ASSESSMENT OF EMPLOYEE WELLNESS PROGRAMME UTILISATION IN THE DEPARTMENT OF TRANSPORT AND COMMUNITY SAFETY, LIMPOPO PROVINCE

by

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DECLARATION

I declare that the Mini-dissertation titled " Assessment of Employee Wellness Programme Utilisation in the Department of Transport and Community Safety, Limpopo Province" hereby submitted to the University of Limpopo, for the degree of Master of Public Health has not previously been submitted by me for a degree at this or any other university; that it is my work in design and in execution, and that all material contained herein has been duly acknowledged.

31/10/2022

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Ramokgola MP (Mr.)   Date

DEDICATION

This work is dedicated to my loving wife, Ntsoaki Patience Ramokgola. Thank you for reminding me of my academic goals and inspiring me to pursue them. You always assured me that it is the right thing to do. Whenever I felt bad for compromising our quality time, you always made me understand that we have a lifetime to spend together. Each time I struggled to find balance between being a husband and a student, you were always ready to help. When it was very hard you always had the right words to say. Thank you for your endless words of encouragement and keeping me in your prayers. Thank you for believing in my abilities and for your unwavering support.

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LIST OF ABBREVIATIONS

COVID19   -   Coronavirus Disease of 2019

DTCS   -   Department of Transport and Community Safety

EAP   -   Employee Assistance Programme

EAPA   -   Employee Assistance Professionals Association

EWP   -   Employee Wellness Programmes

SAPSS   -   South African Public Service Sector

ABSTRACT

Background: Employee Wellness Programmes (EWPs) is a comprehensive health initiative which is a strategy to maintain and improve the well-being of employees. EWPs are profoundly helpful in ensuring that the wellbeing of employees is taken care of. The programme can be assessed by the programme developers to ensure that the programme remains responsive to rapidly changing educational and healthcare settings. The evaluation of EWPs has greater potential to influence its utilisation by employees. This study sought to understand and document employee wellness programme utilisation in the Department of Transport and Community Safety.

Objectives: To explore and describe employee wellness programme utilisation in the Department of Transport and Community Safety in Limpopo Province.

Methods: The study used the qualitative research approach. Participants of the study were full-time employees at the Department of Transport and Community Safety. Data was collected through semi-structured interviews and the sample size was 15 participants which was determined by saturation of data. Data was analysed through Thematic Content Analysis.

Results: Lack of wellness programme utilisation among employees and identified cases of chronic illness, insufficient physical activity and those case that are stress related amongst employees which were received at EWP component are associated with lack of understanding for the programme. The study provides a useful qualitative enquiry of employees at Department of Transport and Community Safety about the programme utilisation.

Conclusion: Many employees have concluded that Employee Wellness Programmes intent to enhance and maintain the well-being of employees. However, in Department of Transport and Community Safety (DTCS), there is a serious need for strengthening the implementation of EWPs to improve utilisation.

Keywords: Employees, Wellness Programme, Assessment, Programme utilisation

DEFINITION OF CONCEPTS

Employee

Kasuso (2015) define employee as a person who performs work or services under the supervision and control of another in exchange for remuneration or reward on such terms and conditions as agreed upon by the parties. In this study an employee refers to any staff personnel employed by Department of Transport and Community Safety (DTCS).

Evaluation

Evaluation is an applied inquiry process for collecting and synthesizing evidence that culminates in conclusions about the situation, value, merit, worth, significance, or quality of a programme (Efeoglu, Ilerten, & Basal, 2018). In this research evaluation will mean utilisation evaluation which seeks to find out if a programme is being successful in meeting the needs of the department's employees' health needs.

Employee Wellness Programme (EWP)

Gie (2017) defines Employee Wellness Programme (EWP) as a strategic approach, short-term and workplace-based programme aimed at improving the quality of life of employees and their families by providing a supportive system that alleviates the impact of everyday work and personal challenges. EWP recognizes that short-term personal and psychological related problems may adversely affect an employee's well-being and ability to function on the job". In this study EWP focuses on psycho-social support, and physical wellness of employees within the Department of Transport and Community Safety.

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CHAPTER 1

OVERVIEW OF THE STUDY

1.1   INTRODUCTION AND BACKGROUND

The Employee Wellness Programme (EWP) is a comprehensive health initiative planned to maintain or enhance the well-being of employees through appropriate diet, stress management, chronic illness prevention, management and prevention of alcohol and substance abuse (Employee Health and Wellness Strategic Framework, 2019). According to SantaBarbara, Rezai, Terry, Shedd and Comulada (2022), EWPs offer physiological and psychological benefits to employees and productivity benefits to employers. The EWP was introduced in the year 2004 in Department of Transport and Community Safety (DTCS) Limpopo Province aiming at improving employees' wellbeing. This programme within the DTCS occupational workplace is generally implemented and monitored by professional qualified workforces. It comprises of numerous services which include but not limited to therapeutic counselling, physical activities, and health education services. Malange (2019), stated that EWP is implemented by several employers not only in South Africa, but also globally. Nevertheless, the researcher discovered that the EWP has never been evaluated since introduced in DTCS and some of the services are not utilised optimally by employees.

Sanz-Pérez (2019), indicated that the programme requires ongoing evaluative practice to improve the services and to check its progress at regular intervals, and to ensure that it continues to strive for the better. A programme can be evaluated by programme developers to ensure that it continues to be responsive to rapidly changing healthcare and educational settings (Archer, Schalkwyk, Volschenk & Schmutz, 2022). The evaluation of EWPs is important to ensure that employees are getting the information they want to minimise health risks and improve the overall health. Programme evaluation also allows for improvement to be constant and continuous so that employees can provide important feedback for future planning (Mattke, Kapinos, Caloyeras, Taylor, Batorsky, Liu, Van Busum & Newberry, 2015). According to Rojas, Grierson, Mylopoulos, Trbovich,

Bagli and Brydges (2018), a programme is evaluated to determine its effectiveness and value and must be re-evaluated at least every 2-3 years or else the development and alignment to its goals may suffer. It is also re-evaluated to determine its significance in this emerging world (Makgato, 2016). According to Leal (2020), regular evaluation helps to identify challenges or issues and suggestions for improvement or change. In setting up a programme, a specific set of ideas should be put in place. At some point, it is essential to check if the programme is entirely meeting the determined goals because there is no enlightening programme that lacks drawbacks (Efeoglu, Ilerten & Basal, 2018). According to Tsotsotso (2020), programme evaluation is divided into two approaches: the scientific (modern) and humanist (post-modern) methods. Whereas scientific approaches programme evaluators consider clearly stated objectives and precise indicators of whether the employees are achieving the intended results of the programme, humanists preferred methods such as appealing, ethnography, autobiography, phenomenology and critical literacy rather than statistical methods. There are several sorts of evaluative studies for EWPs, namely: programme utilisation, service needs assessment, programme effectiveness, compilation/legal assessment, external resource assessment, programme efforts, client satisfaction, programme adequacy, benefits equity, cost/benefits assessment, and programme constraints analysis (Mahlatjie, 2016).

Programme utilisation, which is the focus of this study, is a type of evaluation that offers data regarding who is utilising what services and to what extent. The information is useful in determining if the targeted people have been reached and if diverse aspects of the EWPs are utilised to satisfaction (Manganyi, 2015). Mahlatjie (2016) emphasises that programme utilisation determines if beneficiaries are aware of the services offered, the types of wellness services utilised, the extent of their utilisation, and establishes if the wellness programme has reached the targeted population. A programme utilisation evaluation is one type of evaluation that has not yet been established within the EWPs in the Department of Transport and Community Safety (DTCS). Therefore, it is important to evaluate designated programmes to examine their efficiency and effectiveness in mitigating behavioural risk factors and challenges of employees.

1.2   RESEARCH PROBLEM

An employee wellness programme (EWP) costs businesses up to $8 billion yearly, but there is still a lack of knowledge about the programmes' advantages (Purcell, 2016). Employees continue to have issues that affect their job performance. The DTCS started to implement EWPs in the year 2004 aiming at improving employees' wellbeing. The researcher revealed that the programme has never been evaluated since its inception. It is too old and might not be addressing current issues that affect employees. Additionally, the researcher has identified cases such as chronic illnesses, insufficient physical activities and those that are stress-related amongst employees which were received at EWP directorate (EHW Reported Cases, 2018-2021). Most of these reported cases are related to an ineffective EWP and can be mitigated. The reported cases suggest that the programme could either be ineffective, not utilised optimally, missing certain services, or the intended population is not reached. The evaluation of the EWP utilisation is therefore important because one can find out if the programme is still effective or not. Another advantage is that the quality of the programme will then be strengthened (Clarke, Conti, Wolters & Steventon, 2019). The researcher would, therefore, like to evaluate the use of the Employee Wellness Programme at DTCS, Limpopo Province.

1.3 PURPOSE OF THE STUDY

1.3.1 Aim of the study.

The aim of this study is to evaluate Employee Wellness Programme utilisation in the Department of Transport and Community Safety, Limpopo Province.

1.3.2 Objective of the study were:

- To explore and describe the utilisation of the Employee Wellness Programme in the DTCS of Limpopo Province.

- To identify barriers in the low utilisation of the Employee Wellness Programme in the Department of Transport and Community Safety.

1.4 RESEARCH QUESTIONS

What are services of the wellness programme, and to what extent do the employees utilise this programme in the Department of Transport in Polokwane?

What are contributing factors to the low utilisation of the Employee Wellness Programme in the Department of Transport in Polokwane?

1.5 LITERATURE REVIEW

A literature review helps to put the researcher's work into context by setting the topic within a larger body of knowledge. It establishes a foundation based on existing relevant knowledge (Dempsey-Brench & Shantz, 2021; Neuman, 2000). Literature is a good source for picking or focusing on a topic and for refining a problem. This study discovered the relevant literature on the assessment of Employee Wellness Programme utilisation, programme utilisation evaluation, EWP services and the level of their utilisation, and EWPs intended population. The literature relevant to this topic was reviewed and will be discussed in Chapter 2.

1.6 RESEARCH METHODOLOGY

Fouche and Schurink (2011) explain research methodology as a procedure that requires the use of a variety of consistent techniques in the search for information. Qualitative research methods were used together with case study and evaluative designs. More data about the research methodology is presented in Chapter 3.

1.7 SIGNIFICANCE OF THE STUDY

The findings of this research could establish a new paradigm for learning in the area of EWPs. It might identify gaps in EWP implementation and give opportunities to enhance programmes at DTCS. Other organisations/bodies may also benefit from the study. Furthermore, the study might also reveal the EWP utilisation rate and whether it reaches its target population in the DTCS.

1.8 OUTLINE OF THE CHAPTERS

Chapter 1: Overview of the study.

Chapter 2: Literature review.

Chapter 3: Research methodology.

Chapter 4: Discussion of findings.

Chapter 5: Summary of results, significance, limitations and conclusions

1.9 CONCLUSION

In this chapter, the researcher gave a summary of the research, focused on the introduction of the EWP field, the research problem, the literature review, the aim of the study, the research questions, the objective methodology, ethical considerations, and the significance of the study. The overall framework of the thesis and significant elements of the study were also emphasised. A complete review of the study's literature is included in the following chapter.

CHAPTER 2

LITERATURE REVIEW

2.1   INTRODUCTION

This chapter covers the literature on Employee Wellness Programmes (EWPs). A literature review helps to put the researcher's work into perspective, thereby placing the subject matter in a bigger knowledge. It also builds a foundation based on current related information (Dempsey-Brench & Shantz, 2021; Neuman, 2000). Literature focuses on a topic and refines a problem. This chapter reflects the programme utilisation evaluation, Employee Wellness Programme, services of EWPs and their level of utilisation. Furthermore, the chapter examines the benefits of EWP utilisation, factors contributing to low utilisation of EWPs and if the target population of EWPs is reached. Additionally, the chapter alluded to the reasons for programme assessment, types of assessment, and finally, local legislation developed to accommodate EWPs in South Afri.ca.

2.2   PROGRAMME UTILISATION EVALUATION

This is the first study in the Department of Transport and Community Safety (DTCS) context that adopted the Programme Utilization Evaluation Model to undertake the assessment of EWPs. Program utilization evaluation is described by Efeoglu, Ilerten, and Basal (2018) as an assessment carried out for and with specified intended users for specific intended uses. It is an educational and useful evaluative tool that provides programmes with information regarding who uses what services and to what extent. Such information is useful to determine if the target people of the programme have been reached. Furthermore, it assists to ascertain if various parts of the programme are over-utilised or underutilised (Malatjie, 2016). A study conducted by Dipela (2016) revealed that the increase in workers, outreach initiatives and an off-site location has been proven to boost the EWP utilisation rate. For example, some employees participate in sport activities as one of the EWP services because they are aware that they stand a good chance of travelling to sport trips and receive incentives. Manganyi (2015) revealed that

the usefulness of the programme utilisation evaluation might be shown if participation rates are compared to specific measurements of needs. Therefore, individuals may then rationally inquire whether a programme has been effective in achieving the desired health of employees of a specific organisation. According to Manganyi and Mogorosi (2021), the significance of evaluation has to be determined by its utilisation and the extent to which the programme is marvellous.

2.3 EMPLOYEE WELLNESS PROGRAMMES (EWPs)

Mujtaba and Cavico (2013) describe EWPs as a programme that is intended to improve the physical and/or mental health of employees. It is planned to help employees to obtain a preventive measure over education, risk assessment and/or screening. The programme was created to address employee health characteristics such as, but not limited to, high cholesterol, abnormal glucose, hypertension, overweightness and poor diet because these are foremost risk problems for chronic diseases and deaths (Thorndike, McCurley, Gelsomin Anderson, Chang, Porneala, Johnson, Rimm & Levy, 2021). These health needs were also discovered at the DTCS employee wellness screening reports 2018 and 2021, which is the basis of this study.

According to Pearce (2022), EWP is the employer's health programme that provides access to education and activities that promote healthy living. Dube (2020) also believes that employers have the responsibility to initiate the EWPs to support employees with diverse difficulties because unresolved uncertainty might harmfully affect their job performance. In fact, a methodical literature review from a board of experts on public health specialists suggested that organisations could save more on employee medical costs and improve on productivity if they spend on a solid Employee Wellness Programme (Agyare, 2021). Consequently, EWPs have increasing interest in many employers. Many organisations are implementing this programme aimied at enhancing employees' performance in the workplace, and to show care and support for their employees' health and well-being. Nevertheless, Dube (2020) shows that despite the documented achievement of EWPs, several challenges affect their services and utilisation rate.

2.4   EWP SERVICES AND UTILISATION RATE

According to Mphothi (2020), services of EWPs are regarded as a tool that could help personnel and their immediate family members with both their private and work-related challenges. The programme offers a full range of services, including the opportunity for counselling, or might refer a troubled employee to further groups of healthcare workers who are members of different disciplines, such as clinical social workers, psychologists, psychiatrists, and/or other professionals (Leary, 2021). These professionals can serve as multidisciplinary team members, where each provides a specific service to the patient independently treating various issues that he or she may have, thereby focusing on the issues in which they specialise (Farina, Benanti, De Luca, Palmisano, Peretto, Tomassetti, Giorgione, Forma, Esposito, Danese & Dagna, 2022). However, Makgato (2016) highlighted five key functions of EWPs, namely:

- Offer knowledgeable assessment and guidance concerning a worker's private, emotional, family or other practical troubles.
- Aid managers to assess a worker's performance and evaluate the suitability for the Employee Assistant Programme referrals. This procedure will eventually allow the worker to come back to ideal performance, thereby providing advice and consultation to the work organisation to minimise risks and to promote organisational effectiveness.
- Provide free and confidential counselling to personnel and members of their immediate family. Counselling frequently ranges from three to eight meetings.
- Promote physical activities (sports coordination) such as on-site gyms, aerobics, jugging and running to prevent and manage chronic illnesses.
- Lastly, they provide Health Education Prevention Services and Promoting a Drug-Free Workplace through workshops and awareness.

Makhanya (2021) highlighted that EWP services are sponsored by employers and voluntarily utilised by workforces. The fundamental offer of employee wellness services is to enhance the life of employees, maintain their happiness and keep them organised

all the time. The rationale is to increase a healthy, loyal and productive organisation; to make a successful pleased workforce in the business; and to encourage robust organisational relations, therefore sustaining business harmony (Waititu, Kihara & Senaji, 2017). The services are created to help employees to become healthier, to reduce the probability of emerging illnesses and to improve their quality of life. They are considered to be an investment opportunity, and have been regarded to support workers' health, reduce costs and increase performance (Bromley, 2019). Nevertheless, the utilisation rate is one of the greatest key measurements in deciding the usefulness of EWPs. According to a study conducted in the United States by Chambers (2017), the utilisation rate is key to a successful wellness programme. Even the most well-planned and designed EWPs can be unsuccessful with a lack of participation by employees. In a study conducted with a large employer, Jones, Molitor and Reif (2019) found that programme utilisers had lower medical expenditures and healthier behaviours than those who do not utilise EWP services. The EWP service utilisation enhances employees' health, outputs and cost-effectiveness in the organisation (Bosire, 2021; Koruda, 2016). The same opinion was expressed by Makhanya (2021), who argues that EWPs improve employees' well-being and performance. However, the author was concerned about the utilisation rate of the programme. In most instances, employees do not utilise some of the workplace wellness services such as counselling services due to fear of being judged and stigmatised. Hence Malange (2019) argues that the utilisation rate of some types of EWPs is very low when compared to other services. A counselling service is the most common service in EWPs yet planning for the programme is not well established (Thoen, Dodson, Manzo, Piña-Watson & Trejos-Castillo, 2020).

According to Masi (2020), the usage of employee worksite counselling services is poor as companies do not talk well about it. Couser, Nation and Hyde (2021) seem to be of the same view that employees do not utilise EWPs, especially counselling services. The target population hesitates to access the services to avoid revealing vulnerabilities. However, the authors discovered that the utilisation of the workplace wellness counselling services during the COVID19 pandemic demonstrated that employees are willing to use the services when needed (Couser, Nation & Hyde, 2021). The highest demand for services often occurs not immediately but after a severe crisis. Beyer, VandePol, Dyme

and Meiners (2020) found that a valued service for many organisations during periods of crises is the EWP service, especially counselling services. The COVID19 pandemic has accelerated the rate of utilisation of EWPs, leading the service to be near peak. EWPs counselling service utilisation was observed to be higher during the COVID-19 pandemic when compared to previous years. Brooks and Ling (2020) contend that employees seek counselling services when experiencing extreme anxiety, stress and depression due to situations that are beyond their control other than that the EWPs counselling services are not utilised. It is not surprising when a recent study conducted by Shah, Sells, Werthman, Abraham, Ali and Callaway-Lane (2022) in the Department of Veteran affairs in the United States revealed that EWPs, particularly counselling services, have come to the forefront recently as many workers have suffered severe occupational stress due to the COVID-19 pandemic. Additionally, there have been several reports describing a high level of occupational fatigue, anxiety, depression, sleep disorders and post-traumatic stress disorder (PSD), particularly with healthcare workers since the outbreak of the pandemic. The severity of COVID-19 is alarming, but many organisations are reporting a similar psychological health pandemic in the making (Chen, Sun, Chen, Jen, Kang, Kao & Chou, 2021). This larger-scale public health challenge has caused stress and emotional strain among healthcare providers, and the consequences are severe due to fear of the disease's unclear future (Spoorthy, 2020). Contrarily, authors like Manganyi and Mogorosi (2021) still argue that counselling services are underutilised. However, the target population is largely unaware of the availability of such services. Hence Shah et al. (2020) indicates that even prior to COVID-19, there was excess evidence documenting burnout, particularly with healthcare workers, but EWP counselling services were not utilised to the maximum. Makgato (2016) and Zhang (2018) echo that the utilisation of counselling services in EWP is not the only challenge. In fact, workers are reluctant to take part in general services of EWPs. Instead, the authors revealed that employees have lack of confidence in partaking in physical activities because they do not want to be observed by other colleagues.

In contrast, Beyer, VandePol, Dyme and Meiners (2020) believe that the low utilisation of EWP services, particularly counselling services, is caused by misunderstanding about what the EWPs offer, social stigma and concerns over confidentiality. Thompson, Smith

and Bybee (2005) also noticed that the target population is the least to utilise workplace wellness activities. Moreover, various employees elect not to partake in offered wellness programmes due to absence of curiosity, and the sensation of what is being offered to them is relevant (Manier, 2013). Despite the lack of interest and the relevance of information presented to the target population, some authors expressed the most important reason for their non-utilisation of workplace wellness programmes. For instance, workers who are not well informed about the benefits of utilising the EWPs will not use its services (Rucker, 2016; Soldano, 2016).

2.5   BENEFITS OF UTILISING THE EWPs

According to Makhanya (2021), a suitable management of EWPs can add value in the programme, and benefit both the employer and employees in the organisation. In fact, a well-implemented EWP can decrease healthcare costs, enhance performance, and encourage worker retention, offering more assistance in the relationship among personal health and job fulfilment. Furthermore, certain employers believe that these programmes decrease health cost and raise performance. For example, a healthy employee is less likely to be hospitalised. A study conducted at the University of Illinois at Urbana-Champaign (UIUC) by Jones, Molitor and Reif (2019) confirms that after the designation and implementation of a comprehensive workplace wellness programme, the employer reported that the participants had lower medical costs and healthier behaviours than non-participants. Furthermore, if workers have a high-level of personal value of wellbeing-related benefits, labour market contest may force the employers to provide wellness programmes to attract and retain employees. Despite documented evidence of the benefits of programme services, several studies show the opposite. For instance, Makgato (2016), Maletzky (2017) and Zhang (2018) indicated that EWP services have a low utilisation rate.

2.6   FACTORS CONTRIBUTING TO LOW UTILISATION OF EWPs

2.6.1 Lack of Confidentiality and Privacy
Son, Choi, Oh, Kwak and Kim (2022) revealed that employees hesitate to utilise EWPs because they feel that there is a probability that their personal issues are divulged to the

institution and/or to their co-workers after utilising the EWP. Furthermore, employees believe that having their personal concerns disclosed to the company would leave them vulnerable to judgement and probable mistreatment.

2.6.2 Lack of Organisational Support

An organisation can have a major influence in the well-being of its employees. Yet, the non-existence of organisational support hinders the utilisation of EWPs because employees feel the quality of support that they get from their employer. This feeling of being encouraged is usually described as Perceived Organisational Support (POS) (Manier, 2013). POS has illustrated a positive influence in performance, organisational commitment, job satisfaction and turnover levels (Albalawi, Naughton, Elayan & Sleimi, 2019). A greater specific application of the POS theory indicates that organisational support for EWPs would have an optimistic effect as well, since management-level passion for well-being programmes has been shown to relate with a wellness programme involvement (Roberts & Fowler, 2017). According to Soldano (2016), EWPs should be recognised and prioritised at a strategic level. Most significantly, management support is crucial for effective wellness approach execution, otherwise the programme will collapse. Lack of transparent and direct support of EWPs by the executive can reduce the implementation and utilisation rate of EWPs (Verčič, 2021).

The lack of organisational support may include managers, environment and policies, or system support such as an annual budget or dedicated funding for EWPs. Instead, lack of policies that allow employees to attend EWPs during working hours and still get their full salary may lower the utilisation rate of EWPs (Manier, 2013). Ghesmaty Sangachin and Cavuoto (2018) indicate that lack of supervisors and managers' support of EWPs will make it difficult for fellow employees to utilise the programme. Managers have an opportunity to build a supportive work environment that promotes EWPs. However, failure to do so hinders EWP utilisation. EWPs that are not well designed, such as a lack of wellness policy documents that are supported by managers and organised labour unions, if regularly reviewed and accessible to employees, make the programme to be unsuccessful in reaching its goals and in discouraging utilisation.

Pillay and Terblanche (2012) revealed other contributing factors in the low utilisation of EWPs, as they are of the opinion that EWPs are less important if junior personnel manage them. For instance, junior staff will not have an opportunity to sit in executive management meetings to influence wellness decisions that are in favor of employees. A recent study by Ngcingi (2020) suggested that an environment has a great deal of influence in the utilisation of EWPs. Organisations that do not promote a favorable working environment for their employees are more likely to have deficient performance, good health, and wellbeing. For example, cafeterias located in the workplace may influence unhealthy diet if they offer unhealthier nutritional food options. Hence, Zacher and Staudinger (2018) believe that there is a positive relationship between a supportive work environment that allows employees to do more, be resourceful, and significantly fulfilled in their jobs, and a component of health in employees, that is, more than just the avoidance of illnesses. Burnout and poor health may negatively affect employees' ability to do their job effectively as a whole (Wang, Zhang & Wan, 2022). Therefore, it can be said that an efficient wellness programme design must incorporate an element of personal, environmental, and organisational perceptions to guarantee the very complete strategy of producing Return of Investment (ROI) in such programmes. However, EWPs are seen to have failed when organizational support is not prioritised, which has an impact on the programme utilization rate. (Basińska-Zych & Springer, 2021).

2.6.3 Inflexible Working Hours

Employees have to work according to their work schedule. Mahboobeh, Sangachin, Lora and Cavuoto (2018) are of the opinion that inflexible working hours is a primary demotivator for employees to utilise EWPs as employees who are willing to participate in the programme will not be able to adjust their working hours to wellness programme activities such as physical activities and/or counselling during working hours. Ngcingi (2020) stated that having inflexible working hours might result in high employee absence, and reduced job fulfilment, as some employees will counterfeit their illnesses just to be out of the workspace and attend their personal responsibilities due to inflexible working hours. Ngcingi (2020) further states that the self-determination theory alluded that one of

the decisions that an organisation can implement is flexible time. According to Makgato (2016), flexitime provides employees with a chance to manage their time well because workers seek a healthier work-life stability. Lack of wellness policies that talk about employees' absence to seek non-work-related responsibilities such as employee wellness activities may cause the low utilisation rate of EWPs.

2.6.4. Lack of Incentives

Daniel (2019) describes incentives as inconstant rewards issued according to differences in the attainment of particular results. It can also be called stimulus to better achievement and could be utilised to incite actions or better efforts. An incentive can be anything that could be offered in addition to salaries. They can work as a motivation for work performance and can take the form of monetary or non-monetary benefits. Incentives offer enthusiasm in employees for their productivity. It is a naturally thing that no one act without having a reason for doing so. Consequently, confidence for a reward is an influential incentive to motivate employees (Akullo, 2019).

Henke, Goetzel, McHugh and Isaac (2011) revealed that incentives work as a positive reinforcement to programme utilisers, and they are not done, personnel are less likely to participate in EWPs. This was also observed during DTCS health screening sessions. Employees turn to participate in high numbers when they were offered incentives such as goods and prices after doing health screening (blood pressure check, cholesterol check and HIV Counselling and Testing). Yet when there were no incentives, participation was low. This was also confirmed by Person et al. (2010) in their study at East Carolina University, where participation was high in an onsite wellness programme because there were enough incentives. A majority of those who did not participate in the programme were more likely to participate because of incentives like prizes and or health insurance benefits. Employees turn in large numbers to participate in EWPs as they look forward to receiving incentives such as prizes. EWP utilisation is bound to benefit both the employer and employee as workers who regularly participate in health screening and physical activities have good health and controllable comorbidities, which will lead to fewer medical expenditure, less absenteeism and presenteeism (Baid & Finkelstein, 2021). As a result,

the absence of incentives during EWPs, especially workplace health screening and physical activities such as sport will lead to a lower utilisation rate.

2.6.5 Inadequate EWPs Promotion and Marketing Communications

Mahlatjie (2016) stated that employees are less likely to utilise EWPs when they do not clearly understand the programme and also not aware of the services offered and the process to be followed for them to access these services. Lack of Employee Wellness Programme marketing reduces the employee utilisation rate. Indeed, wellness staff members should popularise their services by making use of available communication platforms in the workplace for easier access to wellness services by employees, otherwise low utilisation may occur. Pillay and Terblanche (2012) stated that social media is a developing technology that should be used to promote wellness programmes. The use of EWP's services may decline if it isn't advertised and promoted. Further, the irregular conducting of workplace supervisory training workshops, the presentation of EWP benefits at organised labour union meetings, as well as the distribution of posters/leaflets in all strategic locations such as workplace reception areas may result in the low utilisation of EWPS (Person, Colby, Bulova & Eubanks, 2010). Contrarily, Burke and Richardsen (2014) believe that word of mouth is the best tool in the advertisement of EWP services, and wherever this strategy does not occur, little utilisation of EWP services will happen. This calls for more than just distributing wellness leaflets in the workplace. This further emphasises Masi's (2020) argument that the usage of EWP services is poor because people do not talk well about it, and as a result, EWP's target population began to neglect its services.

2.7   EWPs TARGET POPULATION

Smith, Damron and Melton (2017) revealed that in the early 1950s when companies started to establish EWPs, the focus was on employees who abuse alcohol. The employers recognised that employees who are addicted to alcohol have poor work performance, extreme absenteeism and were generally at higher risk of causing accidents and/or obtaining injuries on duty. Despite high-risk employees being the

targeted group, this approach was seen not to be working well. Therefore, in the middle of the 1970's, other employees were faced with matters that affect their job performance, which needed to be resolved. These include family issues, marital concerns, mental health and chronic illnesses (Leary, 2021). Since then, EWPs started to offer inclusive services to employees and members of their immediate families who are dealing with personal and/or work-related concerns. This approach aimed to minimise the negative impact of employee performance (Employee Assistant Professional Association Standards Committee, 2015). Such an approach betters the comprehensive health of employees in the workplace. The company also benefits from improved health through lower levels of healthcare costs and lower likelihood of absenteeism (Bosire, 2021). Employers believe that EWPs that focus on and assist all employees and members of their immediate families with their difficulties improve work performance and/or production (Mphothi, 2020).

In the South African Public Service Sector (SAPSS), the EWP approach attempts to engage all employees and their family members, thereby making everyone feel included. The programme addresses a range of problems such as, but not limited to, poor performance, substance abuse, chronic illnesses, mental health, personal relationships and counselling (Waititu, Kihara & Senaji, 2017). Attridge (2010) validates this by stating that the usage of EWPs has enhanced the welfare of employees, enabling them to focus and therefore enhance their work performance. However, several researchers stated that the range of EWPs is broad because they help with any problems that may have an impact on a person's life, whether they are personal or occupational-related (Baicker, Cutler, Song, 2010; Attridge, 2010). The scope of EWP in this context is helpful as it includes many aspects that workers might experience. Hence it is important to assess workplace EWPs that are utilised by employees.

2.8 REASONS FOR THE EWPs ASSESSMENT

There are numerous reasons for assessing EWPs. The programme can be assessed to determine the level of utilisation, implementation, competence, validity and awareness of

services by employees (Mahlatjie, 2016). According to Hardeman (2022), the following can also be considered to be reasons for the assessment of the programme.

2.8.1 Understanding

Assessments offer a good understanding of why and how the programme is functioning. The data can be priceless when including changes. According to Mahlatjie (2016) and Silverman, Simon and Woodrow (2011), assessment in this sitting is intended to zoom out the picture of the programme, whether the employee is utilising it or not. Moreover, it describes whether people are well-informed about the benefits of using the programme.

2.8.2 Vindication

The need to gather information that will demonstrate the worth of programmes is growing. Justifying a programme's existence is critical for its developers. Justification entails demonstrating the programme's worth. In this case, assessment is carried out to determine the extent to which the programme is meeting its objectives.

2.5.3 Accountability

Accountability as a relationship entail holding a person or organisation responsible for generating programme results accountable for performing as expected by some significant parties (Romzek & Dubnick, 2018). Evaluations can help with accountability. Those in charge of the programme must demonstrate its effectiveness, thereby illustrating its usefulness, indicating that continued provision of the financial and legislative support for the programme is necessary (Ligon; Yegidis, 2009 & Yende, 2011).

2.8.4 Improvement

Assessment should also identify areas for improvement and propose options for achieving the objective. Assessment, which concentrates on programme progress, can provide information on what is actually happening throughout the programme and highlighting areas for improvement. In this case, the aim of EWP assessment will be to examine whether the programme achieves its objectives and tasks in a proper manner while providing services of high grade. As a result, EWPs are vulnerable to "changing emotions of the times" (Rossi & Freeman, 2006; Royse, Bruce, Thyer & Padgett, 2010).

As a result, it is critical to comprehend the strengths and shortcomings of the Employee Wellness Programme throughout the time. Programme evaluation gives information that can be used to change services on an ongoing basis.

2.9   PROGRAMME ASSESSMENT

Allen, Hay and Palermo (2022) described programme assessment as a process and ongoing method aimed to collect, sort and analyse data using information from various sources about a programme, and to interpret data regarding the progress, application and results of the programme. Additionally, assessment could have an array of objectives. This can involve determining the viability of a programme before implementation; determining whether it was executed as planned; and assessing its effects. This might be done at various stages, focusing on individuals; or it might be done on a much larger scale, at the population level; and it might involve studying the mechanisms that led to the programme's outcomes. In the setting of the health profession, education assessment is important. It consents the programme to enrich the content and intervention strategy, to evaluate a variety of short- and long-term effects, and to make decisions on the distribution of capital. Programme assessment, on the other hand, seeks to go beyond responding to questions such as "Did the programme work?" to "How and why did it work?" According to Haji, Morin, and Parker (2013), only by incorporating all of these elements can we hope to gain a better understanding of the relationships between our interventions and the outcomes we seek. With time and this knowledge, we may be able to design interventions that will help us achieve our goal and provide better programme.

Programme assessment is more about its design and execution and adding to the outcome. The goal of the assessment is to identify the sources of variance in programme results from within and outside the programme, as well as to determine whether these sources of variation, or even the outcome itself, are desirable or not. As a result, it is a better approach to use in evaluating the complex interventions and systems that are typically the focus of health programme education research. While the utilisation of assessment is essential, the following provide types of assessments that can be followed to evaluate a programme.

2.10   TYPES OF ASSESSMENT

The Employee Wellness Programme assessments differ. Yamatani (2003) and Ligon and Yegidis (2009) identify the following evaluation methods that can be followed when conducting assessment.

2.10.1 Utilisation assessment

This kind of evaluation provides information on who and how much he or she is using what services. Such information is useful in analysing whether the programme's intended audience has been reached, and whether various EWP components are being used too much or too little. The most likely issue is a lack of data access due to employee confidentiality. To address this issue, data can be coded to remove the detected information. Higher levels of programme utilisation are predicted by the presence of a documented policy and its widespread delivery, sufficient working levels, and the availability of supervisor training (Mahlatjie, 2016). Rossi, Lipsey and Freeman (2008) indicated that the worth of assessment should be measured by its utilisation, that is, the extent to which it is effective.

2.10.2 Cost-benefit assessment

Cost-benefits evaluation comprises the totalling up of the costs of a programme and determining investments to organisations on all result metrics. A challenge involving this type of assessment is determining expenses and savings, which frequently cover a relatively short timeframe, but investments from expenditures such as healthcare may not be obvious for a lengthier time (Mahlatji,2016). Cost-benefit assessment is about checking if the programme is worth the costs, comparing its outcomes with its costs.

2.10.3 Satisfaction assessment

This approach it is also important because it goes beyond simply responding to what services were used to ascertain the degree of employee satisfaction with the services received. According to Khorombi (2007) and Mundalamo (2015), questionnaires are

some of the approaches that may be used to assess client satisfaction with EWPs. Obtaining a fully completed questionnaire, on the other hand, could pose a challenge. As a result, these issues are addressed by guaranteeing anonymity, removing any personal identity, and offering a safe mode of collecting, for example, a reply envelope delivered to an off-site location (Mahlatjie, 2016).

2.10.4 Input assessment

Input assessment is stated as an internal technique that is valuable in tracking the development of the programme (Csiernik, 2005; Jacobson, 2011). This involves a straightforward assessment that gathers a list of resources and then contrasts it with the features offered by the application. This type of strategy is useful in giving primary data without counting obstructions.

2.10.5 Outcome evaluation

The goal of outcome evaluation was to determine the extent to which the programme had an influence in the organisation. The assessor hoped to see a decrease in the number of events and cases. The biggest challenge in doing the result evaluation may be a lack of the ability to gather information from external resources, for health insurance contractors instead. According to Feit (2012), the impact of evaluation is planned to ascertain whether or not there are significant unintended impacts, and how the programmes affect the intended results.

2.11   LEGISLATION AND POLICY

The shift in government since 1994, as well as the South African frameworks that were developed enhance the health of the personnel in the organisation. The initiatives in legislature have carried the main revolution in how both government and non-government institutions look after their workers' well-being. Levy (2021) argues that it is essential for the owner to aid workers who cannot, or will not, perform and misconduct themselves, or whose behaviour exceeds the boundaries of what is regarded as acceptable in the employment relationship. The law offers safety for the employees in the workplace in both

private and the public sectors. It is crucial for the organisation to assist employees with challenges that affect their job performance, either personal and/or work-related problems (EAPA-SA Standards, 2019).

Malatjie and Ncube (2019) argue that the government of South Africa has developed various guidelines that offer advice in the field of business operation. Nevertheless, little effort has been made on the well-being of the workers as a full element. Most of the present policies are concerned with special features of health, and do not deal with wellness as a whole. The same view was also expressed by Sieberhagen, Pienaar and Els (2011), that the non-existence of direction of the current policy on how to deal with the well-being of the workers in a complete manner is a disadvantage for both employers and employees. The next is a short discussion of few existing legislations and policies that intended to deal with the wellness of employees.

2.11.1 The Occupational Health and Safety Act No. 85 of 1993

According to the Act, health is defined as being "free from illness or injury owing to occupational causes" and safety is defined as "to keep employees free from hazards." The goal is to protect workers' health and safety at work when using plant and machinery. This includes the protection of persons other than persons at work against hazards to health and safety arising out of or in connection with the activities of a person at work. The demands of the organisational environment determine priorities and interventions of the EWPs. Bessinger (2006) alluded that teaching on the job-related injuries might be the centre of attention for industrial location; but in the office space, there could be more demand for ergonomics education. It remains the responsibility of the wellness programme service provider to coordinate the issues of ergonomics in the DTCS. This Act has a positive impact on employees' health and wellness since it guarantees compensation for workers whose health was adversely impacted while performing their duties.

2.11.2 The Basic Conditions of Employment Act No. 75 of 1997

This legislation attests that operating times must not go beyond the prescribed hours. The workers are permitted sufficient time off during working hours and days. It allows them to

take prescribed leave such as sick and/or annual leave. This indicates that employees should be remunerated for working overtime. Employers are required to keep records and explain how wages and working hours will be calculated. The act emphasises guidance on the employer to describe the minimum of notice required to end the agreement signed by employees and employers. Moreover, the act also provides an Employment Commission that advises the Minister and labour inspectorate to settle disputes originating under the Act (Grogan, 2005). This law defends the health and wellness of workers through guidelines that ensure break times for personnel, sufficient time off and overtime reimbursement.

2.11.3 The Labour Relations Act No. 66 of 1995

This Act intends to safeguard workers from being fired unfairly owing to misconduct, poor work performance, substance addiction or ill health. Employees who have problems that affect their duties should receive assistance before they can be fired from work. Once the root problem has been identified, it is the duty of the employer to ensure that the right counselling is given. The hiring manager is responsible for ensuring that counselling is carried out properly and effectively by a qualified individual. The purpose of the counselling process is to help employees improve their performance and to reach the level of work that is required of them. It allows the employee to work effectively and efficiently and helps the employer to take remedial action where necessary. Where appropriate, the employee must be advised of the repercussions of failing to improve at the conclusion of the counselling session. It must be emphasised that the goal of the counselling session is to help the employee to identify and address the issue, not to punish them.

2.11.4 The Constitution of the Republic of South Africa 1996

The right to be treated with respect and dignity is guaranteed by the Constitution, which incorporates the right to psychological and social integrity. Section 23 outlines the fundamental rights of both employees and employers and has implications for the health and wellbeing of South African workers (Grogan, 2005). This law encourages the improvement of occupational settings in order to provide effective service. Every

employee in South Africa has a legal right to be protected against unreasonable labour practices.

2.11.5 Wellness Management Policy for the Public Service 2009

The importance of the wellness management programme increased with the growing understanding that employee productivity across the board is directly impacted by their health and welfare. This policy ensures organisational wellbeing by fostering a climate and culture inside the organisation that promotes increased well-being, optimum performance as well as full documentation of psycho-social health concerns. Additionally, it encourages work-life balance by implementing flexibility of workplace practices to meet the needs for professional, personal and family obligations. Despite the fact that there is legislation to direct the implementation of employee health and wellness in the public service, wellness programmes are not expressly covered by law in South Africa because many organisations still do not have policies surrounding employee health and wellness (Siberhagen, Rothmann & Pienaar, 2009).The Wellness Management Policy also takes into account a person's overall health, which the WHO (2002) defines as a person's entire well-being in all spheres of their life, including their physical, mental and social wellbeing.

2.11.5.1   Physical wellness

Malatjie and Ncube (2019) state that the opinion of physical wellness and/or health has altered over the decades. Prior to the arrival of modern practice of medication, physical wellness was considered as absence of sicknesses in the person's body. Therefore, according to Powell, Paluch and Blair (2011), this view has shifted from the time when physical fitness was included, which additionally incorporates the amount of maintaining fitness, hygiene, rest one gets and relaxation (Powell et al., 2011). Additionally, a healthful human body is supported by great nutrition, frequent physical exercise, refraining from harmful lifestyles, making informed decisions concerning health, and seeking out health check where needed (NDSU Wellness Centre, 2014). Malatjie and Ncube (2019) support this view as they suggest that the abandonment of a person's bodily health may lead to overweight, diabetes and other health problems that will harm the person's general

health. A worker with health problems is probably a burden to the institution as they would be absent from work than expected; consequently, affecting business performance negatively. Thus, the physical wellness of employees is very important in the organisation because a healthy workforce will work productively (Mora, Suharyanto & Yahya, 2020). It is essential to consider both the person's physical and wellbeing when addressing employee wellness (Malatjie & Ncube, 2019). Henceforth, EWPs emphasise the value of a worker's fitness in organisational functioning as this might increase the productivity and/or performance of the organisation.

2.11.5.2   Psycho-social wellness

Arora and Sharma (2021) signify psychosocial well-being as mental health which depends on a diverse range of real-life experiences. It involves psychological aspects of wellbeing such as mental happiness, life satisfaction, and feelings of accomplishment of how people react regarding the environment they live in and their general social experience (Shamuni, Mageswari & Song-Peng Goh, 2021). This implies that there is a close linkage between psychosocial wellness and mental health both of which are more likely to negatively impact employees' job performance if not handled properly (Conley, Travers & Bryant, 2013). For instance, a depressed employee is more likely to be less productive in his/her occupation. Arora and Sharma (2021) found that people generally think that only physical health matters, and simply ignore psychological pressures. This leads to an acute damage to our system of overall wellness, and eventually emerges as the root cause of several health-related issues. Hence, the Employee Wellness Programme aimed to inspire employees to be responsible for their psycho-social wellbeing. In promoting the EWP, an organisation can have a workforce that is both healthy and productive (Banda, 2021). Employees who are struggling with their private and work-related problems which leads to their personal life and workplace performance to suffer should be encouraged to receive professional assistance wherein they will be provided with therapy. This is in line with Makgato (2016), who postulates that therapy plays a tremendous role wherein the emphasis is placed on empowerment, personal responsibility, prevention and self-initiative.

Priya and Ahmad (2021) provide six distinct components of psychosocial wellbeing, namely, self-acceptance, purpose in life, meaningful goals and objectives that give life meaning, environmental mastery, personal growth, meaningful relationships and autonomy. According to these authors, employee health and wellness practitioners should be mindful of the components during their practice interventions. Blasco-Belled and Alsinet (2022) believe that it is only by getting a feeling of equilibrium and attainment in these areas that one can be deemed psycho-socially well. For example, friends may exert influence on a person who lacks independence. This might result in this human being to take decisions that are hurtful to the organisations, just to be accepted by others. Malatjie and Ncube (2019) agree with this as they contend that a person who is incapable of making their decisions autonomously cannot execute their duties fully. Therefore, it is imperative that employing organisations make attempts to manage the psychosocial wellness of their employees in order to safeguard extreme performance.

2.11.5.3 Organisational wellness

Organisational wellbeing creates a culture of encouraging a working environment for employees and their work-life balance for the enhancement of their effective and efficient public service delivery (EHW Strategic Framework, 2019). A study conducted by Ott-Holland, Shepherd and Ryan (2019) indicated that the environment influences employees to participate in EWP. As an example, canteens in the workplace may also influence a healthy diet with the availability of healthier nutritional food options. Organisations without smoking designated areas may influence behaviour modification and a healthy lifestyle in the workplace. This is in line with the Tobacco Products Control Act (1993), which postulates that employing organisations should at all costs prohibit smoking at the workplace, and/or design a public smoking area. This means that the employer should make sure that no one smokes everywhere other than in the authorised smoking zone to protect employees who do not want to be exposed to tobacco smoke. In light of the above, it can be deduced that organisational wellness cannot be detached from employee wellness. Thus, the researcher is of the opinion that disregarding employees' health may be unfavourable in the entire organisation.

2.11.5.4 Work-life balance

Work-life balance is a topic that examines the connection between private life and work (Abao, Castillo & Laluz, 2018). Employees who struggle to strike a balance between their jobs and personal lives are more likely to have health problems and perform poorly at work. Poulose and Sudarsan (2018) recognise that in order for individuals to function well at work, they must strike a balance between their personal and professional obligations. This was confirmed by a study conducted by Afrianty, Artatanaya and Burgess (2022), that the implementation of working from home policy was recognised to have a favourable effect on employees' attitudes and behaviour at work. In this way, the working from home policy which that researcher also supports increases employee job satisfaction and organisational commitment and improves employee performance because the employee is able to care for their personal responsibilities, and in return focus on the duties of work. Individual employee impressions of a healthy work-life balance and a sense of wellbeing are crucial in every organisation to ensure improved performance effectiveness. For instance, any employee who excessively works overtime is more likely not have adequate time for his or her family and/or to engage in hobbies. The researcher is of the view that such kind of habit is more likely to end with a burnout amongst employees, which will subsequently affect their occupational functioning. In the same breath, Richards (2017) contrarily states that employees who invest too much on leisure time and lags on occupational productivity do not only cost the employing organisation budget through their poor performance, but they are equally at risk of losing income which would affect their families negatively. Nevertheless, Petak and Miller (2019) stated that leisure time is essential because it promotes rest and sleep, allowing people to pursue their interests. However, it is very important that employees not overdo it or should do it with caution or being considerate of the employment responsibilities. Mears, Tomlinson and Turanovic (2022) highlighted that sleeping less or more than expected may be detrimental to person's health. Employees with flexitime working arrangements do well in their professional and private lives. As a result, organisations presently increasingly seek to establish the ideal circumstances where employees enjoy work-life balance (Wood, Park & Kim, 2020). Working-life balance is not only helpful to the employees, but also to the

hiring organisation. However, most research advises that to achieve a thorough implementation of wellbeing, one should realise that there could be associated constraints. These constraints may apply to the individual, workstations and economy. They might have an impact on the relationship among working conditions and workplace resources. Mlangeni (2017) agrees that an individual's psychological state is inextricably linked to their sense of well-being. An employee' mental health and job performance may suffer as a result of a lack of supervisory skills.

2.12 CONCLUSION

The following is a summary of the findings from the literature review:

- The definition of Employee Wellness Pro gramme incudes the fact that it is a workplace programme which is designed to help work organisations to address productivity issues, assist employees identify and resolve personal concerns, and is a set of professional services designed specific to improve health functioning.
- The services offered through the EWP are free and include confidential counselling for employees and their family members.
- EWP awareness influences the utilisation rate of the programme. Employees who are aware of the programme become knowledgeable of the services as well as the procedures entailed within the programme.
- The utilisation of the EWP benefits employees because they are able to cope with their work or personal issues related to stress.
- Evaluation determines the worth or value of a programme, assesses whether the programme was effective or not, and identified the need for programme modification for the purpose of improvement. Programme evaluation further considered that there should be support by managers.
- The aspects that are considered to be motives for assessing EWPs includes, marketing, verification, improvement, understanding, accountability and vindication
- The benefits involved to EWPs assessment is that it provides reliable information to improve the programme and services to utilisers.

CHAPTER 3

RESEARCH METHODOLOGY

3.1   INTRODUCTION

The literature pertaining to the assessment of this study of employee wellness utilisation was covered in the preceding chapter. The methodology that was used in conducting the study was elaborated by the researcher. This chapter aims to present the research methods that were followed. Research methods, according to Polit and Beck (2013), are specific procedures and strategies used in research to find, select, process and analyse data. This chapter describes the research approach, research design, study site, population, inclusion and exclusion criteria, sampling, data collection, data analysis, reliability, bias and ethical considerations of the study.

3.2   Research approach

In this study, the qualitative research method was used. This is an approach utilised expansively by scientists and researchers examining human conduct, perspectives, themes and motivations. They use this approach to research and understand the interpretations that individuals or groups make of a social or human context (Creswell, 2014). Aspers and Corte (2019) indicate that qualitative researchers adopt ongoing methods to collect information in a naturalistic context attentive to the individuals and places where the phenomena or concerns occur. The benefit of conducting qualitative research is the wealth of data that must be understood and categorised in a valid and trustworthy manner (Kyngas, Kaariainen & Elo, 2020). The qualitative research approach was used to explore and understand wellness programme utilisation amongst employees in the Department of Transport and Community Safety, Limpopo Province.

3.3   Research design

Tuffour (2017) describes research design as a strategy of procedures and methodologies that the researcher utilises to obtain and assess data. The researcher employed the qualitative method for the reason that there is a need to explore and describe Employee

Wellness Programme utilisation. The goal of qualitative research, which is a sort of social inquiry, is to learn more about the meaning that people attribute to their experiences as well as how they interpret and make sense of them (Polit & Beck, 2013). The wellness programme of the Department of Transportation and Community Safety was evaluated by the researcher using a type of research called programme evaluation, which used an exploratory case study methodology (DTCS). In this study, a case study methodology was ideal because it allowed the researcher to acquire better knowledge of the utility of the wellness programme to employees within the specified department. According to Øvretveit (2020), programme evaluation focuses on measuring the attainment of goals and objectives, that is, finding out if a programme works, and it meets its objectives to determine whether or not a programme is successful or satisfies its objectives. Programme assessment is the methodical gathering of information about activities, traits, and results of the programme to allow researchers to assess the programme, increase its efficacy, and/or provide information for future programming decisions (Tsotsotso, 2020; Wanzer, 2021).

3.4   Study site

The study was conducted in the Department of Transport and Community Safety (DTCS) head office in Limpopo Province, which is in 39 Church Street, Polokwane, Capricorn District Municipality. The Head office consisted of four hundred and six (406) employees from different directorates, namely, Corporate Management, Financial Management, Transport Regulation, Transport Operation, Provincial Secretariat for the Police, Information Technology (IT) and District Coordination. The DTCS head office was chosen because it was accessible to the researcher as an employee, and the EWPs have not been evaluated since they were initiated in 2004. According to Efeoglu, Ilerten and Basal (2018), it is imperative to evaluate the programme to check whether it meets its goals. The location of the study is shown in Figure 1 below.

Figure 3.1: Map of the Department of Transport and Community Safety

Department of Transport and Community Safety
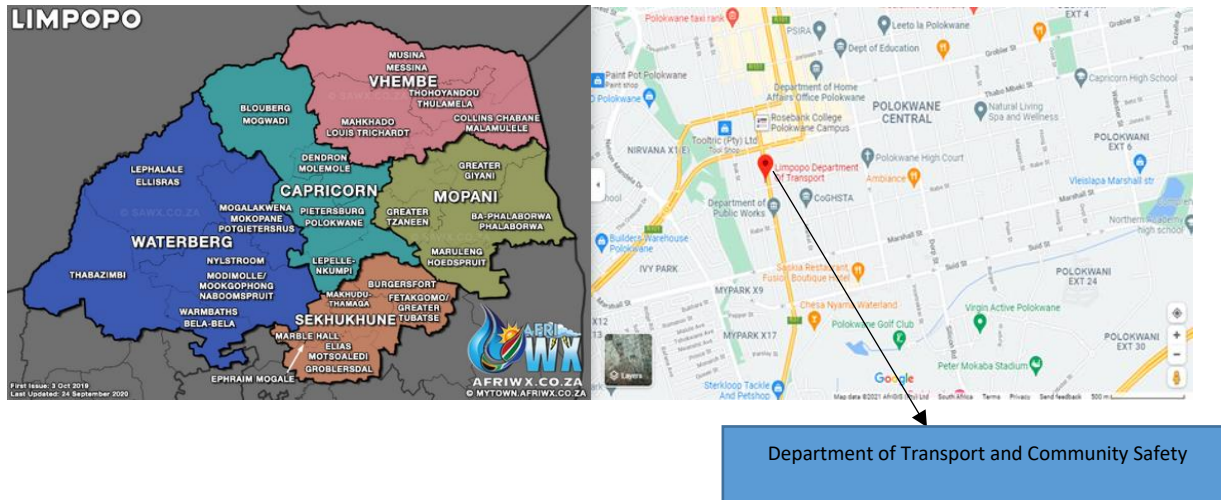
3.5   Population

A population is a group of people in the universe who share certain traits (Rapholo, 2018). It is any group of people that the researcher intends to study (Majid, 2018). This study included employees of DTCS head office in Limpopo Province as population. The DTCS consist of seven chief directorates, namely, Corporate Management, Financial Management, Transport Operation, Transport Regulation, Provincial Secretariat for the Police, District Coordination and Information Technology Management Service. The transport operation directorate is the core of the department as it consists of traffic officers who enforce law on the roads of Limpopo Province. The other six chief directorates mentioned above serve as support services.

3.6   Sampling methods and sample size

Majid (2018) describes a sampling method as a procedure for choosing a representative sample of individuals from a population of interest. Majid further states that sampling is a central tool in the study as the population of interest usually comprises too many people as participants of the study. Purposive sampling was used in this study, which involved the researcher's judgment in selecting participants. The selected participants were deemed fit to participate in the study because of their working experience at DTCS. The researcher also considered the availability of participants during their selection as the

representative of the entire population. In qualitative research, a sample size is not determined, but data is collected until it reaches saturation (Polit & Beck, 2013). The researcher elected 14 participants from DTCS head office to represent the population of 406 employees in accordance with the notion of data saturation, which refers to the point at which no new information was arrived at from the participants.

3.6.1 Inclusion criteria

- Permanent and contracted DTCS employees who have one year, and above in terms of work experience were deliberately selected to take part in the study. The employees should have more knowledge about wellness services in their institution.

3.6.2 Exclusion criteria

- Excluded from the study were individuals who did not consent to participate and those who were not present when the data was collected.

- Permanent and contracted DTCS employees with less than one year in terms of work experience were deliberately excluded from the study.

3.7   DATA COLLECTION

The researcher gathered information through one-on-one semi-structured interviews with the help of an interview guide. According to Creswell (2013), a semi-structured interview is a qualitative form of inquiry that mixes a pre-planned series of open questions that allow for conversational discussion with questions based on participant responses. This approach is helpful because it permits the researcher to formulate questions in advance. Therefore, during the interview, the researcher can also ask follow-up questions based on participants' responses. According to Moser and Korstjens (2018), semi-structured interviews also enable participants the flexibility to express their own opinions because they use open-ended questions and provide trustworthy qualitative data. Furthermore, Adhabi and Anozie (2017) state that data obtained in the form of semi-structured one-on-

one interviews is the most used type of data in a qualitative study. Semi-structured interviews are unstructured and flexible (Adhabi & Anozie, 2017). Bryman (2017) adds that semi-structured interviews encourage participants to give a full picture of their experiences.

The interview guide, which was used by the researcher, and attached as Annexure 1, has two sections. Section A required demographic information of the participants, whereas Section B contained the main study questions which were prepared prior to the interview. The central question was: "**What do you know about Employee Wellness Programmes, and explain how helpful they are in the department?"** Follow-up questions were also asked to get more depth understanding about ideas that can make differences in the study. Open-ended questions were asked with the help of questioning strategies mentioned in Lichtman (2014) such as active listening, paraphrasing, elaboration, probing, moments of silence, and neutrality to explore lived experiences of participants. Active listening involves paying attention to participants' verbal communication by keeping in mind Chen's (2022) argument that programme evaluators are active in listening attentively and respectfully to others' concerns. The use of probing in a semi-structured interview helps to evaluate the underlying meaning that has been communicated (Neville & Whitehead, 2020). The researcher used the probing technique because it can encourage participants to explain further, which the researcher did verbally and nonverbally through follow-up questions.

According to DeJonckheere and Vaughn (2019), body language and facial expressions can sometimes be more revealing than the actual words spoken by the researcher conducting interviews. The behaviour of participants was carefully observed for the purpose of keeping field notes, which are frequently advised in qualitative research as a way to record the essential contextual data (Phillippi & Lauderdale, 2018). DeJonckheere and Vaughn (2019) also recommend a tape recorder during the analysis of data collected because they believe that it is a strong tool that allows the researcher to refer to the actual statements of participants. All semi-structured interviews were recorded by making use of a digital recorder with consent from all participants. The meeting lasted between 30 and 35 minutes per session for two weeks. The interview took place in a room free from

distraction. In qualitative research, researchers collect data until saturation occurs (Carlsen & Glenton, 2011). The researcher gathered information until there was no new information produced by participants. The researcher used English to interview the participants because they are familiar with the language.

3.8   Data Analysis

Younas, Shahzad and Inayat (2021) describe data analysis as a process of giving meaning, order and structure to a large amount of data collected. In this study, data was analysed through thematic content analysis. Jugder (2016) states that thematic data analysis involves a method of identifying, assessing and reporting patterns or themes within qualitative data. The thematic content data analysis method assists the researcher to arrange findings into themes (Vaismoradi, Turunen & Bondas, 2013). During data analysis, the researcher carefully listened to the audio recorder on a regular basis, transcribed the voice recordings verbatim, and analysed them thematically. The steps below following thematic content analysis by Braun and Clarke (2011) were followed:

Step 1: Becoming familiar with the data.

At first, the researcher began by transcribing the recorded data, familiarised himself with the data collected by regularly reading the data, and sought to obtain clear messages about what participants emphasised on EWP. The researcher further wrote notes based on his observations and reflections of his encounters throughout interviews.

Step 2: Generating initial codes.

The researcher had familiarised himself with the data collected, and thereafter started making codes to find exciting aspects arising from the collected data.

Step 3: Searching for themes.

Themes were searched by coding the data and by gathering similarly coded data extracts into themes. Thereafter, the researcher observed connections among the themes and grouped them together according to their similarities and provided each cluster with its stand-alone descriptive label.

Step 4: Reviewing themes.

After themes were labelled, the process to review them begun to enable the researcher to refine, alter and generate them further. Then the data or findings were assessed according to such themes.

Step 5: Defining and naming themes.

In order to refine the emerging themes, and to capture the most interesting and important information or data, the researcher established and labelled the themes. This is crucial to enable the researcher to adjust or re-shape emergent themes during the data analysis stage.

Step 6: Producing the report.

After identifying a set of fully fledged themes, the researcher conducted the final analysis and wrote the report based on the findings of the study. The main themes and sub-themes were discussed. The data is accurately represented in the report. An independent coder was given all copies of the transcripts, the research proposal and field notes to code independently. The coder was a senior academic who had conducted and analysed qualitative research studies. The researcher and the coder met to discuss the themes, and an agreement was achieved. Annexure 3 contains a certificate from the coder.

3.8.1 Pilot study

Teresi, Stewart and Hays (2022) describe a pilot study as a small study conducted prior to a large piece of research. The pilot study was conducted at Department of Education Limpopo provincial office. This helped the researcher to clarify and reconstruct unclear questions and all variables regarding awareness, utilisation and effectiveness of the programme.

3.9.   MEASURES TO ENSURE TRUSTWORTHINESS

Ndweni (2020) states that trustworthiness is an approach that can be used to explain the concept of objectivity as manifested in qualitative research. Kyngas, Kaariainen and Elo (2020) outlined four terms for shaping the trustworthiness of the research, namely: credibility, dependability, transferability and conformability.

3.9.1 Credibility

Credibility refers to the confidence in the veracity of findings. The researcher should have confidence in the findings concerning the participants as well as the context in which the research was conducted (Kyngas, Kaariainen & Elo, 2020). The researcher established credibility by engaging in a face-to-face discussion with participants while gathering data with an audio recorder and making field notes until no new information was offered by the participants. The researcher thoroughly studied and analysed the data, whose misinterpretation was avoided by all means at all times. The themes were produced by the researcher based on the participants' responses during the interviews, not on his own interpretations.

3.9.2 Dependability

Dependability signifies that the findings are reliable and can be replicated using the same approaches and with similar participants. In such instances, the findings must remain dependable (Kyngas, Kaariainen & Elo, 2020). Nevertheless, in this study all research materials and notes were made available and safe for other researchers who will be interested in the study for the next five years. The study findings are supported by the data collected.

3.9.3 Transferability

Transferability means that the findings of the study are also relevant in other contexts. Therefore, transferability is determined by the degree to which findings can be generalised to the bigger population. In this qualitative research, the findings will be specific to a small quantity of people in DTCS. Transferability was improved through selection resources, sampling, data saturation, a complete description of the data, the numeral of participants to be interviewed, the duration of each interview and the inclusion criteria (Kyngas, Kaariainen & Elo, 2020). To ensure transferability, the researcher provided a thorough and accurate description of the demographic features of the study participants, the research environment, study methods and settings so that other researchers can decide whether or not to follow and apply the complete process to other

contexts. To demonstrate authenticity, the researcher ensured that the research findings were substantiated by verbatim quotes from interviews.

3.9.4 Confirmability

Confirmability defines the degree of neutrality. This means the extent to which the findings of research reflect participants' views and knowledge, and not the researcher's bias, interest and/or motivation. In this study, confirmability was assured when the researcher sent the research proposal, duplicates of transcripts and as well as field notes to an independent senior academic coder to make sure that findings were the results of the collected data, and not the thoughts of the researcher. The researcher made sure that the results of the research are objective and not based on bias, motives and perceptions of the researcher. Furthermore, field notes were made available for auditing purposes to demonstrate the conformability of the study (Kyngas, Kaariainen & Elo, 2020).

3.10. BIAS

De Vos Strydom, Fouché and Delport (2011) define bias as a systematic mistake or deviation from true findings, which mostly happens when there is an underlying factor that consistently misrepresents the findings. In this study, the researcher considered the language bias. English as a language was used in the questionnaire of the study. The participants of the study are familiar with the English language. No jargon words were used in the study. Confirmation bias was also considered (McSweeney, 2021). This arises when a researcher tries to interpret the collected data to support a study hypothesis. The researchers may also omit data that does not align with the research question. To avoid unnecessary bias, the researcher considered all the obtained data from participants and analysed it with an unbiased mind. Likewise, the researcher re-evaluated the impressions and responses and ensured that pre-existing assumptions were reserved.

3.11 ETHICAL CONSIDERATION

De Vos et al (2011) and Gray (2009) characterise ethics as a system of moral standards that are offered by an individual or group that put up guidelines and conduct expectations

regarding the current manner towards experimental subjects and responders. Ethical behaviour is crucial in the study as in other fields of human action. The key concepts which are fundamental research ethics are global and concern issues such as truthfulness and respect for the individual rights (Hill-Mey, Merrill, Kumpfer, Reel & Hyatt-Neville, 2013). According to De Vos et al. (2011), to guarantee that the study is ethical, researchers should pay close attention to ethical issues, which may include the following: ethical clearance, authorisation to perform the study, informed consent, voluntary participation, confidentiality, anonymity and harm. The following ethical issues are considered in this study:

3.12   Ethical clearance

The research proposal of the study was submitted to the Department of Public Health committee. The proposal was approved and submitted to the School Research Ethical Committee (SREC), which granted the researcher consent to submit to the Faculty of Health Sciences Committee (FHSC) of the university. The FHSC issued a letter that granted the researcher permission to request for ethical clearance from Turfloop Research Ethical Committee (TREC), which examined the ethical behaviour of the project. Therefore, the committee issued an ethical clearance certificate after they were content with the ethical behaviours which would be followed in the study.

3.13   Permission to conduct the study.

The researcher requested permission to collect data from DTCS head office, Limpopo Province after obtaining ethical clearance from TREC. A letter signed by the researcher asking for permission to conduct the study was submitted to the Head of Department of Transport and Community Safety. Therefore, permission was granted, and the researcher conducted the study in the DTCS.

3.14   Informed consent and voluntary participation.

Informed consent is about telling respondents about processes that would be followed. It is also about benefits and drawbacks of the study that participants may be exposed to during the research (Ferreira & Serpa, 2018). In this study, the researcher provided adequate information to participants about the purpose of the study, how data will be

used, and the type of participation that will be required of them, as well as the expected duration of involvement, confidentiality, voluntary participation and self-termination. A consent form, which is attached as Annexure 7, was signed by each participant that formed part of the research. Mnguni (2018) suggests that emphasis must be placed on accurate and complete information so that participants will fully understand the examination, and consequently, be able to make a voluntary and thorough reasoned decision about their possible participation. Participants must also be legally and psychologically competent to give consent and must be aware that they have the option to withdraw from the study at any time (Balan, 2020).

The researcher made it a point that the participants understood that their participation in the study was entirely voluntary. The participants were advised that they might withdraw from the study at any time with no negative consequences. This assisted in clearing feelings of obligation or gratitude to participants. It was done before they agreed to participate in the study. A chance was offered for questions before the study began.

3.15   Principle of confidentiality and anonymity

The idea of anonymity is connected to confidentiality. According to Vythilingam, Richards and Formosa (2022), respect for person has to do with two ethical convictions. Firstly, people should be regarded as independent agents. Secondly, those with limited autonomy have the right to be protected. Respect is largely dependent on the goodwill, professionalism and commitment. Dignity is a fundamental human right, and its maintenance is an ethical goal of care (Dutra, Quagliato & Nardi, 2022). The researcher treated participants with care and compassion. Their privacy and dignity were actively respected by carefully listening to their views and concerns, which were taken into consideration. Participants were inherently valued regardless of their status or situation. Additionally, the researcher ensured that scheduled appointments with participants are adhered to. In case where unforeseen circumstances resulted in cancellation of the appointment with participants, the researcher informed them in time. Moreover, the researcher apologised and solved the problem as soon as possible and thereafter proceeded with interviews.

Participants' data must not be coupled with his/her name or any other identity (Pietilä, Nurmi, Halkoaho & Kyngäs, 2020). The researcher kept the identities and data of the participants private. All taped materials and completed interview schedules were kept in a lockable cabinet in the researcher's office where no one could access them. To eliminate disruptions, interviews were conducted independently with each participant in a calm location. To protect confidentiality, each participant was assigned a number in advance, such as participant 1, 2, and so on. Participants' information was kept private, and the results were reported anonymously to safeguard their identities.

3.16   Harm

According to Shinguto (2021), every researcher must make sure that participants are protected from any mental (e.g., embarrassment, unusual stress and/or loss of self-confidence) and physical harm (e.g., injuring, risking their lives, and/or losing any of their body parts) for taking part in the research study. Weeden and Grusky (2012) also believe that participants have the right to protection from harm as a result of their participation in the study. The researcher guaranteed that no harm was inflicted during the entire study by avoiding sensitive questions. However, in case where harm was going to occur, participants were going to be referred to an internal Employee Assistant Programme (EAP) for intervention.

In order for the respondents to make an informed decision concerning their involvement in the study and to ensure that there was no deceit, sufficient information about the purpose of the study was provided to them. Rapholo (2018) deems it important for individuals to make an educated, voluntary and reasonable decision to participate in the study. Furthermore, the researcher verified that no harm was done by the data analysis and reporting by not disclosing the identity of any respondent who took part in the study. Names of respondents were kept confidential and do not appear anywhere in the report. They were simply referred to as participant 1, participant 2 and so on. The researcher did not divulge to others what the respondents said during the interviews.

The findings of the study were communicated to the respondents without providing too details or jeopardising the confidentiality principle (Brear, Shabangu, Hammarberg &

Fisher, 2021). The findings were also provided to the reading public in a textual form by means of a mini dissertation. The head of department and directors of the DTCS where the respondents are working were notified about the results that were published about the research study considering that Creswell (2009) considers this as a necessity.

3.17   CONCLUSION

This chapter concentrated on the method utilised to carry out the study. To ensure trustworthiness and ethical considerations, the emphasis was on research design, population, sampling, data collection, data analysis and ethical approaches. The findings of the inquiry will be described in Chapter 4 through a review of literature.

CHAPTER 4

FINDINGS AND DISCUSSION

4.1 INTRODUCTION

This chapter focuses on the findings of the study, discussion and literature control, all of which validate the findings. The goal of the chapter is to present, analyse and interpret findings from data obtained on the assessment of EWP utilisation by employees. The term "participant" is used to replace the real names of study participants. Additionally, related literature was researched and studied from local and international perspectives to assess EWP utilisation in the Department of Transport and Community Safety.

4.2 DEMOGRAPHIC PROFILE OF PARTICIPANTS

The study sample consists of fourteen participants, three of whom are between the ages of eighteen and thirty-five. Eleven participants were between age thirty-six and fifty-four years. Six participants were males, and eight were females. Six participants were postgraduates, and eight possessed diplomas or degrees. Seven participants had between 1 and 10 years of work experience, and another seven had between 11 and 30 years of work experience in the Department of Transport and Community Safety (DTCS). All the participants were fulltime employees of DTCS. The demographic profile of the participants is shown in Table 4.1 below.

Table 4.1. Demographic profile of the participants

PARTICIPANTS	AGE GROUP	GENDER	EDUCATIONAL LEVEL	YEARS OF WORK EXPERIENCE
8	36-54	Male	Postgraduate	11-30
6	36-54	Male	Diploma/Degree	11-30
1	36-54	Female	Diploma/Degree	11-30
5	36-54	Female	Diploma/Degree	11-30
12	36-54	Male	Postgraduate	11-30
9	36-54	Female	Postgraduate	1-10
3	36-54	Male	Diploma/Degree	1-10
4	36-54	Female	Postgraduate	1-10

2	18-35	Female	Diploma/Degree	1-10
10	36-54	Female	Postgraduate	1-10
11	18-35	Female	Diploma/Degree	11-30
13	36-54	Male	Diploma/Degree	11-30
14	18-35	Male	Diploma/Degree	1-10
7	36-54	Female	Postgraduate	1-10

4.3 THEMES AND SUB-THEMES

Themes in qualitative data analysis, according to Wiltshire and Ronkainen (2021), are theoretical linkages that appear after the researcher has spent substantial time reviewing data and classifying and organising pieces into groups to check for patterns. Data analysis generated two themes and six sub-themes, as shown in Table 4.2.

Table 4.2. Themes and sub-themes

Themes	Sub-themes
1. Insufficient knowledge of what the Employee Wellness Programme (EWP) in the department entails.	1.1 Employees are not utilising the EWP optimally. 1.2 Limited knowledge and understanding of the EWPs offered. 1.3 There is lack of awareness and marketing of EWPs. 1.4 There is lack of consultation to employees about the programme.
2. Lack of confidence towards the EWP leading to poor attendance.	2.1 Employees are afraid that their confidentiality will not be maintained. 2.2 Fear of being judged by other employees when attending the EWP.

Theme 1: Insufficient knowledge of what the EWP in the department entails.

Data was analysed and coded. It was found that there is insufficient knowledge about what the EWP in the department entails, which resulted in the programme not being utilised optimally. The theme yielded four sub-themes which are discussed below.

Sub-theme 1.1 Employees are not utilising the Employee Wellness Programmes (EWPs) optimally.

Most of the employees utilise health screening and sport activities when compared to other services such as counselling and health education prevention services. Employees indicated that they are not utilising the Wellness Programme as they are supposed to. They feel the only services that take precedent in the department are few, and hence they tend to attend to those services only. Some do not even utilise any of the EWPs as they think that it is not effective. Below are some of the examples of comments given by the participants.

Participant 6: "*Personally I utilised health screening. And I only utilised sporting activities in terms of soccer. Um um, I not sure about other services that is why I am not utilising them*".

Participant 1: "*I utilised health screening. I think I only went there once since coming to this department. I think it was in 2012. I am trying to be honest; I only went once, since then I never utilised the service because sometime when they organise services like wellness screening, we are just surprised by the notice board that says tomorrow will have health screening and you find that I just did mine with my personal Doctor*."

Participant 2: "*I utilise screening sometimes when they are here, and I make sure I attend and then do aerobics. Unless maybe I'm not. Well, yeah. Okay. I never utilise counselling and other services*".

Participant 4: "*None of them. I only attended their workshops, and I got the information from there. I also do attend sports sometimes. But it is not every week. So, I sometimes forget about that service*".

When asked which of the known programmes he attends to another participant said:

Participant 13: "*Nothing.*" *Honestly, because, like, I never really taking part in wellness services. Maybe is because is not effective. So, yeah, I would say it's not effective. That is why I don't utilise their services*".

Participant 9: *"Oh, they also offer sport which I sometimes attend. That is indeed one of their greatest practices that they are focusing on it too much."*

Employees are missing out on the benefits of the abandoned services. It also evident that some employees do not utilise any of the services offered by EWPs. For this reason, the workplace wellness services might help some employees but not others, and they could harm their morale or create and/or worsen a sense of exclusion, among others. Contrarily, the Employee Wellness Programme that only focuses on one field of service misses a huge portion of the employee population that feel that their needs are not severe enough to warrant therapy. Or worse, some who may have mild needs end up utilising those resources because they are the only things available. Organisations can reach mild cases before they become severe by implementing more preventative programmes. Jones, Molitor and Reif (2019) found that employees who do not utilise the wellness programme will have high medical expenditures and might have unhealthier behaviours than those who utilise the services.

Counselling is another key function of the EWP at DTCS because trauma and catastrophic situations are part of everyday life and affects employees and organisations on a regular basis. A body that is constantly in fight or flight state impairs brain function. This diminished mental capacity can lead to performance issues at work. A study conducted by Kohli and Dua (2020) found that unmanaged stress might lead to poor concentration and short-term memory issues. There is no one who is immune from mental health struggles; everyone has his or her own experience with it. Some may be struggling with a relationship, a breakup or a divorce. Others may feel overwhelmed with tasks. According to Bufquin, Park, Back, Meira and Hight (2021), employees spend over one third of their lives at work. As a result, the employer introduced the workplace wellness programme since it plays a critical role in the workplace and provides an appropriate response for disruption. EWPs offer simple access to intervention for a variety of issues and traumas that affect employees and organisational performance, so both employers and employees can benefit.

The health screening service in DTCS is done by external people, and counselling is done by internal wellness professionals. This could explain why employees are more motivated

to participate in health screening programmes than in counselling. Employees may find it difficult to trust the internal wellness service providers, especially if confidentiality is not assured. Beyer, VandePol, Dyme and Meiners (2020) found the same issue in relation to confidentiality, that the low utilisation of the counselling service is caused by concerns over confidentiality.

Sub-theme 1.2 Limited knowledge and understanding of the EWPs offered.

Employees have limited knowledge of the EWPs that are offered by their department. This is reported as a blockade by participants, who seem not to be confident enough when asked about their knowledge and understanding of the EWPs which is offered in the department. The responses below are evident:

Participant 14: *"Yeah, not that I know of. The only one I just know is there is wellness but then I just know sometimes they bring the service providers, external people to come here and just advertise their services to say this is what they can offer in terms of, of, of. But it's more of service providers coming here to, like I'm saying, advertise their services".*

Participant 12: *"Okay. My understanding of wellness programme. It takes care of the health of the employees. Yeah. In essence, that, uh, you always see there is sports activities Wednesdays, I believe they fall within awareness more and more. It assists employees to refresh their minds in a sporting manner. And then also you I think you also provide some social work services where if I've got, uh, too much on my plate, let me say mm my, my understanding or let me say I'm working a load like this, and I feel like I've got too much work to do and then I cannot handle at some stage, I can even come to wellness and be like, colleagues, I'm not managing. How can you assist then? Because I haven't done that. I'm not sure then about processes that you follow. If I'm overloaded, what is it that they do? Those are the gaps that I, I don't know about wellness".*

Participant 9: *"So, in a nutshell, they assist in health screening and information sharing. Is just that I don't know much about the wellness services because yeah, maybe is, is because I don't understand the programme what is really all about. What I know is that they do health screening and sometime make presentation like information sharing".*

One of the biggest challenges for DTCS is to find the right strategy and tools to manage wellness services knowledge effectively in the workplace. It is evident that without proper processes and tools, employees will not be able to consume and leverage knowledge about EWPs. Not getting the right information at the right time can affect the utilisation of the EWP, which in turn can impact the organisation. When knowledge is poorly organised, most information will be inaccessible to employees. In other words, they will not be able to find important information. Moreover, the information available to employees may not be complete, accurate or consistent. Employees need well organised and sufficient knowledge of the wellness programme in order to embrace it. This was in line with studies conducted by Rucker (2016) and Soldano (2016), who found that non-participation in the EWPs is caused by insufficient knowledge of the programme, and that employees who are not well informed about benefits of utilising the wellness programme will not use its services. In DTCS there is a serious lack of knowledge and understanding about what EWPs offer, and this hinders the high utilisation rate of its services. Beyer, VandePol, Dyme and Meiners (2020) discovered the same opinion about insufficient knowledge as stated that the low utilisation of the services in workplace wellness is caused by misunderstanding about the programme.

Sub-theme 1.3 There is lack of awareness and marketing of the programme in the department.

This sub-theme presents information pertaining to what makes workplace wellness services not to be used. This study showed that the benefits of the workplace wellness programme is not well known among employees, which result in the low utilisation of the programme. Employee wellness programmes must be promoted through awareness and marketing so that they can be utilised extremely. Participants' comments are presented below.

> **Participant 7: "***People are not aware of what they can access, or the kind of assistance that they can get from the programme. Mostly if you ask about employee wellness, people only think about sports and counselling. I think that there might be other factors that we can be assisted with, but we are not aware. So that's why you have low utilisation because if you are not aware that you have this kind of services, then you're*

not going to use them. Because one thing that I saw is that people will go for screening. We go for screening and after that you receive bad result. But there is no programme that say that because your health is struggling, these are the kind of services that can assist you into becoming healthy".

Participant 13: *"Yeah. They don't go out and then make people aware of their services. Even if they do make people aware about the wellness programme, maybe the services thereof, maybe it's not. It's not that much. In fact, awareness of the employee wellness services is minimal. Maybe, maybe, maybe, if they can just market themselves and. Yeah. Market themselves, and maybe if they can also maybe provide, I don't know, kind of leaflets or brochures. Yeah. Then just for distribution with employees and the reception area. Yeah. Not only on certain days, women's days or what, what month"*

Participant 2: "*I don't think there's much awareness in this. I don't think most employees know that wellness programme also offers it. Personally, I only realised recently when one of the psychologists presented and do all the stuff. I did not know that wellness also do counselling and. Yeah. I think, umm the services of the programme are not marketed enough for the employees to be aware of them yeah eish maybe yeah, I think awareness of the programme is not enough".*

Participant 10*: "I think awareness of the services is not enough and marketing of this programme I think currently is poor communication of the programme is contributing to the utilisation of it. I think we know to be not motivated enough. Yeah, like we're not encouraged. And if we were, how can I say if we were informed like every time, like it was encouraging us and then you you'd go off and but because there's nothing sitting or reminding you to say there's this program, I think it's good for your health. Like if something was, they are persisting and reminding us, then we'd go. But now it's like, okay, if I go, I'll let me go tomorrow. It's Wednesday even. Forget it. Tomorrow there's a wellness program. Oh, tomorrow is Wednesday. Let me go for sports. Let me go for a different activity. But there isn't that reminder to say there is this programme and you're going to benefit this way. Yeah".*

Participant 8: "*Constant, constant, constant communication, I mean yeah, awareness of the programme needs to be improved for people to know about it, I mean*

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yeah and, and, and supervisory training is, is important for them to be able to identify trouble employee".

According to Jones, Molitor and Reif (2019), workplace wellness programmes often end up being unsuccessful and unable to achieve their desired targets. The most common and important factor is ineffective or lack of proper marketing. Employees cannot participate in programme activities if they are not aware of its benefits. Wellness service providers cannot expect employees to remember every aspect of workplace EWPs after one announcement, email or digital flier. If a wellness programme does not have a multipronged approach to communicate the programme, the wellness providers will be setting up the programme for failure. Mahlatjie (2016) emphasises that employees are less likely to utilise EWPs when they are not aware of the services offered and the process to be followed for the employees to access these services. Pillay and Terblanche (2012) highlighted strategies to improve the marketing of the Employee Wellness Programme. These strategies involve the usage of developing technology, and social media platforms. For instance, official emails and WhatsApp targeting critical population in the workplace and more advocacy for workplace wellness programme. Failure to market EWPs by employees will not make them not to have a clear understanding of what the programme entails and its benefits. Therefore, the utilisation will then deteriorate. According to Person, Colby, Bulova and Eubanks (2010), the regular conducting of workplace supervisory training workshops, the marketing of EWPs benefits at organised labour union meetings, and as well as the distribution of posters/leaflets in all strategic locations such as reception areas increase the utilisation of EWPs.

Sub-theme 1.4 There is lack of consultation of employees about the programme.

Employees felt that they are not consulted when a wellness programme is developed. They felt that service providers do not conduct situation analysis to know what exactly is relevant to them. There is no adequate consultation in relation to what the employees are going through and is relevant to them. There is lack of situation analysis at DTCS regarding workplace wellness programmes, and employees are not consulted for their views in relation to the programme activities and implementation. Participants expressed some of their concerns below:

Participant 6: "*You know what my concern is that, no imbizo to say or maybe a programme speaking about our wellbeing. How are we coping as employees here at work, how are we doing, how do we want to see the programme running. So, there must be a questionnaire to the employees, so they know which programmes are needed. And again, I will say, I don't think there is any urgency in terms of making sure that the health and wellness of our workers are prioritised. The only thing that I see is that they are more concentrated on our wellness, in terms of the screening. But when it comes to our social being. The social I mean in terms of our personalities. Remember we are diverse in this department, and we have people from different background and different tradition. The wellness people don't help us in incorporating these beliefs so that we can have a smooth working environment. Remember, we have people who are stressed. People are stressed and we have addicts here. Uhm, different kinds of people. I don't even see a programme that is helping people in terms of drunkards or people who are under influence of any intoxication. I don't see any programme in that regard. If we have people like that who are not assisted, then the work will suffer. I don't even remember one of the wellness people coming to me or any person I know and checking their well-being*".

Participant 7: "*Look employees go to the screening, then get the results, then go back to the office with no further intervention. And then the following month, they go to the same screening and then they get the same results. So, it's just a routine without any change. But if for instance, uhm, if they use the screening in conjunction with the sports part. Because isn't it that the main reason for people to do sports is to be healthy. And they ask you if you are exercising. And the people will say no, they're not exercising. So actually, they should say that since you have this challenge, here are the categories of sports or programme that you have to choose from. Let's put you into one of these programmes. In fact, they need to consult employees on what they want for them to present the relevant programme to employees. If, if they assess the situation and intervene further yeah and. Maybe eeh ask employees what they want.*"

Participant no 8: "*Consultation with other directorates, have close relationship with Human resource management Unit to check employee's utilisation of leave, conduct sick leave analysis. Identify different sectors like your Labour section to check what kinds of*

problem they receive and also come up with intervention to address such issues generally not looking to affected person."

It is crucial that when establishing an EWP at the workplace, it should benefit both the employer and the employee, lest people lose interest in the programme. An EWP is a broad programme with multiple sub-programmes. As a result, when the organisation decides to implement it, it should conduct a need assessment of its employees to determine which specific programme would best suit its personnel. A situational analysis can reveal many important details about the organisation's culture, such as opinions and experiences of EWPs clients (employees). It assists in defining the nature and scope of an issue as well as identify the current strategies and activities that address the problem. Additionally, it can provide a detailed picture of the organisation's current position. It is advisable to do a scenario analysis before designing and implementing a programme for organisational wellbeing since it will also indicate areas in the strategy where adjustments may need to be made. Keeping the analysis up to date may also reveal areas where something is not operating as planned. Westwood (2022) confirmed that without a more logical analysis of the situation in the workplace for wellness, it will be difficult to propose relevant solutions. Clarke, Friese and Washburn (2016) stated that a situation analysis may include questioning people (verbally and/or non-verbal) and observing the surroundings. Majority of DTCS employees do not participate in EWPs initiated by the employer because they believe that what is being implemented to them is not what they need at that time. Manier (2013) found that many employees choose not to participate in various health initiatives because they believe what is provided to them is irrelevant. Clarke (2021) concluded that without a situation analysis, programme implementers will struggle to determine the optimal course of action and will waste time and effort by repeating things or making incorrect choices.

Theme 2: Lack of confidence towards the EWP leading to poor attendance.

Participants were asked what the contributing factors leading to the low utilisation of EWPs in the workplace are. Majority of participants indicated that lack of confidence towards the EWP is leading to poor attendance. This subject created two sub-themes which are mentioned below.

Sub-theme 2.1 Employees are afraid that their confidentiality will not be maintained

Confidentiality implies preserving the privacy of others and abstaining from sharing personal or potentially sensitive information about an individual, especially if the information has been conveyed in confidence. Employees are pushing back against EWPs due to confidentiality concerns. They are worried about the lack of confidentiality and privacy in the services offered by the EWPs. They are concerned about their private information being shared with others. They believe that they will be stigmatised by other co-workers if they utilise wellness services. If participants were to utilise an EWP service, they would want to make sure that access, including in-person services, kept their identifying information private. For instance, participants offered the choice of leaving through a different entrance following their session in order to maintain confidentiality. This was evident when they were asked about the effectiveness of the workplace wellness programme. They said:

Participant 8: "*I would say its…it's not effective, people needs to have confidence in the wellness programme therefore they will use the services, yeah and is always difficult for me to talk about my problems and I see the wellness provider every day at work, is constant reminder that you know about my life and is not a nice experience but Um it will be nice that I will let you know that I have got challenges and if you see that is deeper you refer me outside to somebody that I will not met him/her every day on the corridor". The space is not correct to implement wellness services because people need privacy. Besides, leaving through a same door of entrance after done screening, maybe for HIV, is a no no, even if my colleagues don't know my status but positive result will show on the face. Yeah, I mean is a problem. leaving through a separate door after consultation or screening is ideal.*"

Participant 4: "*The issue of confidentiality. Mmm the programme is not effective um, yeah is not. They should do screenings at another place besides the workplaces because I feel that here in the office people might hear what is being said next door during counselling. It is hard to do screening when the other employees are close by and other are also waiting next where you are going to exit after screening is not nice at all*".

Participant 12: **"***I think we lack the level of confidentiality. So, you might find out the section is not really assuring. I'm not sure if I'm putting it the right way, but I need that thorough assurance that indeed, if I come and talk to any health and wellness employee, my information will be safe. According to my understanding, if you are a social worker, I don't want my issues to be discussed with another social worker. So that is the level of fear, While I just need to remember, if you have a secret, you just want to tell that secret to one person and that is done. So, you don't want to fear it. At some stage it will be shared with somebody. And then now you are the one once the information is leaked. You know everything our section we share amongst ourselves. So, if that kind of a situation can be ironed out in order, once you come to me, I cannot even share with my fellow colleague. I think that the marketing part of it, the wellness providers should assure fellow colleague that their problem are safe with them. Therefore, the programme will be effective to all employees".*

Participant 10: *"No, I don't think so. I don't think it's as effective as it could be. I don't think so. Yeah. No, they not reaching us. Yeah. Yeah, I think it's for the older the older officials. I don't think it's for the young. Maybe if the wellness providers have their own section where there is other professionals not only social worker or psychologist no others like dietician and gym section for the people not to conclude when seeing you coming out of the wellness office and if is not possible maybe if they can rearrange the building to accommodate wellness site. After appointment still you gonna go out using same door you entered. Personally, is like eish hard to utilise their services especially counselling."*

Confidentiality in EWP is extremely important because the utilisation of its services, especially counselling, depends on confidence. If employees are not assured confidence about EWPs, they tend not to utilise the programme, and this affects its effectiveness. Bottles (2015) is of the same opinion that privacy and confidentiality need to be assured and maintained; otherwise, individuals will not utilise the workplace wellness services. This can have harmful implications for the organisation because when majority of employees are not participating in health promoting behaviours, for example, stress management, healthy diet and/or physical activities, they will not be productive at work

(Cho & Kim, 2022). Wellness service providers should ensure that issues that are discussed in the consultation room remain confidential throughout, unless if the information provided is dangerous to clients or others. The principles that govern wellness service providers should be clearly explained to the clients before the session starts. Sewpaul and Henrickson (2019) identified the following main principles for social workers in EWPs field: respect for confidentiality and privacy, acknowledgement of the intrinsic dignity of people, promotion of human rights and the right to self-determination, and the treatment of people as whole persons. Failure to guarantee and maintain the confidential matters of employees will reduce their participation rate in the EWP. These findings, along with many others, demonstrated that employees might feel uncomfortable in disclosing their personal information, and hesitate to participate in workplace health initiatives because they fear that using an EWP service could lead to the disclosure of their private information to the organisation or to their co-workers (Son et al., 2022).

EWP services are offered in the same premises where other employees are also accommodated. Employees prefer the programme to be allocated outside the premises of the department and/or having a dedicated site (wellness centre). The wellness centre should include multi-professionals who aimed to achieve the same goal of employee wellness, a mini-gym and other activities related to wellness to avoid stigmatisation. Employees need to be assured privacy and confidentiality for them to utilise EWPs. Spence (2015) confirmed that lack of confidentiality is a contributing factor in the low utilisation of EWPs.

Sub-theme 2.2*: Fear of being judged by other employees when attending the EWPs*

Participants underlined dread as a sub-theme. They believed that employees are reluctant to speak to workplace health specialists about their personal and professional struggles because they worry about being judged, stigmatised or victimised. All of these tend to limit employees' ability to participate freely in the programme. The participants stated the following:

> **Participant 4**: "*People don't trust the people that they work with. They would rather use private services offered by people that they do not know because they are afraid of being victimised is good if you use sport activities and others rather than counselling*".

Participant 10: "*Newer days people will judge you if you, you, you tell them your private matters and, and especially in the workplace is not easy to talk about your private matters even if you are talking to a professional is not easy, I am telling you, never not easy at all. What will your supervisor say if you are receiving counselling from wellness internally obviously, they will say you are having problems? So, we don't want to be taken somehow*".

Employees do not want to participate in Employee Wellness Programme because they fear to be judged by others. These findings concur with Makgato (2016) and Zhang (2018), who stated that employees are hesitant to take part in general services of the workplace wellness programme because they do not want to be seen by others. They fear that management may use the information to discriminate against them if they utilise the programme. Discrimination can be both overt and covert (Douglas, Mack, Acosta, Benjamin, Biga, Hayes, Ijioma, Jay-Fuchs, Khandelwal & McPherson, 2022). According to Davis (2020), discrimination is an important social determinant of health. Whenever judgement happens, it has the potential to create a deep negative impact on the psychological wellbeing of the people. Discriminatory actions can lead to greater systolic blood pressure throughout the day (Brar, Kumar & Wadajkar, 2019). Similarly, Satran, Ali-Saleh, Mashiach-Eizenberg and Bord (2022) found that discrimination might harm people's mental and physical health. As such, the findings of this study could help create fair workplace regulations that are well suited to the needs of different population groups, which may lessen stress among employees who are fearful of being judged. This might improve both the mental and physical health of the people. Forth and Theodoropoulos (2022), believes that introducing antidiscrimination legislation is an important step to combat discrimination.

4.4. CONCLUSION

The findings were discussed in the chapter using literature control, which included two themes and six sub-themes. The themes and sub-themes listed below were covered, including insufficient knowledge of what the EWPs programme in the department entails; and lack of confidence towards the EWP, leading to poor attendance. These themes are

related to the participation rates of employees in wellness programmes, and they particularly looked at their knowledge of Employee Wellness Programme utilisation in the DTCS. The study also identifies barriers for the low utilisation of the Employee Wellness Programme in the DTCS. The study found that employees have little knowledge of what the EWP offers. The lack of confidentiality, awareness and fear of being judged contribute to the low utilisation of EWPs. The summary of findings will be presented in the following chapter.

CHAPTER 5

MAJOR FINDINGS, SUMMARY OF MAJOR FINDINGS, RECOMMENDATIONS, SIGNIFICANCE OF THE STUDY, LIMITATIONS AND CONCLUSION

5.1 INTRODUCTION

The preceding chapter focused on the research findings and supporting material where a range of themes and sub-themes were analysed. The study sought to evaluate Employee Wellness Programme utilisation in the Department of Transport and Community Safety in Limpopo Province, Head office. In the findings, employees expressed their concerns regarding the utilisation of EWPs at DTCS. These concerns, as narrated in the findings, are related to insufficient knowledge and lack of confidence regarding EWPs. In this chapter, the conclusions, strengths and limitations of the study are analysed, and the recommendations based on the findings are offered.

5.2 MAJOR FINDINGS

It was found that DTCS employees in Limpopo Province head office do not utilise EWPs optimally. They are selective when it comes to the utilisation of the programme. The services that are more utilised by employees are health screening and sport activities. Services such as counselling and health education prevention workshops are less utilised. Some employees do not utilise any of the initiated EWP services at all. The reasons for the low utilisation of the EWPs range from ineffectiveness of the programme; insufficient knowledge and understanding of the programme; lack of awareness and marketing of the programme; lack of consultation of employees about the programme; fear by employees that their confidentiality will not be maintained by EWP service providers; and lastly, fear of being judged by other employees when attending the EWP. As a result, employees continued to raise issues that affect their job performance.

These findings relate to the problem statement, as the researcher has identified cases such as chronic illness, stress-related and insufficient physical activities amongst employees. These reported cases suggested that the programme could either be

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ineffective or not utilised optimally, and employees might be missing certain services, or the intended population is not reached. It is due to these concerns that the researcher evaluated the EWP utilisation in the Department of Transport and Community Safety, Limpopo Province, and made the above findings.

5.3 SUMMARY OF MAJOR FINDINGS

The aim of the study was to evaluate Employee Wellness Programme utilisation in the DTCS. A qualitative research method which employed exploratory and descriptive case study designs was used to evaluate EWP utilisation in the Department of Transport and Community Safety in Limpopo Province. To pursue the aim of the study, the following objectives were achieved:

The objectives of the study were as follows:

- To explore and describe the utilisation of the Employee Wellness Programme in the DTCS of Limpopo Province.

- To identify barriers in the low utilisation of the Employee Wellness Programme in the Department of Transport and Community Safety.

The objectives of the study were obtained through data gathering and asking the key question and probing questions. Employees at DTCS were able to respond to the central question, as well as probing and follow-up questions. The researcher was therefore able to assess their knowledge and identify barriers that led to the low utilisation of the EWPs as discussed in detail through themes and sub-themes in Chapter 4.

The findings were developed from two themes that emerged from the data as a result of transcript saturation. The first theme identified was insufficient knowledge of what EWPs in the department. In this theme, sub-themes that looked at employees' failure to utilise the EWPs optimally, limited knowledge and understanding of EWPs that are offered, lack of awareness and marketing of EWPs and lack of consultation of employees about the programme were discussed. The second theme was about lack of confidence towards

the EWPs, leading to poor attendance. Under this theme, sub-themes were produced and focused on employees who are afraid that their confidentiality will not be maintained, and fear of being judged by other employees when attending the EWPs.

5.4 RECOMMENDATIONS

The recommendations are as follows:

Awareness and marketing of EWPs:

- It is recommended that wellness service providers should market and promote EWP services in all channels of the Department for the employees to have a better understanding of the programme. They should increase visibility of the programme. This can be done by distributing flyers carrying wellness messages in the workplace, seeking platforms during strategic planning meetings to present the benefits of wellness services and/or using technology to develop platforms such as official WhatsApp group chats, and popup messages on the desktop and laptops. This will increase better knowledge and understanding of EWP services offered and the utilisation rate of these services among employees.

Need assessment:

- The researcher recommends that DTCS wellness programme service providers should conduct a needs assessment. This can be done through observation and consultation of employees about their concerns, and internal stakeholders such as legal and/or human resource directorate to find out the kind of cases that they receive. This will help wellness programme service providers to have a clear picture of the organisational culture in order to come up with the relevant solution for the employees, thereby benefitting them.

Confidentiality:

- Wellness service providers and management of DTCS should receive intensive training on ethics useful in working with employees. There is a need for wellness professionals to assure employees confidentiality before the session starts. This will include clearly explaining the danger of breaching confidential information

shared by the client. The wellness professionals should make their council certificates visible in their consultation rooms to ensure that they are regulated to provide wellness services, especially counselling.

- It is also recommended that wellness service providers create a conducive environment to encourage employees to utilise the services offered.

5.5 SIGNIFICANCE OF THE STUDY

According to Dube (2020), EWPs are intervention tactics that the employer used to assist and encourage employees with work-related and/or personal issues that impair their ability to execute their jobs. It is important to assess a programme regularly as it helps to identify challenges or concerns and suggestions for improvement or alterations (Leal, 2020). This study will help the DTCS since it will remove employees' concerns and address their uncertainties about the programme. This will include making adjustment of the programme and addressing key issues and needs of employees about the EWP. The study will also act as an evaluation tool for the DTCS in order to measure the EWP, as well as the probability of implementing the researcher's recommendations. Furthermore, the programme not only benefits people by relieving them of mental and emotional stress, but it also helps to produce motivated employees, which improves performance.

5.6 LIMITATIONS OF THE STUDY

In this study, the researcher employed the qualitative approach, and data was collected until saturation. This might have disadvantaged the study findings because there could have been more participants with different views and information.

5.7 CONCLUSION

The findings suggest that DTCS employees are not utilising the wellness programme optimally due to insufficient knowledge and understanding of the programme. There is lack of awareness and marketing regarding the programme. Some of the EWP services are not utilised as expected because employees feel that they are not relevant to them.

Majority of employees are concerned about confidentiality, that is, whether it will be maintained if utilised in EWP. They also fear being judged by fellow colleagues if they are seen utilising the programme and/or discriminated by their supervisor. There is a need to address these obstacles in order to influence the high utilisation rate of the programme, which will, at the end, produce healthy and motivated employees who will increase performance. The study was about the evaluation of Employee Wellness Programme utilisation at DTCS, Limpopo Province. The overview of the study was discussed, with emphasis on the problem statement, a brief assessment of the literature, the aim, objectives and significance of the study. In Chapter 2, the literature was also evaluated, with a focus on evaluating Employee Wellness Programme utilisation.

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ANNEXURE 1: INTERVIEW GUIDE

    1. Demographic information of respondents.

    1.1.   What is your gender?

Male		Female		Other	

    1.2.   What is your age?

18-35		36-54		55-65	

    1.3.   What is your education level?

Diploma/Degree		Postgraduate		Others (specify)	

    1.4.   What is your division?

Corporate management		Transport regulation		Transport operation	
Financial management		Provincial secretariate for the police		District coordination	
IT		Other (specify)			

    1.5.   What is your position?

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

2-10		11-30		31- more	

Interview Questions

- *What do you know about employee wellness programme and explain to me how helpful they are, in the department?*

1. What are the services of workplace wellness programme that you know of?

2. Whom is the wellness programme services target group/population (clientele)

3. What services have you utilising from workplace wellness programme?

4. How often do you utilise services of workplace wellness programmes?

5. What are the contributing factors to low utilisation of EWPs?

6. What can be done to improve the implementation of the workplace EWPs?

THANK YOU FOR TAKING PART IN THIS STUDY, YOUR INPUTS ARE REALLY APPRECIATED

ANNEXURE 2: INTERVIEW TRANSCRIPT

INTERVIEW TRANSCRIPT

PARTICIPANT NO. 08

(Male, Corporate management Directorate, Deputy Director and between 11-30 years' work experience).

	Questions and answers	Coding
Researcher	What do you know about employee wellness programme?	
Participant	Wellness in short is a programme ensuring that employees are taken care of…emotionally. The programme is ensuring that Mm Mm employees that might having challenges regarding either issue outside work and Um issues that might emotionally Umm challenge them, they will have a place where they can ensure that they are well taken care off. Its…it's…it's an important programme in government and Umm at the face value level you might think is not but up until you have got challenges in your work life and in your private you will see the important of it.	
Researcher	Okay so in this Department we have this programme do you think is helpful or effective?	
Participant	I would say its…it's not effective, people needs to have confidence in the wellness programme therefore they will use the services, yeah and is always difficult for me to talk about my problems and I see the wellness	

	provider every day at work, is constant reminder that you know about my life and is not a nice experience but Um it will be nice that I will let you know that I have got challenges and if you see that is deeper you refer me outside to somebody that I will not met him/her every day on the corridor". The space is not correct to implement wellness services because people need privacy. Besides, leaving through a same door of entrance after done screening, maybe for HIV, is a no no, even if my colleagues don't know my status but positive result will show on the face. Yeah, I mean is a problem. leaving through a separate door after consultation or screening is ideal."	
Researcher	So, Umm which means we can say the wellness offices should be isolated from the offices of the workers	
Participant	Yes, Yes, I would…myself I would advocate that. If,,if if is possible they can have a office outside here. Somewhere were., the challenge with also having outside it should not be wellness issues because then people can be stigmatised to say the moment, we see you there we know you have challenges, you have problems. Like when they say that line is only for people who take chronic medication. Let be something like comprehensive wellness station were in other issues including Umm, work life balance, dieticians' services, and umm psychological exercises games and all those things, it must be a health center.	
Researcher	Okay, Thanks. So, what are the services of wellness programme that you know of?	
Participant	Alright, I am aware of one programme of Counselling services, financial awareness programmes, I am aware	

	of Bereavement services for family members and employees because before Department of Community safety join Transport the programme was very much effective and assisting. We could see value that really the employer takes care of employees but currently since we joint Transport, I do not see it happening. I do not know why maybe because of the high number of the employees. There is not much interest on it.	
Researcher	Okay…so are you are aware of health screenings, as part of wellness services?	
Participant	Yes, yes normal those would happen during social programmes were in Umm they would invite the Department of Health to come and do screenings.	
Researcher	So, when they organise wellness screening do you get the messages/ Invitation, or they are not visible?	
Participant	No, there are visible, invitations come, yaah, is just that um health issues are personal issues, um that why I say a workplace normally we don't what people to know that you are sick, I don't want people to know I am diabetic, I don't want people to know I am hypertension, you know you don't want people to know you are HIV positive, you know you just feel that the space is not the correct space for a person to talk about this things, but as much as they would come in you close a door they do whatever they want to do, but the fact that is in the office that is not comfortable because the result might come not being favorable to you. I might get out there screaming, frustrated you see, and people are always observant when they see you come out, first they check you face to charge. That is why I am saying doing this cant of work in the building were everyone else is here has	

	disadvantages, people will not come they tell you that, "look I have my own private Health Practitioner where I can go there and do all this."	
Researcher	All right, whom is the wellness programme services target group/population (Clientele)	
Participant	Is is for, everyone else, is not um challenges of life do not segregate in terms of levels, from the level of the Head of department (HOD) Up until, as I say it must not be done internally.	
Researcher	Okay, what services have you utilise from workplace wellness programme	
Participant	Well, Bereavement services since both my parents passed on while I am working in this department, and I also utilised Wellness screening	
Researcher	Okay then, how often do you utilise wellness services	
Participant	Not too often Umm it has not been much.	
Researcher	In your own words, what are the contributing factors to low utilisation of EWPs	
Participant	The space is not correct to implement wellness services because people need privacy. And um confidentiality is not assured.	
Researcher	All right that led us to the last question: What can be done to improve the implementation of the workplace EWPs	
Participant	Constant, constant, constant communication, I mean yeah, awareness of the programme needs to be improved for people to know about it, I mean yeah and, and, and supervisory training is, is important for them to be able to identify trouble employee". Consultation with other directorates, have close relationship with Human resource management Unit to check employee's	

	utilisation of leave, conduct sick leave analysis. Identify different sectors like your Labour section to check what kinds of problem they receive and also come up with intervention to address such issues generally not looking to affected person."	
Researcher	Okay thank you very much for participating in the study and thank you very much for your time.	

ANNEXURE 3: INDEPENDENT CODER CERTFICATE

Co-coder's report

Re: Co-coding confirmation- RAMOKGOLA MOTLALEPULE PETER

Qualification: Master in Public Health

Student number: 200401024

This letter serves to acknowledge that I **MAPHAKELA M.P**, have co-coded 12

transcripts for **RAMOKGOLA MOTLALEPULE PETER (200401024)** titled:
**ASSESSMENT OF EMPLOYEE WELLNESS PROGRAMME UTILISATION IN THE
DEPARTMENT OF TRANSPORT AND COMMUNITY SAFETY, LIMPOPO
PROVINCE.**

Two themes and Six sub-themes that emerged from the analysed transcribed data

were agreed upon between myself and Mr Ramokgola M.P.

For any enquiries please contact me:

Ms M. P. Maphakela

University of Limpopo: Student Health and Wellness Centre

Cell: 082 6978813

Tel: (015) 268 3502

E-mail: mahlodi.maphakela@ul.ac.za

Signature: .... Date: 03/10/2022

ANNEXURE 4: ETHICAL CLEARANCE CERTIFICATE

University of Limpopo
Department of Research Administration and Development
Private Bag X1106, Sovenga, 0727, South Africa
Tel: (015) 268 3935, Fax: (015) 268 2306, Email: anastasia.ngobe@ul.ac.za

TURFLOOP RESEARCH ETHICS COMMITTEE	
ETHICS CLEARANCE CERTIFICATE	

MEETING: 22 August 2022

PROJECT NUMBER: TREC/369/2022: PG

PROJECT:

Title:	Assessment of Employee Wellness Programme Utilisation in the Department of Transport and Community Safety, Limpopo Province.
Researcher:	MP Ramokgola
Supervisor:	Dr MP Kekana
Co-Supervisor/s:	N/A
School:	Health Care Sciences
Degree:	Master of Public Health
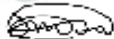
PROF D MAPOSA
CHAIRPERSON: TURFLOOP RESEARCH ETHICS COMMITTEE

The Turfloop Research Ethics Committee (TREC) is registered with the National Health Research Ethics Council, Registration Number: REC-0310111-031

Note:
i)   This Ethics Clearance Certificate will be valid for one (1) year, as from the abovementioned date. Application for annual renewal (or annual review) need to be received by TREC one month before lapse of this period.
ii) Should any departure be contemplated from the research procedure as approved, the researcher(s) must re-submit the protocol to the committee, together with the Application for Amendment form.
iii) PLEASE QUOTE THE PROTOCOL NUMBER IN ALL ENQUIRIES.

Finding solutions for Africa

ANNEXURE 5: LETTER REQUESTING PERMISSION TO COLLECT DATA

Request permission to collect data.

33 Puffadder Street

Serala view

Polokwane

0600

26-08-2022

To: Head of Department

The Department Transport and Community Safety

Limpopo Provincial Department

37, 39 Church Street

Polokwane

0700

RE: REQUEST TO COLLECT DATA FOR THE RESEARCH PROJECT

I am Ramokgola Motlalepule Peter currently employed in Department of Transport and Community Safety Limpopo, placed at the Provincial Head Office. I am currently registered with the University of Limpopo doing master's degree in public health (MPH). I am undertaking a study project for the fulfilment of this degree. The aim of this study is assessment of wellness programme utilisation at DTCS, with the focus on Head Office employees. The objectives are to explore employee wellness programme utilisation and to describe employee wellness programme utilisation in the DTCS.

Aim of this study will be reached through assessment of the wellness programme utilisation. Therefore, gaps will be identified in implementation of wellness programme

and making the recommendations to the Department regarding EWPs implementation and utilisation.

It is therefore kindly requested that you be kind to grant permission to collect data for the research project. It will also consist of interview tool which the researcher will use to interview the employees, no identifying details will be used in this research report. It is important to take part in this study to make the difference on how employee wellness programme should be rendered and improve utilisation amongst the employees at so there is an impact on service delivery. The research will be available on request, and you are assured that the copy of the report will reach your office.

Should you have any queries or comments regarding this research, you are more than welcome to contact the researcher (Ramokgola Motlalepule Peter).

E-mail address: Ramokgola1mp@gmail.com

Warm regards

Mr. Motlalepule Peter Ramokgola (Researcher)

Date: 26/08/2022

ANNEXURE: 6 LETTER GRANTING PERMISSION TO COLLECT DATA

LIMPOPO
PROVINCIAL GOVERNMENT
REPUBLIC OF SOUTH AFRICA

DEPARTMENT OF
TRANSPORT AND COMMUNITY SAFETY

CONFIDENTIAL

Mr. MP Ramokgola
University of Limpopo

Dear Mr. Motlalepule Peter Ramokgola

APPROVAL LETTER

RESEARCH TOPIC: ASSESSMENT OF EMPLOYEE WELLNESS PROGRAMME UTILISATION IN THE DEPARTMENT OF TRANSPORT AND COMMUNITY SAFETY, LIMPOPO PROVINCE.

1. Permission is hereby granted to Mr. MP Ramokgola to conduct the study as mentioned above in the Department of Transport and Community Safety (Limpopo Province).

2. The Department encourages employees to upgrade their studies to keep up the development of the organisation and the sector.

3. The Department of Transport and Community Safety will expect a copy of the completed research for its own resource centre after completion of the study.

4. The researcher (Mr Ramokgola MP) should be prepared to assist in the interpretation and implementation of the recommendations where possible.

Head of Department: Ms. J Mulaudzi
Department of Transport and Community Safety
Limpopo Province
Date: 2022|08|27

ANNEXURE 7: INFORMED CONSENT

Informed Consent Form

PART A:

Informed consent

Participant consent form

(For each participant, please read and understand the document before signing)

Research title

ASSESSMENT OF EMPLOYEE WELLNESS PROGRAMME UTILISATION IN THE DEPARTMENT OF TRANSPORT AND COMMUNITY SAFETY, LIMPOPO PROVINCE

Introduction

You are kindly invited to participate in the study as a volunteer. This is to help you decide if you would like to participate and should there be any questions, please feel free to ask the researcher.

The purpose of the study

To assess employee wellness programme utilisation in the Department of Transport and Community Safety, Polokwane, Limpopo Province

The sample of this study will be employees at Department of Transport and Community Safety, Head office, Limpopo Province

Before the study commence you will need to complete:

- This consent form and

- Short biographical information request

During the study you are free to withdraw from the study without giving a reason, and that participation is voluntary.

Has the study received ethical approval?

This study will commence upon approval from the Turfloop Research Ethics Committee, Limpopo Provincial Department of Transport and Community safety,

Rights of participants of the study

- Participation is voluntary and you have a right to refuse participation in the study. Refusal to participate will not in any way influence any future relationships with the institution or the interviewer.

Are there any risks.

- There are no risks attached.

Discontinuation of participants in the study

- No pressure will be exerted on the participant to consent to participate in the study and the participant may withdraw at any stage without penalization.

Any financial arrangements

- There are no financial resources that participants can benefit from the study, and the researcher is not going to receive any incentives.

Confidentiality

- All information provided to the research team will be treated as confidential.

PART B:

Informed consent form to be signed by the participants.

I hereby confirm that I have been informed by the researcher, Motlalepule Peter Ramokgola about the nature, conduct, benefits, and risks of this study. I have also read the above information regarding this study.

I may withdraw my consent as well as my participation in the study and declare that I had sufficient opportunity to ask questions and therefore declare myself prepared to participate in the study.

Participant/ employee Name   _____

Participant/employee' signature   _____

Date _____

Researcher's name   _____

Researcher signature   _____

Date _____

I, Motlalepule Peter Ramokgola herewith confirm that the above participant has been informed fully about the nature of the study.

Witness name _____

Witness signature _____   Date _____

ANNEXURE 8: LETTER FROM THE EDITOR

Stand 507 Caledon Village, Cell +27794848449, Email: kubayijoe@gmail.com

30 October 2022

Dear Sir/Madam

SUBJECT: EDITING OF MINI-DISSERTATION

This is to certify that the mini-dissertation entitled 'Assessment of Employee Wellness Programme utilisation in the Department of Transport and Community Safety, Limpopo Province' by Mr M.P Ramokgola has been copy-edited, and that unless further tampered with, I am content with the quality of the dissertation in terms of its adherence to editorial principles of consistency, cohesion, clarity of thought and precision.

Kind regards

Prof. SJ Kubayi (DLitt et Phil)