

**AN EVALUATION OF THE EFFECTIVENESS OF EMPLOYEE WELLNESS
MANAGEMENT PROGRAMME IN THE DEPARTMENT OF AGRICULTURE IN
CAPRICORN DISTRICT OF LIMPOPO PROVINCE**

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DECLARATION

I declare that **AN EVALUATION OF THE EFFECTIVENESS OF EMPLOYEE WELLNESS MANAGEMENT PROGRAMME IN THE DEPARTMENT OF AGRICULTURE IN CAPRICORN DISTRICT OF LIMPOPO PROVINCE** is my own work and that all sources have been indicated and acknowledged by means of complete references and that this work has not been submitted before for any other degree at any other institution.

MAKGATO MOLLALE DORCAS

DATE

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ABSTRACT

Wellness Management strives to meet the health and wellness needs of the public servants through diverse preventative and curative measures by customizing those aspects from traditional programmes such as Employee Assistance Programme (EAP), Work life Balance and, Wellness Management programmes. These are the most relevant and fit the uniqueness of the public service and its mandate. The provision of such diverse programmes is vital in the public service setting. In order to determine the effectiveness of these programmes, an evaluation is therefore necessary to validate its existence in fulfilling its objectives and furthermore, improving its performance. The aim of this research study was to evaluate the effectiveness of Wellness Management Programme (WMP) in the Department of Agriculture in the Capricorn District, concentrating on the provision, utilization and awareness of the programme. The study also investigate the benefits of the programme to both the employee and the employer and the extent to which they derive value in the programme. Supervisors and supervisees respectively were interviewed, and they both regarded the programme as effective and furthermore as a good and suitable option in improving job performance in the department. However, the utilization of the programme is mainly from employees in the administration field, with less utilization from technical employees, which further calls for promotion of the programme to technical/core employees and their management. The majority of respondents were aware of the programme and are currently satisfied with the accessibility of coordinators of the programme, although the challenge is still with EAP services. The centralisation of EAP at Provincial office delays progress and effective utilization of the services and therefore decentralisation of the services to district office, the recruitment of qualified professionals and establishment of EAP Advisory Committees are recommended. The majority of supervisors and supervisees who had utilised the services have seen improvements in their lives and their job performance, hence they still recommend the services to other colleagues. Management support and involvement through the provision of advises, budget and so forth is crucial in the improvement of the programme utilization.

LIST OF FIGURES

	PAGE
Figure 2.1.: Dimensions of Wellness	12
Figure 4.1.: Gender of supervisees as respondents	45
Figure 4.2.: Age of supervisees as respondents	45
Figure 4.3.: Education levels of supervisees as respondents	46
Figure 4.4.: Reporting levels of supervisees as respondents	47
Figure 4.5.: Occupational categories of supervisees as respondents	48
Figure 4.6.: Years of work experience of supervisees as respondents	48
Figure 4.7.: Gender of supervisors as respondents	59
Figure 4.8.: Age of supervisors as respondents	59
Figure 4.9.: Education levels of supervisors as respondents	60
Figure 4.10.: Reporting levels of supervisors as respondents	61
Figure 4.11.: Occupational categories of supervisors as respondents	61
Figure 4.12.: Years of work experience of supervisors as respondents	62

LIST OF TABLES

	PAGE
Table 4.1.: Supervisees' opinion of whether wellness programme is effective in addressing work performance.	49
Table 4.2.: Problems experienced by supervisees	50
Table 4.3.: Proactive programmes conducted in the workplace in 2013/2014	51
Table 4.4.: Supervisees' attendance of wellness programme.	51
Table 4.5.: Supervisees' opinion as to whether they would advise a colleague to attend/ use/ consult wellness coordinators to deal with problems that affect work performance.	56
Table 4.6.: Supervisees' opinion as to whether wellness programme is a good option to deal with problems that affect work performance.	57
Table 4.7.: Wellness management sub-programmes supervisors have been exposed to in the workplace	63
Table 4.8.: The most effective wellness sub-programmes presented in workplace.	64
Table 4.9.: The case problems (psychosocial) that the employees experienced in 2013/2014	65
Table 4.10.: Proactive programmes conducted in the workplace in 2013/14	66
Table 4.11.: Supervisors organization/ attendance/ participation in wellness programme.	68
Table 4.12.: Wellness coordinators' accessibility to the programme	69
Table 4.13.: Supervisors' opinion on whether employees are aware of the programme	69
Table 4.14.: Results observed from employees after attending wellness programme.	70

Table 4.15: Supervisors' opinion on whether wellness programme is a good option to help employees deal with problems which affect their work performance. 71

LIST OF ANNEXURES

	PAGE
Annexure A: Interview Schedule for Supervisees	91
Annexure B: Interview Schedule for Supervisors	95
Annexure C: Researcher's Consent Form	100
Annexure D: Letter to the Respondents	101
Annexure E: Request to Conduct the Research Study	103
Annexure F: Letter of Editor	105
Annexure G: Memo of Approval to Conduct Research	106

TABLE OF CONTENTS

	PAGE
Declaration	ii
Acknowledgements	iii
Abstract	iv
List of figures	v
List of tables	vi
List of annexures	vii
Table of Contents	viii

CHAPTER ONE

1.1.	Introduction and Background of the Study	1
1.2.	Problem Statement	3
1.3.	Motivation for the Study	5
1.4.	Significance of the Study	5
1.5.	Aims of the study	6
1.6.	Objectives of the study	6
1.7.	Research Questions	6
1.8.	Choice and Rationale of Research Design	7
1.8.1.	Study Area	7
1.8.2.	Population of the Study	8
1.8.3.	Sample, Sample Method and Sample Size	8
1.9.	Definition of Key Concepts	9
1.10.	Conclusion	10

CHAPTER TWO

2. LITERATURE REVIEW

2.1.	Introduction	11
2.2.	Employee Wellness	11
2.3.	Core Competencies of Wellness Management Programme	12
2.3.1.	Physical Wellness	13
2.3.2.	Psychosocial Wellness	14
2.3.3.	Organisational Wellness	15
2.3.4.	Work life Balance	16
2.4.	The Effectiveness of Wellness Management Programme	18
2.5.	Legislation Framework Employee Wellness Management	20
2.5.1.	The Constitution of the Republic of South Africa 1996	20

2.5.2. The Labour Relations Act no. 66 of 1995	21
2.5.3. The Basic Conditions of Employment Act no. 75 of 1997	21
2.5.4. The Code of Good Practice on Arrangement of Working Time	22
2.5.5. The Occupational Health and Safety Act no. 85 of 1993	22
2.5.6. Wellness Management Policy for the Public Service 2009	23
2.6. Factors Affecting Wellness in the Workplace	24
2.7. Publicizing/ Promotion of Wellness Programme	26
2.8. Usage of Incentives for Participation in Wellness Programme	27
2.9. The Benefits of Wellness Programme	28
2.10. Evaluation of Wellness Programme	33
2.11. Interventions to Improve Wellness Programme	34
2.11.1 .Top Management Support of Health and Wellness	34
2.11.2 .Integrate HR functions with EW and work life quality initiative	35
2.12. Conclusion	36

CHAPTER THREE

3. RESEARCH DESIGN AND METHODOLOGY

3.1. Introduction	38
3.2. Research Design	38
3.3. Research Methodology	39
3.3.1. Research Approach	39
3.3.2. Area of Study	39
3.3.3. Target Population	40
3.3.4. Sampling	41
3.4. Data Collection	41
3.5. Data Analysis	42
3.6. Ethical Considerations	43
3.7. Conclusion	43

CHAPTER FOUR

4. DATA PRESENTATION AND ANALYSIS

4.1. Introduction	44
4.2. FINDINGS FROM INTERVIEWS WITH SUPERVISEES	44

4.2.1. SECTION A: Demographic Information of Respondents	44
4.2.2. SECTION B: The Effectiveness of Wellness Programme	49
Theme 1: Effectiveness of wellness programme in addressing work performance.	49
Theme 2: Problems experienced by supervisees	50
Theme 3: Proactive programmes conducted and attended	51
Theme 4: Relevancy of the wellness programme in the workplace.	52
Theme 5: The Impact of the programme	53
Theme 6: Problems foreseeable with the programme	53
Theme 7: Wellness coordinators' accessibility on wellness programmes.	54
4.2.3. SECTION C: The Benefits of both the Employers and Employees from the Wellness Management Programme	54
Theme 8: Benefit to employer.	54
Theme 9: Benefit to the employee	55
4.2.4. SECTION D: Other Intervention Strategies to Improve Work Performance	56
Theme 10: Encouragement to consult Wellness services	56
Theme 11: Wellness programme as a good option to address poor performance	57
Theme 12: Suggestions to improve the programme.	57
4.3. FINDINGS FROM THE INTERVIEWS WITH SUPERVISORS	58
4.3.1. SECTION A: Demographic Information of Respondents	58
4.3.2. SECTION B: The Effectiveness of Wellness Programme	62
Theme 1: Exposure to programmes	62
Theme 2: Effectiveness of the programme	63
Theme 3: Case problems experienced	65
Theme 4: Supervisor' reaction	65
Theme 5: Proactive programmes conducted	66
Theme 6: Relevancy of wellness programme.	67
Theme 7: Participation in the wellness programme	68
Theme 8: Problems foreseeable with the programme	68
Theme 9: Accessibility of coordinators	69

Theme 10: Awareness of the programme	69
4.3.3. SECTION C: The Benefits of both the Employers and Employees from the Wellness Management Programme	70
Theme 11: Results observed	70
Theme 12: Benefit of employees from the programme.	71
4.3.4. SECTION D: Exploring other intervention strategies to improve work performance	71
Theme 13: Wellness as a good option	71
Theme 14: Suggestions to improve the programme.	72
4.4. Conclusion	73

CHAPTER FIVE

5. CONCLUSIONS AND RECOMMENDATIONS

5.1. Introduction	74
5.2. Demographic Information	75
5.3. The effectiveness of WMP.	75
5.4. Relevancy of the programme	76
5.5. The impact of the programme	76
5.6. Problems foreseeable with the programme	77
5.7. Accessibility of wellness management coordinators	77
5.8. Employee' awareness of the programme	78
5.9. The Benefits of WMP.	78
5.10. Intervention strategies to improve the programme	79
5.11. Suggestions to improve the programme	79
5.12. Department of Agriculture effectiveness on Wellness Management Programme	79
5.13. Concluding Statement	81
5.14. Area for Further Research	81

REFERENCE	82
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CHAPTER ONE

1.1. INTRODUCTION AND BACKGROUND OF THE STUDY

Public service transformation has been at the heart of government since 1994. Therefore, to ensure that transformation takes place at different government departments, a number of programmes were introduced (Kanjere, Thaba and Makgato 2014). One of such programmes is the Employee Health and Wellness (EHW) programme which advocates for a healthy, safe working environment for all public servants (Employee Health and Wellness Strategic Framework 2008). The main focus of this programme is to bring about changes in the wellbeing and the working environment in the departments so that service delivery, employees' health and productivity can be accelerated and improved.

Employees and their dependents benefit from assistance provided by EHW programme that manage their physical health and emotional well-being. Employees spend many hours of their life at the workplace and work concerns cannot be seen as separate from their personal and social lives (Pillay and Terblanche 2012:229). Chronic health conditions including those resulting from HIV/AIDS, trauma, substance abuse, and relationship problems are some of the concerns that filter into the job environment and influence absenteeism, accidents and general productivity. The workplace has developed social interventions to mediate and support employees,

The Employee Health and Wellness Strategic Framework (2008) is based on four functional pillars, which represent the recommended core functions of the EHW units in line departments, and identify a critical set of initiatives to be undertaken by the health and wellness practitioners in carrying out their roles and responsibilities. Wellness management is the fourth functional pillar which prescribes the minimum standards that need to be covered as part of the EHW scope of programme focus. It focuses mainly on physical, psychological, organisational and work life balance.

The workplace Wellness Management Programme (WMP) grew out of the Employee Assistance Programme (EAP) and Work-Life Balance Programmes. Historically the EAP mainly supported individual wellness, through counselling and such educational efforts as stress management, managing change, and other wellness promotion strategies. The Work- Life Balance Programme promotes flexibility in the workplace to accommodate work, personal and family needs; which can result in benefits to organizations due to higher levels of employee satisfaction and motivation. Wellness management strives to meet the health and wellness needs of the Public Servants through preventative and curative measures by customizing those aspects from traditional programmes such as EAP, Work life Balance and, Wellness Management programmes that are most relevant and fit the uniqueness of the public service and its mandate (Pillay and Terblanche 2012).

Employee Wellness Programmes (EWPs) are intervention strategies intended to promote the well-being of employees. They could be curative and preventative in nature. The purpose of introducing a wellness programme in an organisation is to create an awareness of wellness issues, to facilitate personal change and health management and to promote a healthy and supportive workplace (Sieberhagen, Pienaar and Els 2011). Employee Assistance Programmes (EAPs) are programmes that cover the identification, assessment, monitoring, referral, counselling, and follow-up activities that aim at addressing employees' problems. These definitions of EAPs and EWPs make it clear that these two types of programmes address similar issues about employee wellness.

Wellness management emerged as a priority due to increasing recognition that the health, safety and wellness of employees directly impact on the productivity of the entire organization. As employees are the life-blood of the organization it is vital to help them produce at their optimum levels. Both personal and workplace factors influence overall wellness and employee performance.

Wellness is regarded as the optimal state of the health of individuals and groups of individuals with two main focal points of concerns, namely: the realization of the fullest potential of an individual physically, psychologically, socially, spiritually and

economically, and the fulfilment of one's role expectations in the family, community, place of worship, workplace and other settings.

For any organisation to achieve global competitiveness, healthy employees are vital and therefore wellness programme can play an important role by enabling employees to deal effectively with the changes and challenges in the personal and work life (Bessinger 2006). Whereas the environment in which one functions is becoming increasingly demanding, the changes in the organisations continue to pose challenges and changes in the environment (Bessinger 2006).

The culture of an organisation can have a direct impact on both the employee's and organisation's health. Literature shows that healthy employees play an important role in creating organisational cultures (Attridge 2005; McVivar 2003). By implementing wellness programme, organisations can deal effectively with productivity demands (Mulvihill 2005). In doing so, companies are moving in the right direction by focusing more on improving health and managing absenteeism through policies and procedures (du Preez 2010).

The Limpopo Department of Agriculture started the implementation of Employee Health and Wellness programme since 2001 in response to the need of transformation of public service that the birth of South African democracy in 1994 has introduced. The main focus was to bring about changes in the wellbeing and working environment in the department so that service delivery, employees' health and productivity could be accelerated and improved. Wellness programme represent a significant investment for many organisations and are an essential recommendation included in the Department of Agriculture; however, wellness programmes have not been rigorously evaluated. The proposed study will evaluate the effectiveness of wellness management programme in the Department of Agriculture in Capricorn district.

1.2. PROBLEM STATEMENT

The democratic government of the Republic of South Africa passed legislation on employee social issues for example, the Constitution of the Republic of South Africa (1996) and the Labour Relations Act (Act no. 66 of 1995), which led to the

implementation of workplace wellness programmes. Wellness programmes are implemented for various purposes, but the most common purpose is to minimize the economic costs that are incurred due to problems experienced by employees. Hutchison and Vickerstaff (2003) also point out that the cost of health care forced organisations to seek cost containment to maintain economic profitability and price competitiveness.

The Department of Agriculture has lost a lot of money because of employee' problems affecting productivity such as alcohol abuse, drug abuse, stress, substance abuse, family problems, accidents, financial problems, trauma and so forth. When these problems are converted into financial returns to the organisation, it is clear that there is a financial loss for the organisation due to the negative impact they have on employees' job performance (Monyakeni 2010) The time spent by supervisors to resolve this problems through disciplinary hearings or to help employees deal with interpersonal conflicts, is time lost for other issues that might have increased productivity of the organisation and consequently lead to service delivery and financial benefit.

Furthermore, the researcher also observed from the Wellness Management Report and EAP statistics from 2013 to 2014 that the various wellness management sub-programmes: proactive (workshops and awareness campaign) and reactive (EAP counselling) are being conducted to address poor performance and improve productivity, but the programmes are not seen as productive enhancers, primarily because they do not communicate their value in ways that are useful to decision makers.

Without knowing the current status of the programme, it is hard to set meaningful goals for the future. Evaluation though uncomfortable, is central to the organisation's growth and without knowing the current status of the programme, it is hard to set meaningful goals for the future. Evaluation can also be viewed as another means of presenting evidence of the effectiveness of wellness programme in terms of economic benefits of the organisation. On the basis of this the researcher sees the evaluation of the programme as important, but despite the visible continuous implementation of the programme, its effectiveness have never been evaluated.

1.3. MOTIVATION FOR THE STUDY

The researcher is an official in the Department of Agriculture, a custodian of the Wellness Management Programme designed to promote support to employees in a form of counselling and proactive programmes to effectively deal with productivity demands.

Wellness programme in the Department of Agriculture were implemented to minimize cost resulting from psychosocial, physical and other related problems experienced by employees. While all services addressing these problems are being rendered, the effectiveness of the programme has never been explored. There is an increased demand on evaluation of wellness programmes in the workplace, as there is a greater lack of research substantiating their effectiveness within the workplace. It is against this background that a research of this kind is required.

1.4. SIGNIFICANCE OF THE STUDY

A growing number of companies have committed themselves to providing organisational wellness programmes to help improve the health of their employees, control health care, absence and absenteeism costs, and to provide an additional benefit to employees and employers. Studies clearly suggest that the well-being of employees may be in the best interest of the employer (Ndlela 2011).

Workplace wellness programme can be seen “to improve morale, job satisfaction and retention by making a company an employer choice” (Kapp 2003). Thus the benefits to both the employees and employer of a successful wellness programme are many. Ndlela (2011) give emphasis that a well-functioning wellness programme could reduce grievances and disciplinary actions and therefore free up management to deal with other issues. By implication, wellness management improves the image of the organisation as a caring employer and service provider.

In the Limpopo Province, limited studies have been undertaken on the evaluation of the effectiveness of wellness management programmes in the provincial departments. A major focus was on HIV/AIDS management, while the effectiveness of the programme on employees was not explored. The findings of the study are expected to inform envisaged policies in the Limpopo provincial departments on the effectiveness of wellness programmes.

1.5. AIM OF THE STUDY

The aim of the study is to evaluate the effectiveness of Wellness Management Programme on employees in order to determine service delivery and productivity in the department. Wellness Management Programme is conducted with all levels of employees in the Department of Agriculture, and there is a need to evaluate its effectiveness.

1.6. OBJECTIVES OF THE STUDY

The primary objective of the study is:

- 1.6.1. To evaluate the effectiveness of the Wellness Management Programme in addressing the challenges of productivity in the public service.
- 1.6.2. To assess the benefits of these programme to both the employer and employee.
- 1.6.3. To explore the other intervention strategies that can be helpful in improving wellness programme in the public service.

1.7. RESEARCH QUESTIONS

According to Strydom and Delport (2005), a research question should be related to goals, objectives and hypothesis of the study. The researcher used the research questions because there is insufficient information about the evaluation of the effectiveness of wellness programme.

Therefore, the following research questions will guide this investigation:

- 1.7.1. How effective is Wellness Management Programme in addressing the challenges of productivity in the public service?
- 1.7.2. How beneficial is Wellness Management Programme to both the employers and the employees?
- 1.7.3. What are other intervention strategies that can help in improving the effectiveness of wellness programme in the public service?

1.8. CHOICE AND RATIONALE OF RESEARCH DESIGN

The researcher will use mainly qualitative research design. The primary goal of using this approach is defined as describing and understanding where the researchers have always primarily been interested in describing the actions of the research participants in great detail and to understand this actions in terms of the actor's own beliefs, history and context (Fouché 2005).

The study was conducted to explore the effectiveness of wellness management programme in the public service, to assess the benefits of both the employer and the employee and to explore other intervention strategies that can help in increasing the effectiveness of Wellness Management Programme in the public service.

1.8.1. STUDY AREA

The study was conducted in the Department of Agriculture at Capricorn district. Capricorn district is one of the 6 districts of Limpopo Province in South Africa. According to the Local government Handbook (2015), the district consists of 5 local municipalities, namely, Polokwane, Lepelle-Nkumpi, Blouberg, Aganang and Molemole. The seat of the district is in Polokwane which lies in the heart of Capricorn region. The district serves as a stopover between Gauteng in the South and an exit to other neighbouring African countries.

1.8.2. POPULATION OF THE STUDY

De Vos, Strydom, Fouche and Deport (2005), highlight the distinction between universe and population. According to the authors, universe means all potential subjects who possess the attributes in which the researcher is interested, while population refers to individuals in the universe who possess specific characteristics. The population of this study therefore encompassed the employees of the Department of Agriculture in Capricorn District of the Limpopo Province. The department has many employees occupying hierarchical positions. Some employees work in the offices and are referred to as administrative staff and others work in the fields and are referred to as technical/core staff.

1.8.3. SAMPLE, SAMPLE METHOD AND SAMPLE SIZE

A sample is the actual limits selected from the population to participate in the study (Trochim and Donnelly 2007). Thus, the sample for this study includes employees of the department of Agriculture in the Capricorn District. The Department in Capricorn district has both technical and administrative staff that sum up to 695 employees.

Purposive sampling technique was used to select the sample. Non-probability sampling was used, where the researcher relied on their experience and ingenuity. In this study, the researcher interviewed supervisors/ managers and supervisees/ employees who have participated in wellness programme and are willing to partake in the study.

In this study the researcher purposely and deliberately selected categories that enabled her to generate the data that could lead to the answers of the research questions. Conventionally in qualitative research, sampling takes place until the point of saturation is reached. In simpler terms, the researcher selects until the data can no longer offer any new information (Patton 2002).

1.9. DEFINITION OF KEY CONCEPTS

1.9.1. Wellness

Wellness is regarded as the optimal state of the health of individuals and groups of individuals with two main focal points of concerns, namely: the realization of the fullest potential of an individual physically, psychologically, socially, spiritually and economically, and the fulfilment of one's role expectations in the family, community, place of worship, workplace and other settings (EHW Strategic Framework 2008)

Corbin and Pangrazi (2001) further defines wellness as a multidimensional state of being describing the existence of positive health in an individual as exemplified by quality of life and a sense of well-being. As cited in the Wellness Management Policy for the Public Service (2009), World Economic Forum refer to wellness as an active process through which organizations become aware of, and make choices towards a more successful existence. For both the individual and the organization, the concept of wellness is one where active steps can be taken to reduce chronic disease and mitigate its debilitating impact on personal lives and organizational productivity.

1.9.2. Wellness Management Programme (WMP)

Wellness Management is the fourth pillar in Employee Health and Wellness which addresses the individual and organisational wellness in a proactive manner. The Workplace Wellness Management Programme grew out of the Employee Assistance Programmes (EAP) and Work Life Balance Programmes, which was limited in scope and practice and was reactive and not strong on prevention.

A wellness programme is any programme implemented by an employer to improve the health of its labour force. A good wellness programme also helps individual employees to overcome specific health-related issues. According to the EHW Strategic Framework (2008), WMP covers the traditional areas which address the entire spectrum of psycho-social stressors in the workplace in order to enhance

individual and organisational and ultimately productivity. It has the following priority areas: Physical Wellness, Psychosocial wellness, Organisational Wellness and the Work - life balance.

1.9.3. Evaluation

An evaluation research is the process of determining whether a social intervention has produced the intended results (Babbie 2013).

Shantasaravanan and Bin (2007), defines evaluation research as a the systematic collection of information about the activities, characteristics, and outcomes of programmes for use by specific people to reduce uncertainties, improve effectiveness, and make decisions with regard to what the programme is doing and affecting.

1.10. CONCLUSION

Chapter one presented the introduction and background of the study. This was composed of the problem statement, motivation for the study, research questions, aims and objectives, definition of concepts, highlight on the research design and methodology of the study. The following chapter will outline theory with regard to Wellness Management Programme.

CHAPTER TWO

LITERATURE REVIEW

2.1. INTRODUCTION

The implementation of wellness programme by organisations ensures that they stay ahead of their competitors, as they will continuously improve. Organisations need to ensure that employees can perform to the best of their abilities. Employees who are physically healthy are more resilient and deal more effectively with stress producing factors such as work overloads, work pressure and job insecurity. A key reason behind the implementation of wellness programme has been to improve employee health, reduce organizational costs, improve morale and thus lower illness-related absenteeism rates (Parks and Steelman 2008). However, organizations rarely evaluate the effectiveness of the programme in meeting these goals.

2.2. EMPLOYEE WELLNESS

Wellness has been defined as the process and state of a quest for maximum human functioning that involves the body, mind and spirit. Wellness programme consist of a combination of activities designed to increase awareness, assess risks, educate and promote voluntary behaviour change to improve the health of a group, modify their consumer health behaviour, enhance their personal well-being and productivity, and prevent illness and injury (Ololade 2009).

Wellness in a holistic concept, and most descriptions break it up into various dimensions. The usual body, mind, emotions and spirit predominate, but other important dimensions such as sexual, environmental, social/interpersonal relationships, community, work life balance and financial dimensions are often included. According to Jobson (2003) many practitioners in wellness focus on one or another of these dimensions depending on their particular expertise and training.

Wellness is not a static state. High-level wellness involves giving good care to your physical self, using your mind constructively, expressing your emotions effectively, being creatively involved with those around you, and being concerned about your physical, psychological and spiritual environments (Lubbe 2010).

Figure 2.1.: Dimensions of Wellness which act and interact in the way that contributes to our own quality of life (NDSU Wellness Centre, 2014).

Common features of wellness programmes can encompass the following: providing healthcare and medical information by means of health fairs, seminars, classes, lectures, and newsletters; online health and wellness resources; nutrition counselling; lifestyle and risk factor analysis; health and exercise coaching; gym and health-club memberships or membership discounts; health risk assessments; stress management programmes; disease management and control programmes (concerning heart disease, diabetes, blood pressure, for example); biometric testing and screening, maintenance, and control for heart disease, blood pressure, hypertension, cholesterol, and weight loss); smoking cessation programmes; and immunization programmes; and onsite clinics. The programmes are created to help employees become healthier through various incentives and penalties (Mujtaba and Cavico 2013). They have an educational component that seeks to inculcate to the employees the benefits of a healthy lifestyle and thus to increase awareness of how lifestyle choices can impact one's physical and mental health.

2.3. CORE COMPETENCIES ON WELLNESS MANAGEMENT PROGRAMME

The EHW Strategic Framework (2008) makes reference to The Workplace Wellness Management programme which grew out of the Employee Assistance Programmes (EAP) and Work- Life Balance Programmes. Historically the EAP mainly supported individual wellness, through counselling and such educational efforts as stress management, managing change, and other wellness promotion strategies.

Wellness management strives to meet the health and wellness needs of the public servants through preventative and curative measures by customizing those aspects

from traditional programmes such as EAP, Work life Balance and, Wellness Management programmes that are most relevant and fit the uniqueness of the Public Service and its mandate.

There is now recognition that social factors are critical to understanding quality of life. Economic and social sustainability cannot be achieved by technology and science alone. Attention needs to be given to human needs and differences. The Audit Commission and the Countryside Agency have become involved in the development of quality of life indicators and work focussed on quality of life enhancement. More specifically, relevant drivers can be identified in the several moves to establish healthy workplaces. The workplace is a key setting through which to improve health and reduce health inequalities.

2.3.1. PHYSICAL WELLNESS

The EHW Strategic Framework (2008), describes physical wellness as the ability to maintain a healthy quality of life that allows individuals to get through their daily activities without undue fatigue or physical stress. The ability to recognise that behaviours have a significant impact on our wellness and adopting healthful habits (routine check-ups, a balanced diet, exercise, etc.) while avoiding destructive habits (tobacco alcohol, drugs etc.) will lead to optimal physical wellness. A healthy body maintained by good nutrition, regular exercise, avoiding harmful habits, making informed and responsible decisions about health, and seeking medical assistance when necessary (NDSU Wellness Centre 2014).

It must be noted how very common wellness programme have become. Mattke, Schnyer and Von Busum (2012) reported that 92% of employers with 200 or more employees offered wellness programmes in 2009. Moreover, the most frequently targeted behaviours are exercise (addressed by 63% of employers with programmes), smoking (60%), and weight loss (53%) (Cavico, Mujtaba, Muffler and Samuel 2014). Poor dietary practices and eating behaviour contribute to preventable illness and premature death. Substantial evidence links a healthy diet and caloric intake to achieving or maintaining optimum body weight with lower rates of the three major chronic diseases – heart disease, diabetes and cancer.

According to the UC Davis Student Counselling Services (2015), physical wellness encourages employees to take care of their bodies through physical activity, proper nutrition and a strong mind. Furthermore, Goetzel and Ozminkowski (2008) emphasizes self-care or self-management referring to the notion that the individual is an active participant in his or her medical treatment or in ensuring health maintenance. These include all the things employees can do to maintain their health, such as eating well, exercising, not smoking, using alcohol in moderation, managing stress, performing safety checks at home and at work and maintaining a healthy body weight.

2.3.2. PSYCHOSOCIAL WELLNESS

Psychosocial wellness can be seen as traditional EAP focussing on preventing and addressing psychosocial hazards, such as stress, physical and emotional violence, overload, substance abuse, etc., through risk assessments and policies, as well as organisational, environmental and individually focussed interventions (Steinmann 2008). An EAP's is defined as a worksite-based programme designed to assist in the identification and resolution of productivity problems associated with employees who experience personal concerns. These concerns may include health, marital, family, financial, alcohol, drug, legal, emotional, stress, or other personal factors which may adversely affect employee job performance (EAPA-SA 2010). This definition covers a wide spectrum of personal and work-related issues that impact on the employer, the employee and the organisation.

Personal problems are recognized as conditions, which can be overcome. The personal reasons employees sought help from the EAP included post-traumatic stress, personal trauma, bereavement, emotional burnout, stress, depression, work, marital and family related problems are responsive to treatment and curative psychosocial interventions. These personal reasons for using EAP services are indications of larger social issues and gives credence to the need for programmes to evolve to address broader social issues in the community, such as social development (Terblanche and Pillay 2012, Telkom SA 2008). The EAP is therefore a programme

through which employees may have access to professional assistance for a wide range of personal, interpersonal and work related concerns and challenges.

The EAP is further designed to encourage employees to take personal responsibility for their psycho-social health and wellness. Employees experiencing personal problems, which may affect their personal lives and work performance, can receive professional assistance from registered psychologists and social workers. The therapeutic interventions have a definite futuristic focus with an emphasis on personal responsibility, empowerment, self-initiative and prevention. (Telkom SA 2008).

Research did show a preference of coordinators to engage with individuals and to a limited extent with groups of employees for marketing, training and awareness programmes. Some of work related concerns include management of work life balance, pre-retirement planning and trauma debriefing.

2.3.3. ORGANISATIONAL WELLNESS

Organisational wellness promotes an organizational culture that is conducive to individual and organizational wellness and work-life balance in order to enhance the effectiveness and efficiency of the Public Service. The intended outcome of wellness management is to maximise and sustain the potential of human capital and an effective and efficient Public Service that is positively responsive to the needs of the public (EHW Strategic Framework 2008) .

Organisational wellness also relates to issues such as moral regeneration, integrity, organisational ethics, values, whistle-blowing and productivity which are crucial to instil a coherent sense of moral wellbeing within employees. Given the increase in corruption in general, and the interrelatedness between bullying and corruption, absenteeism, productivity, etc., organisational wellness deserves to be a stand-alone issue (Steinmann 2008).

Job satisfaction is typically defined as an employee's level of positive affect toward his or her job and is often thought to develop in response to the characteristics of the

employees' jobs or by the characteristics of the organizations in which they work. One organizational factor that may impact job satisfaction is the presence of a wellness programme (Parks et al 2008).

One perspective is that employers who provide wellness programme are viewed as having more concern for their employees and as a result enhance employees' attitudes toward the organization. South African corporations and businesses have caught on to the global trend. A growing number of companies have committed to providing organizational wellness programme to help improve the health of employees, control health care, absence and absenteeism costs, and to provide an additional benefit to employees (Parks et al, 2008). Medical aid companies have also seen the benefit of promoting client wellness, such as Discovery Health, which first implemented preventive health-based strategies to enhance wellness and reduce its cost in 1998 (Ndlela 2011). The challenge remains, however, to "persuade South African employers to walk the talk when it comes to employee wellness and get them to enrol in these programmes" (Arend 2008).

2.3.4. WORK - LIFE BALANCE

Work-life balance, in its broadest sense, is defined as a satisfactory level of involvement or 'fit' between the multiple roles in a person's life. Although definitions and explanations vary, work-life balance is generally associated with equilibrium, or maintaining an overall sense of harmony in life. The study of work-life balance involves the examination of people's ability to manage simultaneously the multi-faceted demands of life (Clarke, Koch and Hill 2004). The Work- Life Balance Programme promotes flexibility in the workplace to accommodate work, personal and family needs; which can result in benefits to organizations due to higher levels of employee satisfaction and motivation.

Work-life balance has become a challenge for the organizations because of an increased need to improve the morale of the employees, maintaining and retaining them with a precious knowledge of the company and keeping up the speed with the current trends in the workplace (Tariq, Aslam, Siddique and Tanveer 2012). Businesses today are operating in an extreme competitive environment with an

increased need to be more responsive and more efficient than their competitors. Additionally, employees today are pressurizing their employers for rewarding their employment with respect to their utilization of skills, rewarding their career and managing their lives outside the workplace. It compels the organizations to be more responsive and flexible for their workers. According to (Dunne and Teg 2007), organizations that are failing to consider these issues are facing the crucial problem of brain drain and are losing their professional experts.

Joshi, Leichne, Melanson, Pruna, Sager and Story (2002) emphasized that work-life balance is a two dimensional approach i.e. organizational approach and individual approach. Work-life balance was traditionally defined in the framework of organization as what organizations do for the individuals (organizational approach) and (individual approach) what individuals do for themselves (Tariq et al 2012). According to Business link (2011), the more important practice of work-life balance is flexibility working options. Flexible working calls for flexibility in time (part-time etc.) and flexibility in location to work (tele working). Most popular Flexible working types include, working part time, flexi-time working, compressed work weeks, job sharing and job splitting, term time working, telecommuting, career breaks, unpaid leave, dependent care initiatives and staggered work weeks work-life balance is the match that a person achieves in multiple facets of life. Work life balance as the name indicates is to achieve a level of equilibrium, symmetry or stability which thus creates harmony and synchronization in a person's overall life (Clarke, Koch and Hill 2004). Work-life programmes have the potential to significantly improve employee morale, reduce absenteeism, and retain organizational knowledge, particularly during difficult economic times.

2.4. THE EFFECTIVENESS OF WELLNESS MANAGEMENT PROGRAMME

The Department of Public Service and Administration's (2010) definition of wellness encompasses physical and psychosocial wellness; organization wellness and work life balance which differ from the conventional definition of wellness that focuses mainly on general health promotion.

Wellness programme consist of a combination of activities designed to increase awareness, assess risks, educate and promote voluntary behaviour change to improve the health of a group, modify their consumer health behaviour, enhance their personal well-being and productivity, and prevent illness and injury. (Ololade 2009). According to Terblanche and Pillay (2012), employees and their dependents benefit from assistance provided by workplace wellness programmes that manage their physical health and emotional wellbeing. Chronic health conditions such as substance abuse are some of the concerns that filter into the job environment and influence absenteeism, accidents and job productivity.

In her study, Silberman (2007) specifies that workplace wellness programmes are built of comprehensive, long-term and preventative health promotion activities. To be considered comprehensive, programmes must provide health education, supportive social and physical environments, integration of the worksite's programme into organizational culture, and screening programmes. While programmes vary in intensity, length, and breadth, components are generally related to supplementary health support, high-risk identification and management, or demand management

According to the EHW Strategic Framework, (2008) individual wellness is the promotion of the physical, social, emotional, occupational, spiritual, and intellectual wellness of individuals. This is attained by creating an organisational climate and culture that is conducive to wellness and comprehensive identification of psychosocial health risk. Organisational wellness promotes an organizational culture that is conducive to individual and organizational wellness and work-life balance in order to enhance the effectiveness and efficiency of the Public Service.

Work and organizational factors can have both positive and negative impacts on the health and well-being of workers and thus combining health and organizational factors may contribute to increasing the health and wellness of an organization's workers' productivity (Babaita 2008). According to Yende (2005), an EAP may be used as a strategic tool which is an essential business driver and may be used in the development and retention of staff, thus reducing absenteeism and productivity in workplaces. EAP is recognized as a valuable asset to business and industry in

reducing absenteeism, workplace accidents, substance abuse and loss of productivity.

According to the findings by the Center for Advanced Human Resource Studies (2010), one of the best ways to change the culture of support for health and wellness is to hold senior leaders and site managers accountable for improving participation and effectiveness. Although support for health and wellness programme from senior management is in place, there is a need to demonstrate the impact and return of these programmes. Many participants discussed the difficulty of demonstrating the ROI of employee health and wellness programme, as many are developed to deal with long-term health issues and will not have immediate impacts on bottom-line savings. Fensholt (2011) emphasizes that leadership is about setting the example. Management must champion, and participate in the programme. Management should not expect immediate results because this is a long-term commitment.

Chenoweth (2013) of the SHRM foundation further reasons that the greatest influence on the overall success of an organization's health management performance is the collective ability of HR, benefits, wellness, safety, medical and other managers to work together. HR directors and wellness personnel should simultaneously explore potential integrated strategies to align the organization's culture, health benefits, wellness programmes, policies and incentives. They must continually monitor each of these factors to ensure they are consistently encouraging and supporting a healthy and productive workforce.

Wellness programmes that are highly visible and presented in a positive light, should encourage members of the organisation to fully utilize the programme (Yende 2005). Fensholt (2011) further indicated that most employers out-source their wellness assessments and coaching. They might bring a contractor in-house to make him or her more accessible, but they take pains to make clear the arms-length relationship between the employer and the wellness vendor.

2.5. LEGISLATIVE FRAMEWORK ON EMPLOYEE WELLNESS PROGRAMME

In the South African context, the change of government in 1994, established guidelines to assist organisations in the development and management of Wellness Programmes. The introduction of legislation has brought about a major transformation in how both governmental and non-governmental organisations view employee wellness. According to Pillay (2007) it is now necessary for the employer to assist employees also with poor performance and incapacity. The new legislative framework provides for the protection of employees' rights in the workplace, both in the private and the public sector. It becomes essential, therefore, for the employer to ensure that any problems of employees, private or social, that may impact on their work performance, are addressed.

Statutory regulations applicable to Employee Wellness are discussed below.

2.5.1. The Constitution of the Republic of South Africa (South Africa, 1996)

The Constitution states that: 'Everyone has inherent dignity and the right to have their dignity respected and protected' (Section 10), including the right to social and psychological integrity. Section 23, have implications for the health and wellness of South African employees which provides for the basic rights of workers (employees) and employers (Grogan 2005). The Act advocates for the improvement of the working environment to ensure efficient service delivery to include among others employees' health, disability, HIV&AIDS and other health conditions for the benefit of employees and their families. Therefore, every South African employee has the right to be protected from unfair labour.

2.5.2. The Labour Relations Act (Act no. 66 of 1995)

The Act aims to protect employees against unfair dismissal due to ill health, absenteeism, poor work performance, substance abuse and misconduct.

Once the cause is established, it is the employer's responsibility to ensure proper counselling is provided. The employer must ensure that the counselling is efficient and proper and is being conducted by a person with the necessary expertise.

The objectives of the counselling procedure are to;

- assist employees to overcome poor performance and to perform to the standard expected of them ;
- enable the employee to function efficiently and effectively ; and
- assist the employer to apply corrective action where appropriate. At the end of the counseling session, the employee must be warned of the consequences of failure to improve where such warning is appropriate.

It should be noted that the aim of the counseling session is not to punish the employee, but to assist the employee to recognize and overcome the problem. The Act also ensures that employees' voices can be heard and that employee health and wellness issues can be addressed through workplace forums which employers have to consult.

2.5.3. The Basic Conditions of Employment Act (Act no. 75 of 1997)

The Act ensures that working hours do not exceed certain maxima, that employees are granted adequate breaks during the working day, that they are given prescribed annual and sick leave and that they are paid a premium for overtime and work on Sundays and public holidays. It requires employers to maintain records and to provide the means by which rates of pay and working hours are to be calculated. The Act also regulates the minimum notice that must be given on termination of the contract. Furthermore, it creates an Employment Conditions Commission that advises the Minister and labour inspectorate to mediate disputes arising under the Act (Grogan, 2005). This Act protects the health and wellness of employees through strict rules that ensure rest periods for employees, adequate leave and overtime pay.

2.5.4. Code of Good Practice on Arrangement of Working Time

The objective of this code is to provide information and guidelines to employers and employees concerning the arrangement of working time and the impact of working time on the health, safety and family responsibilities of employees. This Code governs the regulation of working time through Section 7 of the Basic Conditions of Employment Act and requires employers to regulate the working time of each employee – with due regard to the health and safety of employees. This Code is of particular significance for employees who perform shift work or regular night work. The regulation of working time is closely connected to the protection and promotion of the health and safety of employees. Employers must conduct a risk assessment regarding the effects of night and shift work on employees, implement appropriate measures to eliminate or control hazards identified in the risk assessment and train and supply information to employees about the risks to their health and safety and the measures taken to control such risks. Employers who engage employees to perform regular night work must ensure that the employees are informed of the health and safety hazards associated with the work that they will be expected to perform.

2.5.5. The Occupational Health and Safety Act (Act no. of 85 of 1993)

In terms of the Act, safety is defined as ‘to keep employees free from hazard’ and health is defined as ‘free from illness or injury attributable to occupational causes’.

The purpose is to provide for the health and safety of persons at work and for the health and safety in connection with the use of plant and machinery; this includes the protections of persons other than persons at work against hazards to health and safety, arising out of or in connection with the activities of person at work.

The needs of the workplace environment will determine the wellness programme priorities and interventions. According to Bessinger (2006), education and training on the occupational injuries may be the focus in the manufacturing setting, while in an office setting there might be a greater need for ergonomics training.

This Act influences health and wellness of employees in that it ensures compensation for employees whose health was negatively affected while performing their work.

2.5.6. Wellness Management Policy for the Public Service 2009

Wellness Management programmes emerged as a priority due to increasing recognition that the health and wellbeing of employees directly impacts on productivity of the entire organization.

- Promote the individual physical wellness
- Provide psycho social wellness services to individuals at all levels of emotional, occupational, spiritual and economical.
- Ensure organizational wellness by creating an organizational climate and culture that is conducive to improve wellness, maximum productivity and comprehensive identification of psycho-social health risks.
- Promote Work-Life Balance through flexible policies in the workplace to accommodate work, personal and family needs.

Although we have this legislation to guide the implementation of employee health and wellness in the public service, Siberhagen, Rothmann and Pienaar (2009) still argues that wellness programmes are not explicitly covered by legislation in South Africa as many organisations still lack policies regarding employee health and wellness.

2.6. FACTORS AFFECTING WELLNESS IN THE WORKPLACE

Bessinger (2006) assert that of all the things that characterize the organisational and business work of the nineties, change come first. The way the organization manages change affects the outcome. Even if there is no whole scale change current practices may be more concerned with meeting the needs of the organization and individuals within that organization than with meeting most effectively the needs of the individual. Change in one part of an organization or system will impact on other parts of the system, creating a diffusion of stress, which impacts upon wellness as people

struggle to find their place in the new reality (Hillier, Fewell, Cann, and Shepard 2005).

Hillier et al (2005) emphasizes that 'if change is seen as a journey, individuals embarking upon that journey should know the destination and the purpose of the journey.' In addition they are likely to have an indication of the individuals with whom they journey. Breaking from the known, and detaching from a familiarity of oneself, individuals may find themselves at a loss to know how to deal with the world which ultimately impacts on their sense of well-being.

Hillier et al (2005) point out that continuing and uncontrolled change in the workplace, are creating additional stress at work. While a certain amount of stress is vital to health and performance as it can stimulate and motivate positive reaction to challenges, too much or permanent stress can result in employees being unable to cope, causing psychometric illnesses (severe depression, physical malfunction and mental illness). If left untreated the net result is an impact on performance and profitability. Experts estimate that stress accounts for about 80% of all illnesses and diseases for human beings. Many estimate that stress is the number one killer of people in the United States. During any prolonged stressful event, the body is often alarmed, and consequently one usually either fights it or abandons it. As part of the adaptation process, the body might resist the stresses imposed upon it. Finally, prolonged stresses can lead to exhaustion of the body; and this condition leaves a person at high risk for hosting illnesses (Mujtaba and McCartney 2010).

Bessinger (2006), describes the role of EAP in organisations going through change as moving into the new millennium. The need for EAP services will grow as more organisations will realize their survival depends on how well they are able to help their employee cope with ambiguity of today' world while remaining focused on the organisational task at hand. Research shows that the health status of employees directly influences their work behaviour, attendance and on-the-job performance. Therefore, according to Chenoweth (2013), improving employee well-being will result in a more productive workforce.

Research has revealed that although illness is the most common cause of absenteeism, being unwell can affect performance through other means, such as presenteeism. This is defined as being at work but not fully functioning due to illness or other health condition. Presenteeism costs actually far exceed the costs of absenteeism and other health-related losses incurred by organizations. Effective wellness strategies can help alleviate both absenteeism and presenteeism, and their related costs (Chenoweth 2013).

When machines are monitored, financial costs and losses are known and fairly well documented. When human beings are monitored, however, we know more about costs than losses (salary, on costs, work resources, space and other utilities, etc.).

The nuances of work function in humans make the notion of productivity even more complex as they experience the effects of mental, motivational, emotional, and social influences. Issues like morale, autonomy, and team dynamics can affect production in ways similar to physical injury or malfunction (Riedel, Lynch, Baase, Hymel and Peterson 2001). As a result, researchers and practitioners often have difficulty identifying and describing exactly what productivity means, let alone what should be done to optimize it. Organisations have been concerned with employee stress because research has shown that stress can impact work performance, productivity, turnover, job satisfaction, and absenteeism. Organizational wellness programmes are thought to reduce stress by improving the health of employees and providing educational programmes to help employees cope with stress at work (Aldana, Merrill, Price, Hardy and Hager 2005).

Organisations are currently becoming more aware of issues related to employee wellness or well-being (Hooper, 2004) and there is increased public interest in integrating wellness activities with employers' responsibilities (Hillier et al 2005). This move towards healthy workplaces and empowered employees mirrors trends between positive psychological states and organisational well-being.

This has led to the introduction of various programmes. They include Employee Assistance Programmes (EAPs) and EWP to address wellness issues in the workplace. According to Berridge and Cooper cited in (Siberhagen et al 2011), an EAP is a programmatic intervention at the workplace, usually at the level of the

individual employee using behavioural science knowledge and methods for the recognition and control of certain work- and non-work-related problems.

Other authors have described EAPs as programmes that cover the identification, assessment, monitoring, referral, counselling, and follow-up activities that aim at addressing employees' problems. Furthermore, a good wellness programme provides the natural means of effectively dealing with the stresses of the modern life. Wellness programmes can help employees better manage their levels of stress through exercise, satisfactory quality of life, better eating habits, and socializing with others (Mujtaba and Cavico 2013).

2.7. PUBLICIZING/ PROMOTION OF WELLNESS PROGRAMME

Workplace health promotion involves an organisational commitment to improving the health of the workforce, providing employees with appropriate information, establishing comprehensive communication strategies and involving employees in decision-making processes. The promotion of wellness programme and its services are its bread and butter (Monyakeni 2010) not only in promoting the services, but often in forming the foundation of expectations on which the programme' effectiveness can be measured. (Fensholt 2011) further said that the wellness initiatives that achieve the greatest success are the ones communicated on the most aggressive and sustained basis. Communicating a wellness programme effectively takes time, takes planning, take effort, and corporate commitment to the long-term. Appropriate marketing and promotion of the programme will encourage utilization of the services which ultimately impacts on the healthy functioning of the organisation.

Work and organizational factors can have both positive and negative impacts on the health and well-being of workers. Combining health and organizational factors may contribute to increasing the health and wellness of an organization's workers' productivity (Babaita 2008). According to Yende (2005), an EAP may be used as a strategic tool which is an essential business driver and may be used in the development and retention of staff, thus reducing absenteeism in workplaces. EAP is recognized as a valuable asset to business and industry in reducing absenteeism, workplace accidents, substance abuse and loss of productivity.

Monitoring absence and supporting health and wellbeing improves productivity and lowers absence levels and may reduce the length of the current and subsequent periods of loss of productivity (Baker-McClearn 2010). Several large organisations have implemented proactive health and absence management policies intended to empower employees to take responsibility of their own health and wellbeing.

Stambor (2006) quoted the American Institute of Stress, where organisations lose roughly 300 billion dollars a year because of absenteeism, turnover, workplace stress and health care costs. In their research results Parks & Steelman (2008) found that participation in an organisational wellness programme was associated with lower absenteeism rates and higher job satisfaction whereas Mattke, Schnyer and Von Busum (2012) advise that companies should actively engage their workforce in health promotion, including face-to-face interactions, mass disseminations, explaining the programme during the new hire process, and providing multiple communication channels.

2.8. USAGE OF INCENTIVES FOR PARTICIPATION

Workplace wellness programme requires the usage of incentives by the interested employers to encourage participation and healthy lifestyle. As limited programme engagement continues to be seen as a key obstacle to success, employers and programme vendors have eagerly responded to this emerging evidence by building rewards into their offerings. In their findings, Spaulding and Karkula (2011) found that organizations where less than 30 percent of the eligible work force participate in wellness programme were likely to not offer incentives to employees (33 percent), while those with higher participation rates were more likely to use incentives (84 percent with participation rates above 30 percent use incentives). Chenoweth (2013) in his findings at the SHRM foundation reported that most employers that offer wellness programmes use some type of incentive to drive employee participation, and nearly two-thirds of these are financial incentives. Organisations should ensure that incentives are aligned with programme objectives, and should consider the value of consulting services to develop effective incentive strategies. Companies that offer incentives have a 30 percent or higher rate of participation than those that do

not. To be successful, the incentive must target the primary behaviours that influence wellness.

A growing literature suggests that building incentives into wellness programmes helps to raise participation among employees. (Baicker, Cutler and Song 2010) Workplace Wellness programmes may be a way to mitigate the rising cost of insurance by improving employee health, reducing demand for medical services, lowering the cost of insurance for firms, and by decreasing the cash firms lose to unhealthy employees by increasing productivity and reducing absenteeism. (Silberman 2007). Mattke, Schnyer, and Von Busum (2012) also confirmed that employers have begun to use incentives to increase employee participation in wellness programme; and that estimates indicate that the average annual value of incentives per employee typically ranges from between \$100 to \$500. However, there are a variety of laws that impose limits on the use of financial incentives by employers as part of the wellness programme (Cavico et al 2014). Spaulding and Kalkula (2011) recommends the promotion of a culture of health within your organization by providing incentives that are appropriate and aligned with programme objectives.

2.9. THE BENEFITS OF WELLNESS PROGRAMME

The worksite remains a common-sense environment to conduct quality health promotion to increase health-related physical activity and relieve the burden of disease related to sedentaryism. The economic and social benefits of a physically active lifestyle are clear. Badland and Schofield (2003) support the fact that a physically active workforce will benefit the company, the employees, their families, and the country. Creating and implementing a wellness programme can be very beneficial to the employer as well as the employee. The goal is to have an efficient, effective, legal, and moral wellness programme that helps the employee to attain and keep good health as well as help the employer to manage and reduce healthcare costs. Regarding the growth of wellness programmes, Mattke et al (2012) emphasize that “most observers expect that the uptake will continue to increase as s become more comprehensive and more accessible for smaller worksites.”

Ndlela (2011) outlines the history as follows:

Over the past 25 years wellness programme has been adopted by many organisations in an attempt to develop high functioning employees. The historical progression of wellness programmes in industry as examined by Goetzel and Ozminkowski (2008) stated that in the 1970s forward-thinking organisations introduced “wellness” programmes simply because management felt it was the right thing to do. In the 1980s many more organisations offered worksite-based health promotion and disease prevention programmes, primarily to contain health care costs. In the 1990s the scope of workplace wellness offerings expanded to include health promotion and disease management programmes that were fully integrated with one another.

EAPs started in South Africa during the 1980s as a response to problems that migrant workers encountered by being far away from home, in artificial social settings. More services were added to the EAPs in time, such as anti-smoking campaigns and stress management. The EAP initiative started as a private sector initiative to assist and support employees with psychosocial problems. It appears, however, that it took the reality of HIV/AIDS and its impact on the workforce in South Africa to lead to the development and establishment of EAPs in the public sector (Department of Social Development 2006). The stresses of the modern working environment, the many changes in the South African working situation and especially the advent of HIV/AIDS changed the profile of EAPs in the public sector drastically.

EAPs signify the acceptance of social responsibility by the employer for assisting the employee with certain problems. EAPs have become the “social conscience of the organisations in which they are ensconced” (Ndlela 2011), and are viewed by employees, for the most part, as agents of change in the social conditions of the work environment. Since the 1980s many South African companies have come to recognise the potential of EAPs to improve employee performance by improving their health, mental health and life-management knowledge and skills; and many consider it their social responsibility to put an EAP in place. In South Africa, the primary focus of EAPs, still tends to be on the individual employee (and his family), whereas

internationally EAPs are focused equally on the individual and the organisation as clients, enabling the EAP to contribute to the core of the business.

The two main benefits of worksite health promotion are health care cost containment and improved productivity. Other benefits include improved corporate image, improved employee satisfaction, decreased absenteeism, decreased employee turnover, improved employee morale, improved recruitment incentives, and decreased job related accidents and injuries. Thus one notes that the expected outcomes of employee assistance programmes and health promotion programmes are similar in nature (Pillay 2007).

Workplace wellness programmes can be seen “to improve morale, job satisfaction and retention by making a company an employer choice” (Kapp, 2003). Thus the benefits to both the employee and employer of a successful EAP are many. Potentially a well-functioning EAP could reduce grievances and disciplinary actions and therefore free up management to deal with other issues. EAPs in government improve the image of government as a caring employer and service provider. Ultimately a healthy workforce is being promoted where the emphasis is on prevention.

Harter, Schmidt and Keyes (2002) explain that the ability to promote well-being of workers is of considerable benefit, not only to employees and the community, but also to the employer’s bottom line. In particular, well-being in the workplace stems from helping employees do what is right for them through behaviours that influence employees’ engagement and thus increase the frequency of positive emotions (Ndlela 2011).

Short-term fixes, through negative reinforcement that may result in behaviour that benefits the organisation financially in the short-term, may narrow the ownership and creativity of employees, which in turn may limit long-term benefits to the organisation. Alternatively, behaviours that increase the frequency of positive emotions lead to increasing clarity of expectations, an understanding and use of resources that is congruent with company goals, individual fulfilment in work, a bonding of individuals through a sense of caring, ownership for the altruistic and

tangible impact of the company, and learning that is in line with a shared mission. In the long run, this is what is good for the employee and the company.

The support employees receive from their organisations through EWPs presents great benefits to those who use these programmes. They include increased mental wellness, energy, resilience, life and job satisfaction as well as reduced stress and depression (Sieberhagen et al 2011, Baicker et al 2010). Other benefits are as follows:

- reduced absenteeism
- increased presenteeism
- meeting labour legislation requirements
- improved industrial relations
- increased employee performance and productivity
- reduced health care costs.
- a reduction in accidents.

Workplace wellness programmes have been shown to reduce health care-related costs and worker absenteeism, plus improve productivity. This mounting evidence indicates that worksite wellness should be part of every strategic plan. Hillier (2005) emphasizes that cost-effective workplace programmes, including seminars and workshops, played a part in reducing employee stress which could in turn, further reduce stress-related illness and absenteeism.

There are several reasons that employers might benefit from investments in employee wellness. First, such programmes might lead to reductions in health care costs and thus health insurance premiums. Second, healthier workers might be more productive and miss fewer days of work. These benefits may accrue at least partially to the employer (such as through improved ability to attract workers), even if the primary benefits accrue to the employee.

Several well-publicized case studies have suggested a positive return to employer investment in prevention. For every dollar invested in the programme, the employer saves more than the dollar spent (Baicker et al, 2010). Their review of the evidence

suggests that large employers adopting wellness programmes see substantial positive returns, even within the first few years after adoption. Medical costs fall by about \$3.27 for every dollar spent on wellness programmes, and absentee day costs fall by about \$2.73 for every dollar spent. While these benefits surely accrue in part to the employee, they also likely accrue in part to the employer – either in the form of lower replacement costs for absent workers or an advantage in attracting workers to the firm (Baicker et al 2010).

Hillier (2005) alluded to the fact that there is clear evidence that profitable productive workplaces are those in which attention is given to the quality of life of employees while they are at work. This relates to corporate governance concerns whereby organizations are increasingly required to provide public information relating to their treatment of employees, information that has the potential to enhance or improve employees' quality of life. It also has an influence on labour turnover, employee commitment, and productivity. Failure to address such concerns can expose an employer to costly litigation; this risk is only likely to increase (both in terms of the number of claims and the range of issues covered). In addition to such instrumental concerns, there is a broader ethical argument in favour of the view that employees' well-being is a general social good, benefiting the individual, their immediate community, and the wider society in terms of quality of life and social integration.

Healthy individuals are more likely to be happy individuals and healthy communities tend to be happy communities (Subramanian, Kim, & Kawachi, 2004). Creating and generating wellness at work involves a balance between healthy performance, a sense of purpose, effective and inclusive communication and work-life balance (Hillier 2005). Organizations in the UK are now beginning to ensure that environments in which people work foster health and well-being. When employees and their families are given tools such as self-care information, newsletters, online services and telephone access to healthcare.

In Mayo Clinic reports as quoted by (Hillier et al 2005), corporate health promotion schemes emphasize the importance of giving employees informational tools and empowering them to make decisions about their health. They promote self-care which include all the things employees do to maintain their health, such as eating

well, exercising, not smoking, using alcohol in moderation, managing stress, performing safety checks at home and at work and maintaining a healthy body weight, according to the reports. Corporate health promotion schemes emphasize the importance of giving employees informational tools and empowering them to make decisions about their health. Since self-care is one of the most significant elements of a workplace wellness programme, positive direct benefits can even emerge within the first 6–18 months of programme implementation. Making active choices helps improve employee health and morale while employers benefit if their employees are healthy.

Workplace wellness programmes have been shown to reduce health care-related costs and worker absenteeism, plus improve productivity. This mounting evidence indicates that worksite wellness should be part of every strategic plan. (Hillier, Fewell, Cann 2005). Creating and generating wellness at work involves a balance between healthy performance, a sense of purpose, effective and inclusive communication and work-life balance.

2.10. EVALUATION OF WELLNESS MANAGEMENT PROGRAMME

Employers are now held accountable for the environment and impact of work on the health and well-being of employees. There is a need for a wellness review to reduce organizational costs and improve morale. However, organizations rarely evaluate the effectiveness of the programmes in meeting these goals. This warrants a comprehensive evaluation to determine if the benefits of wellness programme justify the expense of their implementation and maintenance was especially evident because wellness initiatives have become an accepted part of the workplace (Parks and Steelman 2008).

While reducing or containing health care-related costs has been an important strategy for companies in the USA, this is not the only way that improved employee health might improve overall corporate performance. Greater gains may be experienced through the direct influence of positive employee health and well-being on individual or group productivity, improved quality of goods and services, greater creativity and innovation, enhanced resilience, and increased intellectual capacity.

The challenges of measuring these gains, however, become immediately apparent (Hillier 2005).

Evaluation and improvement – companies should have a “needs assessment,” consisting of surveys, HRA data, and using voluntary employee committees; then engage in data collection, storage, organization, and integration; and next conduct performance evaluations based on performance measures to determine the success of the wellness programme (Mattke et al 2012).

2.11. INTERVENTIONS TO IMPROVE WELLNESS PROGRAMME

2.11.1. Top Management Support of Health and Wellness

Managers who connect with employees establishing good rapport and healthy communication norms are more effective than those who don't. Developing a sincere interest in individuals and ability to promote positive feelings in the work team is vitally important in garnering cooperation. Policies that support interpersonal and communication skills among managers help set the stage for a healthier work environment. In fact, the Partnership for Prevention recommends that managers receive training in both leadership and stress management.

Everyone appreciates support and encouragement. The workplace climate established by policies, co-worker behaviour, and leadership styles affects employee well-being physically, emotionally, and psychologically.

Support from the top tells employees that worksite wellness is a priority at your organization. Studies show your programme has better opportunity to contain costs and improve employees' health with the support of your top management. Fensholt (2011) emphasize that leadership is about setting the example. Management must champion, and participate in the programme. Your top manager doesn't need to run a marathon, but he or she should embrace a healthful lifestyle by completing an annual health risk assessment, receiving an annual physical, participating in wellness events offered by the company and taking part in community wellness events.

Management should not expect immediate results because this is a long-term commitment. Management helps in obtaining resources needed for the worksite wellness programme and in communicating the importance of worksite wellness.

Cousins, Mackay, Clarke, Kelly, Kelly and McCaig (2004) argue that it is critical that stress related to work must be risk assessed and managed like any other hazard. Legislation is not the only way through which health and wellness issues of employees in South Africa can be addressed – another possibility can be the introduction of management standards for employee health and wellness. Where government enforces legislation, the use of management standards is more self-regulatory.

The term ‘management standard’ refers to a set of principles agreed on by organisations in consensus in order to enhance health and wellness by identifying work-related stress hazards and reducing associated risks. Although a management standard does not necessarily impose obligations of adherence, it is important that a management standard regarding work-related stress and the influence on employee health and wellness in South Africa be developed (Sieberhagen, Rothmann and Pienaar 2009)

Leadership and accountability as a strong commitment to the wellness programme by all levels of the organization is required, especially by senior and middle management, as well as by external stakeholders, such as unions, is required. For example, concerning senior management support, Mattke et al (2012) point to the example of Johnson & Johnson, where a “champion,” who is a senior level manager, is identified for each component of the wellness programme; and this wellness “champion” is responsible for taking the lead in developing and promoting his or her wellness component. The authors further emphasize the “alignment with mission” factor, that is, “a characteristic of many successful programmes is an explicit linkage between the goals of these efforts and an overarching organizational mission.”

2.11.2. Integrate HR functions with employee wellness and work-life quality initiatives.

The greatest influence on the overall success of your organization's health management performance is the collective ability of HR, benefits, wellness, safety, medical and other managers to work together. HR directors and wellness personnel should simultaneously explore potential integrated strategies to align the organization's culture, health benefits, wellness programmes, policies and incentives. They must continually monitor each of these factors to ensure that they are consistently encouraging and supporting a healthy and productive workforce. When EWPs do exist, they are often not part of core business structures. This suggests that organisations do not realise the extent to which employee wellness contributes to organisations' bottom line. Organisations that invest time and resources in an employee wellness culture, with the focus on being proactive rather than reactive, can expect a return on the investment. The possible return on investment might include lower absenteeism, healthier employees, fewer accidents and lower staff turnover.

Chenoweth (2013), during his presentation in SHRM foundation suggested that organisations should ensure that policies are in place to enhance employee health and productivity. The scope and type of company policies reflect an organization's philosophy and commitment to employee health and well-being. These policies should align with and support your health and wellness goals.

HR and Strategic Plan of the Organisation Workplace wellness programme have been shown to reduce health care-related costs and worker absenteeism, plus improve productivity. This mounting evidence indicates that worksite wellness should be part of every strategic plan (Hillier, 2005). When EWPs do exist, they are often not part of core business structures. This suggests that organisations do not realise the extent to which employee wellness contributes to organisations' bottom line. Organisations that invest time and resources in an employee wellness culture, with the focus on being proactive rather than reactive, can expect a return on the investment. The possible return on investment might include lower absenteeism, healthier employees, fewer accidents and lower staff turnover (Siberhagen et al 2011).

2.12. CONCLUSION

Wellness programmes are multifaceted in their delivery and evaluation. It is common for programmes to use a combination of self-help and counselling to target several health behaviours. Therefore, Naidoo and Jano (2003) suggest that organisations should approach problems in a structured way, focusing on the employee and on the organisation. The reasoning behind this approach is that the wellness of an employee can influence the wellness of an organisation, and vice versa (Sieberhagen et al 2011).

The success and effectiveness of Wellness Programme depend on a number of factors, including the rationale, use and evaluation of the programmes. Various researchers emphasise the importance of a needs analysis to identify the stressors and issues that employees experience. Organisations should conduct this needs analysis before designing and introducing Wellness Programme.

It is essential to determine the utilisation rate as the reasons employees give as to why they participate in or ignore Wellness Programme will provide valuable information about the effectiveness of the programmes. The importance of evaluating Wellness Programme cannot be overestimated. Primarily, the purposes of evaluating Wellness Programme are to justify their existence, to determine the extent to which they achieve their objectives and to find ways of improving their effectiveness.

CHAPTER THREE

RESEARCH DESIGN AND METHODOLOGY

3.1. INTRODUCTION

This study is aimed at assessing the effectiveness of employee Wellness Management Programme in the Department of Agriculture in Capricorn District of Limpopo Province. This chapter presents the research design and method followed by the researcher. A research method describes and explains the technique used to collect data and a research design provides a framework for the collection and analysis of data. This suggests that an informed decision has to be made as to which research method and design to follow.

3.2. RESEARCH DESIGN

Research design explains how the research study is to be conducted in order to fulfill the objectives (Rubin and Babbie 2005). Mouton (2001) describes research design as a plan or blue print of how you intent conducting the research.

The study applied an exploratory and evaluative research designs. The purpose of exploratory research is to gain a broad understanding of a situation or phenomena (Bless, Higson-Smith and Kagee, 2008).

The study conducted assisted the researcher to explore the challenges experienced by the supervisors and supervisees who utilize the programme and to explore other intervention strategies that can help in increasing the effectiveness of wellness management programme in the public service.

The study is evaluative as it addresses employee' utilisation of the programme, client satisfaction about the programme, as well as its sustainability and cost effectiveness. The study also determines whether the programme add value to the organisation by increasing productivity through wellness initiatives.

3.3. RESEARCH METHODOLOGY

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

3.3.1. RESEARCH APPROACH

A qualitative approach was followed, as the researcher is of the opinion that qualitative research is best suited to explore matters such as the effectiveness of the wellness management programme as a health, social and workplace issue. Silverman (2005) concurs and postulates that when the purpose of the research is to explore people's everyday behaviour, a qualitative method is best suited.

The appropriateness of the qualitative approach comes from the need for the study to gain an understanding and insight information on the effectiveness of the programme; whether the programme meets its objectives or whether employees are satisfied about the programme. This approach was useful as it enabled the researcher to gain first-hand experience from the respondents or participants

(Creswell 2003). Structured in person interview technique was used to collect qualitative data. This technique enabled the researcher to observe the non-verbal cues, to listen and reflect on what the participants were saying.

3.3.2. AREA OF STUDY

The Department of Agriculture in Limpopo Province of South Africa services five districts. The study was conducted in the Department of Agriculture at Capricorn district, which is one of the 5 districts of Limpopo Province. According to the Local Government Handbook (2015), the district consists of 5 local municipalities, namely, Polokwane, Lepelle-Nkumpi, Blouberg, Aganang and Molemole. The seat of the district is in Polokwane which lies in the heart of Capricorn region. The district serves as a stopover between Gauteng in the South and an exit to other neighbouring African countries.

The district was chosen as a study area because the EAP statistics and Wellness Management Programme Report 2013/2014 reflect consistent reporting and participation on wellness activities which can give a clear overview of the effectiveness of this programme on that particular workplace.

3.3.3. TARGET POPULATION

Population is defined as that aggregation of elements from which the sample is actually selected (Neuman 2000). This was substantiated by Bless, Higson-Smith and Kagee (2008) who asserted that a population refers to a set of objects or people which is the focus of the research and about which the researcher wants to determine some characteristics. According to Babbie (2010), a population is the theoretically specified aggregation of study elements. From the above-mentioned definitions it can be deduced that target population is the group of people whom the researcher perceives to be relevant in determining some characteristics within which a study is concerned.

The total employee population of the Department of Agriculture in Capricorn District is 695. The target population for this study was derived from both males and females

within the department, from any developmental stage group, any occupational category and any salary level who met the following criteria:

- Supervisees who participated on one and more of the wellness management sub-programmes (physical, psychosocial, organisational and work life balance) and appears on the attendance registers of wellness activities during 2013/2014 financial year.
- Supervisors who have contributed to the programme, by attending the programme, organising a wellness activity or have referred an employee.

3.3.4. SAMPLING

A sample refers to the actual units selected from the population to participate in the study Trochim and Donnelly (2007). For the purpose of this study, the researcher used the non-probability purposive sampling. According to Bless, Higson-Smith and Kagee (2008) non-probability purposive sampling strategy is to select units that are judged to be the most common in the population under investigation. Babbie (2001) affirmed that purposive sampling selects sample on the basis of knowledge of a population, its elements and the purpose of the study. This implies that people were selected deliberately because their views and experiences were relevant to the issue concerned.

The researcher deliberately selected employees who participated in the wellness programme. Eleven (11) supervisees who participated on one or more of the wellness sub-programmes according to the attendance registers and EAP case registers and five (5) supervisors who have organized, coordinated or attended a wellness event or has referred an employee for EAP. Therefore the purposive sampling was more relevant for this study. From the above categories a sample of 16 respondents was selected from two categories.

3.4. DATA COLLECTION

Data collection is defined by Neuman (2000) as a scientific manner of gathering data. Cooper and Schindler (2001) indicate that data includes facts collected from participants or observations, and published information which is categorized as primary or secondary. Terre Blanche, Durrheim and Painter (2006) maintain that it is crucial for the researcher to have sound data to analyze and interpret because data is the basic material with which the researcher works.

The researcher relied on both the primary and secondary data. The primary data is facts collected from participants while the secondary data is information received from wellness management reports and EAP case registers. However the instrument used to collect that data should clearly be outlined. It can have the format of a questionnaire, tests, observations or interviews (Polit and Beck 2004).

The researcher made use of semi-structured interviews, which is a combination of fixed answers and open ended ones in order to get a clear picture of participant's views and observations. Face to face interviews with a schedule guide were conducted to eleven (11) employees (supervisees) (See Annexure A page 91) and five (5) supervisors (See Annexure B page 95) who are all participants or play a role in wellness management programme. According to De Vos (2002), the semi-structured interview possesses elements of structured and unstructured interview methods. Thus the researcher was in possession of a set of predetermined questions at hand, and can also do follow-up on the responses given in order to capture the scope and progress of the interview.

Using semi-structured interviews allowed the researcher to switch between topics and issues in order to create or maintain a sense of an informal atmosphere for respondents not to feel intimidated. The researcher interviewed 11 supervisees and 6 supervisors from different workplaces, until a point of saturation.

3.5. DATA ANALYSIS

Data analysis is aimed at seeking meanings which people attach to their life experiences. According to Alston and Bowles (2003) qualitative research is flexible in

that during the data collection process, important emerging themes can be identified to allow the researcher to get more information on a particular aspect until such aspect becomes saturated and there are no more new information generated. This was confirmed by De Vos (in De Vos et al 2005) when they postulated that data analysis in qualitative research does not wait until the data collection process is complete as it is done in quantitative research; instead it starts during the data collection process.

De Vos et al (2005) further emphasize data analysis as the process of bringing order, structure and meaning to the mass of collected data. Data was analysed after the researcher completed interviews with the respondents until a point of saturation was reached.

Qualitative data was organized and converted in to text units and themes. The researcher read the data to familiarize her with the information to prepare for generating categories and coding the data. Data was also analyzed by sorting responses to open questions and interviews into broad themes. Then they were grouped into specific themes, which helped the researcher to develop a real sense of a person's understanding of a situation. It was finalized by descriptions, classifications and showing connections of the data collected and the thesis statement.

3.6. ETHICAL CONSIDERATIONS

Written permission to conduct the study was granted by the Limpopo Department of Agriculture Head of Department (See Annexure E page 103). Verbal permission from the General Manager responsible for Western Cluster and Senior Manager of the Capricorn district was obtained. Voluntary informed consent was obtained from each respondent.

Verbal information was given to the respondents regarding the purpose of the study and the importance of their participation. The respondents were assured that

anonymity and confidentiality would be maintained. Yegidis and Weinbach (2002) state that being informed means that participants should have a fairly clear understanding of what it means to them to participate in a particular study; whilst consent refers to a written agreement between the researcher and the participant to participate in a particular study (See Annexure D page 101). No personal details of the respondents were written on the questionnaire.

3.7. CONCLUSION

This chapter has outlined the research design and research methodology in depth. The researcher used both the exploratory design because little is known about the programme as well as evaluative design in order to determine the effectiveness or non-effectiveness of the programme in the Department of Agriculture. The researcher used qualitative research methods through face to face interviews. The next chapter deals with data analysis, that is data collected from the sampled population.

CHAPTER FOUR

DATA PRESENTATION AND ANALYSIS

4.1. INTRODUCTION

Kruger, De Vos, Fouche and Venter (2005) define data analysis as the ordering, categorizing, manipulation and summarizing of data to obtain data to research questions and to draw conclusions.

The presentation and analysis is mainly explanatory and is based on the interviewer' records. The researcher captured information accurately from supervisors and supervisees and their responses are presented separately. This is done in order to explain whether the programme is effective or not effective in the improvement of service delivery from both sets of respondents. Data analysis is supported by tables, percentages, discussions and themes.

4.2. FINDINGS FROM INTERVIEWS WITH SUPERVISEES

4.2.1. SECTION A: Demographic Information of Respondents

The aim of the section was to obtain information regarding the profile and personal details of respondents especially those of employees. The information is presented in figures. Each figure is followed by a discussion of information which appears on the pie chart.

Figure 4.1.: Gender of supervisees as respondents

From the table above, the illustration is that the majority of employees in the Department of Agriculture are males which is 64% because of the nature of work performed whilst females are 36%. Agriculture is a male dominated field, and the effectiveness of the programme is based on mostly male opinion rather than female opinion.

Figure 4.2.: Age of supervisees as respondents

From this figure, it is apparent that the least respondents are aged 18-35 (youth) at 18%, 35-54 (middle adult) at 55% and 55-65 (late adulthood) at 27%. The conclusion therefore is that the majority of employees in the Department of Agriculture who effectively utilize the Wellness programme are in the middle adult years.

Figure 4.3.: Education levels of supervisees as respondents

The figure above indicates that 55% of respondents which are in the majority has a diploma or degree, while 18% has a post graduate education. 27% of respondents have grade 8 -12. In the researcher' view, the level of education improves employees' understanding of the value of wellness management programmes.

Figure 4.4.: Reporting levels of supervisees as respondents

The figure illustrates that the majority of respondents are from level 5-8 at 64%, followed by both 1-4 which is the lower level of the hierarchy and 9-12 middle management level both at 18%. By implication, some respondents are wearing a cap of a supervisor and supervisee but for this research study, they only responded ones.

Figure 4.5.: Occupational categories of supervisees as respondents

The figure depicts that the majority of the respondents are in administration at 73%, while only 27% are technical employees who are in the agricultural field. By implication, the majority of respondents are in support services while those in the core business are at the least.

Figure 4.6.: Years of work experience of supervisees as respondents

From the figure above, respondents with least of years in the department at 1-10 are 55%. Referring to the table of ages above, as the majority are in the adult years it may imply that they have been previously employed in other departments or institutions or have been employed in their late years. 36% of respondents have 11-20 years, while 9% have 21-30 years.

4.2.2. SECTION B: The Effectiveness of Wellness Programme

Theme 1: Effectiveness of wellness programme in addressing work performance.

Table 4.1.: Supervisees' opinion of whether wellness programme is effective in addressing work performance.

Response	Number	Percentage
Yes	10	81%
No	1	9%
Total	11	100%

The majority of respondents (81%) gave a positive opinion that wellness programme is effective in addressing work performance as compared to only 9% who had a negative response, as they believe that there is stigma attached to the programme. It was further explained that the programme can be effective if employees are committed to them. People have challenges, but they somehow feel it is unnecessary to attend because of the stigma attached to the programme.

Some respondents believe that talking and getting advice and information from professionals help them change their behaviour, lessen stress, motivation to work and thus improve their work performance. Some positive responses from respondents are as follows:

Respondent B: "If employees are well in the body, mind and soul, they can be able to work and improve productivity"

Respondent C: "Employees who are taking care of themselves physically are in a better position to perform better in their various job environments."

Respondent H: "When employees are aware of their environment, they respond positively because of the skills and knowledge they have obtained during workshops."

Theme 2: Problems Experienced by Supervisees

Table 4.2.: Problems experienced by supervisees

Response	Number	Percentage
Absenteeism	0	0%
Financial problems	3	27%
Poor job performance	2	18%
Stress	7	64%
Substance abuse	1	9%
Trauma	0	0%
Family problems	0	0%
Incapacity	0	0
Other/s: Low morale	2	18%
Total	14	

The total number of employees exceeds the actual number of respondents because the latter had more than one option to choose from. The table indicates that financial problems, poor job performance, stress, substance abuse and low morale are some of the problems that affect respondents' job performance. From this table it is apparent that 64% of respondents experience more stress and 18% experience low morale due to changes that are constantly taking place in their work environment. Political interference in public administration, constant change of leadership and programmes causes stress and low morale in employees and therefore contribute to poor performance. This is supported by Hillier et al (2005) as they pointed out that continuing and uncontrolled change in the workplace, are creating additional stress at work. While a certain amount of stress is vital to health and performance as it can stimulate and motivate positive reaction to challenges, too much or permanent stress can result in employees being unable to cope, causing psychometric illnesses (severe depression, physical malfunction and mental illness).

Theme 3: Proactive programmes conducted and attended

Table 4.3.: Proactive programmes conducted in the workplace in 2013/2014

Response	Number	Percentage
Stress management	2	18%
Substance dependency awareness	1	9%
Financial management	5	45%
Retirement planning	5	45%
Other/s	0	0%
Total	13	

The total number of employees exceeds the actual number of respondents because the latter had more than one option to choose from. The table indicates that financial management, retirement planning, substance dependency awareness and stress management, are the proactive programmes that have been facilitated in the workplace in 2013/2014. Although in the previous table employees seem to be experiencing a lot of stress, only 18% of respondents indicated that the programme has been facilitated in their workplace. 45% of respondents indicate that financial management and retirement planning has been conducted.

Wellness programme interventions should be need based and informed by the nature of problems employees are experiencing within a particular workplace.

Table 4.4.: Supervisees' attendance of wellness programme.

Response	Number	Percentage
Weekly	6	55%
Monthly	2	18%
Quarterly	7	64%
Per semester	0	0%
Annually	0	0%
Total	15	

The total number of employees exceeds the actual number of respondents because the latter had more than one option to choose from. As the table shows, 55% participate in weekly activities and this is an indication that they are involved in various physical activities which takes place every week within their workplaces. 64% of respondents attend quarterly programmes, mainly proactive programmes, as they are mainly targeted for at least once per quarter. Some programmes run concurrently, weekly, monthly and quarterly.

Theme 4: Relevancy of the wellness programme in the workplace.

Employees have different opinions on the relevancy of the programme in the workplace. Some regard it as a stress reduction programme, encourages team participation, assist the employer in managing problems that can decrease productivity. Research shows that the health status of your employees directly influences their work behaviour, attendance and on-the-job performance. Therefore, improving employee well-being will result in a more productive workforce (Chenoweth 2013). Positive responses from respondents are as follows:

Respondent B: They assist employees and in turn that will assist employer in service delivery. Employees cannot function without support.

Respondent C: I participated in Retirement programme which made me to take care of myself more and to enjoy my work.

Respondent E: Assist employees in managing their problems and therefore increasing productivity.

In some occasions, the relevance of the programme can be visible, but due to time constraints and different work schedules, some employees are unable to participate. Employees in the technical/core functions spends most of their time in field work. It is also not certain whether there is a need for them to participate in the programmes, or if participation is restricted by the nature of work, or they are just not interested.

Respondent A: Although wellness programmes assist employees in taking care of themselves, others believe it is time wasting.

Theme 5: The impact of the programme

The respondents were asked their opinion on the programme's impact on their behaviour. All of the 11 respondents indicated that the programme had a positive impact on their behaviour.

Respondent A: Sports improved my physical and mental health.

Respondent B: I now understand that lack of financial management can trigger other problems like absenteeism, stress etc.

Respondent H: My financial management has also improved my situation after attending financial wellness programme and getting individual assistance.

Respondents regards the EAP (individual counselling), as changing their behaviour gradually. Although they are of the opinion that with proactive programmes, information need to be disseminated regularly, otherwise they tend to forget and return to their old behaviour.

Respondent I and K indicated that through participation in the diverse programmes, communication skills and their physical wellbeing have improved.

Theme 6: Problems foreseeable with the programme

The respondents were asked if they foresee any problems with regard to the implementation of the programme. Respondents foresee lack of management support, lack of budget for incentives and equipment which may hinder participation. Chenoweth in his findings at the SHRM foundation reported that most employers that offer wellness programmes use some type of incentive to drive employee participation. Companies that offer incentives have a 30 percent or higher rate of participation than those that do not.

Respondent B: People are more interested in getting incentives during programme implementations, otherwise attendance of the programme becomes low.

According to the findings by (CAHRS 2010), one of the best ways to change the culture of support for health and wellness is to hold senior leaders and site managers accountable for improving participation and effectiveness.

Respondent H: The programme is not well accepted by management and its effectiveness lies with them.

However, two of the respondents trust that the programme is doing well and don't foresee any problem. By implication, they are satisfied with the effectiveness of the programme and the positive response by employees to the programme.

Theme 7: Wellness coordinators' accessibility on wellness programme.

The respondents were asked about the accessibility of coordinators during wellness activities. Ten respondents expressed satisfaction with accessibility and availability of coordinators when services are required and implemented, although their main concern is follow up of EAP cases which are not receiving attention as required and they are regarded as usually taking long. Respondents applaud the availability of wellness coordinators especially during physical wellness activities and proactive programmes.

4.2.3. SECTION C: The benefits of both the employers and employees from the wellness management programme

Theme 8: Benefit to Employer.

The respondents were asked about the benefits of the programme to the employer and employee. The majority of respondents agree that the department is benefitting from the programme. The employer introduced the programme in order to be cost effective. This is confirmed by the history of EAP as outlined by Ndlela (2011) allude that over the past 25 years wellness programmes have been adopted by many organisations in an attempt to develop high functioning employees. The historical progression of wellness programmes in industry as examined by Goetzel and Ozminkowski (2008) stated that in the 1970s forward-thinking organisations

introduced “wellness” programmes simply because management felt it was the right thing to do. Their responses are as follows:

Respondent A: I think that by having this programme, shows that the department cares for employees and if the services are utilized effectively, the performance of the organisation improves through a dedicated, committed and healthy workforce.

Respondent B: I am of the opinion that employees who engage in wellness programmes, will be imparted with life skills and their lives will improve. If they are well on all aspects, the employer benefit through improved productivity.

Respondent H: Being involved in this programme has reduced my absenteeism rate and laziness because I exercise regularly and my body is physically fit. Life skills programmes also improve employees’ lives.

The support employees receive from their organisations through EWPs presents great benefits to those who use these programmes. They include increased mental wellness, energy, resilience, life and job satisfaction as well as reduced stress and depression (Sieberhagen et al 2011, Baicker et al 2010).

Theme 9: Benefit to the Employee

Employees as well agree that they benefit from the wellness programme. Respondents think they have benefitted from the programme, especially on physical wellness and proactive programmes. The Strategic framework (2008), describes physical wellness as the ability to maintain a healthy quality of life that allows individuals to get through their daily activities without undue fatigue or physical stress. This is supported by the notion that “A healthy body equals to a healthy mind”.

A respondent who is in the retirement age, thinks that he benefitted especially from the Retirement programme which encompasses finance, self-care, work, GEPF, lifestyle after retirement and others.

Respondent A: I feel that exercising always make them feel better and I no longer get sick regularly. Some also support the fact that proactive programmes should be

presented regularly so as to continually remind employees to take care of themselves.

Respondent H: The programme is enriched with information and services are brought to the people.

4.2.4. SECTION D: Other intervention strategies to improve work performance

Theme 10: Encouragement to consult wellness services

Table 4.5.: Supervisees' opinion as to whether they would advise a colleague to attend/ use/ consult wellness coordinators to deal with problems that affect work performance.

Response	Number	Percentage
Yes	11	100%
No	0	0%
Total	11	100%

100% respondents expressed that they will advise a colleague to consult about problems that affect work performance, because in their opinion, every problem has a solution. Sometimes wellness sub-programmes such as EAP, are attended to avoid disciplinary procedures being taken up against the employee. Although that is the case, potentially a well-functioning EAP could reduce grievances and disciplinary actions and therefore free up management to deal with other issues. The programmes are relevant to employees' lifestyles, although employees disregard attending them.

Respondent J: The programme personally assisted me to improve my job performance, and I trust that it will help others.

Respondent K: I feel confident that coordinators and professionals are able to deal with different problems and can assist employees in coming up with solutions. Talking to a professional is also good.

From these responses, it can be assembled that the programme has a supportive and valuable role to the organisation and the employees alike.

Theme 11: Wellness programme as a good option to address poor performance

Table 4.6.: Supervisees' opinion as to whether wellness programme is a good option to deal with problems that affect work performance.

Response	Number	Percentage
Yes	11	100%
No	0	0%
Total	11	100%

All of the 11 respondents are of the opinion that wellness programme is still a good option, to address poor work performance. Some of the respondents' opinions are as follows:

The programme is informative, and EAP on its own is still a good option, as it is confidential and professionals are trustworthy.

If employees' wellness is taken care of, they will be in a position to perform better.

It is a good option because troubled employees affect workplace productivity.

Respondent D: Although wellness programmes are good for employees, I still believes that, employees' salaries should be increased to make them feel and work better.

Workplace wellness programmes have been shown to reduce health care-related costs and worker absenteeism, plus improve productivity. This mounting evidence

indicates that worksite wellness should be part of every strategic plan. Hillier (2005) emphasizes that cost-effective workplace programmes, including seminars and workshops, played a part in reducing employee stress which could in turn, further reduce stress-related illness and absenteeism.

Theme 12: Suggestions to improve the programme.

The respondents had different suggestions with regard to improvement of the programme. The most common suggestion was management involvement and commitment to improve the status quo as employees' morale is very low because of circumstances surrounding the workplaces. Leadership and accountability, a strong commitment to the wellness programme by all levels of the organization is required, especially by senior and middle management, as well as by external stakeholders, such as unions, is required. Others suggested that marketing of the programme to top management is vital, as they play a major role in ensuring effectiveness of the programme.

Some suggestions by respondents included availability of monthly wellness activities in workplaces including team building, salary increment to improve morale, budget availability and incentives to improve attendance and participation in wellness activities. The greatest influence on the overall success of your organization's health management performance is the collective ability of HR, benefits, wellness, safety, medical and other managers to work together. In his findings, Chenoweth (2013) asserts that HR directors and wellness personnel should simultaneously explore potential integrated strategies to align the organization's culture, health benefits, wellness programmes, policies and incentives. They must continually monitor each of these factors to ensure that they are consistently encouraging and supporting a healthy and productive workforce. A growing literature suggests that building incentives into wellness programmes helps to raise participation among employees. (Baicker, Cutler and Song 2010)

4.3. FINDINGS FROM THE INTERVIEWS WITH SUPERVISORS

4.3.1. SECTION A: Demographic Information of Respondents

The aim of the section was to obtain information regarding the profile and personal details of respondents especially those of employees. The information is presented in tables. Each table is followed by a discussion of information which appears on the tables.

Figure 4.7.: Gender of supervisors as respondents

The figure indicates that 80% of respondents are males who are in the majority. This findings concurs with the findings reflected in supervisees, that the Department is dominated by male employees in terms of supervision, compared to only 20% females. Information on the effectiveness of the programme, will be drawn from 5 supervisors.

Figure 4.8.: Age of supervisors as respondents

From this figure, it is apparent that the ages of supervisors who has taken part in this survey are in the 35-54 category which is the middle adult years.

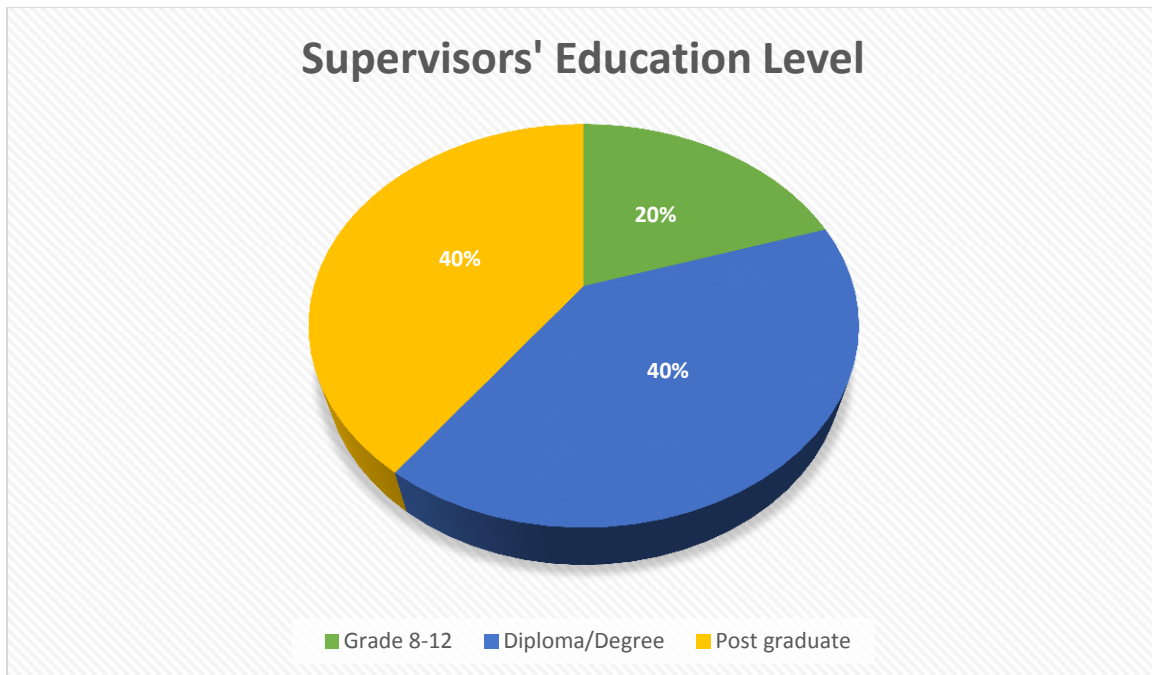


Figure 4.9.: Education levels of supervisors as respondents

From this table, 40% of respondents in supervisory level has a diploma or degree while 40% are having a post graduate qualification. That improves their level of understanding of the effectiveness wellness management programmes and better administration skills. 20% have up to grade 12 qualifications.



Figure 4.10.: Reporting levels of supervisors

The figure illustrates that the 60% of respondents are from level 5-8, which is the entry point for supervision level, whilst 40% of supervisors are at managers' level 9-

12. They are all holding two caps of supervisors and managers by virtue of authority given to them.

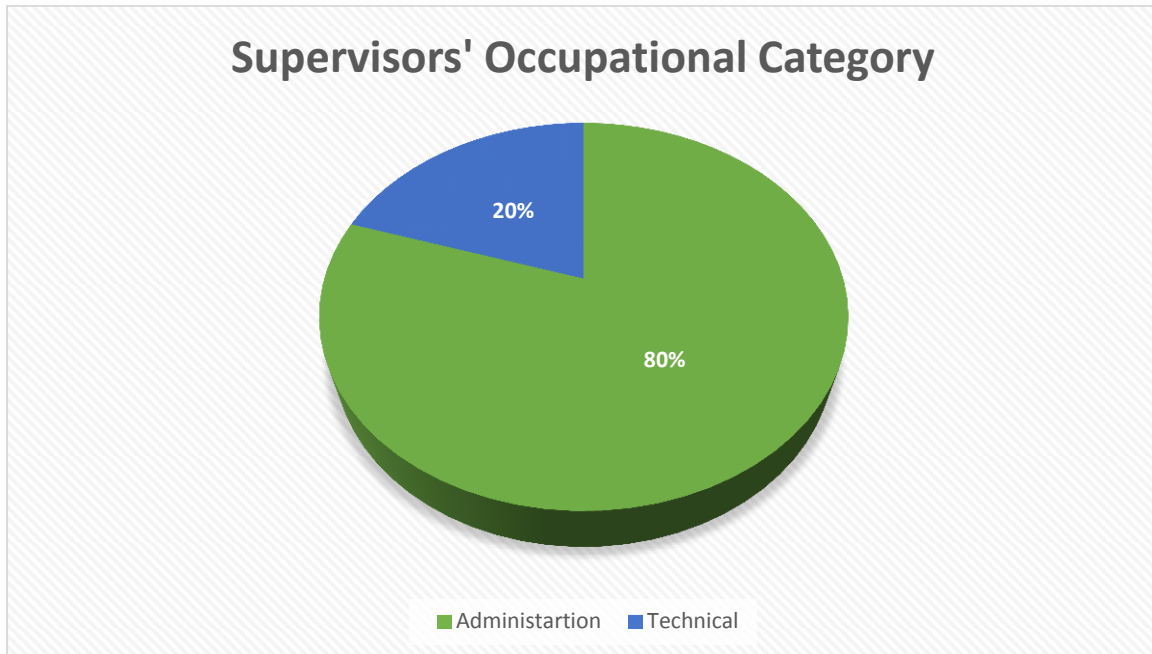


Figure 4.11.: Occupational categories of supervisors as respondents

As illustrated on the table, 80% of supervisors are in the administration field whereas only 20% are in the technical field. Access to supervisors in the technical field is minimal because they are always out for field work, whereas supervisors in administration are guaranteed to be in the office and accessible.

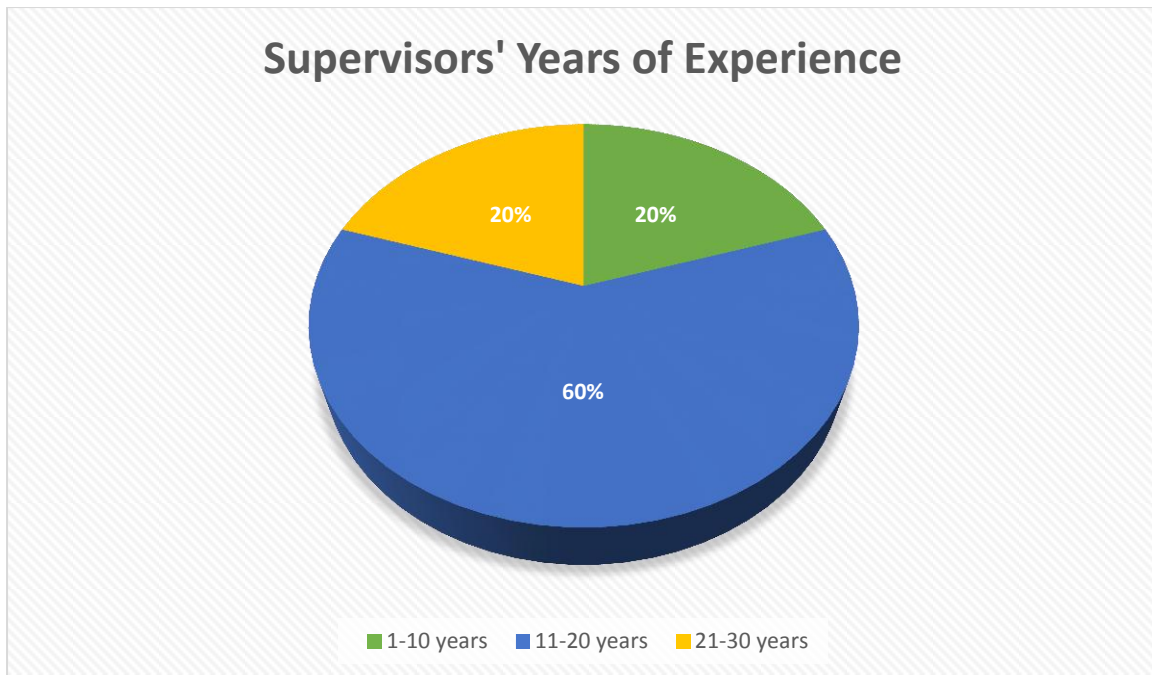


Figure 4.12.: Years of work experience of supervisors as respondents

The figure depicts that 60% of supervisors have 11-20 years, whereas 20% have 1-10 and the other 20% have 31-40 years of service in the department. The years of work in the department determines greatly the experience the supervisor has in dealing with wellness issues of employees.

4.3.2. SECTION B: The Effectiveness of Wellness Programme

Theme 1: Exposure to programme

Table 4.7.: Wellness management sub-programmes supervisors has been exposed to in the workplace

Response	Number	Percentage
Organisational Wellness	2	40%
Psychosocial Wellness	3	60%
Physical Wellness	3	60%
Work life balance	1	20%
Total	9	

The total number of employees exceeds the actual number of respondents because the latter had more than one option to choose from. The table illustrates that 60% of respondents are exposed to psychosocial wellness. Psychosocial wellness can be seen as traditional EAP and its proactive activities, focussing on preventing and addressing psychosocial hazards, such as stress, physical and emotional violence, overload, substance abuse, etc., through risk assessments and policies, as well as organisational, environmental and individually focussed interventions (Steinmann 2008). In the researcher' view, supervisors are the primary source in identifying a troubled employee and therefore mostly refer cases to EAP, hence they become increasingly involved in ensuring that employees' problems that affect work are attended.

The other 60% of supervisors feel that employees are mostly exposed to physical wellness. This is supported by (Cavico, Mujtaba, Muffler and Samuel 2014) in their findings that the most frequently targeted behaviours are exercise (addressed by 63% of employers with programmes), smoking (60%), and weight loss (53%).

Programmes related to organisational wellness are at 40% and 20% of supervisors indicates that employees have been exposed to work life balance. Work-life balance has become a challenge for the organizations because of an increased need to improve the morale of the employees, maintaining and retaining them with a precious knowledge of the company and keeping up the speed with the current trends in the workplace (Tariq et al 2012).

These findings prove that attention is given to psychosocial and physical wellness interventions, and may indirectly contribute positively to organisational wellness. If the mind and the mind and the body is well, the organisation is likely to benefit.

Theme 2: Effectiveness of the programme

Table 4.8.: The most effective wellness sub-programme presented in the municipality.

Response	Number	Percentage
Organisational Wellness	2	40%
Psychosocial Wellness	3	60%
Physical Wellness	4	80%
Work life balance	1	20%
Total	10	

The total number of employees exceeds the actual number of respondents because the latter had more than one option to choose from. According to this table, 80% of respondents indicate that physical wellness awareness programmes is presented in municipalities and is effective. This finding concurs with table 17, where 60% of supervisors responded that municipalities are exposed to physical wellness programmes. 60% of supervisors observed that psychosocial wellness is presented in their municipalities (workplaces).

Supervisors are the catalyst in ensuring that employees' problems that affect work performance are addressed. To address problems, supervisors can refer employees for EAP services, or organise proactive programmes that capacitate employees to improve their life skills and therefore improve productivity. The statement is supported by Yende (2005), who indicated that an EAP may be used as a strategic tool which is an essential business driver and furthermore it may be used in the development and retention of staff, thus reducing absenteeism and productivity in workplaces.

Theme 3: Case problems experienced

Table 4.9.: The case problems (psychosocial) that the employees experienced in 2013/2014.

Response	Number	Percentage
Absenteeism	2	40%
Financial problems	4	80%
Poor job performance	1	20%
Stress	2	40%
Substance abuse	1	20%
Trauma	1	20%
Family problems	1	20%
Incapacity	1	20%
Other/s : Low morale due to work related problems Lack of commitment to work	2	40%
Total	14	

The total number of responses exceeds the actual number of supervisors because the latter had more than one option to choose from. The table illustrates that financial problems, poor job performance, stress, substance abuse and low morale are some of the problems that affect respondents' job performance. From this table it is apparent that supervisors sees financial problems affecting employees more than the others, unlike in table 7, where supervisees expressed that stress is the main problem they are experiencing. Other experienced problems as added by supervisors are low morale due to work related problems and lack of commitment to work. With this kind of problems, one can contribute to the other and they both affect work performance if not given attention.

Theme 4: Supervisor' reaction

The respondent were asked about the actions they have taken after realizing that the employee/s is/are experiencing problems that affect work performance. Supervisors have taken different actions after realizing that employees are experiencing problems that affect work performance. Among others are referrals to EAP, which is one of the steps in identifying a troubled employee highlighted during EAP Supervisory training. Due to financial problems as one of the common problems affecting employees some managed to organise financial management awareness through coordinators and external service providers.

Some problems need tougher actions to be taken against the employee and although supervisors engage supervisees in some talks about their behaviour, some disciplinary action are also taken. Supervisors go to an extent of consulting management advocating on behalf of the employee especially on issues of transfer.

Theme 5: Proactive programmes conducted

Table 4.10.: Proactive programmes conducted in the workplace in 2013/2014

Response	Number	Percentage
Stress management	1	9%
Substance dependency awareness	2	18%
Financial management	3	27%
Retirement planning	4	36%
Supervisory training	1	9%
Physical Wellness	4	36%
Team building	0	0%
Other/s	0	0%
Total	15	

The total number of responses exceeds the actual number of supervisors because the latter had more than one option to choose from. The table portrays that proactive programmes conducted in the workplaces are stress management, substance abuse awareness, financial management awareness, supervisory training and physical wellness awareness.

Although stress and financial problems as depicted in table 7 and 19, are the most problems affecting performance as viewed by the employees and supervisors respectively, 9% of respondents have been exposed to the programme during 2013/2014. Little attention has been given to the programme. 27% of respondents has been exposed to financial wellbeing.

Theme 6: Relevancy of wellness programme.

The respondents were asked about their opinions on the relevancy of the programme. Supervisors have positive opinions about the relevancy on the programme in their different workplaces. They shared that it revives the spirit of work, encourage performance, alleviate stress, trauma, and family problems, saves employees' lives and saves the employer from employee absenteeism. Some of the responses are as follows:

Respondent B: The programme is relevant because healthy employees always perform their duties better. After attending programmes, I observed that employees behave better. Information given is valuable, and if taken seriously, most employee' lives improve.

Respondent D: It is relevant because it addresses the total wellbeing of the individual, acknowledging that employees are human beings.

Theme 7: Participation in the wellness programme

Table 4.11.: Supervisors' attendance/ organization/ participation in wellness programme.

Response	Number	Percentage
Weekly	0	0%
Monthly	2	40%
Quarterly	3	60%
Per semester	0	0
Annually	0	0
Total	5	100%

According to the table above, supervisors mostly attend/ organize and participate in wellness activities monthly and quarterly, unlike the response given by supervisees which indicate that most of the time they are engaged in weekly activities which are mainly physical wellness.

The responses by supervisor confirm that although supervisors are aware of the weekly sports and recreation activities that are taking place, they are personally not actively involved. They only approve of supervisees participating, which reflects a gap in terms of strengthening relations between employees and their supervisors.

Theme 8: Problems foreseeable with the programme.

The respondents were asked about the problems they foresee with regard to the programme. Supervisors foresee different problems that are to be experienced by the programme. Lack of budget and management support, are the main problems that will affect the programme. They further indicate that to attract employees' participation and interest in the programme, incentives should be made available to boost participation and commitment to the programme. One of the respondents indicated that management is not involved in attending to challenges within the workplaces, hence the low morale of employees.

Respondent B: I foresee lack of support from sections in the department crippling the attendance of the programme. Some sections are just not involved.

Wellness programmes are meant for employees, and if employees are not available, the programme might experience poor attendance. Lack of attendance by technical section employees as the core functions of the department, may mean that the target group is missed and the programme might be misdirected.

Theme 9: Accessibility of coordinators

Table 4.12.: Wellness coordinators' accessibility to the programme

Response	Number	Percentage
Satisfactory	4	80%
Not satisfactory	0	0
Above satisfactory	1	20%
Total	5	100%

From the table above, supervisors are satisfied about coordinators' accessibility to the programme, and that they are playing their role well. They further recommend that coordinators need to give much attention to EAP services. EAP services may be strained because of shortage of professionals and an escalating number of cases.

Theme 10: Awareness of the programme

Table 4.13.: Supervisors' opinion on whether employees are aware of the programme

Response	Number	Percentage
Yes	5	100%
No	0	0
Total	5	100%

All the respondents were positive that enough is being done to raise awareness on the programme. Awareness is raised, promotion through flyers, mail and verbally. Employees are also enquiring about the programme, some even make self-referrals to EAP.

E: They are aware because every time before coordinators commence with their different presentations, they market the programme. Notice boards are also full of information regarding wellness issues.

Fensholt (2011) maintains that communicating a wellness programme effectively takes time, planning, effort, and corporate commitment to the long-term. Appropriate marketing and promotion of the programme will encourage utilization of the services which ultimately impacts on the healthy functioning of the organisation.

4.3.3. SECTION C: The benefits of both the employers and employee from the wellness management programme

Theme 11: Results observed

Table 4.14.: Results observed from employees after attending wellness programme.

Response	Number	Percentage
Decreasing number of employees' problems	2	40%
Improved work performance	5	100%
Decreasing number of disciplinary cases	3	60%
Improved morale of employees	1	20%
Retaining of productive employees	1	20%
Improved employees' relations	4	80%
Decreased absenteeism	3	60%
Decreased sick leave	3	60%
Increased productivity	2	40%
Improved self-care and well being	2	40%
Improved company image	2	40%
Other	0	
None	0	
Total	28	

The total number of responses exceeds the actual number of supervisors because the latter had more than one option to choose from. The table portrays that supervisors observe the benefit of the programme to the organisation.

Theme 12: Benefit of employee from the programme.

Supervisors also have different opinions about the benefit of the employee to the programme. They indicate that employees become healthy and they live longer, they become knowledgeable about the programme, change their lifestyle and therefore improve their quality of life.

4.3.4. SECTION D: Exploring other intervention strategies to improve work performance

Theme 13: Wellness as a good option

Table 4.15.: Supervisors’ opinion on whether wellness programme is a good option to help employees deal with problems which affect their work performance.

Response	Number	Percentage
Yes	5	100%
No	0	0%
Total	5	100%

All the supervisors think that wellness programme is a good option to improve work performance.

Respondent A: The person will be healed, improvement of social relations and work performance and active participation of the employee.

Respondent B: If employees have family problems, they occupy his mind, instead of working. If the mind is affected, the body becomes affected as well.

Respondent D: It is a work based programme and has proven to be the best option over the years.

Respondent E: Although wellness is a good option, they should work in collaboration with other sections especially in HR like better working conditions, salary increase, promotions etc.

Theme 14: Suggestions to improve the programme.

The respondents were asked to come up with suggestions to improve the programme. Supervisors have brought about different suggestions to improve the wellness programme.

Respondent B: Full time coordination at local office level can bring about improvement in the programme.

Currently coordinators are at head office and district level, with EAP only at Provincial level, hence the delay in attendance of EAP cases which might hamper productivity. The suggestion is that EAP professional should be appointed at district level.

Respondent C: Wellness should work in collaboration with other sections of the department, because administration processes that are taking place for the employees are biased and therefore unfair. This results in employees being demoralised and therefore not interested in work activities.

Respondent D: The programme can be improved by networks to management level, budget, and resource availability, participation in sports and recreation leagues and tournaments supplemented with awards.

Respondent E: Management involvement and knowledge about the programme is important, so that they can implement recommendations proposed.

From the respondents' views it is apparent that employees appreciate support and encouragement from management and other supporting structures within the institution.

4.4. CONCLUSION

In this chapter, the researcher analysed and presented data obtained through interviews and documentation such as EAP stats and Wellness Management reports.

The researcher provided an interpretation of this data that suits the meaning and purpose of the study. The information was obtained through conversations with supervisors and supervisees were presented by discussions to support the findings of the study.

CHAPTER FIVE

CONCLUSIONS AND RECOMMENDATIONS

5.1. INTRODUCTION

The main purpose of the study is to assess the effectiveness of wellness management programme in Capricorn district of the Department of Agriculture. For this purpose, the researcher obtained general information about the supervisees and supervisors, problems experienced by employees were identified, the role of supervisors were assessed, the benefit of the programme for both the employer and employee were identified and the respondents were also requested to provide suggestions on the improvement of the programme. The study further offer recommendations as to what the programme and the department can do to improve the wellness of its employees.

Chapter 1 page 3 paragraph 1.2 presented the research problem from the aim of the study. In order to address the research problem, the research questions were posed. The researcher also formulated the research objectives which assisted in answering the questions.

The objectives of the study were as follows:

- 5.1.1. To evaluate the effectiveness of the Wellness Management Programme in addressing the challenges of productivity in the public service.
- 5.1.2. To assess the benefits of these programme to both the employer and employee.
- 5.1.3. To explore the other intervention strategies that can be helpful in improving wellness programme in the public service.

While drawing conclusions from the findings of the study, the researcher will align the findings with the objectives of the study.

Conclusions for the study will result from presentation and analysis discussed in chapter 4: inclusive of supervisor's responses and supervisees' responses. The following conclusions with regard to the study were made:

5.2. DEMOGRAPHIC INFORMATION

5.2.1. Conclusion

The majority of the respondents, both supervisees 64% and supervisors 80% in the study are males in the middle adulthood years with 55% and 100% respectively. Agriculture in its nature is a male dominated profession and this is proven by the current staff establishment of Capricorn district which is 495, 305 being males.

The occupational category of respondents was found to be in the administration field than the technical field. The attendance registers for different Wellness Management Programme report (2013/2014), proves that technical staff who perform the core functions of the department are less likely to attend programme as they are mostly field workers.

The study revealed that junior Diploma/Degree is the highest qualification in both supervisors and supervisees, which proves that there is an upgrade of qualifications by employees and their knowledge of the programme is satisfactory.

The reporting level for supervisors is dominated at 5-8 and 9-12 respectively with the both being able to carry the two caps of both supervisee and supervisor.

5.3. THE EFFECTIVENESS OF THE WELLNESS MANAGEMENT PROGRAMME

5.3.1. Conclusion

Wellness management programme is still regarded as the best option to address poor performance in the workplace, although attendance is still stigmatized in psychosocial wellness: EAP services (counselling services). The problems experienced by employees are financial problems, poor job performance, stress, substance abuse and low morale and are co-laterally addressed through proactive programmes such as stress management, substance abuse awareness, financial management and retirement planning. Which are conducted quarterly in different workplaces.

Physical wellness is dominant and most effective because of its nature of weekly participation in some of the activities. According to the Corporate Social Responsibility Policy of the Department of Agriculture and Guidelines on the Institutionalisation of Sports and Recreation, sports activities are allocated to be participated in every weekly Wednesday from 14h00.

5.3.2. Recommendation

Stress and low morale are in most cases caused by changes in the work environment. The researcher recommends that management involvement in the programme will help to understand the dynamics of the work environment and how it affects employees. Recommendations about the findings should be highlighted to management for implementation.

5.4. RELEVANCY OF THE PROGRAMME

5.4.1. Conclusion

The results revealed that the programme is relevant to employees in the workplace as it reduces stress, encourages team participation, and assist the employer in managing problems that can decrease productivity. However, even though the programme is regarded as relevant by both parties, it does not reach employees in the technical field, due to their nature of work or even lack of interest.

5.4.2. Recommendation

Coordinators should market the programme with relevant management from the technical field. This will enhance their understanding of Wellness Management Programme and encourage their employees to participate.

5.5. THE IMPACT OF THE PROGRAMME

5.5.1. Conclusion

The programme has a positive impact on the behaviour of employees and that is visible through their ability to manage their personal finances, to communicate better

which reflects improved social relations; sports and recreation which improved employees' physical and mental health.

5.6. PROBLEMS FORESEEABLE WITH THE PROGRAMME

5.6.1. Conclusion

The outcomes revealed that there are a number of problems that the employees find to hinder the programme. The lack of management support being the major contributor and lack of incentives and equipment which may hinder participation. In other particular workplaces, even if incentives are not distributed, participation becomes satisfactory and that can be attributed to support received from management.

The results also revealed that employees in the technical field and as the core function of the department, are not participating as expected and therefore the target group is missed.

5.6.2. Recommendation

The researcher recommends analysis of information received from reports on Wellness Management and EAP statistics in order to inform management on the trends with regard to the programme. It is also recommended that incentives should be given to promote participation that brings about commitment and positive results.

5.7. ACCESSIBILITY OF WELLNESS MANAGEMENT COORDINATORS

5.7.1. Conclusion

Wellness coordinators are supportive of the workplaces in rolling out the programme. However EAP interventions are not given the attention they are supposed to receive. In the Limpopo Department of Agriculture, EAP services are currently centralised at the Provincial Office and only 2 Professionals are responsible for 3500 employees in the Province.

5.7.2. Recommendations

The researcher recommends appointment of EAP at district level to enhance the effectiveness of EAP services. An external service provider is also recommended to assist with the case load and management.

5.8. EMPLOYEES' AWARENESS OF THE PROGRAMME

5.8.1. Conclusion

Supervisors are positive that enough is being done to make employees aware of the existence of the programme and validate it as helpful in addressing employees' problems that affect work performance. This is also proven by the respondents' satisfaction with accessibility of coordinators in ensuring that programme activities in a form of workshops, EAP services, sports and recreation are taking place.

5.9. THE BENEFITS OF WELLNESS MANAGEMENT PROGRAMME.

5.9.1. Conclusion

The researcher that the employer and the employee are both benefitting from the programme because employees utilizing the services, shows increased mental wellness, self-care, improved life style, resilience, reduced stress life and job satisfaction, while the employer experience decreasing number of employee' problems, improved work performance, self-care, company image, morale and employee relations; decreasing number of disciplinary cases, absenteeism and sick leave.

5.9.2. Recommendation

The employer is only benefitting from the few employees that are participating in the programme, so it is necessary for management to be involved and encourage participation.

5.10. INTERVENTION STRATEGIES TO IMPROVE THE PROGRAMME

5.10.1. Conclusion

Wellness management programmes is valued by supervisors and supervisees and regarded as a good option to improve work performance.

5.10.2. Recommendation

The researcher recommends continuous marketing of the services and improvement of the implementation by programme coordinators.

5.11. SUGGESTIONS TO IMPROVE THE PROGRAMME

5.11.1. Conclusion

It can be concluded that management involvement and buy in can contribute to positive improvement of the programme. Salary increment to improve morale; budget availability and incentives to improve attendance and participation in wellness activities.

5.11.2. Recommendation

The researcher recommends that Wellness Management should work in collaboration with other sections in the department, to guide and advice on administration processes that might hinder the performance of employees. Furthermore, coordination of EAP services should be decentralised to district level.

5.12. DEPARTMENT OF AGRICULTURE 'EFFECTIVENESS ON WELLNESS MANAGEMENT PROGRAMME

5.12.1. Conclusion with Regard to the Research Question

The research questions for the study were as stated in Chapter 1 paragraph 1.7:

5.12.1.1. How effective are Wellness Management Programme in addressing the challenges of productivity in the public service?

5.12.1.2. How beneficial are Wellness Management Programme to both the employers and the employees?

5.12.1.3. What are other intervention strategies that can help in improving the effectiveness of wellness programme in the public service?

It can be concluded that the research question for the study was answered as follows:

The implementation of the programme results in a positive benefit to the organisation through implementation of diverse Wellness Management Programmes which minimizes employees' problems that affect job performance. Although the programme has been implemented successfully, not all employees are participating in the programme as expected. It is clear there is poor participation on activities of the programme from both employees and management, particularly in the technical field and management. Subsequently, management involvement in the programme is crucial in ensuring that the programme is elevated and improves participation in all sections of the department.

The supervisors involved in the programme are satisfied about the change of behaviour supervisees portray after interventions, although regular interventions are necessary.

Because of its nature, EAP services need a lot of attention and are rendered ineffective. A lot of cases are attended to initially and follow up are not properly done due to inadequate number of professionals conducting the service and moreover centralised within the Provincial office. A number of rendered cases are from the technical field especially substance abuse, financial problems, poor performance, etc. and proactive sessions would have limited that escalation if they were attended.

Programme activities are being implemented satisfactorily and reported regularly to management, but analysis of the information is lacking. Analysis will assist in informing management of the trends discovered while implementing the programme. Management understanding of the programme will incite interest, furthermore release resources as expected.

5.12.2. Recommendation

For the programme to be effective it is recommended that:

- The target group should be both the employees in the technical and administration field, and that can be achieved through management engagement and involvement in the programme.
- Increase of staff capacity at district level with relevant qualification on EAP services.
- Increased support from management
- Establishment of EHW advisory committees to the programme to discuss aspects to improve and enhance EAP in the public service.

5.13. CONCLUDING STATEMENT

The final chapter presented the conclusions and recommendations of the study for improving the effectiveness of the programme. The wellness programme cannot be rendered effective if the target group is one sided, while the group not reached continues to add to the case load and affecting productivity in the department and in the public service. The programme however is effective because those participating in the programme benefit individually as their lives improves, and thus benefit the employer as well through improved productivity. Management involvement and support is crucial in ensuring the effectiveness of the programme.

This implies that the study provided a basis for a wide-ranging research on the subject. The objectives of the study were reached and questions answered.

5.14. AREA FOR FURTHER RESEARCH

The researcher proposes that further research should:

- explore the feelings of employees in the technical/core field in the department about the utilization of the programme.
- explore the perception of top management and labour with regard to programme effectiveness in the department.

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ANNEXURE A: INTERVIEW SCHEDULE TO SUPERVISEES/ EMPLOYEES

Dear Sir/Madam

The aim of the study is to assess the effectiveness of Wellness Management Programme in the department. Statistics on EAP and the Wellness Management Report 2013/2014 in the Limpopo Department of Agriculture have shown that, programmes and services to address the problems experienced by employees are in place in a form of proactive and reactive services. It is within this context that the researcher would like to evaluate the effectiveness of the various interventions of wellness management programmes in improving work performance.

Your accurate and objective response in answering questions is of vital importance as it will be used to recommend alternative ways of improving on the Wellness Management Programme.

SECTION A

1. Demographic information of respondents

1.1. What is your gender?

Male	Female
------	--------

1.2. What is your age?

18-34	35-54	55-65
-------	-------	-------

1.3. What is your level of education?

Grade 1-7	Grade 8-12	Diploma/Degree	Post Graduate	Other
-----------	------------	----------------	---------------	-------

1.4. What is your reporting level?

1-4	5-8	9-12	13+
-----	-----	------	-----

1.5. What is your occupational category?

Administration	Technical
----------------	-----------

1.6. How many years have you worked in the department?

1-10	11-20	21-30	31-40
------	-------	-------	-------

SECTION B

2. The effectiveness of wellness programme

2.1. Are you of the opinion that wellness programme is effective in addressing work performance?

Yes	
No	

2.2. What are the problems that you experienced in 2013/2014?

Absenteeism	
Financial problems	
Poor job performance	
Stress	
Substance abuse	
Trauma	

Family problems	
Incapacity	
Other/s	

2.3. Which proactive programmes did you attend in your workplace in 2013/2014?

Stress management	
Substance dependency awareness	
Financial management	
Trauma debriefing	
Retirement planning	
Other/s	

2.4. How often do you attend wellness programme?

Weekly	
Monthly	
Quarterly	
Per semester	
Annually	
None	

2.5. How relevant is wellness programme in the workplace?

2.6. What impact did the programme have on your behaviour?

2.7. What problems do you foresee with this programme?

2.10. How would you rate wellness coordinators' accessibility on wellness programme?

SECTION C

3. The benefits of both the employers and employee from the Wellness Management Programme

3.1. What would you say is the benefit of the department in embarking on the wellness programme?

3.2. Do you think you benefitted from the programme?

SECTION D

4. Exploring other intervention strategies to improve work performance

4.1. Would you advise/encourage a colleague to attend/use /consult wellness coordinators to deal with problems that affect his/her work performance?

Yes	
No	

4.2. Do you feel wellness programmes is a good option to help employees deal with problems which affect their work performance?

Yes	
No	

4.3. What other suggestions do you have to improve the programme?

THANK YOU FOR PARTICIPATING IN THE INTERVIEW

ANNEXURE B: INTERVIEW SCHEDULE TO SUPERVISORS/ MANAGERS

Dear Sir/Madam

The aim of the study is to assess the effectiveness of Wellness Management Programme in the department. Statistics on EAP and the Wellness Management Report 2013/2014 in the Limpopo Department of Agriculture have shown that, programmes and services to address the problems experienced by employees are in place in a form of proactive and reactive services. It is within this context that the researcher would like to evaluate the effectiveness of the various interventions of WMP in improving work performance.

Your accurate and objective response in answering questions is of vital importance as it will be used to recommend alternative ways of improving on the Wellness Management Programme.

SECTION A

1. Demographic information of respondents.

1.1. What is your gender?

Male	Female
------	--------

1.2. What is your age?

18-35	36-54	55-65
-------	-------	-------

1.3. What is your education level?

Grade 1-7	Grade 8-12	Diploma/Degree	Post Graduate	Others
-----------	------------	----------------	---------------	--------

1.4. What is your reporting level?

1-4	5-8	9-12	13+
-----	-----	------	-----

1.5. What is your occupational category?

Administration	Technical
----------------	-----------

1.6. How many years have you worked in the department?

1-10	11-20	21-30	31-40
------	-------	-------	-------

SECTION B

2. The effectiveness of Wellness Management Programme

2.1. What are the wellness management sub-programmes you were exposed to in your workplace?

Organisational Wellness	
Psychosocial Wellness	
Physical Wellness	
Work life balance	

2.2. What are the most effective wellness sub-programmes presented in this workplace?

Organisational Wellness	
-------------------------	--

Psychosocial Wellness	
Physical Wellness	
Work life balance	

2.3. What are the case problems (psychosocial) that the employees experienced in 2013/2014?

Absenteeism	
Financial problems	
Poor job performance	
Stress	
Substance abuse	
Trauma	
Family problems	
Incapacity	
Other/s	

2.4. What action did you take as the supervisor after realizing that the employee is experiencing problems?

2.5. Which proactive programmes were conducted in the workplace in the last 2013/2014

Stress management	
Substance dependency awareness	
Financial management	
Trauma debriefing	
Retirement planning	
Supervisory training	
Physical Wellness	
Team building	
Other/s	
None	

2.6. How relevant is wellness programme in the workplace?

2.7. How often do you organize, attend or participate in wellness programme?

Weekly	
Monthly	
Quarterly	
Per semester	
Annually	

2.9. What problems do you foresee with this programme?

2.10. How would you rate wellness coordinators' accessibility on wellness programme?

2.11. Do you think employees are aware of the programme?

Yes	
No	

SECTION C

3. The benefits of both the employers and employee from the Wellness Management Programme

3.1. What would you say is the benefit of the department in embarking on the

3.2. After attending wellness programme, what are the results observed from employees?

Decreasing number of employees' problems	
Improved work performance	
Decreasing number of disciplinary cases	
Improved morale of employees	
Retaining of productive employees	

Improved employees' relations	
Decreased absenteeism	
Decreased sick leave	
Increased productivity	
Improved self-care and well being	
Improved company image	
Other	
None	

3.3. Does the employee benefit from the programme?

SECTION D

4. Exploring other intervention strategies to improve work performance

4.1. Do you feel wellness programme is a good option to help employees deal with problems which affect their work performance?

Yes	
No	

4.2. What other suggestions do you have to improve the programme?

THANK YOU FOR PARTICIPATING IN THE INTERVIEW

ANNEXURE C: RESEARCHER'S CONSENT



University of Limpopo
Turfloop Graduate School of Leadership
PO Box 756; Fauna Park; 0787, South Africa
Tel: (015) 290 2833, Fax: (015) 290 2832, Email:maria.kanjere@ul.ac.za

MASTER OF DEVELOPMENT (MDEV)

Researcher: Makgato M.D (0822665563)
Supervisor: Dr. Kanjere
Research Office:

CONSENT

I _____ (Please write in your full name)
hereby confirm that I understand the contents of this document and the nature of the
research project, and I consent to participating in the research project. I understand
that I am at liberty to withdraw from the project at any time, should I so desire.

Signature of Participant:

Date

ANNEXURE D: LETTER TO THE RESPONDENTS



**University of Limpopo
Turfloop Graduate School of Leadership
PO Box 756; Fauna Park; 0787, South Africa
Tel: (015) 290 2833, Fax: (015) 290 2832, Email:maria.kanjere@ul.ac.za**

MASTER OF DEVELOPMENT (MDEV)

Researcher: Makgato M.D (0822665563)

Supervisor: Dr. Kanjere

Research Office:

PRIVATE BAG X 2685
SOVENGA
0727
21 JANUARY 2015

THE RESPONDENT
LIMPOPO DEPARTMENT OF AGRICULTURE
CAPRICORN DISTRICT

Dear Sir/Madam

INFORMED CONSENT FOR TAKING PART IN THE STUDY

The aim of the study is to determine the effectiveness of Employee Wellness Management Programme in the Limpopo Department of Agriculture in Capricorn District. This study will be conducted by Makgato M.D as part of her studies towards a Master's Degree in Development.

The study will take form of questionnaires and face to face interviews to the selected individuals. Please answer the questions to the best of your ability. Your accurate and objective response in answering the questions is of vital importance.

N.B Be assured that the information you provide will be treated with high confidentiality. Your identity will not be disclosed during the data analysis phase. Be advised that you have a right to withdraw from the study at any given time when you feel uncomfortable.

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

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

Yours Faithfully

Makgato M.D

ANNEXURE E: REQUEST TO CONDUCT THE RESEARCH STUDY



**University of Limpopo
Turfloop Graduate School of Leadership
PO Box 756; Fauna Park; 0787, South Africa
Tel: (015) 290 2833, Fax: (015) 290 2832, Email:maria.kanjere@ul.ac.za**

MASTER OF DEVELOPMENT (MDEV)

Researcher: Makgato M.D (0822665563)
Supervisor: Dr. Kanjere
Research Office:

PRIVATE BAG X 2685
SOVENGA
0727
21 JANUARY 2015

THE HEAD OF DEPARTMENT
LIMPOPO DEPARTMENT OF AGRICULTURE
67 BICCARD STREET
POLOKWANE

0699

Dear Sir

REQUEST TO CONDUCT A STUDY AT THE LIMPOPO DEPARTMENT OF AGRICULTURE IN CAPRICORN DISTRICT

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

It is against this background that I kindly request your permission for me to undertake this study at the institution. I will be researching on the effectiveness of Employee Wellness Management Programme in the Department of Agriculture in Capricorn District of Limpopo Province.

The study will take a form of interviews in which employees and management from your institution will have to answer. Follow-up interviews will also be conducted with the selected respondents, but that will not take more than 30 minutes of their time each.

Kindly be assured that all the information gathered from your institution will be used exclusively for the purpose of the study and will be treated with the level of confidentiality it deserves. Findings and recommendations from the study will be available to you on request. For further information, you are welcome to contact my supervisor, Dr. Kanjere at Maria.Kanjere @ul.ac.za

I hope my request will receive your favorable consideration.

Yours faithfully

Makgato M.D

ANNEXURE F: LETTER OF EDITOR



University of Limpopo
School of Languages and Communication Studies
Translation Studies and Linguistics
Private Bag X1106, Sovenga, 0727, South Africa
Tel: (015) 268 3174, Fax: (015) 268 3174, Email: johannes.rammala@ul.ac.za

28 January 2016

To whom it may concern

Confirmation letter for editing of Ms Makgato M S's dissertation: 9424355

Dear Sir/Madam

The above matter refers.

The memo serves to confirm that I edited research work for the above student entitled: **An evaluation of the effectiveness of employee wellness management programme in the department of Agriculture in the Capricorn District of the Limpopo Province.**

The document was edited for language and technical layout. With language there were few problems that included tense structures, number and gerund. The mistakes were corrected and depicted through track changes. Regarding the layout and typology, the mini dissertation was arranged according to the UL approved typology as given by the Research development unit. The content of the document was re-arranged to comply with the approved rules as mentioned above.

The track changed document was sent to the candidate as proof of what changes were made. Then, a cleaned document was prepared by accepting all the suggested changes. After this the layout was attended to again as some headings had moved to inappropriate spaces. This also made me change the table of content as some headings now started on different pages and we moved sections to appropriate areas in the document.

Thanks

Signed: 
Dr J R Rammala

ANNEXURE G: MEMO OF APPROVAL TO CONDUCT RESEARCH



LIMPOPO
PROVINCIAL GOVERNMENT
REPUBLIC OF SOUTH AFRICA

DEPARTMENT OF AGRICULTURE MEMORANDUM

TO : HEAD OF DEPARTMENT
FROM : HUMAN RESOURCE MANAGEMENT BRANCH
REFERENCE : 80726518
SUBJECT : REQUEST FOR APPROVAL TO CONDUCT A RESEARCH STUDY
DATE : 15 JUNE 2015
ENQUIRIES : MAKGATO M.D

1. PURPOSE

To request approval:

- 1.1 To conduct research study on the evaluation of the effectiveness of Wellness Management Programme in the Limpopo Department of Agriculture in Capricorn District for Masters in Development (MDEV: Planning and Management) by Makgato M.D.

2. BACKGROUND

2.1 The Limpopo Department of Agriculture encourages employees to upgrade their studies in order to keep up with the development of the organization and the sector. For the academic year 2013 and 2014, the employee has completed a course study with The Turfloop Graduate School of Leadership on Masters in Development focusing on planning and management.

2.2 I'm currently employed by Limpopo Department of Agriculture within the Employee Health and Wellness Sub Directorate. My plan is to take a research study on: An evaluation of the effectiveness of Wellness Management Programmes in Capricorn District of Limpopo Province

67/69 Biccard Street, POLOKWANE, 0700, Private Bag X9487, Polokwane, 0700
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REQUEST FOR APPROVAL TO CONDUCT A RESEARCH STUDY

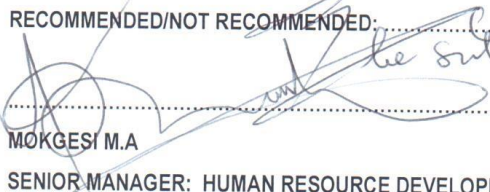
8. RECOMMENDATIONS

It is recommended that approval be granted:


8.1 To conduct research study on the evaluation of the effectiveness of Wellness Management Programme in the Limpopo Department of Agriculture in Capricorn District for Masters in Development (MDEV: Planning and Management) by Makgato M.D.


.....
MOTSWI S.V
SENIOR MANAGER: EW AND SPECIAL PROGRAMMES

2015/06/17
.....
DATE

RECOMMENDED/NOT RECOMMENDED:

.....
MOKGESI M.A
SENIOR MANAGER: HUMAN RESOURCE DEVELOPMENT

Copy of the dissertation to be submitted to the BOARD
2015/06/22
.....
DATE

RECOMMENDED/NOT RECOMMENDED:

.....
NETSHIFHIRE N.D
GENERAL MANAGER: HUMAN RESOURCE MANAGEMENT

23/06/15
.....
DATE

APPROVED/NOT APPROVED:

.....
MAISELA R.J
HEAD OF DEPARTMENT

2015-06-24
.....
DATE