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KWAZULU-NATAL
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YAKWAZULU-NATAL

**EMPLOYEES' PERCEPTIONS OF THE EMPLOYEE HEALTH AND WELLNESS
PROGRAMME AT THE SOUTHERN REGION IN THE DEPARTMENT OF PUBLIC
WORKS IN KWAZULU-NATAL**

By

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DECLARATION

I, Promise Thandeka Zondi declare that:

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- ii. This thesis has not been submitted for any degree or examination at any other university.
- iii. This thesis does not contain other persons data, pictures, graphs or other information, unless specifically acknowledged as being sourced from other persons.
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Signature

Date.....

DEDICATION

The entire research work is dedicated to God almighty who protected me throughout the course of my studies. Part of this research work is dedicated to my son, Siyabonga for his unwavering support, love and encouragement that he has given me throughout my studies. To my daughter Pumla, Melokuhle and Lorenzo let this achievement be an example to all of you that with dedication and perseverance anything is possible.

A special dedication also goes to my loving brother, Zakes to you I say your support and sacrifices along this journey is appreciated. You are an inspiration. Finally, to the memory of my late husband (Joachim Linda Zondi) who was always supportive.

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Many thanks to the leadership of the KZN Provincial Department of Public Works, for affording me the opportunity to conduct this study. I hope that the findings of this study will go a long way in ensuring the promotion of EHWP.

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ABSTRACT

The study explores employees' perceptions of Employee Health and Wellness Programme at the Southern Region in the Department of Public Works (DPWs) in KwaZulu-Natal. The objectives of the study includes to investigate employees' perceptions on the implementation of EHWP, to determine factors hindering the successful implementation of the EHWP, to assess the level of awareness and the extent of utilisation of the EHWP in the organisation of focus, to examine the benefits of EHWP to both the employee and the focal organisation, and to identify measures that will help to address the challenges that are associated with the implementation of EHWP in the focal organisation.

The study adopted the interpretivist paradigm as the main research philosophy to investigate the phenomenon. The study also employed the inductive approach, where the researcher was part of the investigation process. An exploratory study was adopted in which the nature of the research problem was clarified and defined. A qualitative research method was used to investigate the phenomenon. The study was located at the Southern Region in the Department of Public Works in KwaZulu-Natal. The target population of the study was 250 and a purposive sampling technique was used to select 20 participants for the study. Face-to-face interviews were conducted with the participants, where qualitative data were gathered. A pilot study was first conducted before the actual interviews took place. Data quality control was ensured through trustworthiness and credibility. Qualitative data collected from the participants were transcribed and analysed manually using thematic analysis. Ethical approval was obtained from Humanities and Social Science Research Committee of the University of KwaZulu-Natal.

Findings emanating from the study reveal that employees have different perceptions of the utilisation of EHWP which include EHWP is an intervention for alcoholics, EHWP is trustworthy and confidential and self-stigmatisation. Furthermore, findings show that the factors affecting the implementation and utilisation of EHWP in DPWs includes high cost and expenditure, lack of support from management, inadequate resources and unavailability of EHWP professionals. In light of the findings, various recommendations were made which includes leadership support towards the implementation of EHWP, provision of adequate resources, effective and efficient communication on existence of EHWP, building relationships and partnerships with the EHWP service providers and monitoring and evaluation of EHWP.

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CHAPTER ONE

GENERAL OVERVIEW OF THE STUDY

1.1 Introduction

This study investigates employees' perceptions of the Employee Health and Wellness Programme (EHWP) at the Southern Region in the Department of Public Works. The important role of employees in giving shape to the overall growth and development of any organisation and community cannot be over-emphasised (Eng, Moy & Bulgiba, 2016). Nowadays, most organisations are more concerned with attracting, developing and retaining talented workforce. It is against this background that Zula (2014) recommends that human resources are the most valuable assets of every organisation, hence, there is the need to ensure their well-being. Several strategies exist in every organisation to ensure the well-being or welfare of the employees but EHWP has been identified as the most effective intervention. EHWP has become very popular these days because many organisations are implementing it in order to reduce the soaring costs of healthcare as well as address the health challenges which affect employees and their families (Benavides & David, 2010). Benavides and David (2010) argue that soaring costs of healthcare accounts for more than 40% of payroll expenses in organisations. Silberman (2014) postulates that the cost associated with healthcare and rate of insurance in United States continue to increase as many companies are struggling to contain the cost of health coverage. Silberman (2014) suggests that an effective EHWP is one strategy to mitigate the rising cost of insurance, to improve employee health, prevent or minimise the demand for medical services, reduce the cost of insurance firms and decrease cash flow to unhealthy employees thereby enhancing their performance and minimising absenteeism.

The chapter *inter alia*, begins with the background of the study. It proceeds with the problem statement and continues to outline the aims of the study. It further highlights the research objectives and questions which guide the entire investigation. Also, the chapter presents the significance of the study. It further provides a brief summary of the research methodology. It highlights the delimitations and limitations of the study. Moreover, it provides the summary of the various chapters.

1.2 Background of the study

Nowadays, many organisations are becoming aware of issues that relate to EHWP and as a result there is an increasing public interest in how to integrate EHWP with employers' responsibility in the workplace (Sieberhagen, Pienaar & Els, 2011). Prior to the introduction of EHWP, many organisations were faced with high costs associated with healthcare. According to Harris (2016), a study by National Association of Professional Employer Organisations in 2010 reveals that 41.5% of employers consider healthcare costs as the most serious challenge which confronts them. Similarly, a study conducted by Benavides and David (2010) shows that healthcare contributes to 40% of organisations cost or expenditure in United States.

According to Benavides and David (2010), there is ever increasing cost of healthcare and rate of insurance in United States due to the failure of many organisations to implement a sound EHWP. The authors argue that in United States, the proportion of employees who were insured by their employers' healthcare plan fell from 65% in 2001 to 61% in 2004 due to an increase in employee premium to 59% in the same period. Mujtaba and Cavico (2013) also express a similar view that in America, many organisations are more concerned about the rising cost of healthcare which they are of the view that it will be exacerbated by the new provisions of the Affordable Care Act implemented by President Barack Obama's government. Mujtaba and Cavico (2013) postulate that because of the rising cost of healthcare, the majority of Americans could not afford health insurance. The authors argue that Texas States has the highest number of people without health insurance. Florida State follows with about 25% of its population without health insurance. In view of the above problems confronting America, many organisations are now searching for sustainable measures to reduce the costs associated with healthcare. In addition to the healthcare cost, employers are also looking for healthy employees in their organisations in order to reduce absenteeism, increase productivity as well as increase employee morale.

In Malaysia, EHWP is a relatively new concept which has gained its popularity in the past few years due to the challenges many organisations faced in the past trying to provide healthcare and insurance for their employees (Eng et al., 2016). The authors argue that the relevance of EHWP within the workplace cannot be underestimated because of the important role it plays. EHWP was introduced in Malaysia mainly to promote employees' health and well-being by increasing health awareness and promoting healthy lifestyle practices. EHWP cover broad areas such as annual

health screening, regular exercise, physical examination, health exhibitions and health seminars. All these programmes geared towards having a healthy diet, preventing or quitting smoking, increasing physical training and stress management (Eng et al., 2016).

Sieberhagen et al. (2011, p.18) argue that in “South Africa, occupational accidents and diseases amount to a cost for South Africa in the region of 3.5% of the GDP, which translates to about R30 billion every year”. It was found that every year, a total of 122,889 workers fall victim to accidents or sickness due to the nature of their work. A study by Sieberhagen et al. (2011) reveals that about 1% (0.72%, or 884 employees) of these accidents were very fatal. It is against this background that many employers and governments all over the world begin to search for interventions to address accidents and sickness in the workplace. One of such interventions in South Africa is EHWP. EHWP was introduced around 1980s by Chamber of Mines of South Africa after a feasibility study was conducted in the mining industry in 1983 (Sieberhagen et al., 2011). The feasibility study carried out by the Chamber of Mines of South Africa was the milestone in the development of EHWP in the country. The feasibility study encountered some form of resistance which was later addressed. The reason for the resistance was that many people believed that EHWP is meant for alcoholics. Also, at the early stage of the introduction of EHWP many employees were unwilling to participate in it because they did not trust the confidentiality of the information shared. They also perceived the “participation in EHWP as another demand rather than a resource” (Sieberhagen et al., 2011, p.34).

However, today, EHWP is widely being used by many employers and employees in South Africa. September 2011 marked the paradigm shift in the Department of Public Works’ employee wellness landscape in terms of policies and guidelines (Lamkin, 2013). This time was characterised by the turnaround about the introduction of EHWP policy in DPW, which appeared to be indicative of the organisation’s recognition of the well-being of employees as well as utmost importance in achieving and maintaining the organisation’s standards. Despite the available legislative and policy prescriptions and guidelines, there is still an observed lack of awareness on EHWP and how employees perceive them. Irrespective of whether the reluctance of the employee’s access to or utilisation of services result from fear of stigma or from the factors similar to those identified by Lindrooth, Lo Sasso and Lurie (2005, p.1). It is crucial to indicate that lack of participation and utilisation of services by employees have huge financial implications for both the employees and

the organisation. Whilst the effects of this trend could be narrowly viewed on the basis of loss of production, it is worth mentioning that even more monetary loss could be incurred, considering the accompanying need to provide healthcare services and subsequent replacement for the sick.

Currently, at the Southern Regional Office, DPW employees are facing challenges like prolonged sick leave, stress, financial problems, absenteeism, high turnover, low morale, presentism, poor performance, alcohol and substance abuse (Steinhobel, Massyn & Peer, 2016). As a result of these challenges, most employees are facing serious health challenges. This prompted the researcher to undertake this study. There is often a close relationship between the EHWP and an organisation's productivity. Understanding the level of awareness about EHWP could be viewed as crucial in contributing to the organisational performance. Exploring the multiple perceptions of employees would provide diverse insight into the concept of EHWP in DPWs.

EHWP has been described as a programme of action which is designed and implemented by an organisation to assist employees to understand their health challenges and to adopt healthy behaviours to reduce such health challenges (Ngeno & Muathe, 2014; Yach & Dugas, 2013). The authors see EHWP as employer sponsored programme which is designed to assist employees to reduce their health risks, improve quality of life, increase their personal effectiveness and reduce healthcare cost.

1.3 Problem statement

Many organisations across the world are seriously implementing EHWP as a means of meeting their targets or objectives. However, Lamkin (2013) notes that prior to the introduction of EHWP, many organisations were unable to achieve their targets due to high absenteeism among employees, drug and alcohol abuse, and health related diseases. Henke, Goetzel, McHugh and Isaac (2011) also affirm that there are many challenges confronting organisations which include high turnover, high level of absenteeism, excessive use or abuse of sick leave, low morale and employee dismissals. Whilst these challenges may appear to be related directly to employees, it suffices to indicate that they also impact on the organisation's ability to meet its target.

Allender, Colquhoun and Kelley (2011) recommend that the implementation of EHWP is an important intervention which helps in addressing the above challenges. EHWP was introduced in Southern Regional Office of DPW to promote the well-being of workers. A special unit was

created in Southern Regional Office which is in charge of managing EHWP. This unit is responsible for ensuring that the workplace is suitable for employee well-being. According to Ngeno et al. (2014), whilst it is the responsibility of each employee to achieve a healthy lifestyle, involving healthy body, mind and spirit, the employer is to ensure that conducive environment is provided for employees to access those services.

Literature suggest that few studies were conducted to assess the relevance of EHWP in the South African workplace (Rakepa & Uys, 2013; Sieberhagen et al, 2011; Steinhobel et al., 2016). However, it appears that there is minimal utilisation of employee health and wellness services by employees, especially when it comes to the use of in-house programmes with preference for the offsite services. Thorough review of literature on EHWP in South Africa suggests that there is limited research on the underutilisation of EHWP in the workplace. Also, literature reveals that much has not be done on the perceptions of employees regarding the utilisation of EWHP in the workplace. Therefore, in order to fill these gaps, the present study seeks to explore employees' perceptions on EHWP, evaluate and investigate factors affecting the implementation of EHW at Southern Region Office DPW KZN.

1.4 Aims of the study

The main aim of this study is to investigate employees' perceptions of EHWP in Southern Region Office DPW in KZN. The study also aims at identifying challenges that confront the implementation of EHWP in the organisation. Furthermore, the study aims at assessing the level of awareness and the extent of the utilisation of EHWP in the workplace. It also seeks to identify measures that will help to address the challenges that confront the implementation of EHWP in the workplace.

1.5 Research objectives

The study has two main objectives namely: general and specific objectives. The general objective is to investigate employees' perceptions on the implementation of EHWP in the focal organisation. The specific objectives are as follows:

- 1.5.1 To explore the factors hindering the successful implementation of the EHWP in the Department of Public Works;

- 1.5.2 To assess the level of awareness and the extent of utilization of the employee health and wellness programme in the Department of Public Works;
- 1.5.3 To examine the benefits of EHWP to both the employee and the Department of Public Works;
- 1.5.4 To identify measures that will help to address the challenges that are associated with the implementing of EHWP in the Department of Public Works.

1.6 Research questions

The study seeks to address the following questions:

- 1.6.1 How do employees perceive the EHWP in the Department of Public Works?
- 1.6.2 What are the factors hindering the successful implementation of the EHWP in the Department of Public Works?
- 1.6.3 What is the level of awareness and the extent of utilisation of EHWP in the Department of Public Works?
- 1.6.4 How does EHWP benefit both the employee and the Department of Public Works?
- 1.6.5 How can the challenges affecting the implementation of EHWP in the Department of Public Works be addressed?

1.7 Significance of the study

This study has several contributions to the employee, employer and government. The findings emanating from this present study will add to the existing body of knowledge on EHWP and will serve as a point of reference material for students, scholars and governments. Hence, the outcomes of the study will expand the frontiers of knowledge in the field of human resource management and industrial relations. Furthermore, understanding the perceptions of those whom the programme is designed for would provide necessary interventions that can be put in place to redress the shortcomings and to create a more sustainable climate for workforce. This process will further enable the employees to play a crucial role in the successful running of EHW programs in the organisation of focus. Besides, the study will serve as a guide to employers and governments when designing policy on EHWP. Additionally, the study will help in promoting the health and well-

being of the employees. Thus it will help to create a conducive working environment for the employees that is free from health hazards and illness.

1.8 Summary of the research methodology

In this study, a careful selection of the research design and methodology is necessary in order to minimise the possibility of selecting inappropriate research methods for the study. This study adopts the interpretivist paradigm as the main research philosophy. Interpretivism aims to understand people's behaviour, perception and attitude. Therefore, this philosophy enables the researcher to understand the perceptions of employees on EHWP in the organisation.

The study further adopts inductive an approach, which is rooted in the interpretivist philosophy of inquiry as an alternative to positivist assumptions in scientific research (Kelliher, 2011). This approach to research helps the researcher to elicit fresh information from the respondents regarding the phenomenon being studied. The main research strategy adopted in this study is an exploratory study. With an exploratory study, a large amount of unstructured information can be gathered in order to explore a new topic such as this. The study further adopts a qualitative research, a holistic approach to research which seeks to discover fact regarding a particular event (Williams, 2011, p.67).

The proposed study was conducted at Southern Regional Office of the KwaZulu-Natal Provincial Department of Public Works (DPWs). The target population of the study was the employees in the above department. The total population was approximately 250. The study utilises a purposive sampling technique to select the participants for the study. This technique of selection is most suitable for the study because only those participants with much experience or knowledge on the implementation and utilisation of EHWP in the organisation were selected for the study. Using the purposive sampling technique, a sample size of 20 participants were selected for the study. The sample size of 20 was selected as recommended by Sekaran and Bougie (2016). The instrument for data collection in this study was interviews though there are other instruments of collecting qualitative data. Prior to the data collection, a pilot study was conducted to test the research instrument. This enabled the researcher to address critical issues that are likely to affect the main study. Data quality control in this study was achieved through trustworthiness and credibility. The qualitative data gathered from the participants were analysed manually using a thematic analysis. Alhojailan (2012) describes thematic analysis as a kind of qualitative data analysis technique

which analyses, classifies and presents themes (patterns) which relate to the data. Thematic analysis helps to analyse the data into detail and deals with the interpretations of diverse subjects. Ethical clearance for the study was obtained by the researcher through an application to the Humanities and Social Science Research Committee of the University of KwaZulu-Natal. The University's Ethical Clearance Application Form was completed and a copy of the research instrument and Gate Keeper's letter from the participating organisations were attached. The ethical principles/issues that were considered in this study are informed consent, anonymity and confidentiality.

1.9 Delimitations of the study

The study investigates employees' perceptions of the EHWP at the Southern Region, Department of Public Works in KwaZulu-Natal. This therefore suggests that the study is limited to only employees at the Southern Region Department of Public Works in KwaZulu-Natal. This means that employees in the Department of Public Works in different regions are excluded from the study. The study is also limited in scope because it include only employees at the Southern Region, Department of Public Works in KwaZulu-Natal. By implication, other workers such as managers, directors and heads of departments at the Southern Region in the Department of Public Works in KwaZulu-Natal may not be allowed to take part in the study. Even though the study is limited in scope, however the results will be generalised to cover employees in all the Department of Public Works in South Africa.

1.10 Limitations of the study

This study has several limitations discussed below. The study is limited to only the employees at Southern Regional Office of the KwaZulu-Natal Provincial Department of Public Works (DPW). A study of this nature should have covered all employees at the DPW in KwaZulu-Natal. Therefore, the empirical outcomes of this study is limited to the data collected from the participants at Southern Regional Office.

Another limitation of this study is stigmatisation. There is an assumption, which is also confirmed by literature that the stigma has influence on the employees' low participation in the EHWP. However, every effort has been taken to prevent or reduce this stigma by explaining the value of their input in this study and also allow them to make informed decisions about participation.

Furthermore, the difficulty of getting the participants to take part in the study is a big challenge. Most of the participants are often on fieldwork performing various assignments. Therefore, there were delays in collecting the data from them. Despite this limitation, the researcher arranged with participants regarding the time and venue that will be suitable for them.

Also, researcher's position in the participating organisation has affected the data collection process. The researcher is part of the middle management responsible for EHWP. In this case the participants felt obliged to participate in the study and/ or try to create a positive impression and respond in the manner that they thought was expected. However, the researcher placed more emphasis on ethical issues, specifically by assuring the participants that their positions or employment status may not be jeopardised if they choose not to participate in the study.

Beside, time factor was a huge challenge to the study. The researcher is a workers in the DPW. Due to her tight schedule at work enough time was not devoted to the study. However, every necessary effort was made to ensure that the study is completed within the required timeframe. For example, the research devoted three hours every day for the study.

1.11 Proposed structure of the study

The study was structured into five main chapters as follows:

1.11.1 Chapter one: General overview of the study

This is the introductory chapter which comprises the introduction, background of the study, problem statement, aims of the study, research objectives and questions, significance of the study, research methodology, delimitation and limitation of the study.

1.11.2 Chapter two: Literature review

This chapter presents the empirical and theoretical literature on EHWP. The discussion of the chapter focuses on the definition of keywords such as wellness, health and EHWP; historical background of EHWP in South Africa; legislative framework on EHWP; international legislation on; national legislation on EHWP; theoretical framework on EHWP; employees' perceptions on the implementation of EHWP; factors/challenges that hinder the implementation of EHWP in the workplace; benefits of EHWP to both the employees and organisations; factors that affects

employee participation in EHWP; measures to address the challenges associated with the implementation of EHWP and conceptual framework.

1.12.3 Chapter three: Research design and methodology

This chapter deals with the research design and methodology which serves as the basis for the entire study. It addresses the research philosophy, research strategies, research approach, research method, location of the study, target population, sampling strategy, sample size, data collection instrument, pilot study, data quality control, data analysis and ethical principles.

1.11.4 Chapter four: Presentation and discussion of the results

This chapter deals with the analysis and discussion of results. The analysis of the data was done manually but it employs thematic analysis. This chapter further discusses the findings of the study. The discussion focuses on each objectives as outlined above. The first discussion focuses on the factors hindering the successful implementation of the EHWP in the focal organisation. It proceeds with the discussion on the level of awareness and the extent of utilisation of the employee health and wellness services in the organisation of focus. The next section deals with the discussion on the benefits of EHWP to both the employees and the focal organisation. It further discusses the findings on measures that will help to address the challenges that are associated with the implementing of EHWP in the focal organisation.

1.11.5 Chapter five: Summary of the findings, conclusion and recommendations

This is the last chapter of the study which comprises of the summary of the findings, conclusion and recommendations. The summary, conclusion and recommendations are done in accordance with the objectives.

1.13 Conclusion

The chapter provided the general overview of the study. It described EHWP as a programme of action which is designed and implemented by an organisation to assist employees to understand their health challenges and to adopt healthy behaviours to reduce such health challenges. The chapter provided a comprehensive background of the study regarding the employees' perceptions on EHWP. The chapter provided a detailed discussion on the problem statement. It identified the

gaps of previous studies on EHWP in South African context. Furthermore, the chapter provided brief discussion on the aims and motivation of the study. It also outlined the research objectives and questions which form the basis of the entire study. It proceeded to provide the rationale for embarking on the study. Moreover, it described the scope of the study. It went further to define some keywords in the study. In addition, the limitations of the study were also outlined in the chapter. The last part of the chapter provided the summary of the various chapters. The next chapter is devoted to the literature review on EHWP.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

The previous chapter presented the general overview of the study. This proceeding chapter presents the empirical and theoretical literature on EHWP. The chapter commences with the definition of wellness, health and EHWP. It continues with with the discussion on the relevant legislation that support the implementation of the EHWP both in the international and South African context. Also, it examines the employees' perceptions on the implementation of EHWP in the organisation. It further provides the discussion on the level of awareness in the workplace regarding the implementation of the EHWP. In addition, it discusses the benefit of EHWP to employees and the focal organisation. Furthermore, presents the discussion on the challenges that affect the implementation of in EHWP in the workplace. Lastly, it examines measures that can be put in place to address the challenges of implementing EHWP in the focal organisation.

2.2 The meaning of wellness, health and EHWP

Before the concept of EHWP is defined, it is important to understand the meaning of health and wellness. The terms health, wellness and EHWP are distinctive concepts. However, the meaning of these terms or concepts vary across many researchers. Below are the revised definitions of these terms.

2.2.1 Definition of health

World Health Organisation (2014, p.2) defined health as 'a complete state of physical, mental and social well-being and not just the absence of disease'. According to World Health Organisation (2014), a healthy person is a happy person who has the potential to contribute to an organisation's success.

Similarly, Danna and Griffin (2016) argues that "health" refers to one's ability to live to his/her dreams. In order words, it refers to a state of complete physical, mental and social well-being and not only the absence of diseases. Danna and Griffin (2016) adds that health implies the state where a person is free from all illness. Having provided the conceptual meaning of health, it is also

important to understand the meaning of wellness. This section is followed by the definition of wellness.

2.2.2 Definition of wellness

Sieberhagen et al. (2011, p.14) define wellness as the “experience of optimal health, good relationships with others, being emotionally and cognitively well stimulated and experiencing significance and purpose in life”. They add that wellness is a person’s state of well-being which promotes quality of work life. The authors argues that a person who is in the right state of wellness can work hard to maximise his or her potential.

According to Lee, Blake and Lloyd (2010), wellness refers to activities which include health promotion intervention, policy and activity in the workplace which aim at improve health outcomes of workers. Lee et al. (2010) recommends that wellness can is ‘a conscious and deliberate approach which is designed and implemented by the employer or the organisation to promote the state of physical, psychological, and spiritual health’ of employees within the workplace.

Wali and Zahid (2013) are of the view that wellness is the state of being healthy. It goes beyond being the mere physical health, exercise or nutrition. According to Wali and Zahid (2013), wellness is the combination of states of physical, mental, and spiritual well-being of a person. The authors argue that there are seven important dimensions of wellness namely: social; emotional; spiritual; environmental; occupational; intellectual; and physical wellness.

Similarly, Marschke and Mujtaba (2014) describe wellness as a proactive and preventative approach adopted by workers in terms of their physical and emotional well-being. From the definition, wellness is closely connected with the individual’s lifestyle and the choices he or she has made. Since the researcher has provided the meaning of health and wellness, the next section focuses on the definition of the concept of EHWP.

2.2.3 Definition of EHWP

According to Osilla and Van Busum (2012), EHWP refers to an employer sponsored programme which is designed and implemented to focus more specifically on the employee’s overall physical and mental health well-being in the workplace. Osilla and Van Busum (2012) are of the view that

the EHWP does not only cover identification of diseases but it also cover lifestyle modification such as hypertension identification and control, personal stress management and smoking cessation.

Similarly, Ngeno and Muathe (2014) also describe the EHWP as a programme of initial which is being sponsored by the employer in order to help employees and their immediate family to understand their health risks and adopt healthy behaviors so are to reduce such risks. Ngeno and Muathe (2014) recommend that the EHWP should be extended to the employees' family members or dependents. The authors argue that employees' family members may affect their performance or productivity within an organisation, hence, there is the need to address health and mental challenges of such people who require special assistance.

Marschke and Mujtaba (2014, p.63) define the EHWP as an intervention which is “designed and implemented by the organisation or the employer to create a healthier employee and reduce healthcare costs through efforts of which aim at reducing disease and encouraging a healthy lifestyle”.

However, Sieberhagen et al. (2011, p.2) define the EHWP as a programme of action which include “identification, assessment, monitoring, referral, counselling, and follow-up” in order to address the employees' problems. According to Sieberhagen et al. (2011), EHWP plays a key role by enabling employees to deal with personal and workplace challenges. It is a strategy which promotes the well-being employees within the workplace. Having provided a vivid explanation of the concept of EHWP, the next part of the chapter presents a brief discussion on the historical background of the concept of EHWP in South African context.

2.3 Historical background of EHWP in South Africa

The concept of EHWP in South Africa is relatively new. It emerged around the 1980s when organisations saw the need to ensure the well-being of their employees within the workplace (Pienaar & Sieberhagen, 2011). According to Pienaar and Sieberhagen (2011), the Chamber of Mines of South Africa in 1983 took giant steps to initiate the EHWP after it carried out a feasibility study in the mining industry. The feasibility study by the Chamber of Mines of South Africa was the milestone in the development of EWPs in South Africa. When the EHWP was first initiated

it faced some level of resistance from workers because of the thought that it was meant for alcoholics.

According to Sieberhagen et al. (2011), at the early stage of the EHWP in South Africa participation was very problematic because employees do not trust their confidentiality. Also, most workers perceived that participation in EHWP as another demand rather than as a resource. Sieberhagen et al. (2011) suggest that less than 100 South Africa's top organisations have EHWP in place, despite the key role it plays in ensuring employees' health and wellness and in assisting organisations and employees to adjust to rapidly changing contexts. Sieberhagen et al. (2011) argued that a study conducted by Terblanche in 1992 to determine conceptual sophistication of EWPs in the South African business community show that only 69% of employer actually offered direct assistance to their employees. Furthermore, the study reveal that out of the 69%, only 58% offered it in structured programmes.

In the 1990s, the significant change in the South African organisational landscape since the advent of democracy, has resulted in a shortage of EHWP. When EHWP was first introduced in the business landscape in South Africa, it was not part of core business structures. This explains the fact that most organisations do not really understand the contributions of the EHWP to both the employees and the organisation. The authors suggest that in this 21st century the concept of EHWP is widely recognised by many organisations in the country due to its important role in promoting the health and wellbeing of the employees. They found that organisations that invest time and resources in the EHWP, stand the chance to can expect a return on the investment. The possible return on investment might include lower absenteeism, healthier employees, fewer accidents and lower staff turnover.

2.4 Legislative framework on the implementation of EHWP

It is important that a study of this nature examine the relevant legislation that support the implementation of the EHWP. The EHWP is a complex intervention which involves legal issues, hence it is important to look at both international and national legislation which support its implementation in the workplace. According to Mujtaba and Cavico (2013), there are a number of legislation both at the international and national levels which support the implementation of EHWP in the workplace in America. Just like America, there are also international and national legislation on the implementation of EHWP in South Africa. Kanjere, Thebe and Makgato (2014) argue that

South Africa has a comprehensive legislative framework that regulates the conduct of employment relationships among the parties within the workplace. This section of the study starts with the review of international legislation on EHWP and the followed by the South Africa legislation on EHWP.

2.4.1 International legislation on EHWP

There are a number of international bodies which regulate labour laws or legislation in South Africa. According to Venter and Levy (2014), there two main international bodies that regulate employment relations worldwide namely: International Labour Organisation (ILO) and the New Partnership for Africa's Development. However, ILO is the main international body which regulates labour standards in most countries including South Africa. Therefore, the study looks at the main ILO regulation which support the EHWP.

According to Ishola (2013), ILO was formed in 1919 with approximately 42 member states at that time. As at today, the ILO has 187 member states who adhere to its Conventions and Recommendations. ILO is the first and a special agency of the United Nations which is in charge of drawing up and overseeing international labour standards. ILO as part of its responsibility is to bring worker representatives, employer representatives and government representatives to jointly create policies and programmes that will help to promote good employment relationships and decent work within the organisation. Somavia (2012) argues that ILO has more than 180 Conventions and more than 190 Recommendations for its member states (Adewumi, 2010). However, the main ILO Conventions that support the implementation of the EHWP are Convention No. 155 of 1981 (Occupational Safety and Health) and Recommendation No. 99 of 1955 (Vocational Rehabilitation (Disabled)).

2.4.1.1 Convention No. 155 of 1981

The Convention No. 155 of 1981 was adopted on the 22nd of June 1981, in Geneva. This Convention applies to employees both in the public and private organisations and it covers all areas where employees need to go due to the nature of their work which are under the direct or indirect control of the employers. Ishola (2013) argues that Part 2 of the Article 4(1) provides that every member state who rectify this Convention shall in accordance with national conditions and practice, and in consultation with the presentative of workers and employers formulate and implement policy on occupational health and safety. The policy must aim at preventing accidents

and industrial injuries to health that arise out of, connected with or occurring in during the course of work, by reducing, in as much as it is reasonably practicable, the causes of hazards inherent in the working environment. In this regard, every member state of the ILO has the obligation to ensure that employees work under health and satisfactory environment that is devoid of health hazards. This Convention support the implementation of EHWP in the ILO member states because it ensures that the employer take every necessary steps to protect and promote the health and safety of the employees working under him/her.

2.4.1.2 Recommendation No. 99 of 1955 (Vocational Rehabilitation (Disabled))

According to Ishola (2013), Recommendation No. 99 of 1955 (Vocational Rehabilitation (Disabled)) is another important ILO instrument that support the implementation of EHWP in its member states. This Convention aims at providing rehabilitation to disabled persons who required assistant to change their occupations. The Convention provides special assistance to disabled with physical or mental impairment in order for them to secure and retain suitable employment. Article 2 of this Convention supports or influences the implementation of EHWP in the workplace. It states that vocational rehabilitation services should be made available to all persons living with disabilities in the workplace, irrespective of the origin and nature of their disability. This Convention also ensures that special training is made available to disabled person in order to increase their prospects of securing and retaining suitable employment.

2.4.2 National legislation on EHWP

South Africa is an active member of the ILO and has rectified most of the ILO Conventions and Recommendations. According to Venter and Levy (2015), the South African government has a very comprehensive legislative framework that protect the rights of both employers and employees. Sieberhagen et al. (2011) also recommend that South Africa has a number of legislation on that influence employee's health and wellness by protecting them against any health and safety hazards within the workplace. These legislation include the Constitution of Republic of South Africa Act 108 of 1996, Occupational Health and Safety Act [OHSA] 85 of 1993 and Basic Conditions of Employment Act 75 of 1997.

2.4.2.1 The Constitution of Republic of South Africa Act 108 of 1996

In South Africa, the Constitution is the supreme law of the country. According to Sieberhagen et al. (2011), Sections 23, 24 and 27 of the Constitution have a major influence on health and wellness

of South African employees. Section 23 of the Constitution is about labour relations. Section 23(1) stipulates that every workers has the right to fair labour practices in the workplace. However, subsection(2) provides that everyone has the right: to join and form any trade union of his/her choice; to participate in the activities and programmes of the trade union; the right to strike. Section 24 of the Constitution deals with the working environment. Section 24(a) states that every worker has the right to a satisfactory health and safety environment that is devoid of harm to the health and well-being. Section 24(b) also provides that everyone has the right to have his environment protected for the benefit or present and future generation. However, section 27 specifically addresses healthcare which supports the implementation of EHWP in the workplace. According to section 27(1) (a), everyone has the right to have access to health care services which include reproductive health care. The Constitution supports the implementation of HEWP in the South African workplace with the sense that it ensures that every employee work under satisfactory health and safety environment that is devoid of harm to the health and well-being.

2.4.2.2 Occupational Health and Safety Act [OHSA] 85 of 1993

The OHSA is the most powerful legislation in South Africa that protects workers against occupational health and safety hazards within the workplace. This legislation does not only protect workers against accidents and injuries but it also encourages the implementation of EHWP in the organisation. OHSA applies to all employers except miners, owners of certain shipping vessels, those exempted by the Minister and temporary employment services. According to Venter and Levy (2014), every employee has the right to a safe working environment. This legislation attempts to supplement the basic right of a safe working environment. Venter and Levy (2014) argue that in South African context, the introduction of OHSA was a direct response to the dangers inherent during the mining operations. The main purpose of the Act is to protect the health and safety of persons at work and for health and safety of persons that are in connection with the use of plant and machinery. It also aims at providing protection of persons other than those at work against hazards to their health and safety that arise out of or in connection with the activities of persons during their work.

Sieberhagen et al. (2016) recommend that sections 8 to 13 deal with the general responsibilities or duties of the employer with respect to health and safety in the workplace. Sections 8 to 13 laid more emphasis on the removal and prevention of hazards rather than the protection of employees

against hazards. According to Sieberhagen et al. (2016), the employer has the fiduciary duty to ensure or provide a reasonably safe and healthy working environment for employees in his/her undertaking. The employer also has the responsibility to provide information to employees in respect of occupational health and safety provisions or measures in the organisation as well as provide training and supervision which will be necessary to ensure health and safety in the working environment. The OHS Act support the implementation of EHWP in South Africa due to the fact that it contains certain provisions which encourage employers to provide a reasonably safe and healthy working environment for employees in his/her undertaking.

2.4.2.3 The Basic Conditions of Employment Act 75 of 1997

According to Bendix (2015), the BCEA came into effect to regulate general working conditions in the workplace. Bendix (2015) recommends that the BCEA seeks to promote the creation of secure, equitable and harmonious working relationships among the parties. This Act covers all employees and employers with the exception of those employees in the National Defence Force, National Intelligence Agency, South African Secret Service and all unpaid charitable employees. Section 7 of this Act regulates the working time within the workplace in South Africa. Section 7 provides that the working time must be arranged in such a manner that it will not endanger the health and safety of employees.

Venter and Levy (2014) also expresses the view that the BCEA is important because it gives support to the implementation of EHWP. Venter and Levy (2014) suggests that this Act protects the health and wellness of employees through regulation of rest periods for employees, adequate leave and overtime pay.

2.5 Theoretical framework that supports the implementation of EHWP

The theoretical framework which underpin this study is the “Public Health Theory”. It is important that a study of this magnitude is supported by theoretical framework. A theoretical framework simply refers to assumptions, views, opinions and ideologies that are formulated to explain, predict and understand a particular phenomenon or event. It can be used to challenge existing knowledge about a phenomenon (Ogundele, Alaka, Oginni & Ogunyomi, 2013). The study utilised the Health Promotion Theory to support the implementation of EHWP in the organisation.

2.5.1 Health promotion theory

The health promotion theory is the most appropriate theory which supports the implementation of EHWP in the workplace. This theory was applied in various studies on EHWP, hence it is relevant to this study. According to Kanjere, Thaba and Makgato (2014), the proponents of this theory assume that health promotion is a proactive process which aims at enabling workers to increase control over and to improve their health. This theory advocates for the designing and implementation of policies that support EHWP to address the health challenges across multiple levels within organisations. The theorists hold the view that health promotion is the principal responsibility of all the stakeholders in the employment relationship namely: the government, community, organization and employees.

Kanjere et al. (2014) suggest that in South Africa, the main responsibility of the government is to ensure that there are programmes that prolong life and promote health. In this regard, the EHWP was initiated by the government as strategy to accelerate service delivery. Conradie, van der Merwe Smit & Malan (2016) contend that South African government engages in a number of innovative strategies that will ensure a healthy work force that is able to operate and deliver on its mandate. Conradie et al. (2016) state the public health theory is a fine approach which can help to address issues such as illicit drug use and alcoholism in the South African workplace. They are of the view that this theory when proper used. Pillay and Terblanche (2012) recommend that the public health theory is an important approach which support the design and implementation of EHWP in the working environment. Pillay and Terblanche (2012) argue that in South Africa, there is a general consensus among researchers that many workers and their families are negatively affected by drug and alcohol abuse over the years. The public health theory is the most appropriate approach that can help to address the challenges confronting employees and their families. According to Pillay and Terblanche (2012), this approach when adopted will help to improve the health status of employees and their families.

A study by Roets and Basson (2013) also reveals that public health theory is important in understanding the nature of EHWP in the workplace. According to Roets and Basson (2013), the public health theory is relevant to this study due to the fact that it considers the view and opinions of all the stakeholders. This explains the fact that public health theory examine the employees' perceptions on EHWP. Furthermore, the theory relates to this current study because it analyses the

factors that affect the implementation of EHWP in the workplace as well as how it will benefit the organisation and employees.

Mchunu and Uys (2017) express the view that health promotion theory has been identified as an important theory in the primary prevention of diseases. According to Mchunu and Uys (2017), primary prevention consist of those preventive measures that forestall the onset of the illness or injury before it occurs. The health promotion theory provides rehabilitation and social assistance employees who are facing health related challenges at work. The theory also addresses employees' perceptions on the utilisation of EHWP. It also provides guidelines for best practices to enable EHWP practitioners to assist employees with their wellbeing. The guides ensures that the EHWP is successfully implemented in the organisation.

2.6 Employees' perceptions on the implementation of EHWP

The main objective of this study is to examine employees' perception on the implementation of EHWP in the workplace. Studies (Goetzel, Henke, Tabrizi, Pelletier, Loeppeke, Ballard & Serxner, 2014; Henk et al., 2011; Sieberhagen et al., 2011) found that employees have different perceptions regarding the implementation of EHWP in the workplace. The following are some of the perceptions held by employees regarding the implementation of HEWP.

2.6.1 EHWP is perceived as intervention for alcoholics

According to Sieberhagen et al. (2011), most employees perceive EHWP as a programme of intervention which is meant for alcoholics who are going through personal challenges both at home and at work. Sieberhagen et al. (2011) argue that when EHWP was first initiated in South Africa around 1980s by the Chamber of Mines of South Africa, many employees or workers see it as a programme of intervention which belongs to only the alcoholics. Goetzel et al. (2014) also found that most employees perceived that EHWP belong to people who are under the influence of drugs and alcohol.

2.6.2 Lack of trust and confidentiality

Sieberhagen et al. (2011) argue that aside the perception that EHWP is for those suffering from alcoholism, many employees also perceived it as not trustworthy because it lacks confidentiality most importantly when the organisation is utilising the in-house model. When the EHWP was

first introduced in South Africa, many employees resisted to participate in it because they do not trust its confidentiality. According to Goetzel et al. (2014), employees perceived the EHWP as not having confidentiality and is meant for only troubled employees in the workplace.

2.6.3 Employees perceived EHWP as another demand

Sieberhagen et al. (2011) are of the view that employees perceived the “participation in EHWP as another demand rather than as a resource”. Sieberhagen et al. (2011) suggest that most employees do not see the EHWP as an intervention to promote their health and well-being.

2.6.4 EHWP is perceived as an intervention which is embarrassing and risky

According to Goetzel et al. (2014), employees perceived that professional counseling is difficult, embarrassing and risky process. Goetzel et al. (2014) suggest that such perceptions among employees put fear and avoidance of mental health services among those who need professional counseling services. This perception held by the employees often reduce their participation in the EHWP.

2.6.5 Self-stigmatisation

Goetzel et al. (2014) identify that social stigmatisation is another perception of the employees towards the utilisation of EHWP. “Stigma associated with mental health services is the perception that a person who seeks psychological treatment is undesirable or socially unacceptable” (Goetzel et al., 2014, p.48). Self-stigmatisation is the reduction in a person’s self-esteem or self-worth as a result of the consequence of his/her self-identification as someone who needs mental health services.

2.7 Factors that hinder the implementation of EHWP in the workplace

The study also seeks to investigate the challenges that affect the implementation of EHWP in the workplace. Research (Buck, 2014; Person, Colby, Bulova & Eubanks, 2010; Rongen, Robroek, van Ginkel, Lindeboom, Pet & Burdorf, 2014; Spence, 2015) reveal that there are many factors inside and outside the organisation which affect the implementation of EHWP. These factors are discussed below.

2.7.1 Lack of policy on EHWP

Buck (2014) identifies that the most challenge facing the implementation of EHWP is lack of policy on EHWP. EHWP is a very complex organisational activity or intervention which requires a comprehensive policy to support its implementation process. According to Spence (2015), a policy is a deliberate system of principles to guide decisions and achieve rational outcomes. It serve as a statement of intent which guide a particular action. Unfortunately many organisation do not have policy that support the implementation of EHWP.

2.7.2 High costs and expenditures

According to Buck (2014), the high costs associated with the implementation of EHWP is one of the major factors that have been resulting in the failure of EHWP in many organisation. Buck (2014) recommends that it is very expensive to initiate or implement the EHWP in organisation. Person et al. (2010) also express the view that the EHWP is an expensive intervention therefore many organisations, especially small ones could not afford the costs that is associated with it. However, Marschke and Mujtaba (2014) disagree that EHWP is expensive. Marschke and Mujtaba (2014) argue that EHWP is not an expense rather they are an investment in the organisation's human capital.

2.7.3 Lack of support from top management

Person et al. (2010) are of the view that many EHWP failed in the past due to the lack of support from management in the various organisations. According to Person et al. (2010), the EHWP is a complex and expensive activity which requires the support of top management to ensure its successful implementation. However, the challenge is that most top management are not in the best position to support the implementation of EHWP. Spence (2015) argues that leadership problem is a big challenge that affects the implementation of EHWP in the organisation. There are two schools of thoughts on the concept of EHWP. The first school of thought believes that EHWP falls under corporate strategy, hence, it should be implemented by those at the top management position. The second school of thought hold the view that EHWP is an HRM activity, therefore, it must be the responsibility of the HRM to ensure its implementation. According to Spence (2015), due to the misunderstanding it is always difficult to get the support of management towards the successful implementation of the EHWP in the organisation. Buck (2014) postulates that EHWP

lacks the support from management because they do not understand its importance both to the organisation and as well as to the employees.

2.7.4 Legislative requirements

Buck (2014) suggests that the legislative requirement in the implementation of the EHWP is a major problem. According to Buck (2014), in every country there are legislation which support the implementation of EHWP. For example, in South Africa the main legislation which give legal backing to the implementation of EHWP includes Constitution OHSA, LRA, BCEA, CODIA, UIA, EEA and SDA. Every organisation is required by the provisions thereof in the various legislation in implementing the EHWP. Buck (2014) argues that due to the various requirements of the legislation in the implementation of the EHWP in the workplace many organisations are not able to comply. Person et al. (2010) in their study found that excessive legislative requirements is a factor which hinder the implementation of EHWP.

2.7.5 Inadequate resources

Spence (2015) is of the view that inadequate resources is a serious challenge which affects the implementation of EHWP, especially in small organisations. According to Spence (2015), EHWP is a comprehensive activity which requires a lot of resources to ensure its implementation. Spence (2015) argues that despite the important contribution of EHWP towards the promotion of health and wellness, better still most organisations do not have the necessary resources to ensure its implementation. Person et al. (2010) also support the view expressed by the above researcher that a major problem facing the implementation of EHWP is lack of adequate resources. Person et al. (2010) are of the view that EHWP requires resources such as facilities, equipment and finance to ensure full implementation. However, most organisations especially small ones do not have the capacity to carry out this interventions.

2.7.6 Lack of EHWP experts

Person et al. (2010) are of the opinion that EHWP is a special intervention or activity which requires professionals or experts to ensure its implementation and operation within the organisation. Unfortunately, many organisations do not have the expertise to ensure the employment and the day-to-day running of the EHWP. Buck (2014) also recommends that in some

organisations, there is lack of professionals who will be responsible for the implementation and the day- to-day administration of the EHWP.

2.8 Benefits of EHWP to both the employees and organisation

Several studies found that the EHWP is beneficial to both employees and organisations across the world. (Henk et al., 2011; Kanjere et al. 2014; Ngeno & Muathe, 2014; Silberman, 2014; Spence, 2015). The benefits of EHWP to the employees are first discussed follow by the benefits to the employer or the organisation.

2.8.1 Benefits of EHWP to employees

There are numerous benefits that employees can derive from the implementation of EHWP in the workplace. The following are some of these benefits.

2.8.1.1 It promotes the health and wellbeing of employees

According to Henk et al. (2011), the EHWP helps in promoting the well-being of employees within the organisation. Henk et al. (2011) advocate EHWP offers confidential assistance to employees and their immediate families who are affected or who have the potential to be adversely affected by personal or work-related problems. This helps to ensure the health and well-being the organisation. Kanjere et al. (2014) in their study also found the EHWP to be beneficial to employees due to the fact that it provides assistance to employees who are facing personal challenges both at home and at work. Kanjere et al. (2014) argue that the EHWP is beneficial to the employees because it addresses health challenges that affect them thereby ensuring their wellbeing. EHWP helps to prevent diseases such as obesity, high blood pressure and high cholesterol. In addition to this, it assists employees to quit smoking, alcohol and drugs.

2.8.1.2 It reduces stress level of the employees

Henk et al. (2011) argue that the EHWP does not only ensure the well-being of the employees but it helps them to reduce their stress level within the organisation. In the past few years, there was a rise in stress levels among people across all spheres of life, most importantly in the workplace. Stress in an organisation is a common phenomenon with far-reaching practical and economic consequences (Dar, Akmal, Naseem & din Khan, 2011). According to Dar et al. (2011), occupational stress is a frequent problem in many organisations and its impact on the job

performance of the employees. Bashir and Ramay (2010) argue that there are several factors that are responsible for job stress among employees in the organisation namely: work environment, management support, work load, family problems, lack of feedback, role ambiguity and role conflict. Bashir and Ramay (2010) are of the view that job stress can be addressed through a number of interventions within the workplace, however, the most effective intervention of address it is through the implementation of EHWP. The EHWP identify those employees that are suffering from stress related problems and offer special help to them.

2.8.1.3 EHWP helps those with psychological problems

Henk et al. (2011) argue that besides the health and well-being of the employees, the EHWP offers special help to employees who are facing psychological problems in the workplace. Mental health problems affect every employee in an organisation. According to World Health Organisation (2014) psychological or mental health problems are common phenomena among employees worldwide. Psychological problems are among the major causes of disabilities in the workplace. The major causes of major mental health problems are depression, schizophrenia, bipolar disorders, alcohol use and obsessive-compulsive disorders. World Health Organisation (2014) suggest that these factors affect the majority of the working population across the world. World Health Organisation (2014) recommend that psychological problems are serious issues that require an important intervention like EHWP to deal with them. Kanjere et al (2014) in their study also recommend that the EHWP is amongst other interventions of addressing the psychological problems facing employees in organisations worldwide.

2.8.1.4 EHWP helps to reduce stigma among employees

Kanjere et al. (2014) advocate that the EHWP is an important intervention which helps to reduce or prevent stigma among employees in the organisation. “Stigma associated with mental health services is the perception that a person who seeks psychological treatment is undesirable or socially unacceptable” (Goetzl et al., 2014, p.48). According to Goetzl et al. (2014), the EHWP helps to reduce the kind stigma that is associated with those employees seek helps through the intervention of EHWP. Henk et al. (2011) argue the EHWP is important to the employees because it helps to reduce the stigma that is attached to it. It ensures that professional counselling is offered to employees and their families who are facing health related challenges.

2.8.1.5 EHWP helps to reduce family violence

Henk et al. (2011) identify that the EHWP is a strategy tool which helps in dealing with family violence which affects the performance of the employee within the workplace. Domestic violence is a common phenomenon in South Africa (Slabbert & Green, 2013). According to Slabbert and Green (2013), research show that women who are constantly abused by their intimate partners are at an increasing risk. Carstens (2011, p.14) argues that “it is estimated that between 40% and 70% of all murder victims in South Africa were as a result of long history of domestic violence”. The Annual Report of the South African Police Service (SAPS) for 2004-2005 indicated that women and children accounted for 100% of rape victims, 83.3% of indecent assault cases, 64.2% of common assault victims and 59% of contact crime. The report reveal that most of these abuse occurred both at home and in the workplace. Henk et al. (2011) recommend that this challenge confronting workers can be addressed through the implementation of EHWP.

2.8.16 EHWP helps in providing counselling to HIV/AIDS patients

Kanjere et al. (2014) assert that EHWP aims at providing assistance to troubled employees who face health related challenges including HIV/AIDS. There is no doubt the HIV/AIDS is a global challenge which affects not only the individuals it as will have effects on organisations. According to UNAIDS Global Report (2011) more than 34 million people around the world are infected with HIV/AIDS in the years 2010. The report reveal that Sub-Saharan Africa accounts for about 12% of the world’s population but is home to 67% of people living with HIV and 70% of AIDS-related deaths. According to Subramoney (2013), South Africa is one of the countries in the world that has been hit by the HIV/AIDS epidemic. South Africa is a multi-ethnic country which comprises of four main groups namely: Indians, White, Coloured and African. Subramoney (2013) argues that the UNAIDS Global Report in 2011 show that 5.6 million people were living with HIV/AIDS in South Africa. This is a serious challenge to the national which need urgent solution. Kanjere et al. (2014) are of the view that EHWP is an important intervention which provides special counseling to persons that are affected by the HIV/AIDS.

2.8.2 Benefits of EHWP to the employer

Research found that EHWP is important or beneficial to the employer and the organisation as a whole. The following are some of the benefits that an organisation can derive from the implementation of EHWP.

2.8.2.1 EHWP helps increased productivity

According to Silberman (2014), EHWP contributes to an increase in the overall productivity of an organisation. Silberman (2014) suggests that a healthy employee is a happy person who will have the ability to work towards an organisation's successful. Silberman (2014) is of the view that EHWP helps an organisation to increase its level of productivity by addressing the health related problems that are likely to hinder the performance of the employee on the job. Marschke and Mujtaba (2014) argue that study show that workers who participate in EHWP contribute to the productivity of an organisation. According to Marschke and Mujtaba (2014), a study by Miller (2008) reviewed research by PricewaterhouseCoopers (PwC) discover that employees with chronic diseases contributed to lost productivity in the workplace. Marschke and Mujtaba (2014) further add that "productivity losses in terms of those employees have chronic diseases are as much as 400 percent more than the cost of treating chronic diseases". The study further reveal that a worker with low health risks experienced an average of \$1,472 per year in lost productivity, while the one with three health risks averaged \$5,952 in lost productivity per year. Therefore, it can be concluded that there is a relationship between EHWP and organisational productivity.

2.8.2.2 EHWP helps to cost reduce health care costs

It has been found that EHWP contributes to the reduction in the overall costs in an organisation. According to Nguyen and Mujtaba (2011), EHWP does not only brings about a return on investment but it also reduces healthcare costs through increased productivity and stress management in the workplace. Miller (2010) reviewed a study that was published in American Journal of Health Promotion in 2010 the topic "on incentive-based wellness programs and lower healthcare costs". The study took a look at hospitalisation costs of the three different groups. The results show that cost per member decreased as their participation in the EHWP increased. According to Miller (2010), individual employees who often use EHWP have "lower annual medical costs, admission rates and cost per admission as opposed to those who failed to utilise the

EHWP. Silberman (2014) also expresses similar view that EHWP assists the employer to reduce healthcare or insurance costs.

2.8.2.3 EHWP assists in reducing employee absenteeism

According to Silberman (2014), EHWP has the benefit of reducing high absenteeism in an organisation. Silberman (2014) suggests that unhealthy employees tend to be absent more frequently from work as compared to health employees. Kanjere et al. (2014) also found that employees' participation in EHWP will lead to decreased in absenteeism because it promotes their health and wellness in the organisation. According to Baicker, Cutler and Song (2010), EHWP helps to reduce absenteeism. Baicker et al. (2010) propose that healthy employees have higher attendance records at work than employees who are unhealthy. Kanjere et al. (2014) are of the opinion that globally, employees with mental and emotional problems account for 70% of the reasons given for sick leave. In United States of America, absenteeism costs the country 40 billion dollars per annum. Similarly, United Kingdom has been affected by huge financial losses as a result of absenteeism. In South Africa, the annual loss to the economy is in excess of R2 billion. (Kanjere et al., 2014). The EHWP is a very effective tool that is helping most countries as well as organisations to reduce the absenteeism among employees.

2.8.2.4 EHWP HELPS increased employee retention

According to Kanjere et al. (2014), the EHWP does not only contribute to the reduction in employee absenteeism but it also helping to retain committed and loyal workers in an organisation. One of the major issues confronting organisations today is how to retain employees, especially those that are skillful, committed and loyal. Today, employee retention has become a strategic aspect for many organisations. Mehta, Kurbetti and Dhankhar (2014) advocate that in today's competitive labour market, it is not only about hiring the best and the most talented workforce but is about the ability to maintain or retain them for a longer period. Mehta et al. (2014) argue that there are a number of HR practices or strategies (recruitment and selection, training and development, reward management and performance appraisal) which can be used to retain employees. However, EHWP is increasingly being used by many organisations as the most effective HR tool or practice which helps to reduce the turnover intention in an organisation. Kanjere et al. (2014) suggest that EHWP when properly implemented will serve as a means of motivation to employees thereby retaining them for longer period in the organisation.

2.8.2.5 EHWP brings about return on investment (ROI)

It has been found that one of the greatest benefit of EHWP to the employer is that it brings about the return on investment. Marschke and Mujtaba (2014) state that many firms invest substantially in EHWP. Marschke and Mujtaba (2014) suggest that approximately, 40 percent of large firms in USA spend more than \$200,000 per annum on EHWP. Also, 20 percent spend at least \$1 million every year. Marschke and Mujtaba (2014) are of the view that the EHWP is recognised as an investment not an expense or cost to the organisation. In 2008, Highmark Inc., a health insurer with 12,000 workers, has published a study on the return on investment in the Journal of Occupational and Environmental Medicine. The study took a look at medical claims from employees with similar health risks who utilised the EHWP and those who did not utilise the EHWP. The results of the study reveal that the healthcare costs for employees who utilised the EHWP has reduced by \$176 per employee which saved the organisation about \$1.3 million. The study found that the total of the EHWP was \$808,958.00. Baicker et al. (2010) also recommend that EHWP is not an expense rather it is a return on investment. Baicker et al. (2010) in their study found that EHWP produced an average savings of \$358 per employee, per annum, due to a reduction in healthcare costs. The study further reveal that the average return on investment was \$3.27 per every dollar spent on a wellness intervention.

2.9 Factors that affects employee participation in EHWP

Despite the benefits of EHWP both to the employer and employees, yet employees do not see the need to participate in it. The following are some of the factors that affect employees' participation in EHWP in the organisation.

2.9.1 Service-needs misalignment

According to Kanjere et al. (2014), the low participation rate in some firms occur due to the provision of services that have little relevance or interest to employee needs. Kanjere et al. (2014) argue that most employees are unwilling to utilise the EHWP because it has no relevance to their needs. Rongen, Robroek, van Ginkel, Lindeboom, Pet and Burdorf (2014) also suggest that most organisations have recorded lower participation in the EHWP because they do not see the importance of it. However, Rongen et al. (2014) argue that service-needs misalignment only lower the likelihood of participation but does not affect the entire programme.

2.9.2 Time and work pressures

According to Person et al. (2010), employees' participation in EHWP in the organisation is influenced by workload and time limitations. Person et al. (2010) suggest that due to times pressure and workload, most employees are unable to utilise the EHWP because there is the need for them to meet organisation's demand. It was found that some company's culture does not support break. When this, it may affect employees participation in the EHWP. However, Spence (2015) argues that it is the responsibility of an organisation to ensure that its cultural norms do not work against what is being recommended by the EHWP.

2.9.3 Access to resources

This is one of the critical factors that affects employees' participation in the EHWP within the organisation. Spence (2015) states that access to resources relate to the broader context of an employee's life and the degree to which employees are able to access resources that support their health and wellbeing. According to Spence (2015), Hobfoll's conservation of resources theory states that workers who have fewer social or psychological resources will be attracted to the EHWP with the sense that they provide opportunities that they would have difficulty creating themselves.

2.9.4 Change readiness

Person et al. (2010) argue that degree to which employees are psychologically ready to accept personal change may influence their participation in the EHWP. Person et al. (2010) are of the view that generally, some employees are not ready for change and therefore they may not be willing to participate in EHWP in the organisation. The authors recommend that the change readiness of individuals should never be assumed and if employees are not given opportunities to resolve ambivalence they might hold towards certain changes then they are likely to remain in contemplation and invest little effort in behaviour change.

2.10 Measures to address the challenges associated with the implementation of EHWP

Researchers (Berry, Mirabito & Baun, 2010; Kanjere et al., 2014; Mattke, Liu, Caloyeros, Van Busum, Huang, Khodyakov & Shier 2013; Zula, 2014) have found that a number of measures can be put in place to address the challenges that confront the implementation of EHWP. The following

are some of these measures that can help to address the challenges affecting the implementation EHWP.

2.10.1 Leadership commitment or support

Berry et al. (2010) identify that successful implementation of EHWP requires the support from top management within the organisation. Berry et al. (2010) recommend that the EHWP is an expensive intervention, hence, its needs top management support and commitment for proper implementation. Mattke, Liu, Caloyeros, Van Busum, Huang, Khodyakov and Shier (2013) in their also found that leadership engagement and commitment is important in the implementation of EHWP. Mattke et al. (2013) are of the view that without the support from the management the EHWP cannot be implemented in the organisation. Mattke et al. (2013) also recommend that in order to gain support in the implementation and participation in the EHWP, the organisation engage them in development of wellness activities. According to Mattke et al. (2013), the engagement of employees in the design and implementation of the EHWP will increase their participation.

2.10.2 Effective and efficient communication

According to Berry et al. (2010), effective and efficient communication is necessary to ensure the successful implementation of EHWP within the organisation. Effective and efficient communication is the life of every organisation. Communication is needed to inform the stakeholders about important decisions that are taken within the organisation. Spaho (2011) postulates effective communication is important only for employment relationship but for a successful business. Spaho (2011) adds that no activity in an organisation can be more successful without effective and efficient communication. Berry et al. (2010) argue that effective and efficient communication is important to inform the employees about the workplace EHWP that is available within the organisation. Berry et al. (2010) are of the view that research show that many organisations are utilizing multiple media outlets and posters/flyers to inform employees about existence of EHWP. They add that some organisations are also using e-mail and meetings as a means to inform employees about the availability of EHWP.

2.10.3 Alignment of EHWP with corporate strategy

Berry et al. (2010) argue that the implementation of EHWP does not only require leadership support and effective communication but it must be aligned to the corporate strategy. A successful EHWP requires policy that will fit into the overall corporate strategy. Kanjere et al. (2014) in their study also recommend that in implementing EHWP necessary precautionary measures must be taken in order to ensure that it is linked with the corporate strategy. Any policy or intervention programme within an organisation must be in line with the corporate strategy otherwise it is bound to fail. Therefore, in order to ensure the successful implementation of EHWP, care must be taken to ensure that it is aligned with the overall corporate strategy.

2.10.4 Definition of scope, relevance, and quality of the EHWP

Berry et al. (2010) argue that in implementing the EHWP the organisation must first define the scope, relevance and the quality. According to Berry et al. (2010), scope refers to the extent or range of view, outlook, application, operation and effectiveness of the EHWP. Relevance on the other refers to the degree to which the EHWP is useful or important to the employees and the organisation. Quality also refers to how the EHWP meet the demand of the employees who utilise it. Berry et al. (2010) recommend that before the EHWP is implemented within the organisation necessary steps must first be taken to define its scope, relevance and the quality.

2.10.5 Establish relationships and partnerships with the EHWP service providers

Mattke et al. (2013) suggest that in order to ensure the successful implementation of EHWP, the organisation must establish good relationship and partnerships with the service providers or specialists. According to Mattke et al. (2013), research show that organisations with a successful EHWP are utilising multiple partners and relationships to provide quality wellness activities to their employees. Even though, it is the primary responsibility of the HRM to implement and manage the EHWP, many companies or firms are engaging and utilising multiple partners including wellness committee, professionals, benefit brokers and wellness vendors. Berry et al. (2010) found that many organisations are successful in their ability to engage partners and utilise relationships to develop and implement EHWP. It is in this regards that the employer or the organisation needs to establish relationships and partnerships with the EHWP service providers

2.10.6 Availability or accesses to resources

One of the challenges facing many organisation in the development and implementation of EHWP is lack of adequate resources. Berry et al. (2010) suggest that necessary resources such as facilities, equipment, finance and materials are needed to ensure the full implementation of the EHWP. Mattke et al. (2013) also express the view that the organisation must make sure that important resources like finance, facilities and machines are made available in order to support the development and implementation of the EHWP.

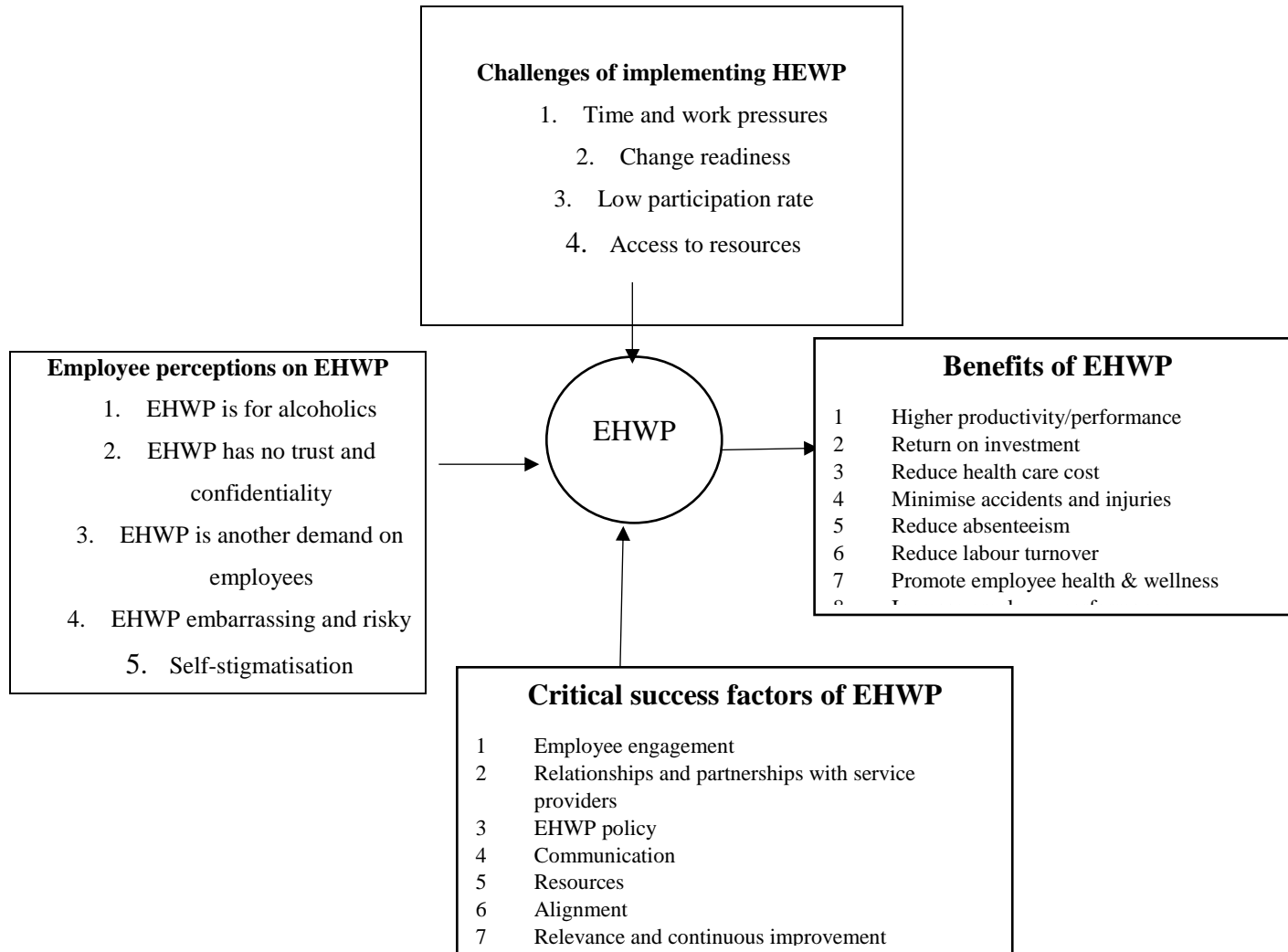
2.10.7 Monitoring and evaluation of EHWP

Berry et al. (2010) argue that in order to ensure a successful EHWP, there must be a continuous monitoring and evaluation system in place. Berry et al. (2010) recommend that monitoring and evaluation of the EHWP is necessary to check whether there is progress or deviation from the plan. Mattke et al. (2013) in their study also found that EHWP require a continuous monitoring and evaluation system to assess its effectiveness.

2.11 Conceptual framework

Besides the legislative and theoretical frameworks, this study is also supported by a conceptual framework. The Figure 2.1 below depicts the conceptual framework that guide the employer in the implementation of EHWP.

Figure 2.1: Employer best practice guidelines to the implementation of EHWP



Source: Adapted from Berry et al. (2010) and Mattke et al. (2013)

The conceptual framework above shows employees' perceptions of EHWP, how it can be implemented in the organisation as well how both the employees and employer can benefit from it. The framework was developed based on the previous frameworks presented by Berry et al. (2010) and Mattke et al. (2013) in their previous study. The framework is the modification of what the above authors have presented in the past.

From the discussion and the framework above, employees have several perceptions regarding the implementation of EHWP within the workplace. This section in the conceptual framework is entirely new since no study has investigated employees' perception on EHWP. As seen in the framework, there are five main perceptions that the employees hold about the implementation and utilisation of EHWP in the workplace. These perceptions include but not limited to the following. EHWP is for alcoholics; EHWP has no trust and confidentiality; EHWP is another demand on employees; EHWP embarrassing and risky and Self-stigmatisation. These perceptions are very important because it will enable management to address the concerns of the employees regarding their participation and utilisation of EHWP in the workplace.

The framework further depicts the challenges which affect the implementation of EHWP in the workplace. As discussed in the literature, studies (Kanjere et al., 2014; Person et al., 2010; Spence, 2015) show that there are several challenges which hinder the successful implementation of EHWP in an organisation. From the framework above, the main challenges which affect the implementation of EHWP are time and work pressures, change readiness, low participation rate and access to resources. However, previous framework presented by researchers such as Berry et al. (2010) and Mattke et al. (2013) do not address the challenges on the implementation of EHWP. Nevertheless, this aspect is very crucial in this study since the study also aims at investigating the challenges that confront the implementation of EHWP in the workplace. The identification of the challenges are important because it will enable organisations to determine how to address them.

Furthermore, the framework shows that there are a number of critical success factors which contribute to the implementation of EHWP within the workplace. This aspect of the framework is the extension of what previous researchers have already done Berry et al., 2010; Mattke et al. 2013). However, the researcher made a few contribution or modification to the factors that contribute to the sound implementation of EHWP. Berry et al. (2010) and Mattke et al. (2013) in

their previous studies recommend that there are five critical factors that contribute to the implementation of EHWP in the workplace namely: top management support or leadership engagement and commitment; effective and efficient communication; relationships and partnerships with service providers; accessible and involved relevance and continuous improvement. However, the researcher is of the view that the implementation of EWHP does not only require factors such as top management support or leadership engagement and commitment; effective and efficient communication; relationships and partnerships with service providers; accessible and involved relevance and continuous improvement but it also requires factors such as EHWP policy, alignment of EHWP with corporate strategy, employee engagement and resources. The researcher believes that implementation of EHWP cannot be successful without a policy. The policy on EHWP is important because it will serve as a guide to its implementation. Again, the researcher is of the view that the EHWP must be aligned or fit into the corporate strategy. Any intervention in the workplace which cannot fit into the corporate strategy cannot be successful. In addition, the researcher believes that EHWP is an expensive intervention which requires a lot of resources such as finance, facilities, equipment and experts. Therefore, lack of resources will affect the implementation of the EHWP. Furthermore, the researcher suggests that employee engagement is critical to the implementation of EHWP. The employees must be engaged or involved in the whole programme from its inception, designing and implementation.

Moreover, the framework above further presents the benefits of EHWP both to the employer and employees. Berry et al. (2010) and Mattke et al. (2013) acknowledge that a successful EHWP benefits the employer. The disjuncture here is that, the previous framework does not indicate how EHWP benefit the employees. However, the new framework incorporated the benefits of EHWP to both the employer and employees. The framework suggests that the benefits of EHWP both to the employer and employee includes higher productivity/performance, return on investment, reduce healthcare cost, minimise accidents and injuries, reduce absenteeism, reduce labour turnover, promote employee health & wellness, increase employee performance and reduce employee stress level.

This framework when properly adopted, it will contribute to the successful implementation of EHWP in the workplace. The employer must ensure that all the above critical successful factors in the framework are taken into consideration when designing and implementing the EHWP in the workplace.

The following are the practical recommendations of the framework to organisations and other stakeholders.

- i. Organisations or individuals who intend to implement the framework should first address the concerns of all the stakeholders, especially the employees. Addressing individuals' concern will help to minimise the misconception of people regarding the EHWP.
- ii. Also, organisations should take a critical look at the possible challenges that are likely to affect the implementation and the utilisation of EHWP. The researcher is of the view that organisations must consider the potential factors that are likely to hinder the implementation of the EHWP.
- iii. Furthermore, organisations should consider the category of employees that EHWP is designed for. This will enable them to monitor how the programme will be beneficial to the employees.
- iv. In addition, organisations should take into consideration the potential benefits for both the organisation and employees. Organisations need to conduct a thorough investigation to determine the benefits of the implementation of EHWP.
- v. Moreover, organisations should consider critical success factors such as employee engagement, relationships and partnerships with service providers, EHWP policy, communication, resources, alignment, relevance and continuous improvement and top management support when implementing EHWP.

2.12 Conclusion

The chapter discussed the empirical and theoretical literature on EHWP in the workplace. It first discussed the concepts such as health, wellness and EHWP. It proceeded to provide a brief discussion on the historical development of EHWP in South Africa. Followed by this was the discussion on the international and national legislation that support the implementation of EHWP in South Africa. The chapter also presented the theoretical frameworks that support the entire

study. It also gave account of employees' perceptions on the implementation of EHWP. Furthermore, it discussed the factors/challenges that hinder the implementation of EHWP in the workplace. In addition, the chapter presented the discussion on the benefits of EHWP both to the employer and employees. Not only this but also, the chapter examined factors that contribute to employee low participation in the EHWP in the workplace. Also, the chapter discussed how the challenges that are associated with the implementation of EHWP can be addressed. Finally, it also presented the conceptual framework on the implementation of EHWP in the organisation. The next chapter discusses the research methodology.

CHAPTER THREE

RESEARCH DESIGN AND METHODOLOGY

3.1 Introduction

The previous chapter discussed both the empirical and theoretical literature on EHWP. However, the purpose of this chapter is to discuss the research methodology used to carry out the empirical study. In this chapter, appropriate research strategies are formulated to address the stated objectives. The chapter begins by reiterating the research objective and then followed by the problem statement. It also addresses methodological issues such as research design, research paradigm, research method, research settings, target population, sampling method, sample size, data collection method, pilot study, data quality control, ethical consideration and limitations.

3.2 Research objectives

The study has two main objectives namely: specific and general objectives.

3.2.1 The general objective of the study is to explore employees' perceptions of the implementation of EHWP in the focal organisation.

The study also seeks to address the following specific objectives:

3.2.2 To determine factors hindering the successful implementation of the EHWP in the Department of Public Works;

3.2.3 To assess the level of awareness and the extent of utilisation of the employee health and wellness services in the Department of Public Works;

3.2.4 To examine the benefits of EHWP to both the employees and the Department of Public Works;

3.2.5 To identify measures that will help to address the challenges that are associated with the implementing of EHWP in the Department of Public Works.

3.3 Research questions

The study seeks to answer the following research questions.

1.3.1 How do employees perceive the EHWP in the Department of Public Works?

- 1.3.2 What are the factors hindering the successful implementation of the EHWP in the Department of Public Works?
- 1.3.3 What is the level of awareness and the extent of utilisation of EHWP in Department of Public Works?
- 1.3.4 How does EHWP benefit both the employee and the Department of Public Works?
- 1.3.5 How can the challenges affecting the implementation of EHWP in the Department of Public Works be addressed?

3.4 Research design

Thani (2012) describe research design as a master plan which gives detailed or comprehensive information about how an investigation is going to be carried out. It also refers to as the overall plan or strategy that the researcher chose to integrate into various aspects of the study in a coherent and logical way, in order to address the research problem. However, Saunders and Lewis (2012) argue that research design is the blueprint which covers data collection, measurement as well as data collection. Research design is very important because it provides the roadmap for the investigator to describe the research problem and the phenomenon under investigation. The application of research design in this study in very important with the sense that it guides the researcher on the kind of investigation to be carried regarding employees perceptions on EHWP. Also, the research design in critical because it directs the researcher to determine the kind of research instrument to be used in investigating the phenomenon being studied. In this study, the research design includes research paradigm, research approach and research strategies. The study adopted the exploratory study as the main research design, which is discussed in the subsequent section below.

3.4.1 Research paradigm

According to Scotland (2012), research paradigm is a set philosophy, belief or assumption shared by scientific researcher regarding how a particular research problem can be understood and addressed. Also research paradigm refers to the basic set of assumptions that guide enquiries or investigation. There are different kind of research paradigms namely: interpretivism, positivism,

post-positivism, realism and pragmatism. These paradigms are discussed below, however, the study adopted the interpretivist research paradigm.

3.4.1.1 Interpretivism

The ontological position of interpretivism is relativism. The interpretivist epistemology is one of subjectivism which is based on real world phenomena. The interpretivist paradigm explains that the world does not exist independently of our knowledge of it. With the same phenomenon, people may interpret it in different ways but truth is a consensus formed by co-constructors. The interpretivist paradigm rejects “a foundational base to knowledge, bringing into question its validity” (Scotland, 2012, p.12). Scotland (2012) suggests that the interpretivist paradigm does not judge using the same criteria as in the case of the scientific paradigm. This paradigm ensures that legitimacy and trustworthiness are achieved without claiming uncontested certainty. According to McGregor and Murnan (2010), the interpretivist paradigm seeks to provide an understanding of a particular event or situation in order to establish what is happening. This paradigm allowed the researcher to be part of the study in investigating the employees’ perception of EHWP. This paradigm helped the researcher to gain more insight and understanding of the participants perceptions regarding the implementation of EHWP. The interpretivist paradigm was adopted to gain full understanding of the social phenomenon under investigation.

3.4.1.2 Positivism

The positivist paradigm was “popularised by Comte, who applied the scientific paradigm, which has its origin from the natural world, to the social world” (Crotty, 1998, p.19). Positivists assume that reality is not mediated by human senses (Cohen, Manion & Morrison, 2007). Cohen et al. (2007) advocate that the positivist epistemology is one of objectivism, which go forth into the world impartially, discovering absolute knowledge about an objective reality. The positivist paradigm can be linked to quantitative research which has its root from scientific method.

According to Lincoln, Lynham and Guba (2011), positivists hold a firm belief that the researcher and the researched are independent entities. Lynham et al. (2011) support the view offered by Crotty (1998, p.8) which states that “meaning solely resides in objects, but not in the conscience of the researcher, and it is the aim of the researcher to obtain this meaning”. The positivist findings

are descriptive in nature and are factual. Despite the relevance of positivism in research, however it cannot be applied in this study because of the nature of the study. The study investigates employees' perceptions on EHWP, hence the study is purely qualitative. As mentioned above, positivism has rooted from quantitative research, therefore it cannot be applied in a qualitative study such as this.

3.4.1.3 Post-Positivism

Post-positivism emerged from positivism around the 20th century (Scotland, 2012). Post-positivist paradigm has similar ontological and epistemological beliefs as positivism, but it differs in several ways. A major difference is that the “truth produced by the scientific paradigm is simply the researcher's belief in the truth of current tested hypotheses (Popper, 1959, p.415). Also, a key assumption of this paradigm is that the principle of falsification which states that scientific theories cannot be proven to be true (Ernest, 1994, p.22). Post-positivist paradigm further assumes that post-positivistic knowledge is more certain and objective as opposed to knowledge which emerged from other paradigms. Creswell (2009) argues that post-positivists attempt to understand causal relationships. Post-positivism is an extension of the positivism which challenges the traditional belief about the absolute and objective truth of knowledge in the social sciences.

3.4.1.4 Realism

Realism shares the same assumptions and principles with the positivist and interpretivist paradigm. Realism assumes that existence of reality is independent of human beliefs and behaviour (Saunders et al., 2009). Realists believe that understanding human beings and their behaviour requires acknowledgement of the subjectivity inherent to humans. Saunders et al. (2009:114) advocate that the “realists believe that there are some social process and forces which are beyond the control of humans which impact of their beliefs and behaviour”. These process and forces operate within the external environment. Within the external environment or macro-level, subjective individual interpretations of reality are key in understanding a phenomenon. These subjective interpretation of events are not unique because people share the same or similar interpretations, partly because the external forces at the macro-level affect everyone.

According to Livesey (2011), realism argue that investigators who see their world realistically often admit that the basic assumptions and principles of the natural and the social sciences are the

same. Realist researchers assume that objects of the research such as culture, organisation and people are quite independently of the observer. Realism holds the view that some observable 'facts' may be merely illusions (Gray, 2013). Realism enables researchers to go beyond the mere description of relationships and to discover how such relationships exist. Furthermore, it allow researcher to understand social world in its totality. Despite the usefulness of this paradigm, however it was heavily criticised by researchers. Realism has been heavily criticised from the philosophies of empiricism and conventionalism (Mingers 2004).

3.4.1.5 Pragmatism

Pragmatism is an aspect of research philosophy which rests on actions, situations and consequences in contrast to the rest of the other research philosophies (Creswell, 2009).Pragmatism relies on several research methods to provide solutions to research problems and questions. It emphasises on the use of mixed or multiple approaches to arrive at better results or findings. According to Creswell (2009) pragmatists view the world as completely different in nature which demands different techniques to find suitable solutions to its challenges. This therefore suggests the need for multiple instruments of data collection and analysis so as to address the shortcomings of adopting a mono method.

Saunders et al. (2009) also expresses a similar view that pragmatism provides an opportunity for different perceptions, approaches and assumptions which lead to the improvement in data collection, analysis and interpretation of the which help to provide adequate undemanding of the research outcomes. This paradigm is more suitable for mixed method in order to address the challenges of both interpretivist and positivist paradigms.

3.4.2 Research approaches

There are two main approaches to research including deductive and inductive approach. These approaches can also be integrated when conducting mixed methods research. These approaches to research are discussed below but the study adopted the inductive approach.

3.4.2.1 Deductive approach

Collis and Hussey (2013) argue that a deductive approach is a method of investigation where the researcher does not get theory from observation theory that already existed, but rather it is used to

explain a research that is based on empirical observation and theory generated on conceptual and theoretical structure. Collis and Hussey (2013) suggest that the deductive approach is adopted by researchers who intend to test a theory by collecting the primary data from the participants and observe the findings by utilising several statistical tests. Cohen, Manion and Morrison (2013) also add that a deductive approach is appropriate for specific research where the researcher works on particular concept by creating a set of assumptions and then verifying those assumptions.

Saunders et al. (2009) point out that the deductive approach to research is rooted in the positivism which is most common in the natural sciences. A deductive approach is based on an objective examination of existing knowledge, law and theoretical considerations in order to develop a set of hypotheses, data collection and analysis and the interpretation of the results so as to determine whether to accept or reject the hypothesis and re-examine theory. A key strength of the deductive approach it is highly objective (Saunders et al., 2009). Furthermore, a deductive approach uses rigorous scientific methods to collect data and the data is subjected to robust statistical analysis so as to deductively contribute to the body of knowledge on the phenomenon (Bryman & Bell, 2011).

3.4.2.2 Inductive approach

Unlike the deductive approach which is rooted in the positivism, inductive approach to research has its origin from the interpretivism. Collis and Hussey (2013, p.12) define the inductive approach as a type of investigation where a theory is developed based on what the researcher has observed during the course of the research. Collis and Hussey (2013) argues that inductive approach involves a number of processes in which the relationships between meanings and actions of human subjects are observed and investigated.

Thomas (2006) observes that there are three main objectives of using inductive approach. The first objective is to lay more emphasis on compression of several raw data in a sample and a concise format. The second objective is to establish the link between the research objectives and key outcomes which emerged from the study. The last objective is to develop a theory or model to test the relationship between the variables as evident in the data collected (Kelliher, 2011; Saunders et al., 2009). There are several benefits of using this approach in the study. A key contribution of this approach is that it helped the researcher to avoid pre-fabricated framework or model as suggested by Saghafi (2014). Also, inductive approach enabled the researcher to make

generalisation based on the outcomes of the raw data collected and analysed using a robust qualitative approach.

3.4.3 Research strategies

Rahi (2017, p.2) defines the research strategy as the process of collecting and interpreting data with clear objectives. However, Easterby-Smith, Thorpe and Jackson (2012) argue that the research strategy is a general plan which guides how to answer the research question that has been formulated by the researcher. According to Yin (1994), based on certain conditions such as research questions, control of behavioural events and focus on contemporary events, there are six key research strategies in social sciences such as experiment, exploratory, surveys, archival analysis, histories and case studies. Contrary to the view expressed by Yin (1994), a prominent qualitative researcher (Creswell, 2009) argues that there are three main research strategies namely descriptive, explanatory and exploratory research. However, these three major types are subdivided into various forms of research design. Having examined the principles, strengths and weakness of all the research strategies, the researcher adopted the exploratory research as the most appropriate research strategy for the study. The justification for the choice of this strategy is provided below.

3.4.3.1 Exploratory research

According to Yin (2013), an exploratory research is employed when the investigator has no or little information regarding the phenomenon being studied. In other words, it is a type of research design where the researcher has no experience or knowledge about the issue under investigation. Saunders and Lewis (2012) recommend that an exploratory research is conducted when a researcher intends to do more rigorous and more conclusive future study. This type of research design is used when the researcher decides to clarify and define the nature of a problem. It also provides greater understanding of a concept being studied (Sakeran & Bougie, 2009).

The exploratory research design is appropriate for this study due to the fact that little is done in the South African context regarding the employees' perceptions on EHWP. An exploratory research in this study allowed the researcher to make valid contribution to the body of knowledge on EHWP. This strategy enabled the researcher to utilise semi-structured interviews to elicit vital information from the participants which assisted in gaining an adequate understanding of the

employees' perceptions on the implementation of EHWP in the organisation. Furthermore, it helped the researcher to do an in-depth investigation to establish how employees perceived EHWP in the workplace. This approach also enabled the researcher to investigate what has been done on EHWP and provided more insight into the implementation of EHWP in the workplace.

3.5 Research methods

Research method is an important aspect of research methodology which determines the mode of investigation.

There are three methods of research, namely qualitative, quantitative and mixed methods. All these methods are used in a specific study based on the nature of the study. This study was purely qualitative in nature. Since the study investigated employees' perceptions on the implementation of EHWP, qualitative research method was the most appropriate research for the study.

According to Williams (2011), the qualitative research method emerged after there were some challenges with the application of quantitative method. The qualitative research is a holistic approach to research which seeks to discover facts regarding a particular event or phenomenon. Williams (2011, p.67) recommends that the qualitative approach assists an investigator to "develop a level of detail from high involvement in the actual experiences". This approach deals with the process of describing, explaining, and interpreting collected data. It also builds its assumption on inductive reasoning rather than deductive reasoning. The qualitative approach builds on existing theories because it is less structured in description. One benefit of using this approach in research is that it leads to the description of an effective model that occurs in a natural setting that allows the investigator to develop a level of detail from being highly involved in the actual experiences Williams (2011, p.67). Qualitative research was useful in this study with the sense that it allowed the researcher to be part of the investigation. It assisted the researcher to conduct detail investigation concerning the participants' perceptions on the implementation of EHWP.

3.6 Research location/site

The proposed study was conducted at Southern Regional Office of the KwaZulu-Natal Provincial Department of Public Works (DPW). The DPW is one of the ministries of the South African government. DPW is in charge of promoting the national Expanded Public Works Programme and for encouraging the transformation of the construction and property industries in South Africa

(Luiz, 2011). The department is the custodian of state properties and the state's construction programme. It is the largest South African player in the property and construction fields. As part of its duty it undertakes to set industry standards and to provide leadership in terms of the Green Building Programme. The department over the years has taken decisive steps to ensure that the property and construction industries reduce their environmental impact through the reduction of greenhouse gas emissions and facilitating sustainable building practices.

In 2003, the Department formulated a vision and the mission statement and also reviewed value statements in 2005 to demonstrate the Department's and its employees' serious commitment to Government's vision of a better life for all the country's citizens.

The Department of Public Works (DPW) aims to promote the government's objectives of economic development, good governance and rising living standards and prosperity by providing and managing the accommodation, infrastructure needs of national departments, by leading the national Expanded Public Works Programme and transformation of the construction and property industries. In pursuance of this objective the Department will endeavour to: efficiently manage the asset life cycle of immovable assets under the Department's custodianship; provide expert advice to all three spheres of Government and parastatals on immovable assets; contribute to the national goals of job creation and poverty alleviation through programme management, leading and directing of public works programmes nationally, of which the Expanded Public Works Programme (EPWP) forms an integral part; and provides strategic leadership to the Construction and Property Industries (<http://www.publicworks.gov.za/avisionandmission.html>).

DPWs have values and principles that bind and guide in its continuous effort towards service delivery improvement and are underpinned by "the leadership way and zimisele" which includes open communication, urgency, commitment, integrity, decisiveness, client focus and team work (<http://www.publicworks.gov.za/avisionandmission.html>).

There are several reasons why the researcher chose the Southern Regional Office of the KwaZulu-Natal Provincial Department of Public Works (DPW) as the study location. One reason was that the researcher is a staff member in Southern Regional Office of the KwaZulu-Natal Provincial Department of Public Works. Another reason was convenience since the researcher is still working with DPWs. This enabled her to easily contact the participants for the study. Also, the DPWs were selected for the study because it has a unit that is responsible for employee health and well-being.

Therefore, by conducting the research in the DPWs allowed the researcher to gather adequate or richer information from the participants regarding their perceptions on EHWP.

3.7 Target population

Sekaran and Bougie (2016) describe population as an element, event, unit or portion of anything which the researcher is interested in. It also refers to as a group of persons or thing that the researcher intends to involve in a research. Population is made up of basic units or elements; therefore an element is a single member of the target population. The target population was only the employees at Southern Regional Office of the KwaZulu-Natal Provincial DPWs. The total population of the employees and managers in this organisation was 250. Therefore, the study was conducted among them. The population was represented by N , therefore $N = 250$. The Table 3.1 below showed the category of the population in the department.

Table 3.1 Distribution of the population in the Southern Regional Office

Category of staff	No. of population
General workers	110
Professional clerical staff	90
Managers	50
Total	250

Source: The researcher

From the Table 3.1 above, the category of staff in the Southern Regional Office of the KwaZulu-Natal Provincial DPWs include general workers (110), professional clerical staff (90) and managers (50).

3.8 Sampling method

Sampling is defined as the art of selecting some aspect or part of an aggregate or totality so that a judgement, conclusion or inference about the aggregate or totality can be made. Also, it involves the process of collecting information from the whole population by examining only a fraction or portion of it (Teddlie & Yu, 2011). Broadly speaking, there are two main types of sampling methods or strategies namely probability and non-probability sampling. Probability sampling method is used in quantitative research while non-probability sampling method is most used in

qualitative study, however it can also be used in quantitative studies depending on the research phenomenon. Therefore, since the proposed study was purely qualitative in nature, the best sampling method that was used is the non-probability sampling.

3.8.1 Non-probability study

Etikan, Musa and Alkassim (2016) describe non-probability sampling as a method of sampling whereby samples are collected in a process that does not give the participants or elements in the population equal opportunity to be selected to participate in the study. The reason why most researchers use non-probability sampling is that in some cases it does not require them to define the population. With this sampling method, elements for the sample are selected deliberately by the investigator without considering the simple random selection techniques. There are different kinds of non-probability sampling such as quota sampling, purposive sampling, systematic sampling, snow ball sampling and double sampling. This study utilised purposive sampling technique to select the samples for the study.

Suen, Huang and Lee (2014) suggest that purposive sampling technique is a non-probability sampling method which does not follow the tradition of random sampling. It is also known as non-probability sampling, purposeful or qualitative sampling. With this kind of sampling, the researcher often select the samples arbitrarily which he/she considers as very crucial for the study and he/she believes that it is representative of the entire population. According to Tashakkori and Teddlie (2011, p. 713), purposive sampling “involves the process of selecting certain attributes, elements or cases of the population based on a unique purpose rather than randomly”. This type of sampling is used when the researcher intended to collect data from certain group of people who have unique or special knowledge, experience or information regarding the issue under investigation.

Purposive sampling was used to select only employees who have much experienced or knowledge on the implementation and utilisation of EHWP in the organisation. This technique allowed the researcher to tap into the participants perceptions on the implementation of the EHWP.

The following recruitment strategies were used by the researcher to select the participants for the study. Having obtained the approval from the organisation, the researcher approached the EHWP

profession to ask for the list of all employees who utilised the service of EHWP. The researcher proceeded to contact participants and asked for their participation in the study.

3.9 Sample size

Etikan et al. (2016) describe a sample as a proportion or unit of the population which is selected for the participation in a study. The sample for the study constituted only those participants who have experience or knowledge about the phenomenon being study. From the population, a representative sample of employees were selected from DPW. A sample size of 20 participants were selected using purposive sampling method to take part in the study. The sample size of 20 was selected as a result of the recommendation given by Sekaran and Bougie (2016). The authors recommend that for a qualitative study, the appropriate sample size should range from 7 to 20. Therefore, a sample size of 20 was adequate, valid and reliable which allowed the researcher to obtained sufficient information from the participants regarding their perceptions on the implementation of EHWP. The sample size was represented by S, therefore $S = 20$. The sample size was picked from the database which was given to the researcher by HRM in the organisation.

3.2 Table 3.2 Sample determination

Category of staff	Sample size
General workers	10
Professional clerical staff	10
Total sample size	20

Source: The researcher

As seen from the Table 3.2 above, a total of 20 participants were selected from the total population in the organisation. The sample size of the study constituted only general workers and professional clerical staff. The managers were excluded from the study because it investigated only employees' perceptions on the implementation of EHWP in the organisations. The sample size comprised of 10 participants from the general workers as well as 10 participants from professional clerical staff.

3.10 Data collection method

Data collection is the art of gathering and measuring relevant information on the variables of interest in the study in order to establish systematic fashion that will allow the researcher to answer

the research question (Sekaran & Bougie, 2016). The authors maintain that data collection instrument is a very critical aspect of the research methodology. There are various instruments of data collection in both qualitative and quantitative research such as questionnaires, interviews, focus group discussion, observations and experimentation. However, since the proposed research was purely qualitative, face-to-face interviews were used as the data collection method. Sekaran and Bougie (2016) describe interviews as the data collection process where the interviewers and participants meet face-to-face where the interviewer sought to obtain certain information from the participants regarding the issue under investigation. There are three approach to interviews such as structured, semi-structured and unstructured interviews. However, structured interviews format was the most preferable for this study. This method ensured that the interview questions were designed ahead of time and each participant was asked the same question.

In this study, the interview questions were constructed based on the objectives of the study. The questions were organised into six main sections namely: Section A dealt with the personal information regarding the participants in terms of Age, race, gender, educational background, number of working experience, employment status and department of work. Section B covered questions on the perceptions of the employees on the implementation of EHWP. Section C contained questions on factors hindering the successful implementation of the EHWP. Section D also dealt with questions on the the level of awareness and the extent of utilisation of EHWP in the organisation. Section E covered questions on the benefits of EHPW to both the employees and the organisation. Section F covered questions on the measures that will help to address the challenges confronting the implementation of EHWP in the organisation.

The researcher consulted experts when developing the interview schedule. The ideas behind this is to ensure that the questions extensively cover all the above objectives. The experts provided their input into how the questions should be constructed which helped to avoid ambiguous questions. The participants were interviewed in the place which was suitable for them. Each interview session lasted between 60 to 70 minutes. Also, refreshment was provided for each participant after the interview session.

The use of interviews as data collection instrument allowed the researcher to ensure that the participants answer the questions correctly by rephrasing questions and repeating them where necessary. The participants were also confident in the face-to-face interviews, therefore, they

provided useful information to the researcher regarding their perceptions on EHWP. This data collection method was also helpful because most of the participants could not speak English language fluently, hence some clarifications were provided on some of the concepts and ideas raised during the investigation.

The interview questions assisted the researcher to answer the research questions outlined in the chapter one above. The interview assisted the research to probe the participants on their perceptions of the implementation of EHWP in the Department. Furthermore, the researcher probed the participants' specific factors which hinder the successful implementation of EHWP. Besides, the participants were probed on the level of awareness and the extent to which they utilize the EHWP. Furthermore, the participants were probed on the benefits that they derive from the utilisation of the EHWP.

Table 3.3 Matching objectives and data collection techniques for primary data

Research objectives	Techniques used to address the research objectives
1. To investigate employees' perceptions on the implementation of EHWP in the focal organisation	This objective was achieved through a qualitative investigation which involves the use of unstructured interviews with the participants
2. To determine factors hindering the successful implementation of the EHWP in the focal organisation	This objective was addressed through a qualitative investigation which comprises of in-depth unstructured interviews with the participants.
3. To assess the level of awareness and the extent of utilisation of the employee health and wellness services in the organization of focus	The objective was addressed through the utilisation of qualitative research which made use of unstructured interviews.
4. To examine the benefits of EHWP to both the employees and the focal organization	The objective was addressed through the utilisation of qualitative research which made use of unstructured interviews.

5. To identify measures that will help to address the challenges that are associated with the implementing of EHWP in the focal organisation	The objective was addressed through the utilisation of qualitative research which made use of unstructured interviews.
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Source: The researcher

The objectives of the study as highlighted above guided researcher on how the investigation was conducted. They guided the researcher in designing the interview guide.

3.11 Pilot study

A study of this nature first requires a pilot study. Therefore, before the full study commenced a pilot study was conducted to determine the feasibility of the study. According to Thabane, Ma, Chu, Cheng, Ismaila, Rios and Goldsmith (2010), a pilot study is a small version of a research which is undertaken to assess the feasibility of the larger study in order to minimise or avoid possibility of disastrous consequences of embarking on a large study which has the potential to affect the entire study.

Arain, Campbell, Cooper and Lancaster (2010) also suggest that a pilot study is a feasibility study which is undertaken to determine the most essential aspects of the study that are critical to the main study. The main reason behind conducting a pilot study in this present study was to determine whether the study is worth pursuing. It also afforded the researcher to address critical issues that are likely to affect the main study. In this study, 5 participants were chosen to take part in the pilot study. After the pilot study was successfully carried out the researcher then incorporated the views and recommendations of the participants in the final draft of the interview questions.

3.112 Data quality control

Data quality control was achieved by taking into account trustworthiness and credibility. Trustworthiness and credibility are important factors that are taken into consideration when ensuring data quality control in a qualitative research.

3.12.1 Trustworthiness

According to Anney (2014), trustworthiness is a methodological instrument which measures accuracy and adequacy of the research inquiry. It uses criteria like dependability, transferability

and confirmability to measure the accuracy and adequacy of research findings. In this study trustworthiness was demonstrated by ensuring that the findings presented are genuine. The findings were the true reflection of what participants provided during the course of the study. Also, the trustworthiness was used to determine the applicability of the findings of the study with other participants. In addition, trustworthiness was determined by ensuring that the findings were repeated consistently with the same participants in the same context. Furthermore, trustworthiness was demonstrated by ensuring the findings solely came from the participants. Trustworthiness was also achieved through the verification of the accuracy of the transcriptions and the presentation of all information in a transparent manner even if it disagreed with the themes of the research.

3.12.2 Credibility

Anney (2014) argues that credibility is one of the criteria of ensuring data quality control in a qualitative study. Anney (2014) describes credibility as the confidence that can be placed in the truth regarding the research findings. Credibility is used to determine the extent to which the research findings represent plausible information that was obtained from the participants' original data and the true interpretation of the participants' actual opinions. In this study, credibility was demonstrated by ensuring the findings of the research actually represent the original views of the participants. Furthermore, the researcher ensured that the transcripts from the interviews are free from errors and bias, distortion in during transcription, proper and examination of codes adopted by different experts.

3.13 Data analysis

Data analysis forms an important stage in an entire research. The qualitative data gathered from the participants was analysed using manually. According to Sekaran and Bougie (2016), qualitative data analysis involves three steps namely: data reduction, data display and conclusion. The data analysis followed these three steps as recommended by the above authors. The interview questions were constructed based on the objectives which made the analysis very simple. The researcher followed a series of steps in coding and identifying the main themes and sub-themes in that emerged from the study. In the first place, the researcher listened to the various audio recording and transcribed them. Secondly, the researcher read and reread the data transcribed so that she can be familiar with what it entails. This was done through data reduction where she collapsed data into labels in order to create categories for more efficient analysis. Thirdly, the researcher searched

for the main and sub-themes which emerged from the data. Fourthly, the researcher reviewed, defined and named the themes. Lastly, the research produced the report based on the main and sub-themes that were identified. The sub-themes which were supported with quotes from the interview.

Alhojailan (2012) describes thematic analysis as a kind of qualitative data analysis technique which analyses, classifies and presents themes (patterns) which relate to the data. There are different kinds of thematic analysis, but the study adopted the “interpretative phenomenological analysis”. The interpretative phenomenological analysis is used to explain and understand people’s everyday experience of reality, in great detail, so as to gain an understanding of the phenomenon in question (McLeod, 2001). Thematic analysis helps to analyse the data into detail and deals with the interpretations of diverse subjects. This technique of analysing qualitative data helped the researcher to discover or examine employees’ perceptions via the interpretation of the data. This also allowed the researcher to associate an analysis of the frequency of a theme with one of the whole content. Furthermore, the thematic analysis assisted the researcher to determine precisely the relationships between concepts and compare them with the replicated data.

3.14 Ethical considerations

A completed application form together with a copy of the research instrument and Gate Keeper’s letter from the participating organisation were submitted to the Humanities and Social Science Research Committee of the University of KwaZulu-Natal for ethical approval in order to ensure authenticity and credibility of the study. Subsequently, ethical approval was granted for the study. The researcher has addressed all the ethical considerations which form an important aspect of the study. The ethical considerations that were taken into account are informed consent, anonymity and confidentiality.

3.14.1 Informed consent

Having received the approval from the research organisation and the Ethical Committee at the University of KwaZulu-Natal, the researcher approached the participants to ask for their participation in the study. A confidentiality clause was included with the covering letter that accompanied each interview guide. They were required to read and append their signatures to indicate their approval to participate in the study. The written consent form contained all relevant

information about the study. Also, the participants were encouraged to voluntarily withdraw from the study at any time without any legal implications. The researcher ensured that procedures for investigation and risks were disclosed to the participants. Permission was also obtained from the participants to audio-tape the interviews. At the end of data collection process, participants were debriefed about the purpose of the research and the reporting of findings.

3.14.2 Anonymity

Anonymity is also an important ethical issue that was taken into consideration by any researcher. The anonymity of the participants was guaranteed while misuse of data collected from the organisations was avoided. Due to the nature of this study, contextual information was important to lay meaning to participants' perceptions or experience on EHWP. Every effort was made to ensure the anonymity of the data by substituting participant names with pseudonyms and limiting identifying information within dissertation, oral presentations, and subsequent publications.

3.14.3 Privacy and confidentiality

The principle of privacy and confidentiality were also critical in this study. The human rights of participants were adequately protected by treating the information as confidential as much as possible. Questions that are likely to violate participants' privacy were discarded. All the recordings and transcribed materials resulting from the interviews were stored on CD and kept safely in a locked compartment which was provided by the researcher's supervisor in the University of KwaZulu-Natal.

3.15 Conclusion

The entire chapter presented the research methodology which underpins the study. The chapter first outlined the research objectives which guided the entire study. It also presented the problem statement as contained in chapter one above. The chapter adopted the exploratory research as the main research design. It gave the justification for using such research design. It discussed the kind of research paradigm suitable for the study. Justification was also provided why the interpretivist paradigm was the most suitable paradigm used in the study. It furthermore justified the need for the qualitative research approach. Also, the chapter provided a brief summary of the research sittings or location. The next part of the chapter described the target population for the study. It further justified the rationale behind the use of purposive sampling technique as the main sampling

method for the selection of the participants. The chapter also gave the justification why 20 participants were selected to take part in the study. Data collection was done through face-to-face interviews with the participants. A pilot study was also conducted before the full study commences. Data quality control was ensured by considering trustworthiness and credibility. The main ethical issues adhered to were informed consent, anonymity and privacy and confidentiality. The next chapter proceeds to present the findings of the study based on the data that was gathered from the respondents.

CHAPTER FOUR

ANALYSIS, PRESENTATION AND DISCUSSION OF THE FINDINGS

4.1 Introduction

The previous chapter discussed the research design and methodology which guided the study of EHWP. However, this chapter deals with the analysis, presentation and discussion of the findings emanating from the interviews conducted among participants at the Southern Region, Department of Public Works in KwaZulu-Natal. With respect to the study, 20 participants were selected to take part in the interviews. However, the data was collected from only 15 participants in the department. The data collected from the participants through the personal interview were transcribed manually through the use of thematic analysis. The thematic analysis helped the researcher to analyse, classify and present themes (patterns) which emerged from the data. The data analysis was done by following three important steps such as data reduction, data display and conclusion. However, IBM Statistical Package for the Social Sciences version 25.0 was used to analyse the data on demographic information of the participants.

The analysis, presentation and discussion of the findings are done in two phases. The first part of this chapter presents the results on the demographic characteristics of the participants while the latter presents the data and the discussion of the findings on EHWP. The findings are presented, analysed and discussed and conclusions are drawn in accordance with the objectives as highlighted in chapter one and three above. There are five main objectives of this study: (1) to investigate employees' perceptions on the implementation of EHWP in the focal organisation; (2) to determine factors hindering the successful implementation of the EHWP in the focal organisation; (3) to assess the level of awareness and the extent of utilisation of the employee health and wellness services in the organisation of focus; (4) to examine the benefits of EHWP to both the employees and the focal organisation; and (5) to identify measures that will help to address the challenges that are associated with the implementing of EHWP in the focal organisation. These objectives were fully discussed in the literature review chapter in chapter two above.

4.2 Revisiting the research questions and objectives

Before proceeding with the analysis, presentation and discussion of the findings, it is important to re-visit the research questions and objectives in order to determine the focus of this chapter. To reiterate, the general objective of the study was:

“To investigate employees’ perceptions on the implementation of EHWP in the focal organisation”.

Table 4.1 below provides the summary of the research question and objectives of the study. It indicates the research objectives and the specific chapters that relate to the attainment of these objectives.

Table 4.1 Primary objective and empirical data

Primary objectives	Empirical data
To investigate employees’ perceptions on the implementation of EHWP in the focal organisation	Chapter 4, Sections 4.4.1, 4.4.2, 4.4.3, and 4.4.4
To determine factors hindering the successful implementation of the EHWP in the focal organization	Chapter 4, Sections 4.5.1, 4.5.2, 4.5.3, 4.5.4, 4.5.5, and 4.5.6
To assess the level of awareness and the extent of utilization of the EHWP in the organisation of focus	Chapter 4, Sections 4.6.1, 4.6.2, and 4.6.3
To examine the benefits of EHWP to both the employees and the focal organisation	Chapter 4, Sections 4.7.1, 4.7.2, 4.7.3, 4.7.4, 4.7.5, 4.7.6, and 4.7.6
To identify measures that will help to address the challenges that are associated with the implementing of EHWP in the focal organization	Chapter 4, Sections 4.8.1, 4.8.2, 4.8.3, 4.8.4, 4.8.5, and 4.8.6

Source: The researcher

From the Table 4.1 above, all the objectives were covered in chapter above. Furthermore, these objectives were achieved through the empirical research conducted at DPW. The section below presented the demographic characteristics of the participants.

4.3 Section A: Demographic characteristics of the participants

The first part of the interview schedule was designed to elicit the information on demographic characteristics of the participants with respect to gender, age, educational qualification, work experience, nature of employment and department or unit of work in the organisation. There results of the study are presented in the Table 4.2.

Table 4.2 Demographic characteristics of the participants

Demographic Profile	Variable	Number	Percentage
Gender	Males	9	60%
	Female	6	40%
Race	African	8	53.3%
	Coloured	3	20%
	Indian	3	13.3%
	White	3	13.3%
	Other	-	0%
Age	Below 25yrs	-	0%
	25-30yrs	3	20%
	31-40yrs	8	53.3%
	41-50yrs	3	13.3%
	51-60yrs	1	6.7%
	61and above	-	0%
Educational qualification	Matric	-	0%
	Diploma	-	0%
	Undergraduate	2	13.3%
	Honours	3	20%
	Masters	10	66.7%
	Other	-	0%
Working experience	1-5yrs	5	33.3%
	6-10yrs	5	33.3%
	11-15yrs	4	26.7%
	16-20yrs	1	6.7%
	21yrs and above	-	0%
Employment status	Contract	2	13.3%
	Part-time	4	26.7%
	Full-time	8	53.3%
	Other	1	6.7%
Department of work	HRM	4	26.7%
	Finance	4	26.7%
	Procurement	2	13.3%
	Inspection	2	13.3#

	M&E	2	13.3%
	Transport	1	6.7%
	Other	-	0%

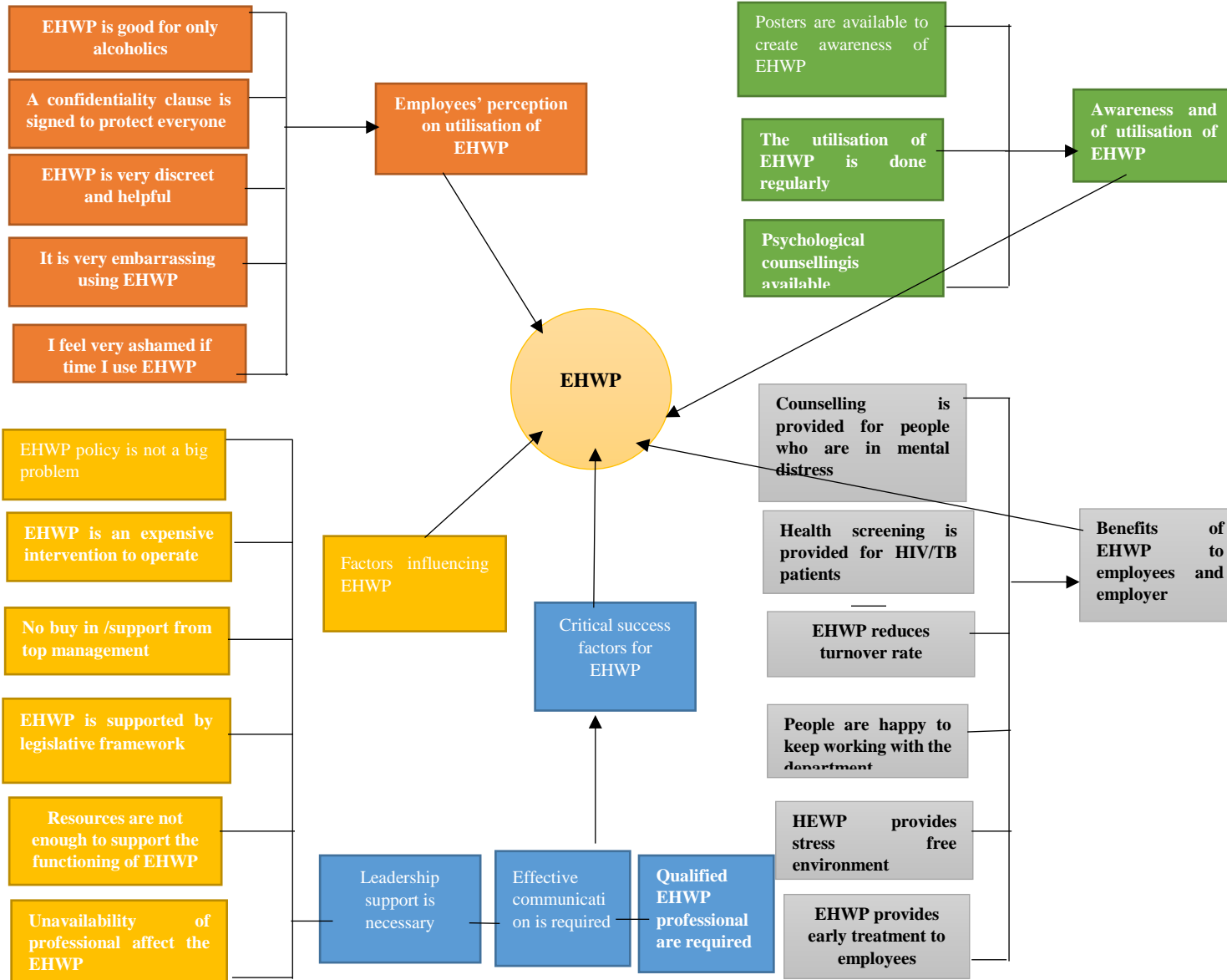
The frequency distributions of participants' demographic characteristics are presented in Table 4.2 above. Findings indicate that the majority of the participants were male (60%) while the remaining were females which represents 40%. The results of the study further reveal that most of the participants representing 53.3% were Africa, 20% were Coloured, 13.3% were Indian and another 13.3% were White. With respect to age, 20% were between the ages of 25-30 years, 53.3% which constituted the majority were between the ages of 31-40 years, 20% were between the ages of 41-50 years while the rest of 6.7% were between the ages of 51-60 years. In relation to educational qualification, 13.3% of the participant obtained Undergraduate degree, 20% obtained Honours degree while the majority representing 66.7% had obtained Masters. Furthermore, results show that 33.5% worked between 1-5 years, another 33.5% have worked between 6-10 years, 26.7% have worked between 11-15 years and 6.7% worked between 16-20 years. With regards to employment status, 13.3% were contract workers, 26.7% were part-time/temporary workers, 53.3% which constituted the majority were full-time workers while 6.7% were other workers. Findings further show that 26.7% of the participants worked within the HRM unit, another 26.7% worked in the Finance unit, 13.3% worked in the Finance unit, 13.3% also worked in the inspection unit, 13.3% further worked in the monitoring and evaluation unit and 6.7% worked in the Transport Unit.

The research questions and objectives formulated by the researcher were sequentially analysed and presented below. This is necessary in order to provide solutions to the problem statements and meeting the key objectives of the study. The thematic map is first presented which is then followed by the analysis and discussion of the findings.

4.4 Thematic map

As mentioned above, the broad aim of the study is to investigate employees' perceptions on the implementation of EHWP in the focal organisation". Aside this, the study also investigated some specific objectives. Data from the interviews are presented in the thematic map. Figure 4.1 below represents the thematic map demonstrating the findings which emerged from the study.

Figure 4.1 Thematic map



4.5 Analysis of Data: Section B-Employees' perception on the implementation of EHWP

The main objective of the study is to investigate employees' perceptions on the implementation and utilisation EHWP at the Southern Region, Department of Public Works in KwaZulu-Natal. In determining the employees' perceptions on EHWP at the Southern Region, Department of Public Works, data from the personal interviews with the participants was used. The data collected from the participants was then transcribed manually using the thematic analysis. The data collected from the participants was coded, categorised and grouped into various themes. Some of the themes identified are similar to previous studies on EHWP. In order to support the findings, some of the sections highlighted the verbatim quotes from the participants. The results of the study are presented below.

4.5.1 EHWP is an intervention for alcoholics

In section 2.6.1 of the literature review, it was found that perceive EHWP as a programme of intervention is meant for alcoholics. The findings of this study also reveals that the participants perceived that EHWP is an intervention for employees who are suffering from issues of alcoholism. Based on the study, 9 participants expressed the opinion that EHWP was introduced at the DPW to support those employees who are facing alcohol related problems both at home and work. However, participant 6 indicated that EHWP is not solely for the alcoholics but once a person is in that state he is referred to the EHWP practitioners for assistance. The following are some few quotes from the interviews conducted with the participants.

“Interventions are done through awareness campaigns, counselling and referral to support groups or SANCA who are under severe influence of alcohol (Participant 3).When the employee's alcoholic pattern is identified, he/she is referred to the EHWP for intervention and thus referred to SANCA for further assistance (Participant 5). EHWP can be used to solve alcohol related challenges in order to make the person to concentrate on his job (Participant 9).It's never too late to turn your life around. Alcoholism affects family life and work life. EHWP is a means to get professional help and care for those who have a problem and are able to get to the root of the problem and ensure that the harmful effects no longer infringe on the lives of all involved (Participant 11)”.

From the above quotes, it is clear that the concept of EHWP was introduced in the DPW to support alcoholics to be productive. A study conducted by Sieberhagen et al. (2011) reveals that many employees perceive EHWP as a programme of intervention which is meant for alcoholics who are going through personal challenges both at home and at work. Sieberhagen et al. (2011) argue that when EHWP was first introduced in South Africa around 1980s by the Chamber of Mines of South Africa, many employees perceived it as a programme of intervention which belongs to only the alcoholics. Similarly, a study carried out by Goetzel et al. (2014) firms the above findings.

4.5.2 EHWP is perceived to be trustworthy and confidential

In section 2.6.2 of the literature review, it has been discovered that employees perceived EHWP to be trustworthy and confidential. The findings from this study with the participants in the DPW shows that the participants perceived EHWP as trustworthy and confidential. According to participant 1, *“a confidentiality clause is signed between the employee and the EHWP professionals so it is safe, trustworthy”*. Participant 3 expressed the view that *“issues that are discussed between the two are not disclosed to any other party”*. Participant 7 also indicated that *“private information being made Public can be very humiliating. EHWP can be very effective in trust and confidentiality is always maintained”*.

The above findings however contradict the results of previous studies (Goetzel et al., 2014; Sieberhagen et al., 2011). Findings show that many employees perceived EHWP not to be trustworthy because it lacks confidentiality, especially when the organisation is utilising the in-house model. According to Sieberhagen et al. (2011), when the EHWP was first introduced in South Africa, many employees resisted to participate in it because they do not trust its confidentiality.

4.5.3 EHWP is perceived as embarrassing and risky to the employees

In section, 2.6.3 of the literature review, findings reveal that employees perceived that professional counseling is difficult, embarrassing and risky process. However, the results of this study disagreed with the previous findings. From the study, 8 participants expressed the view that utilisation of EHWP is not embarrassing nor risky to employees who access it. For example, participant 3 expressed the view that *“EHWP is very discreet and helpful to all employees in the workplace”*. Participant 5 stated that *“The programme is secured to those who seek for help. There is no danger*

attached to it". Participant 9 indicated that *"I have being on this programme for years. I can tell you that it is safe"*. However, participant 2 disagreed with others. According to participant 2, *"EHWP is catered for all genres, however, people do feel embarrassed to utilise the services because of the gossip around the workplace"*.

From the above quotes, conclusion can be drawn to the fact that the utilisation of EHWP in the DPW is not embarrassing or risky to the employees. Goetzel et al. (2014) discover that employees perceived that professional counseling is difficult, embarrassing and risky. Such perceptions among employees instill fear and avoidance of mental health services among those who need professional counseling services.

4.5.4 Self-stigmatisation influences employees' perceptions about the use of EHWP

Findings from this present study reveal that the majority of the participants expressed the view that self-stigmatisation is one of the perceptions which is attached to those who utilise the EHWP. Participant 6 expressed the view that *"people feel ashamed of being seen accessing the services because the office is associated with people who have problems"*. Participants 12 expressed the view that *"such a negative attitude can be harmful as it prevents you from seeking EHWP assistance"*.

The above findings reaffirm the results of previous study which was carried out by Goetzel et al. (2014). "Stigma associated with mental health services is the perception that a person who seeks psychological treatment is undesirable or socially unacceptable" (Goetzel et al., 2014, p.48). Self-stigmatisation is the reduction in a person's self-esteem or self-worth as a result of the consequence of his/her self-identification as someone who needs mental health services. Goetzel et al. (2014) found that employees perceive those who access or utilise the EHWP as socially unacceptable. These people are often humiliated and rejected by their peers.

4.6 Analysis of data: Section C- Factors affecting successful implementation of EHWP

This section investigated the factors affecting the successful implementation of EHWP at the Southern Region, DPW in KwaZulu-Natal. In sections 2.7.1 to 2.7.6 of the literature review, findings suggested many organisations faced numerous challenges in implementing EHWP. This study also reveal that there are several factors which affect the implementation of EHWP in the DPW. These findings are presented below.

4.6.1 Policy on EHWP

With respect to section 2.7.1 of the literature review, findings show that lack of policy is hampering the implementation and utilisation of EHWP in most organisations. However, the results of this current study disagreed with previous findings. Almost all the participants expressed the view that DPW has a comprehensive policy which supports the implementation and utilisation of EHWP. Some of the direct quotes from the interviews are presented below.

“Policy is not a big problem because every initiative in the department is based on legislative framework. Everything we do is covered by law (Participant 2). If there is no policy I don’t think in the first place EHWP would have being in the existence. What I want to say is that EHWP is a special intervention which is supported by the government so of course we have policy on it (Participant 5). EHWP cannot succeed without a policy because people will feel insecure. We have policy but just that people complain that it is very rigid and does not necessary protect employee (Participant 10). Programmes cannot be rolled out successfully and effectively. No buy in from management. No funds can be made available if there is no policy (Participant 14)”.

Buck (2014) points out that most organisations are facing the challenge of implementation EHWP due to lack of policy. EHWP is a very complex organisational activity or intervention which requires a comprehensive policy to support its implementation process.

4.6.2 High cost and expenditure

In relation to section 2.7.2 of the literature review, it is evident that high cost and expenditure affect the implementation and utilisation of EHWP in most organisations across the world. This study also confirm that the implementation and utilisation of EHWP in the DPW is very expensive. The majority of the participants expressed the view that EHWP is expensive to run or operate in the DPW. According to participant 1, *“EHWP will suffer from no funds availability or limited funds”*. Participant 7 also expressed similar opinion that *“money made available to support the programme is not enough. For example the rehabilitation process for drug addicts alone is very expensive”*. According to participant 15 *“if you don’t have enough money I don’t think you can run EHWP. Some medicines for the EHWP beneficiaries is very costing”*.

A careful analysis of the above quotes suggest that EHWP is an expensive interview to operate in every organisation despite its relevance. These findings agree with similar studies carried out by

researchers (Buck, 2014; Marschke & Mujtaba, 2014; Person et al., 2010). According to Buck (2014), the high costs associated with the implementation of EHWP is a major factor that has been resulting in the failure of EHWP in many organisations. Buck (2014) recommends that it is very expensive to initiate or implement the EHWP in organisations. Person et al. (2010) also express the view that EHWP is an expensive intervention therefore many organisations, especially small ones could not afford the costs that is associated with it. However, Marschke and Mujtaba (2014) disagree that EHWP is expensive. Marschke and Mujtaba (2014) argue that EHWP is not an expense but rather it is an investment in the organisation's human capital.

4.6.3 Support from management

Section 2.7.3 of the literature review indicate that many EHWP failed in the past due to the lack of support from management in the various organisations. The results of this study also confirm that lack of support from the leadership or management in the DPW is affecting the implementation of EHWP. For instance, participant 1 expressed the view that *“no buy in /support will result in staff not being able to maximise on positive effects and rewards of the programme. Programmes will not be rolled out. No awareness”*. Participant 4 also indicated that *“the programme would be more fruitful if there was support from management, employees do not utilise the programme because management does not emphasise the seriousness of the programme”*.

From the findings above, it appears that management at DPW are not in support of the implementation of EHWP. Person et al. (2010) are of the view that many EHWP failed in the past due to the lack of support from management in the various organisations. According to Person et al. (2010), EHWP is a complex and expensive intervention which requires the support of top management to ensure its successful implementation. Spence (2015) argues that lack of leadership commitment is a big challenge which affects the implementation of EHWP in the organisation. There are two schools of thought on the concept of EHWP. The first school of thought believes that EHWP falls under corporate strategy, hence, it should be implemented by those at the top management position. The second school of thought hold the view that EHWP is an HRM activity, therefore, it is the responsibility of the HRM to ensure its implementation. According to Spence (2015), due to the misunderstanding it is always difficult to get the support of management towards the successful implementation of the EHWP in the organisation. Buck (2014) postulates that

EHWP lacks the support from management because they do not understand its importance both to the organisation and as well as to the employees.

4.6.4 Legislative framework on EHWP

Findings from the study reveal that the legislative framework in South Africa supports the implementation of EHWP in the DPW. The majority of the participants expressed the view that the legislative framework rather strengthen the implementation and utilisation of EHWP in the DPW. According to participant 2, *“as it is mandated, it has to be adhered to. There is no compromise on such and must be rolled out as soon as the legislation comes into effect”*. Participant 5 expressed the view that *“legislation is a crucial aspect in the implementation of all EHW programs including events, workshops etc”*.

According to Buck (2014), in most countries there are legislations which support the implementation of EHWP. For example, in South Africa, the main legislation which give legal backing to the implementation of EHWP includes Constitution OHSA, LRA, BCEA, CODIA, UIA, EEA and SDA. Every organisation is required to comply with these provisions thereof in the various legislation when implementing the EHWP. Buck (2014) argues that due to the various requirements of the legislation, many organisations are not able to comply. Person et al. (2010) reported that excessive legislative requirements is a factor which hinders the implementation of EHWP because many organisation are unable to adhere to all these requirements.

4.6.5 Adequate resources

In terms of the section 2.7.5 of the literature review, findings reveal that inadequate resources is a big challenge affecting the implementation and utilisation of EHWP in many organisations worldwide. The findings of this study also show that the DPW does not have adequate resources to support the implementation and utilisation of EHWP. The following are a few direct quotes from the interviews.

“Events are not properly coordinated through the lack of funds, fun programs for employees are not properly executed therefore employees do not attend EHW programs (Participant 3). Not enough staff to do the work at ground level, i.e. events etc, No professional staff to offer advice, counsellors, Health care professionals – health wise funds result in programmes not being in a position to be rolled out successfully (Participants 7)”.

According to Spence (2015), EHWP is a complex activity which requires a lot of resources to ensure its implementation and utilisation. Spence (2015) argues that despite the important contribution of EHWP towards the promotion of health and wellness, better still most organisations do not have the necessary resources to ensure its implementation. Person et al. (2010) also support the view expressed by Spence (2015) that a major problem facing the implementation of EHWP is lack of adequate resources. Seemly, Person et al. (2010) are of the view that EHWP requires resources such as facilities, equipment and finance to ensure full implementation. However, most organisations especially small ones do not have the capacity to carry out this intervention.

4.6.6 Availability of EHWP professionals

With regards to section 2.7.6 of the literature review, researchers discover that unavailability of EHWP professionals hampers the implementation and utilisation of EHWP in most organisations across the world. Similarly, the results of this present study also reveal that the DPW does not have qualified EHWP professionals to support the implementation and utilisation of EHWP. From the interviews 9 participants expressed their sentiment that EHWP requires professionals to attend to clients or employees who are distressed. Participant 6 indicated that *“expertise is very crucial, DPW must have a qualified persons in order to render therapy or counselling to employees in distress. Safety issues around the workplace are affected due to lack of knowledge. Similarly, participant 8 expressed the view that “EHWP is a professional programme, hence the lack of experts means that the programme is inadequately designed to cater for the needs of all staff”*. Also, participant 9 notified that *“the department is struggling to find professionals to run the EHWP”*.

From the above findings, a conclusion can be drawn to the fact that the DPW does not have enough qualified EHWP professionals to ensure the successful running of the EHWP despite the fact that the programme has been implemented. This problem could be attributed to unattractive salary packages, in effective recruitment and selection practices, lack of employee training and development or inadequate resources. Person et al. (2010) are of the opinion that EHWP is a special intervention or activity which requires professionals or experts to ensure its implementation and operation within the organisation. Unfortunate, many organisations do not have the expertise to ensure the day-to-day running of the EHWP. Buck (2014) also recommends that in some

organisations, there is a shortage of professionals who will be responsible for the implementation and the day- to-day administration of the EHWP.

4.7 Data analysis: Section D- Level of awareness and the extent of utilisation of the EHWP

This section of the study investigated the level of awareness and extent to which the employees in the DPW utilise the EHWP. The literature review in chapter two above, discussed the level of awareness and the extent of the utilisation of EHWP in many organisations. The results of this study further confirm the findings of the previous research.

4.7.1 Awareness of the existence of EHWP

Literature reveals that most organisations use various means such as health walk, posters and media to create awareness of the existence of EHWP. In this study, 7 participants confirmed that the DPW has been using various means of creating awareness about the existence of EHWP. A few quotes from the interviews are presented below.

“Posters are available around our work premises (Participant 1). Very aware. Integral part of the organisation (Participants 3). Educational campaign is being rolled out to create awareness of the programme (Participant 4)”.

Based on the above quotes, it is clear that the majority of the employees in the DPW are aware of the existence of EHWP through the various forms of awareness creation. Spaho (2011) adds that no activity in an organisation can be more successful without effective and efficient communication. Berry et al. (2010) argue that effective and efficient communication is important to inform the employees about the workplace EHWP that is available within the organisation. Berry et al. (2010) are of the view that research show that many organisations are utilising multiple media outlets and posters/flyers to inform employees about existence of EHWP. They add that some organisations are also using e-mail and meetings as a means to inform employees about the availability of EHWP.

4.7.2 The rate of the utilisation the EHWP

With reference to the interviews, 10 of the participants expressed the view that they utilise the EHWP on regular basis. However, two of the participants indicated that they hardly use the EHWP. The following are a few quotes from the interviews which support the findings.

“On regular basis because I am on chronic medication. I use it as much as I want because my organisation is paying for it (Participants 2). Certain degree, with the sense that I can access the programme when I wish (Participants 5). I use the EHWP frequently (Participant 14).

These findings contradict the results of previous studies. According to Kanjere et al. (2014), low participation rate in some firms occur due to the provision of services that have little relevance or interest to employee needs. Kanjere et al. (2014) argue that most employees are unwilling to utilise the EHWP because it has no relevance to their needs. Rongen et al. (2014) also suggest that most organisations have recorded lower participation in the EHWP because they do not see the importance of it. However, Rongen et al. (2014) argue that service-needs misalignment only lower the likelihood of participation but does not affect the entire programme.

4.7.3 Reasons for the utilisation of EHWP

The majority of the participants in the DPW indicated that they use the EHWP for several reasons. A few quotes from the interviews are highlighted below.

“Departmental events hosted by EHWP (Participant 3). I use the EHWP because of my chronic condition (Participant 5). I seek psychological counselling. The situation I find myself in makes it necessary for me to access the EHWP. I love to consult the EHWP regularly because it keeps me to be healthy (Participant 6)”.

Person et al. (2010) argue that the degree to which employees are psychologically ready to accept personal change may influence their participation in the EHWP. Person et al. (2010) are of the view that generally, some employees are not ready for change and therefore they may not be willing to participate in EHWP in the organisation. The authors recommend that the change readiness of individuals should never be assumed and if employees are not given opportunities to resolve ambivalence they might hold towards certain changes then they are likely to remain in contemplation and invest little effort in behaviour change.

4.8 Data analysis: Section E- Benefits of EHWP to both employees and employers

This section of the study expressed the benefits of the implementation and utilisation of EHWP both to the employees and management in the DPW. Sections 2.8 of the literature review chapter discussed the benefits of EHWP. The results from this study are presented below to either confirm or disagree with previous findings.

4.8.1 EHWP assists employees who are facing psychological problems

From the interviews, 11 participants indicated that EHWP offers special help to alcoholic employees in order to support them to be productive in the DPW. The following are a few quotes from the study.

“It’s an outlet for problems one is dealing with in personal life and at work. By talking about it, you can get the right help whether in house or professional which you need, which also means lesser trips to the Doctor (Participant 2. Advice and professional counselling is provided for people who are in mental distress (Participant 4). It can be a useful tool for traumatised workers (Participant 5)”.

These findings give a clear indication that the introduction of EHWP in the DPW is to support those employees who are facing alcohol related problems. The findings further confirm the perceptions that EHWP is meant for alcoholics. Henk et al. (2011) argue that besides the health and well-being of the employees, the EHWP offers special help to employees who are facing psychological problems in the workplace. Mental health problems affect every employee in an organisation. World Health Organisation (2014) states that psychological or mental health problems are common phenomena among employees worldwide. Psychological problems are among the major causes of disabilities in the workplace. The major causes of major mental health problems are depression, schizophrenia, bipolar disorders, alcohol use and obsessive-compulsive disorders. World Health Organisation (2014) suggest that these factors affect the majority of the working population across the world. World Health Organisation (2014) recommend that psychological problems are serious issues that require an important intervention like EHWP to deal with them. Kanjere et al. (2014) also made a similar recommendation that the EHWP is amongst other interventions of addressing the psychological problems facing employees in organisations worldwide.

4.8.2 EHWP provides professional counselling to HIV/AIDS patients

In section 2.8.1.6 of the literature review, it was discovered that the EHWP provides assistance to troubled employees who face health related challenges including HIV/AIDS. The results of the study also support existing studies. Based on the interviews, 6 of the participants clearly expressed the opinion that EHWP offers them special help because of the HIV status. A few quotes from the interviews are presented below to support the findings.

“Employees gain counselling services, health screening and HIV/TB management (Participants 5). Of course, the EHWP is useful to HIV workers. Professional counselling is provided for them (Participants, 6). A lot of workers here are affected with the HIV disease. The EHWP intervention has been useful for them (Participant10)”.

According to UNAIDS Global Report (2011), more than 34 million people around the world were infected with HIV/AIDS in the years 2010. The report reveal that Sub-Saharan Africa accounts for about 12% of the world’s population but is home to 67% of people living with HIV and 70% of AIDS-related deaths. According to Subramoney (2013), South Africa is one of the countries in the world that has been hit by the HIV/AIDS epidemic. South Africa is a multi-ethnic country which comprises of four main groups namely: Indians, White, Coloured and African. Subramoney (2013) argues that the UNAIDS Global Report in 2011 shows that 5.6 million people are living with HIV/AIDS in South Africa. Kanjere et al. (2014) suggest that EHWP is an important intervention which provides special counseling to people living with HIV/AIDS.

4.8.3 EHWP reduces sick leave and absenteeism

Sections 2.8.2.2 and 2.8.2.3 of the literature review reveal that the implementation and utilisation of EHWP helps most employees to reduce sick leave and rate of absenteeism. The results of this current study also confirm that the implementation of EHWP in the DPW helps to reduce sick leave and absenteeism among employees. A few quotes from the interviews are presented below.

“Reduces turnover rate in the department (Participant 9). A healthy employee is likely to stay in the department for long duration (Participants). EHWP is useful because it influences employees to keep working with the organisation. People are happy to keep working with the department because their problems have being addressed through the EHWP (Participant 10). A motivated

person is always attached and committed to the organisation. EHWP can help to maintain the employees (Participant 12)”.

According to Silberman (2014), the EHWP has the benefit of reducing high absenteeism in an organisation. Silberman (2014) suggests that unhealthy employees tend to be absent more frequently from work as compared to health employees. Kanjere et al. (2014) also found that employees’ participation in EHWP will lead to decreased absenteeism because it promotes their health and wellness in the organisation. Kanjere et al. (2014) note that globally, employees with mental and emotional problems account for 70% of the reasons given for sick leave. In United States of America, absenteeism costs the country 40 billion dollars per annum. Similarly, United Kingdom has been affected by huge financial losses as a result of absenteeism. In South Africa, the annual loss to the economy is in excess of R2 billion (Kanjere et al., 2014). However, EHWP has been identified as an effective tool which is helping most countries as well as organisations to reduce the absenteeism among employees. Baicker et al. (2010) propose that healthy employees have higher attendance records at work than employees who are unhealthy.

4.8.4 EHWP reduces turnover rate in an organisation

In section 2.8.2.4 of the literature review, various studies reveal that the EHWP helps in retaining committed and loyal workers in an organisation. The findings of this study also reveal that the EHWP is a powerful tool or intervention which reduces employee turnover in the DPW. Some of the direct quotes from the interviews are presented below in support of the findings.

“Reduces turnover rate in the department (Participant 9). A healthy employee is likely to stay in the department for long duration (Participants). EHWP is useful because it influences employees to keep working with the organisation. People are happy to keep working with the participant because their problems have being addressed through the EHWP (Participant 10). A motivated person is always attached and committed to the organisation. EHWP can help to maintain the employees (Participant 12).

According to Kanjere et al. (2014), the EHWP does not only contribute to the reduction of employee absenteeism but it also helping to retain committed and loyal workers in an organisation. One of the major issues confronting organisations today is how to retain employees, especially those that are skillful, committed and loyal. Today, employee retention has become a strategic

aspect for many organisations. Kanjere et al. (2014) suggest that the EHWP when properly implemented will serve as a means of motivation to employees thereby retaining them for longer period in the organisation. Mehta et al. (2014) argue that there are a number of HR practices or strategies (recruitment and selection, training and development, reward management and performance appraisal) which can be used to retain employees. However, the EHWP is increasingly being used by many organisations as the most effective HR tool or practice which helps to reduce the turnover intention in an organisation.

4.8.5 EHWP reduces stress level among employees

From the interviews, findings reveal that the EHWP reduces stress level among employees DPW. A few direct quotes from the interviews are presented as follows.

“Happier, more productive stress free workplace (Participant 2). EHWP offers people the opportunity to release stress through regular exercises (Participant 4). HEWP provides stress free environment where people can work happily (Participant 7)”.

Henk et al. (2011) argue that EHWP does not only ensure the well-being of the employees but it helps them to reduce their stress level within the organisation. Bashir and Ramay (2010) are of the view that job stress can be addressed through a number of interventions within the workplace, however, the most effective intervention to address it is through the implementation of EHWP. EHWP professionals identify those employees that are suffering from stress related problems and offer special help to them.

4.8.6 EHWP promotes the health and wellbeing of employees

In relation to section 2.8.1.1 of the literature review, it has been identified that the EHWP is an effective tool for the promotion of health and well-being of employees. The results of the study also support the previous findings that the EHWP promotes the health and wellbeing of employees. Based on the interviews in the DPW, 10 of the participants indicated that their health and well-being in the DPW has been improved because of their utilisation of the EHWP. The following are some direct quotes form the interviews.

“Employees are able to gain knowledge on how to live a healthy lifestyle (Participant 2). EHWP provides great opportunity for our people to living a healthy life (Participant 3). It promotes health

consciousness among employees (Participant 4). People are now aware of how to maintain good life. EHWP prolongs life (Participant 6)''.

Henk et al. (2011) advocate that the EHWP offers confidential assistance to employees and their immediate families who are affected or who have the potential to be adversely affected by personal or work-related problems. Kanjere et al (2014) in their study also found that the EHWP is beneficial to employees due to the fact that it provides assistance to those who are facing personal challenges both at home and at work. Kanjere et al (2014) argue that the EHWP is beneficial to the employees because it address health challenges that affect them thereby ensuring their well-being. EHWP helps to prevent diseases such as obesity, high blood pressure and high cholesterol. In addition to this, it assists employees to quit smoking, alcohol and drugs.

4.8.7 HEWP reduces health cost

In the section 2.8.2.2 of the literature review, it was found that the EHWP serves as a mechanism of reducing health related costs in an organisation. The results of this study also show that the EHWP helps to reduce health cost within the DPW. The following are the summary of the quotes from the interviews.

“EHWP provides early treatment to employees to prevent the situation from going bad. Early treatment can help to reduce health cost (Participant 5). People are treated in the department without having to visit the hospital (Participant 13). Employees are educated on how to be safe around the workplace and this can help prevent illness and cost of treatment (Participants)''.

According to Nguyen and Mujtaba (2011), the EHWP does not only brings about a return on investment but it also reduces healthcare costs through increased productivity and stress management in the workplace. Miller (2010) reviewed a study that was published in American Journal of Health Promotion in 2010 “on incentive-based wellness programs and lower healthcare costs”. The study took a look at hospitalisation costs of the three different groups. The results show that cost per member decreased as their participation in the EHWP increased. According to Miller (2010), individual employees who often use the EHWP have “lower annual medical costs, admission rates and cost per admission as opposed to those who failed to utilise the EHWP. Silberman (2014) also expresses similar view that the EHWP assists the employer to reduce healthcare or insurance costs.

4.9 Data analysis: Section F- Recommendations for addressing the challenges of the implementation of the EHWP

This section of the study investigated how the EHWP can be implemented successfully in the DPW. The participants expressed various opinions regarding how the challenges confronting the implementation and utilisation of the EHWP should be addressed. The results which emerged from the study are presented below.

4.9.1 Leadership/management support

In relation to section 2.10.1 of the literature review, researchers have identified that the successful implementation of the EHWP requires the support from top management within the organisation. The majority of the participants in this study also expressed the same opinion that leadership support is necessary to ensure the smooth running of the EHWP in the DPW. Participant 3 indicated that *“support from management can increase the use of the EHWP in that employees will see the importance of the programme and will have more trust that the program can be useful to them”*. Participant 14 expressed the view that *“the government should fully support the implementation process of EHWP”*. Also, participant 15 stated that *“(). A committed leadership is needed to support the EHWP”*.

Berry et al. (2010) recommend that EHWP is an expensive intervention, hence, its needs top management support and commitment for proper implementation. Mattke et al. (2013) in their study also express the view that leadership engagement and commitment is important in the implementation of EHWP. Mattke et al. (2013) are of the view that without the support from the management the EHWP cannot be implemented in the organisation. Mattke et al. (2013) further recommend that organisations should engage employees in the design and implementation of the EHWP. According to Mattke et al. (2013), the engagement of employees in the design and implementation of the EHWP will increase their participation.

4.9.2 Effective and efficient communication

In relation to section 2.10.2 of the literature review presented in chapter two above, many researchers advocate that effective communication between management and employees is key to ensuring the implementation and utilisation of the EHWP in the organisation. Most participants in this study also expressed similar opinions that there should be a clear and effective

communication on the existence of EHWP in the DPW. Participant 3 recommended that *“the greater the buy in and awareness, the more successful the roll out of all programmes. I think awareness about the existence of the EHWP can only be achieved through communication”*. Participant 5 also expressed the view that *“people may not be aware of the programme if awareness is not created. Communication will help people to know much about the EHWP”*. Participant 6 indicated that *“management and EHWP professionals should find better ways of communicating to the beneficiaries about the existence of the programme”*.

According to Berry et al. (2010), effective and efficient communication is necessary to ensure the successful implementation of EHWP within the organisation. Effective and efficient communication is the life of every organisation. Communication is needed to inform the stakeholders about important decisions that are taken within the organisation. Spaho (2011) postulates that effective communication is important not only for employment relationship but for a successful business. Spaho (2011) adds that no activity in an organisation can be more successful without effective and efficient communication. Berry et al. (2010) argue that effective and efficient communication is important to inform the employees about the workplace EHWP that is available within the organisation. Berry et al. (2010) are of the view that research show that many organisations are utilising multiple media outlets and posters/flyers to inform employees about existence of EHWP.

4.9.3 Relationships and partnerships with the EHWP service providers

The results of the study indicate that building relationships and partnerships with the EHWP service providers is important in ensuring the successful implementation of the EHWP. Below are some of the quotes from the participants.

“Inter-related. Continued support ensures the implementation of the programme and successful continuous running of same (Participant 1). The programme cannot succeed if there is no working relationship between the department and service providers. Have a strong relationship with the EHWP professionals (Participants 4). Annual events can be planned and executed professionally. More employees can be referred to the program, so that employees can access the program without hesitation (Participant 6)”.

Mattke et al. (2013) suggest that a good relationship and partnerships with the service providers is key to the successful implementation of EHWP. According to Mattke et al. (2013), research show that organisations with a successful EHWP are utilising multiple partners and relationships to provide quality wellness activities to their employees. Even though, it is the primary responsibility of the HRM to implement and manage the EHWP, many companies or firms are engaging and utilising multiple partners including wellness committee, professionals, benefit brokers and wellness vendors. Berry et al. (2010) found that many organisations are successful in their ability to engage partners and utilise relationships to develop and implement the EHWP. It is in this regards that the employer or the organisation needs to establish relationships and partnerships with the EHWP service providers.

4.9.4 Adequate resources

With reference to the interviews, 11 participants recommended that availability or accesses to adequate resources is necessary in ensuring a successful implementation EHWP. The following are some few quotes from the participants in the study.

“With adequate resources the program can be more successful. More programs would be implemented, and more stakeholders would be involved in the program (Participant 4). By ensuring that all resources are readily available, medication is available timeously and programmes are rolled out as and when required and staff are ensured of all services as and when required (Participant 7). A budget to be set aside for the program and more awareness to be created in order to educate employees about the program (Participant 8). Government should allocate more funding towards to programme (Participant 11)”.

Berry et al. (2010) suggest that necessary resources such as facilities, equipment, finance and materials are needed to ensure the full implementation of the EHWP. Mattke et al. (2013) also express the view that the organisation must make sure that important resources like finance, facilities and machines are made available in order to support the development and implementation of the EHWP.

4.9.5 Monitoring and evaluation of the EHWP

The study show that the majority of the participants expressed the opinion that monitoring and evaluation is key to ensuring a successful implementation of the EHWP. The following are some of the quotes from the interviews.

It is important in order to test whether the program is fruitful and to identify gaps for improvement (Participant 11). Any programme requires M&E to ensure quality control (Participant 12). M&E act as a guide to the EHWP. They ensure that everything is on track (Participant 14). The EHWP cannot function well if there is no check and balance system. I mean, M&E will help to support the effectiveness of the EHWP (Participant 15).

Berry et al. (2010) argue that in order to ensure a successful EHWP, there must be a continuous Monitoring and evaluation system in place. Berry et al. (2010) recommend that monitoring and evaluation of the EHWP is necessary to check whether there is progress or deviation from the plan. Mattke et al. (2013) in their study recommend that the EHWP require a continuous monitoring and evaluation system to assess its effectiveness.

4.10 Conclusion

The chapter presented and discussed the results of the study. The data on the demographic characteristics of the participants was first presented. Findings showed that the majority of the participants in the Department of Public Works were African and males. The study showed that participants held different views about the concept of EHWP. The results further indicated that the factors which affect the implementation of the EHWP are cost, lack of leadership support, inadequate resources and lack of EHWP professional. Findings from the study also indicated that there is high level of awareness regarding the existence of EHWP in the department of Public Works. Again, the study found that the participation rate was high. Moreover, the study revealed that the EHWP is beneficial to both employees and employers. The chapter concluded with recommendations to the Department of Public Works on how to ensure the successful implementation of EHWP.

CHAPTER FIVE

SUMMARY, RECOMMENDATIONS AND SUGGESTIONS FOR FUTURE RESEARCH

5.1 Introduction

The previous chapter presented, analysed and discussed the findings which emanated from the study. Nevertheless, this chapter presents the summary of the findings, recommendations and suggestions for future research. The summary of the findings, recommendation and suggestions for future research are in accordance with the research objectives and questions. This chapter serves as an overarching summary of the dissertation. Each of the objective is considered individually by summarising the literature and empirical findings, drawing conclusions and providing recommendations on how to address the employees' perceptions on EHWP. The main objectives of the study are reiterated below.

5.2 Reiterating the objectives of the study

The study addressed the following research objectives.

- 5.2.1 To investigate employees' perceptions of the implementation of the EHWP in the Department of Public Works;
- 5.2.2 To determine factors hindering the successful implementation of the EHWP in the Department of Public Works;
- 5.2.3 To assess the level of awareness and the extent of utilisation of the employee health and wellness services in the Department of Public Works;
- 5.2.4 To examine the benefits of EHWP to both the employees and the Department of Public Works;
- 5.2.5 To identify measures that will help to address the challenges that are associated with the implementing of EHWP in the Department of Public Works.

5.3 Summary of the key findings from the study

This section of the chapter presents the summary of the major findings from the study conducted in the DPW. The major findings are presented in accordance with each the objective as highlighted above.

5.3.1 Employee perceptions on the implementation and utilisation of EHWP in DPW

The study identified a number of employee perceptions of the EHWP in the DPW. The study found that employees perceived the EHWP as an intervention for alcoholics. Furthermore, the study revealed that employees perceived the EHWP as trustworthy and confidential. In addition, the study indicated that employee's participation and utilisation of the EHWP in the DPW is not embarrassing or risky. The study also found that the perceived self-stigmatisation influences employee perception about the use of EHWP.

5.3.2 Factors affecting successful implementation of EHWP

The second objective of the study investigate the challenges of the successful implementation of the EHWP in the DPW. Based on the data, a number of factors have been identified as challenges to the implementation of the EHWP in the DPW. The common factors identified are high cost and expenditure incurred in running the EHWP, lack of support from management or leadership towards the implementation and operation of the EHWP, complex legislative requirements, inadequate resources and the unavailability of EHWP professionals. These findings also reaffirmed the previous findings as discussed in chapter two and four above.

5.3.3 Level of awareness and the extent of utilisation of the EHWP

This section of the study presents the summary of the main finding on the level of awareness and the extent of utilisation of the EHWP in the DPW. The key findings are that the majority of the participants in the DPW are aware of the existence of HEWP, utilisation of EHWP in the DPW is high because most employees access the this service on regular basis and employees utilise the EHWP for several reasons such as chronic conditions, alcohol related problems etc.

5.3.4 Benefits of EHWP to both employees and employers

The study further investigated the benefits of EHWP to both employees and DPW. The study revealed the there are numerous benefits that are associated with the implementation and utilisation of EHWP. The key findings are that EHWP assists employees who are facing psychological problems, EHWP provides professional counselling to HIV/AID patients in the DPW, EHWP reduces sick leave and absenteeism in the DPW, EHWP reduces turnover rate in the DPW, EHWP

reduces stress level among employees, the EHWP promotes the health and wellbeing of employees, and HEWP reduces health cost.

5.4 Successful implementation and utilisation of EHWP in the DPW

The last objective of the study investigated the how the EHWP can be implemented successfully in the PDW. Based on the study, the following findings are made. It was recommended that leadership/management support in key to ensuring the successful implementation of the EHWP in the DPW. Also, the study found that effective and efficient communication is key to ensuring the successful implementation of EHWP in the DPW. Furthermore, the participant recommended that relationships and partnerships with the EHWP service providers should be strengthened to support full implementation and utilisation EHWP in the DPW. Besides, the study participants recommended that adequate resources are key to ensuring the success of the EHWP in the DPW. The participants further recommended that monitoring and evaluation of EHWP should be carried out in the DPW.

5.5 Recommendations

Based on the results from the study, the following recommendations are put forward by the researcher to ensure the successful implementation and utilisation of EHWP in the various departments and municipalities in South Africa.

- **Recommendation 1: Leadership support towards the implementation of EHWP**

The best way to support the implementation of EHWP in any organisation is through leadership support at various levels within the organisation. Therefore management action should be geared towards supporting the successful implementation and the day-to-day running of the EHWP. This is achievable through stakeholder's involvement at every stage in the implementation process. This recommendation support similar recommendations offered by researchers (Berry et al., 2010; Mattke et al., 2013). For example, Mattke et al. (2013) in their study also express the view that leadership engagement and commitment is important in the implementation of the EHWP.

- **Recommendation 2: Effective and efficient communication**

Effective communication is key to the successful of every organisation. The EHPW could be successfully implemented in the DPW if there is effective communication among all the stakeholders involve. Effective communication is achievable when there are systems in place. Researcher such as Berry et al. (2010) and Spaho (2011) have offered similar recommendations. According to Berry et al. (2010), effective and efficient communication is necessary to ensure the successful implementation of the EHWP within the organisation. Effective and efficient communication is the life of every organisation. Communication is needed to inform the stakeholders about important decisions that are taken within the organisation. Spaho (2011) postulates that effective communication is important not only for employment relationship but for a successful business.

- **Recommendation 3: Building relationships and partnerships with the EHWP service providers**

Relationship is an important element within an organisation. Successful organisations are those that have strong relationship with their customers, suppliers, employees and others. A good relationship is achievable if the stakeholders learn to trust one another and work with each other. Previous studies (Berry et al., 2010; Mattke et al., 2013) have provided similar recommendations to organisations. Mattke et al. (2013) suggest that a good relationship and partnerships with the service providers is key to the successful implementation of EHWP. According to Mattke et al. (2013), research show that organisations with a successful EHWP are utilising multiple partners and relationships to provide quality wellness activities to their employees. Even though, it is the primary responsibility of the HRM to implement and manage the EHWP, many companies or firms are engaging and utilising multiple partners including wellness committee, professionals, benefit brokers and wellness vendors.

- **Provision of adequate resources**

The study revealed that adequate resources is one of the challenges facing the DPW in the implementation of EHWP. It is against this background that the researcher recommends that resources should be made available to the EHWP professionals. The resources should include facilities, equipment and funding. A similar recommendation was made by previous researchers

(Berry et al., 2010; Mattke et al., 2013). Mattke et al. (2013) also express the view that the organisation must make sure that important resources like finance, facilities and machines are made available in order to support the development and implementation of the EHWP.

- **Recommendation 5: Monitoring and evaluation of EHWP**

Monitoring and evaluation are important tools for tracking the effectiveness of programmes within an organisation. They help to check whether a particular project is going according to plan or not. This study also identified that monitoring and evaluation processes are important to ensure the successful implementation and utilisation of the EHWP in the DPW. A similar recommendation was provided by Berry et al. (2010). Berry et al. (2010) recommend that monitoring and evaluation of the EHWP is necessary to check whether there is progress or deviation from the plan.

5.6 Contribution to knowledge in the field of HRM and Industrial Relations

This study extends the frontiers of knowledge in the field of HRM and IR in relation to EHWP. This is based on the discovery that the EHWP involves a number of legal issues which cut across various organisation. The findings emanating from the study will contribute to existing body of knowledge on the concept of EHWP. Another major contribution of the study is that it will help in promoting the health and well-being of the employees. The EHWP is a workplace intervention which is designed and implemented by an organisation to assist employees to understand their health challenges and to adopt healthy behaviours to reduce such health challenge. Therefore, employees' health and well-being will be ensured when they utilise the EHWP. Furthermore, the study is important as it provide a number of recommendation to the DPW on how to successfully implement the EHWP. A successful implementation of the EHWP will not only be beneficial to the DPW but also it will be of immense benefit to the employees.

5.7 Limitation and suggestions for further studies

The study is limited to only the employees at the Southern Regional Office in the DPW in the KwaZulu-Natal province. The findings were based on only the data collected from the participants in the above organisation. Therefore, the findings emanating from the study cannot be generalised. A study of this nature should have been conducted among three or more departments in KwaZulu-Natal. However, future studies should be conducted in more than one departments in order to ensure the generalisation of the findings. Another key limitation of the study is that it was limited

to only employees. The study should have combine both employees and management at the Southern Regional Office. This would have enabled the researcher to get more opinions of the participants regarding the implementation and utilisation of the EHWP in the DPW. The researcher identified that the participants could not provide more information regarding the benefits of EHWP to the organisation. Therefore, further studies on EHWP should focus on both employees and management. Also, a key limitation of the study was the research method that was adopted. The study utilised a qualitative approach to research. The study should have combined both qualitative and quantitative research approaches. Further studies on EHWP should adopt mixed methods.

5.8 Conclusion

This chapter provided the summary of the findings, recommendations, contribution and the direction for future research. The major findings were first presented. The findings indicated that employees perceived EHWP as intervention for alcoholics, EHWP trustworthy and confidential, and self-stigmatisation. The chapter further presented the key findings on factors affecting successful implementation of EHWP which include cost, inadequate resources, lack of leadership support, legislative requirements and lack of qualified EHWP professionals. Besides, the chapter discussed the benefits of EHWP both to the employee and DPW. The chapter proceeded to provide various recommendations to the DPW on how to ensure the implementation of the EHWP. The chapter further contained the contribution of the study. The last part of the chapter highlighted the limitation and the directions for further research on EHWP.

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Appendix A

Interview Schedule

Section A: Demographic information

This section of the questionnaire contains information on the biographical data of the participants in terms of gender, age, educational qualification, work experience, nature of employment and department or unit of work in the organisation.

Please put an X in the box that is applicable to you

A.1 Gender

Male	
Female	
Other	

A.2 Race

African	
Coloured	
Indian	
White	
Other	

A.3 Age

Below 25 years	
25-30 years	
31-40 years	
41-50 years	
51-60 years	
61 year and above	

A.4 Highest educational qualification

Matric	
Diploma	
Undergraduate	
Honours	
Masters	
Other	

A.5 Years of work/experience

1-5 years	
6-10 years	
11-15 years	
16-20 years	
Above 20 years	

A.5 Nature of employment status

Contract	
Part-time/temporary	
Full-time/permanent	
Other	

A.6 Unit or office

HRM	
Finance	
Procurement	
Inspection	
Monitoring and evaluation	
Transport	
Other	

Section B: Eemployees' perception on the implementation of EHWP

B7 Eemployees' perception on the implementation of EHWP

- To what extent do you think that EHWP is an intervention for for alcoholics?
- What is your perception about trust and confidentiality regarding the utilisation of EHWP in the organisation?
- How embarrassing and risky is the utilisation of EHWP in the organisation?
- How does self-stigmatisation influence you perception about the use of EHWP in the organisation?

Section C: Factors that hinder the successful implementation of the EHWP

C.8 Factors affecting successful implementation of EHWP

- How does lack of adequate policy affect the implementation of EHWP?
- To what extent does excessive costs affect the implementation of EHWP?
- How does lack of support from management hinder the implementation of EHWP?
- To what extent does legislative requirements affect the implementation of EHWP?
- How does lack of adequate resource prevent or affect the implementation of EHWP?
- To what extent does lack of experts affect the implementation and utilisation of EHWP?

Section D: Level of awareness and the extent of utilization of the EHWP

D.9 Level of awareness and extent of utilisation of the EHWP

- How are you aware of the existence of EHWP in the organisation?
- To what extent do you utilisation the EHWP?
- What why do you utilised the EHWP?

Section E: Benefits of EHWP to both the employees and the focal organisation

E.10 Benefits of EHWP to employees and the organisation

- What benefits you gain from the utilisation of EHWP?
- How does the implementation of EHWP benefit the entire organisation?

Section F: Recommendations and solution for better implementation of the EHWP

F.11 Recommendations and solutions for better implementation of EHWP

- How does support from top management assists in the implementation of EHWP?
- To what extent does effective and efficient communication contributes to the implementation of EHWP?
- How does the organisation's relationships and partnerships with the EHWP service providers ensures the implementation of EHWP?
- How the availability or accesses to resources does ensures the implementation of EHWP?
- To what extent does monitoring and evaluation contributes to implementation of EHWP?
- What other recommendations will you give towards the implementation of EHWP?

Appendix B

Information Sheet and Consent to Participate in Research

Greetings,

My name is Mrs. Promise Thandeka Zondi. I am pursuing Master of Commence in Management at University of KwaZulu-Natal in the Discipline of Management with the student number 210537332. My contact number is 0760858777/0646748760 and my email address isthandeka.zondi@govworks.gov.za. Mrs. Jayrasha Ramasamy- Gurayah is my supervisor who is located at the School of Management, IT and Governance, Westville campus of the University of KwaZulu-Natal and her email is: gurayahj@ukzn.ac.za and Tel number is: +27 31 2608713/0823052547.

You are being invited to consider participating in a study that involves research into exploring employees' perceptions on Employee Health and Wellness Programme in Southern Regional Office. The aim and purpose of this study is to explore employees' perceptions on the implementation of Employee Health and Wellness Programme in the workplace. The proposed study will include 20 participants comprising of only employees in the organisation from various units such as HRM, Finance, Inspections and administration. The study will follow procedures such as approval from Department of Public Works, KZN and UKZN Humanities & Social Sciences Research Ethics Committee. Thereafter the permission has been granted, the researcher will contact all the respondents and ask for their voluntary participation in the study. A written informed consent form will be distributed to all the participants and they will be asked to read them carefully before signing them. After the participants agree to voluntary participate in the study, the researcher will proceed further to conduct the interviews among them. The duration for the data collection if you agree to participate and remain in the study will be approximately one month. The proposed study is not under any funding by individuals, groups or organisations.

There is no risk or discomfort that is associated or connected with this current study. The study will create the following benefits to the participants: it will enable the participants to have understanding of the concept of Employee Health and Wellness Programme; it will also assist the

participants to appreciate the importance of Employee Health and Wellness Programme; it will further enable the participants to make appropriate recommendations regarding how the Employee Health and Wellness Programme should be implemented in the organisation; lastly, it will enable the participants to consult specialist or experts on Employee Health and Wellness Programme to have their health challenges addressed. This study when completed will provide the following benefits: it will contribute to existing literature on EHWP in the global context or perspective; it will help address the health and safety challenges of employees which affect their performance at work; it will further serve as a policy shaping document to employers, organisations, managers and government when designing policy on EHWP; it will provide recommendations to managers, organisations and government on how to successfully implement EHWP; finally, it will serve as a source of reference material to students and scholars who intend to carry out similar study in the future.

This study has been ethically reviewed and approved by the UKZN Humanities and Social Sciences Research Ethics Committee (approval number-----).

In the event of any problems or concerns/questions you may contact the researcher at University KwaZulu-Natal on Tel. 0760858777/0646748760 or email: thandeka.zondi@kznworks.gov.za or UKZN Humanities & Social Sciences Research Ethics Committee, contact details as follows:

HUMANITIES & SOCIAL SCIENCES RESEARCH ETHICS ADMINISTRATION

Research Office, Westville Campus

Govan Mbeki Building

Private Bag X 54001

Durban 4000 KwaZulu-Natal, SOUTH AFRICA

Tel: +27 31 2604557- Fax: 27 31 2604609

Email: HSSREC@ukzn.ac.za

Your participation in the study is voluntary and by participating, you are granting the researcher permission to use your responses. You may refuse to participate or withdraw from the study at any time with no negative consequence. There will be no monetary gain from participating in the study.

Your anonymity will be maintained by the researcher and the School of Management, I.T. & Governance and your responses will not be used for any purposes outside of this study.

All data, both electronic and hard copy, will be securely stored during the study and archived for 5 years. After this time, all data will be destroyed.

If you have any questions or concerns about participating in the study, please contact me or my research supervisor at the numbers listed above.

Sincerely,

.....

Mrs. Promise Thandeka Zondi

CONSENT TO PARTICIPATE

I(Name) have been informed about the study entitled “ employees’ perceptions on Employee Health and Wellness Programme in Southern Regional Office” by Mrs. Promise Thandeka Zondi.

I understand the purpose and procedures of the study. I have been given an opportunity to ask questions about the study and have had answers to my satisfaction.

I declare that my participation in this study is entirely voluntary and that I may withdraw at any time without affecting any of the benefits that I usually am entitled to.

I have been informed about any available compensation or medical treatment if injury occurs to me as a result of study-related procedures.

If I have any further questions/concerns or queries related to the study I understand that I may contact the researcher at University of KwaZulu-Natal on Tel 0760858777/0646748760 or email: thandeka.zondi@kznworks.gov.za.

If I have any questions or concerns about my rights as a study participant, or if I am concerned about an aspect of the study or the researchers then I may contact:

HUMANITIES & SOCIAL SCIENCES RESEARCH ETHICS ADMINISTRATION

Research Office, Westville Campus

Govan Mbeki Building

Private Bag X 54001

Durban

4000

KwaZulu-Natal, SOUTH AFRICA

Tel: +27 31 2604557 - Fax: 27 31 2604609

Email: HSSREC@ukzn.ac.za

I hereby provide consent to:

Audio-record my interview / focus group discussion YES / NO

Video-record my interview / focus group discussion YES / NO

Use of my photographs for research purposes YES / NO

Signature of Participant

Date

Signature of Witness
(Where applicable)

Date

Signature of Translator
(Where applicable)

Date



ROUTE FORM

Subject	REQUEST TO CONDUCT RESEARCH FOR ACADEMIC PURPOSES
Prepared by	Mrs PT Zondi
Telephone	(033) 897 1383
Rank	Deputy Manager: Admin Support Services
Supervisor	Mr TL Mchunu
Telephone	(033) 897 1422
Date	15 March 2016

Route	Date	Signature	Remarks
Deputy Manager : HR and Admin	15/3/16	<i>P. Zondi</i>	
Senior Regional Manager: Southern Region			
General Manager: Operations			
Head: Public Works	29/3/2016	<i>[Signature]</i>	



public works

Department:
Public Works
PROVINCE OF KWAZULU-NATAL

Sub-Directorate: Human Resource Management
Private Bag X9153
PIETERMARITZBURG
3200
Tel: 033 8971343
Fax: 086 743 1421
Enquiries: Mrs PT Zondi
Email: Thandeka.zondi@kznworks.gov.za
Ref: HR4/2

TO : MR TA MDADANE: ACTING HEAD: PUBLIC WORKS
FROM : MRS PT ZONDI: DEPUTY MANAGER: ADMINISTRATIVE SUPPORT SERVICES: SOUTHERN REGION

RE : REQUEST TO CONDUCT RESEARCH FOR ACADEMIC PURPOSES

OBJECT

The purpose of this submission is to request permission for research to be conducted for academic purposes on the need for Employee Health and Wellness (EHW) at the Southern Region.

The objective of the research includes;

- o To explore and generate information through literature study in EHW.
- o To identify through the interviews the need of employees for EHW.
- o To identify if EHW is the appropriate solution for the needs of employees.

BACKGROUND

I am currently enrolled for a Master's Degree majoring in Management which ends in November 2016 at the University of KwaZulu Natal – Westville Campus, Student Number being: 210537332. The purpose for the investigation on the need for Employee Health and Wellness (EHW) or the need for the research to be conducted is to establish why employees are not utilising the Employee Health and Wellness Programme.

The purpose of this study is to establish a correct marketing strategy which will serve as a proposal for solutions and will further assist me to identify the gaps or need for the Programme and the reason for non-interest from employees. The information gathered from the research will be used for scholarly purposes. Participation from employees will be on a voluntary basis and will be in a position to either continue with the participation or stop such at their free will at any stage of the research. All views identified will be kept confidential and on an anonymous basis.

Records and items associated with voluntary participants interview sessions will be held in a password-protected file accessible only to my supervisor (Dr Jayrasha Ramasamy - Gurayah) and myself. The research undertaken will be after working hours during my personal time with employees employed within the Region, also after working hours / free and available time so as to not infringe on the Department's working hours.

Disposal functions will apply to the records after a period of five years in line with the Universities' Policy and procedures. The School of Management / IT and Governance UKZN – Westville Campus may be contacted on 031-2608713 for more clarity and information.

FINANCIAL IMPLICATIONS

There are no financial implications.

RECOMMENDATION

It is hereby recommended that approval be granted for me to conduct research for academic purposes on the need for Employee Health and Wellness (EHW) at the Southern Region.

Revised 15/3/16
DEPUTY MANAGER: ADMIN SUPPORT SERVICES (DATE)

Recommended / ~~Not Recommended~~

16/3/16
SENIOR REGIONAL MANAGER: SOUTHERN REGION (DATE)

Supported / ~~Not Supported~~

23/03/16
GENERAL MANAGER: CORPORATE SERVICES (DATE)

Approved / ~~Not Approved~~

29/3/2016
HEAD: PUBLIC WORKS (DATE)

05 July 2017

Mrs Promise Thandeka Zondi (210537332)
School of Management, IT & Governance
Westville Campus

Dear Mrs Zondi,

Protocol reference number: HSS/0834/017M

Project title: Exploring employees' perceptions on Employee Health and Wellness Programme at the Southern Region

Approval Notification – Expedited Application

In response to your application received on 19 June 2017, the Humanities & Social Sciences Research Ethics Committee has considered the abovementioned application and the protocol has been granted **FULL APPROVAL**.

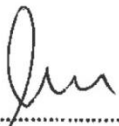
Any alteration/s to the approved research protocol i.e. Questionnaire/Interview Schedule, Informed Consent Form, Title of the Project, Location of the Study, Research Approach and Methods must be reviewed and approved through the amendment/modification prior to its implementation. In case you have further queries, please quote the above reference number.

PLEASE NOTE: Research data should be securely stored in the discipline/department for a period of 5 years.

The ethical clearance certificate is only valid for a period of 3 years from the date of issue. Thereafter Recertification must be applied for on an annual basis.

I take this opportunity of wishing you everything of the best with your study.

Yours faithfully



.....
Dr Shenuka Singh (Chair)

/ms

Cc Supervisor: Mrs Jayrasha Ramasamy-Gurayah
Cc Academic Leader Research: Professor Brian McArthur
Cc School Administrator: Ms Angela Pearce

Humanities & Social Sciences Research Ethics Committee

Dr Shenuka Singh (Chair)

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