's rank correlation shows that there is no statistically significant relationship between experience at present organisation and awareness of the existence of EAP (r_s =.049, p =.538> 0.05).

It was hypothesized that there is no significant relationship between experience and perception towards quality of EAP services. Spearman's rank correlation shows that there is no statistically significant relationship between experience and perception towards quality of EAP services (r_s =-.041, p =.612> 0.05).

It was hypothesized that there is no significant association between designation and respondents' awareness of the existence of EAP. Chi-square test found that there is a significant association between designation and respondents' awareness of the existence of EAP (p=.001).

It was hypothesized that there is no significant difference between knowing EAP practitioner and perception towards him. U test shows that there is a significant difference between knowing EAP practitioner and perception towards him (U=1463.000, p<0.05 i.e. p=.001).

It was hypothesized that there is no significant difference between designation and perception towards quality of EAP services. U test shows that there is no significant difference between designation and perception towards availing EAP services (U=2796.500, p>0.05 i.e. p=.888).

5.10 Discussion

The main aim of this study is to understand the awareness and perception of EAP in an automobile industry. It was found that an overwhelming majority of the respondents are aware of the existence of EAP. However, they are not aware of details of its functioning. Frost (1980) also found that 87 percent of employees are aware of the existence of EAP in their organization, but they did not understand how it is operated and what services are offered. Mazloff (1998) conducted a study in 30 organizations throughout the United States to understand the knowledge of employees on EAP services. He found that employees knew that their organizations had EAP but they did not know how it is operated. It indicates that while knowing about availability of EAP services is important but adequate knowledge on its features would enable employees to EAP utilization. Beyer & Trice (1978) noted that familiarity with EAP would help to achieve the purpose for which it is intended. The other finding shows that little less than two fifth of the respondents (39%) know the abbreviation of EAP. Though the majority were aware of the existence of EAP, they did not understand its meaning; indicating that more awareness is needed on a regular basis. Without understanding its process, the employees would not avail EAP (Beyer & Trice, 1978) (Harris & Fennell, 1988). The EAP practitioners during Focus Group

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Discussion emphasized that the telephonic mode of availing EAP services would be more appropriate.

While the Occupational Health and Services official listed various types of problems solved and the types of EAP services offered, the researcher found that many respondents were unaware of it. Considerable number of respondents told that such problems listed in the tool of data collection formulated after discussion with EAP officials are not resolved and said services are not offered. This, despite the fact that the official who granted permission to the researcher also acknowledged that these EAP services are offered. It reveals that the employees are in need of more clarity on the problems resolved and the services offered by EAP.

Though EAP is applicable to the family members of the employees, respondents mentioned that their family members are unaware of this fact. Communicating the same would help their family members to access EAP services at the needy time. Overall, familiarity with the EAP is considered as the most crucial factor that would help to achieve the purpose for which it is intended (Beyer & Trice, 1978). One of the findings reveal that majority of the respondents did not know the EAP practitioners who offer EAP services which could also be the reason for lower utilization rate. Providing awareness on the functioning of EAP may increase the utilization rate.

One of the findings was that among the respondents who have availed EAP services, overwhelming majority (90.1%) opined that EAP services are useful which denotes that EAP services are on the right direction. The employees perceived that EAP helps the troubled workers, it helps to improve their wellbeing and organizational productivity (Mazloff, 1998). The present study also found that the respondents perceive quality and usefulness of EAP services positively. Trust is the most important aspect to avail EAP services. Attitude concerning issues of trust or confidence are considered to be crucial as it increases the propensity of using EAP (Harris & Fennell, 1988).

Attridge (2009) discussed that for many years the EAP utilization rate has been between 5 to 10 percent of total employees in the organization due to lack of awareness among the employees. Utilization of EAP can be promoted through many ways. Organizations communicate EAP services through orientation meetings,

employee publications, brochures, supervisor training, oral communication, notice boards (Levine, 1985). Improved communication may invite most employees to access EAP services. Employees are asked to avail EAP services regardless of the issue (Mazloff, 1998).

Spearman's rank correlation shows that there is no statistically significant relationship between experience at present organisation and awareness of the existence of EAP (r_s =.049, p =.538> 0.05). It indicates that experience has nothing to do with the awareness of the existence of EAP. Spearman's rank correlation shows that there is no statistically significant relationship between experience and perception towards quality of EAP services (r_s =-.041, p =.612> 0.05). It shows that irrespective of years of experience, everyone has better perception towards quality of EAP services.

Chi-square test found that there is a significant association between designation and respondents' awareness of the existence of EAP (p=.001). The result shows that executives (95.2%) are more aware of the existence of EAP than the workers (74.1%). It also indicates that the EAP is not reached to the workers and effort is required to disseminate the knowledge of EAP to them. Chi-square test found that there is a significant association between educational qualification and respondents' awareness of the existence of EAP (p=.022). The result shows that those who completed post-graduation are much aware of EAP services followed by under graduation, diploma and ITI and schooling.

U test shows that there is no significant difference between designation and perception towards availing EAP services (U=2796.500, p>0.05 i.e. p=.888). The result indicates that irrespective of their designation, everyone has better perception towards availing EAP services. U test shows that there is a significant difference between knowing EAP practitioner and perception towards him (U=1463.000, p<0.05 i.e. p=.001). The result denotes that if the respondents know EAP practitioner, they have better perception towards him/her.

Thus the data show that an overwhelming majority of the respondents are aware of the existence of EAP, but they do not know the other functioning of EAP. It is also found that high majority of the employees have better perception towards EAP services

5.11 Suggestions by the researcher

5.11.1 Suggestions to Organization

Educating employees about meaning and features of EAP and types of services offered would help them to get a better information about the importance of EAP.

Creating more awareness programme on EAP to the employees who are less qualified is essential.

Training the supervisors to disseminate the knowledge of EAP services to their subordinates and to colleagues as well.

Ensuring all employees in the organization are aware of EAP services.

Communicating EAP services to the employees using notice board, e-mail, oral communication and any other modes which they feel more comfortable to access.

Providing awareness to the employees' family members about availing EAP services offered by organisation.

Encouraging more research based documentation on EAP services would be crucial in promoting EAP services by the organizations.

Introducing the EAP practitioner during the EAP awareness programme would help to streamline EAP services.

Educating the employees the process of confidentiality assurance and adherence to privacy norms would enhance EAP utilization.

Informing the employees about the visiting time of EAP practitioners would help the employees to access EAP services during needy time.

Communicating the service providing location would highly contribute to improve the service utilization rate.

Sharing the toll free numbers to everyone would help them to access EAP services through telephonic mode.

Providing EAP services outside the organizational premises would invite more employees to avail these services.

Organizing workshops to discuss the problems resolved and services offered by EAP would help the employees to understand the objectives.

Arranging get together meeting with the employees and their family members to discuss the objectives of offering EAP services.

Educating EAP services during induction training would help the new entrants to understand that they are eligible to avail it.

5.11.2 Suggestions to Academicians

Incorporating 'EAP' in the social work curriculum would help the social workers to learn about EAP and facilitate their increased presence in EAP practice.

Researching EAP services in Indian context would help to understand it in Indian perspective.

Encouraging students to design EAP for their field work agencies would facilitate the organizations to understand the concept.

Adding EAP as a learning area in their field work guidelines would help both the students and organizations to understand its importance.

Communicating the importance of EAP to the higher authorities of the university with the goal of implementing it in the academic workplace.

Recommending EAP to the Government of India to take initiative to implement EAP at Public Sector Undertakings in India.

Publishing more conceptual and research based EAP papers appropriate to Indian scenario would help to understand the importance of EAP.

Organizing EAP conference in the educational institutions by bringing together various stakeholders of EAP.

Arranging invited lectures to the students in order to educate them to understand the importance of EAP.

Exclusive and efficient training on EAP practices in India would help to produce professionally well-equipped EA practitioners.

5.11.3 Suggestions to Consultancies

Encouraging more EAP researches in Indian context without diluting its confidentiality.

Assisting the researchers to find out the organizations offering EAP services with a conditional permission that they should not disclose its name and location.

Developing more knowledge based research in the preliminary stage followed by the assessment of effectiveness of EAP services respectively.

Helping researchers to interact with the consultancies' local vendors who would share his/her expertise that would in turn enrich their knowledge.

Initiating formulation and implementation of EAP Research Ethics with involvement of all stakeholders.

Funding EAP researches would attract the academicians and researchers to undertake research on EAP services.

5.11.4 Suggestions to EAP practitioners

Developing an EAP practitioners' forum in India would facilitate them to mobilize resources.

Publishing more research papers on EAP in Indian context would help to familiarize the concept.

Organizing international conferences to provide a platform to academicians from India and outside the country to discuss and compare nature of EAP in India and in other countries.

5.12 Conclusion

To conclude, Attridge, et al., (2010) discussed some of the methods for effective implementation of EAP services in the organizations which are as follows: (i) top management should announce the availability of EAP and should portray the steps they have taken in terms of offering EAP that would encourage the employees to use EAP; if union is involved in the EAP, the union leaders could also announce about EAP, (ii) the availability and the role of EAP should be incorporated with HR practices and policies of the organisation to outline how the EAP will operate and function internally, (iii) the utilization of EAP shall be improved "through positive word of mouth from managers and satisfied employee users of the service", (iv) communicating the availability of EAP with employees and their family members, the most inevitable mechanism for effective implementation of EAP (v) EAP shall be promoted through the internet by delivering online health and wellness presentations, live webinars, etc., (vi) trainings should be provided to encourage the managers to know the process of referring employees to avail EAP.

Offering EAP services indicates employers' concern towards their employees. Employees would be able to give their best at work if they work happily at their workplace. EAP as an area of social work practice has miles to go in India unlike in the western countries. Implementing EAP would be more cost effective, it would benefit both the employees and the organizations. EAP practice and theory has to go hand-in-hand for its development in India.

At this juncture, role of social work institutions, HR heads, EAP practitioners, and EAP consultancies are inevitable to contribute for the development of EAP in Indian industries. Future research requires support from all the stakeholders of EAP like consultancies by enabling the researcher to find out the organizations offer EAP services; organizations by encouraging the researchers to research EAP and academic institutions by adding EAP in their course curriculum.

The findings of the present study indicate that the employees need to be educated on the functioning of EAP. The researcher would recommend the future researchers to study the awareness and perception of EAP in different sectors. Efforts may be made to conduct studies among EAP practitioners who are the channels to communicate with the consultancies and organizations. Qualitative research methods may be adopted to conduct research among EAP practitioners. Researches should be conducted among the HR professionals to understand their awareness and perception of EAP services.

A Plan of Action

- Incorporate EAP in Social Work syllabus of Central Universities and State Universities.

- Locate an Employee Assistance Programme Inventory.

- Carry out more researches by using EAPI tool across the sectors.

- Disseminate the relevance of EAP.

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Appendices

Awareness and Perception of Employee Assistance Programme in an Automobile Industry

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Dear Respondent,

Please provide your valuable inputs to make this study workable. The data collected from you will be used only for academic purposes and would be kept confidential. Participation in this study is purely based on your consent. I kindly request you to spend your valuable time for my research.

Socio-demographic Data

1. Age

2. Gender   a. Male   b. Female

3. Marital Status   a. Single   b. Married

4. Educational Qualification

5. Total Years of Work Experience

6. Years of Experience at present organisation

7. Designation

8. Department

9. Type of family   a. Joint   b. Nuclear

Awareness

10. Are you aware of EAP services in your organisation?

    (1) Yes   (2) No

    If yes, please answer to the following questions

11. How did you get to know about the EAP services?

    (1) Notice Board   (2) Supervisor   (3) Co-worker

    (4) Awareness program   (5) e-communication   Others Specify----

12. Could you give the expansion for the term EAP?

13. If you want to avail EAP, whom do you consult?

    (1) Supervisor   (2) HR Department   (3) EAP practitioner

    Others specify-----

14. Do you know the EAP Practitioner of your organisation?

    (1) Yes   (2) No

15. How often does the EAP Practitioner come to your organisation?

    (1) Daily   (2) Twice in a week   (3) Twice in a month (4) No Idea

16. In which place is the EAP service provided?

    (1) Inside the organisation   (2) Outside the organisation   (3) Both

17. What kinds of problems are handled by EAP?

    (1) Work related problems   (2) Personal problems   (3) Family

        problems   (4) All of the above

18. Availing EAP services are -----------

    (1) Voluntary   (2) Suggested   (3) Both

19. Are you aware that all the employees of the organisation can avail EAP services?

    (1) Yes   (2) No

20. Are EAP services kept confidential?

    (1) Yes   (2) No   (3) No Idea

21. What are the modes of availing EAP services?

    (1) Toll free number   (2) Face to face   (3) Online   (4) All of the

        above

22. What is the toll free number to avail EAP services?

xxx

23. Which department is coordinating with EAP services?

24. How many EAP practitioners are there in your organisation?

Please read and give your responses by a tick ( ) for statements 25 to 37.

SA – Strongly Agree; A- Agree; D- Disagree; SD – Strongly Disagree

Perception towards the organisation

Statements	SA	A	N	D	SD
25.My organisation motivates me to use EAP services					
26.My organisation provides EAP free of cost					
27.The problems I face at work are dealt by my organisation					
28.I am happy to work in this organisation					
29.My organisation offers relaxation of time to avail EAP during working hours					
30.EAP has to be provided outside the organisation					

Opinion about availing EAP

Statements	SA	A	N	D	SD
31.Trust is crucial to avail EAP services					
32.If needed, I will avail EAP					
33.I will recommend my colleagues to avail EAP					
34.I will suggest to my family members to avail EAP					
35.I will recommend EAP to my friends who are working in other organizations					
36.I would not avail EAP as I know how to care myself					

Nature and extent

37. What are the types of EAP services available in your organisation and specify the types of services availed by you? Tick wherever applicable.

Types of services	Types of services available	Types of services availed by you
Face to face counselling		
Telephonic Counselling		
Online Counselling		
Pre-retirement counselling		
Referral		
Crisis Intervention		
Financial Advice		
Legal Advice		

Others (Specify) --

38. Which of the following problems are addressed by the EAP practitioner of your organisation?

Problems	Tick here
Alcoholism	
Absenteeism	
Drug abuse	
Job Stress	
Relationship issues	
Family problems	
Marital problems	
Child care issues	
Elder care issues	
Workplace Bullying	

Trauma	
Grief	
Harassment	
Financial concerns	
Depression	
Legal concerns	
Work-life balance	

Others (specify) --

39. How many times have you availed EAP services?

   a.   If you have availed EAP services, please answer to questions 40 & 41.

40. Mostly you have availed EAP services for your

   (1) Work related problems   (2) Personal problems   (3) Family problems

41. How did you find the EAP Services?

   (1) Most Useful   (2) Useful   (3) Somewhat useful   (4) Not Useful

42. Do your family members know that they can avail EAP services?

   (1) Yes   (2) No

   a.   If yes, how did they come to know about EAP?

   (1) Through you   (2) Through the organisation Others specify-----------

43. Have your family members availed EAP services?

   (1) Yes   (2) No

   a.   If yes, specify the nature of service -------------

Please read and give your responses by a tick ( ) for statements 45 to 66.

SA – Strongly Agree; A- Agree; D- Disagree; SD – Strongly Disagree

Perception towards Quality of services

Statements	SA	A	N	D	SD
44.EAP motivates employees to resolve their problems					
45.EAP assists everyone who need help					
46.Confidentiality is crucial for EAP services					
47.EAP helps to resolve personal problems that affect performance					
48.EAP respects confidentiality of individuals utilizing it					
49.EAP provides continuing support throughout the problem solving period					
50.EAP offers assistance for work related problems					
51.EAP is the professional intervention for resolving the issues					
52.EAP services has consistent follow-up					

Perception towards Usefulness of services

Statements	SA	A	N	D	SD
53.EAP helps to make employee happy					
54.EAP helps to improve the quality of life					
55.EAP reduces the workplace accidents					
56.EAP helps to function productively at work					
57.EAPs help to maintain work-life balance					
58.EAP reduces job stress					
59.EAP services provides the employees' health awareness					
60.EAP helps to enhance the social relationships					

Perception towards EAP practitioner

Statements	SA	A	N	D	SD
61.The EAP practitioner is available, when I am in need of assistance					
62.The EAP practitioner is friendly in nature					
63.I believe that the EAP practitioner will not disclose the information of employees to anyone					
64.The EAP practitioner is very professional in approach					
65.The EAP practitioner is able to spare sufficient time					

66. What would be your suggestions for improving the EAP services?

*** THANK YOU ***

Focus Group Discussion guidelines

Discussion Points

- ✓ Origin of EAP in India
- ✓ Current status of EAP in India
- ✓ Nature and extent of EAP services in India
- ✓ EAP research in India
- ✓ Need for EAP in India
- ✓ Differences between EAP and counselling
- ✓ Industries offering EAP in India
- ✓ EAP consultancies in India
- ✓ Need for EAP Professionals for providing EAP services