

ATILIM UNIVERSITY
GRADUATE SCHOOL OF SOCIAL SCIENCES
DEPARTMENT OF MANAGEMENT
BUSINESS ADMINISTRATION MASTER'S PROGRAMME

**A RESEARCH ON EMPLOYEE ASSISTANCE PROGRAM AND ITS ROLE ON
EMPLOYEE MORALE AND PRODUCTIVITY**

Master's Thesis

Tariq Mahmood Farman

Ankara, 2018

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ACCEPTION AND APPROVAL

This is to certify that this thesis titled “A Research on Employee Assistance Program and Its Role on Employee Morale and Productivity” and prepared by Tariq Mahmood Farman meets with the committee’s approval unanimously as Master’s Thesis in the field of Business administration following the successful defence of the thesis conducted in September 26, 2018.

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ETHICS DECLARATION

I hereby declare that;

- I prepared this thesis in accordance with Atılım University Graduate School of Social Sciences Thesis Writing Directive,
- I prepared this thesis within the framework of academic and ethics rules,
- I presented all information, documents, evaluations and findings in accordance with scientific ethical and moral principles,
- I cited all sources to which i made reference in my thesis,
- The work of art in this thesis is original,

I hereby acknowledge all possible loss of rights in case of a contrary circumstance (in case of any circumstance contradicting with my declaration).

September 26, 2018

Tariq Mahmood Farman

ÖZ

[Tariq Mahmood Farman]. [Çalışan Destek Programı ve Çalışanların Moral ve Verimliliğindeki Rolü Üzerine Bir Araştırma], İşletme Yüksek Lisans Tezi, Ankara, (2018).

Çalışan Destek Programı, çalışmayı etkileyen sorunlara ve sorunların çözümüne yardımcı olur.Bu konular sadece çalışma ortamı sorunları değildir.Çalışan Yardımı Programları, çalışanların ilişki sorunları, ayrılık ve kayıp, aile içi şiddet ve finansal sorunlar gibi sorunlarını anlamalarına ya da aşmalarına yardımcı olmak için tasarlanmıştır.

Bu çalışmanın amacı, Çalışan Destek Programı'nı (ÇDP) ve çalışanların moral ve üretkenliği üzerindeki rolünü incelemektir.Bu amaçla, bu çalışma Çalışanlara Destek Programı ile ilgili tanım ve temel bilgiler başlamıştır. Sonra, amaç Çalışanlara Sağlanan Destek Programı'nın Çalışanlara Yönelik Moral ve Verimlilik üzerindeki etkilerini anlamaktır.

Veriler yüz yüze görüşmeler yoluyla toplanmıştır.Araştırma ve görüşmeler boyunca araştırmacı, Çalışan Destek Programı'nın bir kuruluş veya şirket için çok faydalı olabileceğini tespit etmiştir.Bu program, çalışanlara birçok farklı şekilde fayda sağlar.Bu araştırmanın ana bulguları, bir kurumdaki iki önemli unsur olan çalışanların moral ve üretkenliğine işaret etmektedir.

Görüşmelerden sonra yöneticilerin görüşleri NVIVO 12 programı ile analiz edilmiştir.Araştırma bulgularından sonra cevaplar on iki ana tema altında yazılmıştır ve bu temalar alt temalarla takip edilmiştir.Görüşülen kişilerden zaman kısıtlaması nedeniyle, araştırma mümkün olduğu kadar etkili bir şekilde yürütülmeye çalışılmıştır.Ancak, Çalışan Destek Program'da gizlilik çok önemli olduğu için, Çalışan Destek Programı'ndan yararlanan çalışanlara başvuruda bulunulmamıştır.

ABSTRACT

[Tariq Mahmood Farman]. [A Research on Employee Assistance Program and Its Role on Employee Morale and Productivity], [Master Thesis in Business Administration, Ankara, (2018)].

Employee Assistance Program offers assist for the solution of the issues and problems that are impacting the work. These issues are not only the work environment problems. Employee Assistance Programs are designed to help employees understand or overcome their problems like relationship issues, separation and loss, family violence and financial problems.

The aim of this study is to investigate the Employee Assistance Program (EAP) and its role on employee morale and productivity. For that purpose, this paper started with definitions and basic information related to Employee Assistance Program. Then, the objective is to understand the impacts of Employee Assistance Program on Employees Morale and Productivity.

The data was collected through face to face interviews. Throughout the research and interviews, the researcher found that Employee Assistance Program can be very beneficial for an organization or a company. This program benefits employees in many different ways. The main findings for this research refer to employees' morale and productivity which are two crucial elements in an organization.

After the interviews the opinions of managers were analyzed through NVIVO 12 program. After the research findings the answers were written under twelve main themes and these themes were followed by sub themes. Due to the limitation of time from the interviewees the research was tried to be conducted as effectively as possible. However, the application has not been applied on employees who are benefiting from the Employee Assistance Program since the confidentiality is very important in this program.

ACKNOWLEDGMENTS

Firstly, I am thankful to almighty Allah for blessing me to do my master's degree far away from my hometown.

I would like to appreciate my supervisors Asst. Prof. Dr. Şule Tuzlukaya for patiently guiding and encouraging me throughout this research.

I would like to appreciate all the academic staff in the Master of Business Administration Department for devoting their valuable time and effort during these years of research.

I want to appreciate and express my sincere gratitude to my dear compassionate mother, sisters, brothers, nephews, nieces, and my passed away father for supporting me both financially and spiritually. It was not possible to reach this position without them.

Finally, I would like to appreciate all my relatives, friends, and the company and managers who helped me to conduct the interviews.

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1. INTRODUCTION

From the 1960s until now, the existence of Human Resource Management (HRM) plays an important role in the business world. However, HRM implements different functions in an organization. There are different types of problems that employees face. HR manager tends to solve the problems through counseling.

According to Kuselar (2015), counseling is all about discussing the emotional problems which is experienced by workers. The goal is to reduce intensity among the workers. The main purpose of counseling is to understand employee's issues and provide assistance to surpass the problem. Counseling is an interactive procedure characterized by a unique relationship between counselor and employee that leads to change in the employee's work, behavior, belief values, and level of emotional distress.

According to Masi (2011) the definition of Employee Assistance Program, also known as EAP, differs from country to country because of different standards that are being applied. To get a complete understanding of comprehensive Employee Assistance Program, it is better to know how Employee Assistance Programs work. This is important to know that the EAP definition varies; it depends upon the type of Employee Assistance Program, the services nature that is being offered, and the country that Employee Assistance Program operates. The Employee Assistance Program work can benefit to both the organization and employees within the organization. In other words, Employee Assistance Program can be considered as worksite which helps entire organization and each employee. Employee Assistance Programs are professional evaluation and consulting offered for workers with substance issues, or mental issue that affect work.

Geldard and Geldard (2012) claim that counseling at work is usually practiced to maintain employees become further productive at work. Human Resource managers generally use counseling to evaluate the job performance of employees in the company. Administration of useful counseling can be considered as helpful in terms

of preventing workers from individual, family, co-workers and interpersonal relations problems. Counseling assistance which are progressed inside the company are able to benefit different organizations to improve their personal development and productivity at work.

According to Shamasundar, Bhola and Raguram (2016) organizations around the world and India keep on using Employee Assistance Program (EAP) to provide counseling and consultation in the organization. This helps employees to address their personal problems that the employees or their family members are experiencing. Employee Assistance Program usually deals with problems like job stress, relationship problems, alcohol or drug usage, and mental health issues. In most of the cases, these programs are provided for employees for free. In Buon and Taylor (2008) survey in United Kingdom and Europe, the majority of employees preferred that Employee Assistance Program should be offered through telephone with employees, face to face, telephone counseling with employees' family members, counseling related to substance abuse, stress management, and balancing work services.

EASNA (2015) states that quite a few parts are able to either maintain or damage the capability of workers to operate at their complete potential. Individual and household relationship issues, difficulties between colleagues, problems with employers, psychological conditions like depression, usage of drugs or alcohol, economic problems, legal issues, and child and elder care requirements are just a number of these issues. The intensity of such sorts of individual and company problems can decrease manager's earnings. Several people in company now know the purpose of such sorts of problems in arranging the productivity of their workplace and additional indirect human capital expenses.

This thesis will focus on employee assistance programs and its role on employees' morale. Employee's morale is the degree to which a member of workers feels good about their work, workforce, and workplace or work environment. In an ideal world, when worker's morality is high, the hopes would be enhanced as well as

motivation to the job. Besides, there will be a progressed performance in the work environment as well. The establishments of adopting Employee Assistance Programs enhance workers' prosperity and increase their morale. The capacity that Employee Assistance Programs have is increasing workers' morale. This research will present information about the first key word "employee morale" in two ways. The first way is through presenting the ideas of scholars from academic books or journals. The second way is through semi-structured interviews with Employee Assistance Program professionals.

Sarna (2016) express that employee morale is the feeling of employees towards their organization. It is a crucial factor for making the workplace optimal. Companies that are maintaining higher employee morale are improved in productivity, creativity and performance, increased quality of work, attention to detail, also reduces the number sick leaves, and a safer work environment. Increasing morale presents happier employees and more productive and higher productivity directs to customer satisfaction and higher performance. Morale is basically an employee's job satisfaction, perspective, and wellness of employees inside the work settings. It has a positive effect on job performance and productivity of organizations. Morale can also be described as employees' attitude on behave of a specific group or organization. Satisfaction and achievements shows its presence if employee morale is high inside the company. After achieving a good morale inside the company, employees tend to do something better and remain loyal to their organization.

Second, this thesis will demonstrate on the impacts of Employee Assistance Program on productivity among the employees. Some of the poor productivity issues in a work organization are caused by personal problems faced by workers. These problems that usually affect employees' personal life's usually lead to poor productivity, which directly affects the production of an organization. For organizational productivity to be achieved, the employees must be effective in their job performance. There are many ways to accomplish this. The production method and services delivery that leads to high productivity depends on employees of an

organization. In a situation where employees cannot be productive as a result of a personal problem, counseling service like Employee Assistance Program is a solution to improve their productivity and performance. In this paper, the researcher will study the role of counseling on productivity.

According to Shobe (2018) Productivity can be controlled by the managers. Managers in general should encourage employees to participate in the innovations and should support the ideas of employees. Managers should adopt the ideas quickly and should appreciate from employees who are conveying their ideas to the company. A productive workforce is the reason of success for most of the companies. The best way to handle management is to maintain and remain productive.

Research Questions

This research aims to study Employee Assistance Program and its role on employees' morale and productivity. Therefore, this study is seeking the answer for three research questions:

Main Question: What are the experiences of managers based on Employee Assistance Program?

Sub-Question 1: What managers' experience about Employee Assistance Program in terms of employee morale?

Sub-Question 2: What managers' experience about Employee Assistance Program in terms of productivity?

Sub-Question 3: What are managers' opinions about Employee Assistance Program's general issues (EAP success, EAP participation, and challenges encountered by EAP experts)?

According to U.S. Department of Labor, Office of Disability Employment Policy (2014), Employee Assistance Programs (EAPs) are designed to benefit both employers and employee since it is a worksite-based program and resources.

Employee Assistance Programs support companies and institutions address productivity problems by supporting workers recognize and solve individual problems that influence productivity. Within avoidance, classification, and analysis of such problems, Employee Assistance Programs counseling develop worker and work environment effectiveness and are very important mechanism for maintaining and improving employees' well-being and productivity, sustaining valued workers, working to solve his/her issues, and recovering workers to operate after diseases or damages. Managers have discovered that active, prohibitive attempts to support workers recognize and solve individual problems before they have a severe family, medical, or work environment outcomes.

According to Richard, William, and William (2009) an increase in work productivity can cause decrease of work stress among the employees and managers. It basically maintains employees to satisfy the demands of the employers. When a terrible incident attacks, it is convincing to understand that there is a scheme that can help workers. Employee Assistance Programs (EAP) are composed to present help for workers and find the ways to life problems that might affect the capacity of employees to appear in a job and be productive in the job environment. EAP's are often provided confidential and provided to workers with no expense and accessibility to expert employees help with a mixture of difficulties affecting workers. It might involve maintenance to employees who are suffering from individual difficulties like drug and alcohol abuse or distress, marriage and family challenges, and economic issues.

In this study, the nature of methodology is exploratory. Therefore, in methodology part researcher targeted to interview five people in charge of Employee Assistance Program. The main objective is to understand the role of Employee Assistance Program on Employees' "Morale and Productivity". On the other hand, there are higher chances of increasing productivity when employees have high morale.

The first chapter provided brief information about the structure of this thesis. The upcoming chapter will contain history, needs, function, and effectiveness of Employee Assistance Program. The following discussions will build basement for theoretical discussion related to EAP.



2. EMPLOYEE ASSISTANCE PROGRAM

2.1. Background Information

Attridge (2012) claims that Employee Assistance Programs are described as manager or company sponsored plans made to reduce worker issues. Most workers practice Employee Assistance Program aids on a deliberate foundation within self-demanded. Mostly, the Employee Assistance Program is utilized for help with pleasant to indicate issues that reason intense pressure.

The Council on Accreditation (COA) provides EAP a more authentic view. In 1999, COA, created accreditation principles for internal and external EAPs. Masi was contracted to convey the first set of principles for The COA. It is important for an organization to standardize and provide guidelines to define and establish EAP (Masi, 2011).

Employee Assistance Professionals Association (2011) describes EAP using as a worksite for employees that helps an organization in two ways. The first way is addressing organization towards productivity. The second way is "employee client" in recognizing and solving the personal problems involving well-being, marriage, household, economic, substance abuse, legal, sensitive, pressure, or other individual problems that might impact work production.

According to Jacobson, Jodi, and Sacco (2012) Employee Assistance Program (EAP) has a long history of counseling with and supporting administrators and bosses in their collaborations with workers and their issues. Managers depend on their EAPs to aid the recognizable proof of workers with alcohol or other drug issues through concise screening and classified evaluation. Besides, workers look to EAPs as a wellspring of help in the work environment as they finish rehabilitative administrations while keeping up their business status.

The History of EAP in the United States

Masi (2011) states that the history of EAPs cannot be fully understood without looking at the contemporary archives and advancement of the industrial group work field. Industrial group practice occurred occasionally in the US until the 1940s, when the field of occupational alcoholism began. The fact that we are addressing EAPs in the United States, with respect to our international colleagues, is that the United States of America is where EAPs have got their start. The author adds that the 1940's saw the scattered growth of alcoholism programs in major industrial organizations created tension for the big companies. The institution of the National Committee for Education and Alcoholism (NCEA) in 1944 admired such programs. Although, the growing interest in alcoholism assistance programs, many of them did not succeed for a number of reasons.

Furthermore, these programs lacked emphasis on productivity / cost-effectiveness and hence took on a more proper tone that alienated business people. This was really noticeable to them. This program is following a social stigma attached to alcoholism as well as a rejection of the extent of the problems created by alcoholism. By 1972 there were about 300 company-based alcohol-related schedules. Another extensive replacement came in 1977, when the U.S. Government mandated EAPs for each federal departments and agencies, made EAPs a part of the government's occupational health policy, and promoted each EAPs in every single business. By 1978, there were over 3,000 folks who were formally involved and worked with this masterpiece, and by 1980, eighty percent of all Fortune 500 companies had EAPs (Masi, 2011).

According to Sciegaj, Garnick, Horgan, Merrick, Goldin, Urato, and, Hodgkin (2001) Employee Assistance Programs have improved noticeable for the past twenty years. The amount of firms from 1971- 1987 increased from 350 companies to more than 10,000 firms. EASNA (2009) claims that nearly in 1985 the percentage of companies owning EAP were 31%. This Amount changed to 75% during 2007, and

more than 100 million American workers were covered by Employee Assistance Program during 2007. One of the main factors behind EAPs success can be savings on medical costs. Johnson & Johnson, for instance saved about \$8.5 million from 1995-1999 by integrating health and wellness programs (American Psychiatric Association, 2005, p.3).

Masi (2011) states that there are several kinds or forms of Employee Assistance Programs. In the original design, the assistance is offered by outside presenters. External, or out-of-house, EAPs are used when companies deal with an external firm to present EAP staff and related services. The external design is composed to present greater responsibility, reduced approved obligations, and comfort ability of plan begin and implementing. Businesses commonly think that contracted services can better protect confidentially and save money with overall service delivery costs.

2.2. Importance of Employee Assistance Program

Nair and Xavier (2012) states that Employee counseling is gaining fame at the work environment. These programs become very important for firms that are dealing with stress related health issues. There are numerous reasons why work life stress happens among employees in a firm. For instance, competition for survival, performance for better result, and complexities of work design can named among the factors that leads employees to anxiety and depression. Mentoring, coaching, counseling and Employee Assistance Programs (EAP) are the strategies to make ensure of employees' wellbeing during the stressful times. Nowadays, counseling is not limited to clinical or educational environment. The significance of counseling is being recognized by the organizations and employee who are getting benefit from such services. The main target of counseling in general is to help the employees become self-sufficient, self-dependent, self-directed and to help them efficiently to a meaningful life.

EASNA (2015) states that various elements can either assist or damage the capabilities of workers to operate at their complete performance. Individual and family relation conflicts, problems between colleagues, issues with the bosses,

distress and other psychological problems like mental problems, drug abuse, harassment, money-related problems, constitutional obstacles, and kids and older care demands are just part of such determinants.

Employee Benefit News (2007) states that a study of senior human resources (HR) directors found mental health problems is recognized as the main reason for being absent and losing productivity. According to Goetzel (2007) recognizing indirect cost is very important. The research shows that indirect costs are usually greater than direct cost. For instance, health care treatment costs and disability insurance claims are the type of costs that gets a lot of attention from employers.

There are more than thousand researches related to Employee Assistance Program. These all researches focus on Employees' mental health and decrease the amount of drug and alcohol usage (Attridge, et al. 2008). Usually studies about mental health issues have been done in very authentic and credible organizations. Even university researchers research about this issue. Some of the world famous organizations that investigate about mental health issues are: the National Business Group on Health, the American Psychiatric Association (EASNA, 2015). Health benefits consultants, the Canadian government, the United States government, the European Union, and the World Health Organization are some of the world famous organizations that investigate about mental health issues (Hyman, et al.2006).

The above mentioned issues help the researchers and organizations to provide assistance for employees who suffer from mental health issues and substance abuse. These investigations also highlights the important points which can make the employees who are suffering from mental health issues or substance abuse find way to remain productive like the rest of employees in the organization. The reports and reviews from EASNA (2015) suggest good ways or methods for avoiding the problem such as Employee Assistance Programs. This encourages the organization to use services like Employee Assistance Program inside the company. There is also a need for organizations to create an environment that is totally supportive for

employees who suffer from mental health issues or substance abuse. There are some essential facts related to literature review of mental health issue and substance abuse in the work environment. Those are as follow:

- Mental health issues and substance abuse is broadly felt among the workers. Firstly, statistics shows that one in four (25%) of adult employees have recognizable mental health issues. Secondly, one in five employees (20%) suffers from more than average alcohol usage. Thirdly, one in eight employees (12%) suffers from substance abuse.
- Several employees with health issues and substance abuse experience severe health issues or illnesses like: comorbidities with heart disease, asthma, diabetes, and hypertension and etc.
- More the third of employees who are suffering from extra usage of alcohol or substance abuse have another kind of substance abuse or mental health issues. (For example: dual disorders of depression and drinking, gambling and illegal drugs, hurting others and other things).
- If mental health proble or substance problems remain untreated. Then it can harm the person in many ways. It can cause the person developed risk of sickness, individual issues, crises at workplace or school environment and even family collapse, etc.
- Workers who are suffering from mental health problems and substance abuse problems can cause problems among managers and affected employees. For example poor customer relationships, absenteeism, decline of work quality and performance, on the job accidents and disability claims, workgroup morale problems, and turnover.
- Several sorts of psychotherapy and drug treatments are available in today's modern world. It has been confirmed to be both medically and cost effective, but unfortunately, a significant amount of employees who are suffering from substance abuse problems or mental health problems are not interested in visiting experts for providing health medication. (EASNA, 2015)

The associations that deal with Employee Assistance Program didn't create a single universally accepted definition for Employee Assistance Program. Although all the definitions have a common idea that introduces the goal of Employee Assistance Program, two of the large associations of EAP provide a good definition for Employee Assistance Program.

Employee Assistance Professionals Association (EAPA) is one largest and oldest organizations of Employee Assistance Program. The EAPA and EASNA differ since they are providing Employee Assistance Program in different areas. According to EAPA (2010) EAPA which stands for Employee Assistance Professionals Association is the largest and oldest membership of Employee Assistance Program organization. EAPA serves for more than 35 countries. On the other hand, EASNA which stands for Employee Assistance Society of North America is much smaller association than EAPA. EASNA serves for United States, Canada, and Mexico.

EAPA (2010) defines Employee Assistance Program as worksite-based program. Firstly, this program is designed to assist organization that is dealing with productivity issues. Secondly, "employee clients" in finding and solving the personal problems, stress, family, marital, alcohol, drug, legal, financial, emotional, or other personal issues that might affect job performance.

According to EASNA (2015) Employee Assistance Programs are employer-sponsored programs that reduce and help in removing the various types of problems in the workplace. Employee Assistance Program provides assessments, brief interventions, screening, managing mental health issues, and substance abuse. The problems occur either due to personal issues or work related issues. The people who are in charge of Employee Assistance Program are coming from different professions like: psychologists, substance abuse specialists, social workers, counselors, occupational nurses, and others.

According to Gale (2018) American employees are suffering from stress problems due to several reasons. The American Psychological Association in 2017 claims that: health care, financial issues and trusting the government are the main reasons for stress-inducing issues. The studies recently show that some of the signs of

stress which are anxiety, anger, and fatigue are affecting employees more than the past. This is a bad news for employers and leads them to Employee Assistance Program.

Furthermore, anxiety and stress are big problems in the working environment and it is spreading all around the world. Stress can affect a lot on productivity and performance of employees, and increases non-attendance and turnover, these all issues can influence the primary concern which is the reason that makes Employee Assistance Program very important.

EASNA (2015) claim that a successful Employee Assistance Program is able to provide confidential support services for free. Employee Assistance Program services are voluntary and employees are attending the consultation by their own choice. However, sometimes employee user of EAP services are addressed by other towards consultation such as supervisor, union human resources staff, stewards, medical personnel, safety officers, disability case managers, and other areas. Employee's spouse or other family members are also encouraged to use Employee Assistance Program. One out of ten users of EAPs services are non-employees. This work is being accomplished through different services delivery channels, like visiting office, phone calls, and web-based technologies.

According to Spetch, Howland and Lowman (2011) Employee Assistance Program are used by employers widely. Employers mostly tend to offer Employee Assistance Program to improve individuals' wellbeing and to improve the productivity and performance in the workplace. Employee Assistance Program tends to remove psychological distress. Therefore, the expectation of improving workplace outcomes goes high. Today, most of the Employee Assistance providers serve employees' with classification of personal issues.

According to Joseph and Walker (2017) there are different types of EAP service providers. Mostly, Employee Assistance Programs are providing short term services with one to one counseling for resolving both personal and professional problems.

The amount of session per employee is from 3-6. Some organizations are increasing the amount to include the family members of employees as well.

According to EASNA (2015) EAPs have been widely approved all around the North America. This research made in 2015 but in the year 2002 more than hundred employees were using EAP in their workplace in United States of America. These remarkable changes happened from 1990s until early year 2000. In 1985 almost 31% of the employees had access to Employee Assistance Program. In 1995, this rate promote from 31% to 33%. During the years 2002-2003 60 % of employees who were working full time in United States accessed to Employee Assistance Program. In 2004 SHRM stated that 70 % of employees have access to Employee Assistance program. A national survey by Employee Benefit News stated that 75 % of the organizations implement Employee Assistance Programs in their organizations. In past 20 years, the rate for implementing EAP in the organizations has been doubled. Although, size of the company matters in offering EAP from company to company (see Figure 2) ranging from 52% for small managers (1-99 employees), 76% for medium managers (100-499 employees), and 89% for large managers (500+ employees).

Furthermore, the percentage of implementing EAP in Canada is similar to United States of America. In Ontario region, from 1989 until 2003 the number of companies that are providing Employee Assistance Program differed from 28% to 67%. Like United States of America in Canada organizations offering Employee Assistance Program a lot. They provide Employee Assistance Program in government, unionized and from medium to large organizations.

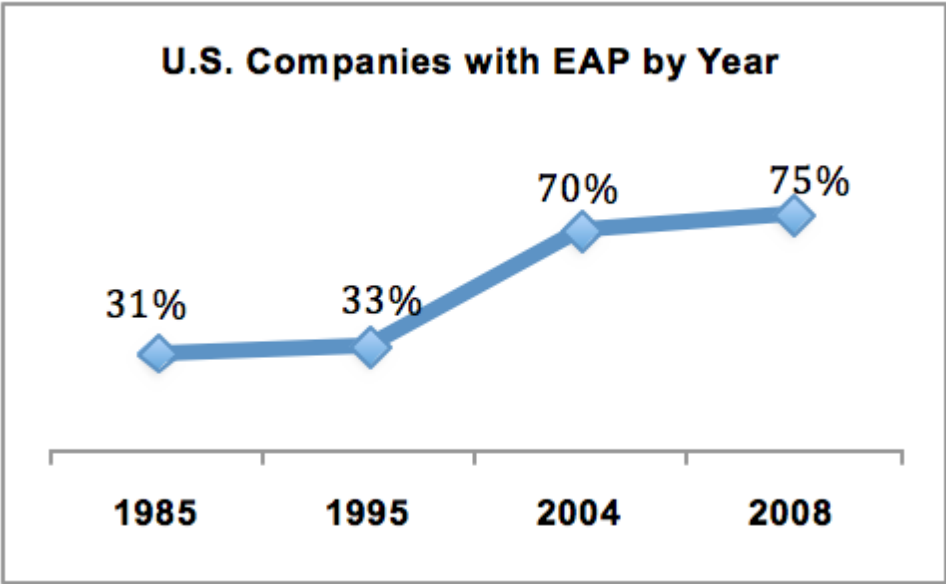


Figure 1: United States Companies with Employee Assistance Program by year Source: (EASNA, 2015)

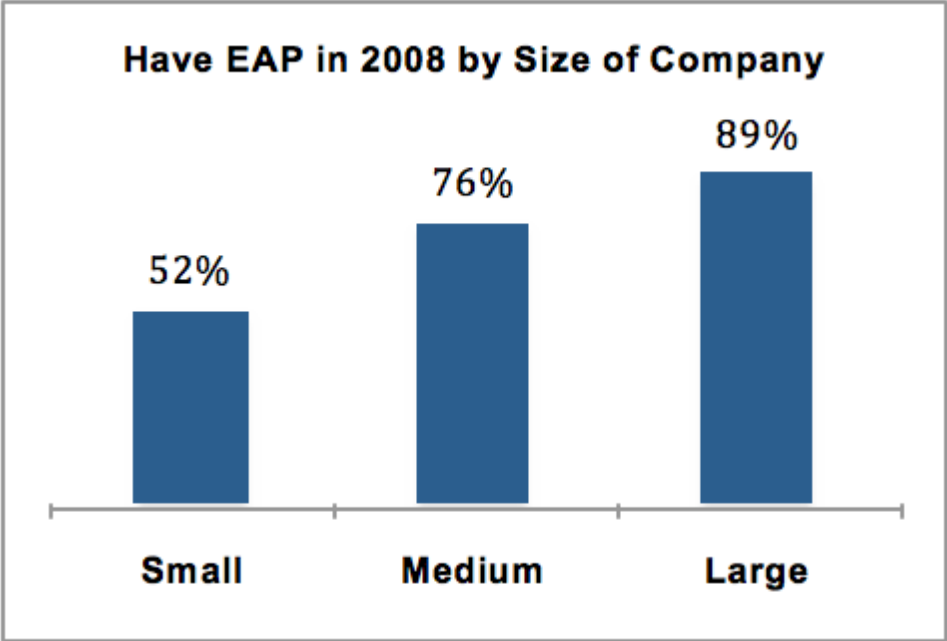


Figure 2: Use Employee Assistance Program in 2008 by Size of Company Source: (EASNA, 2015)

How EAPs are Effective?

According to Sligar and Steven (2010) Employee Assistance Program administrations are presently intended to distinguish and resolve individual concerns, including, yet not constrained to, wellbeing, marriage life, family, monetary, drugs, alcohol, legal, passionate, push, or other individual issues.

According to Fully Effective Employees (2017) Employee Assistance Program promotes a healthier and productive environment for employees. Employees with personal problems can bring a negative behavior and job performance in their workplace. This issue leads to a negative effect on office dynamics too. Accessing Employee Assistance Program provides your workers a confidential way to deal with personal problems. Otherwise, personal problem leads to stress which then leads to drug and alcohol abuse.

Moreover, Employee Assistance Programs are unique since the range of EAP services covers individual workers and family members and even the employer as a whole. Employee Assistance Programs help management and supervisors by supporting them to manage the troubled employees. Workplace violence, sexual harassment, and emergency preparedness are topics which are addressed by EAP. Organizations and companies which are users of EAP have more productive employees, return on investment, and less employee turnover and absences. Employees are willing to stay in a company that helps them to get rid of personal problems.

According to Attridge (2009) all types of Employee Assistance Program measures the clients' satisfaction. The findings shows that Employees are feeling very happy after implementing EAP services. For instance, an independent survey firm investigated about the level of satisfaction with more than 1,300 cases by interviews. These cases were belonging to nationally external EAP. The findings show that 95% of users were happy with Employee Assistance Program service. Although having a good percentage of happy employees is not enough for EAP. There should be

evidences of clinical symptom relief and work performance progress among Employee Assistance Program clients.

EASNA (2015) adds that the results for employees who are using Employee Assistance Program clinical services are very positive in terms of job productivity improvement and clinical symptom relief. There are a lot of researchers who proved that Employee Assistance Program services can be very useful in terms of positive clinical changes and employee absenteeism productivity. After the implementation of the Employee Assistance Program, the employees become more productive and also work absence becomes low. After implementing Employee Assistance Program, there are some examples of improving work performance among employees:

- 57% inability of employees are turning to work productivity after implementing Employee Assistance Program
- 50% problems with absentees have been solved and productivity has been improved.
- 64% main issues like problems with work have been solved and also 46% generally work in organizations have been improved.

2.3. Employee Assistance Program Delivery Models

According to Leyland (2017) EAPs are voluntary and they are sponsored by employers for free. The nature of service in this program is confidential counseling with the purpose of solving the personal and work related issue. For instance: alcohol and drug abuse, as well as problems in their marriage or family, grief, financial problems, and other emotional or psychological problems. The early intervention and prevention is valuable for workers in terms of worker productivity, reducing business cost and reducing absenteeism.

There are different types of delivering Employee Assistance Programs serving the same purpose of removing personal and workplace problems. They are all found to be useful and users were happy with the usage of this program. Now there are the four

types of EAP delivery which are: Internal programs, External programs, blended or hybrid model, and the free EAP.

2.3.1. 1st Model “Internal Program”

According to Attridge (2009) at the beginning the delivery types of all Employee Assistance Programs were “Internal Programs”. The Employee Assistance Program professionals were working at the same company that was supporting EAP professionals. The common places which are still using this program are: large companies, the public sector and universities.

EAPA (2017) states that “Internal programs” are mostly wanted by big companies, municipalities, educational and health care environments. The offer of Internal Employee Assistance Program is customized services. The impact of this program is in a macro level compare to External providers. Therefore this program is favored by the big companies. The only people who are in charge of this program are HR professionals.

Internal Employee Assistance Programs contains program management and it consist clinical staff that is working for the organization as full time. The Internal programs usually consists a full time program director, one or several clinical professionals, and some administrative staff to operate for the program. The presence of technology and sites are very common in this program. Employees can contact with counselors and other EAP staffs at one or more workplace locations. 24 hours telephonic support and counseling are available for employees. It is better for huge companies to use Internal model compared to other models. The information about website and services is provided in the company’s main website. The EAP promotion is very high, it contains many events like educational trainings, multiple mailings and shared communication channels with other company departments and programs. The Internal program of one company can be slightly different form another because of the cost of the program. The organizations that contain Internal EAP models are presented as four major types: large corporations, hospitals, government functions,

and universities. Internal EAP is also called Member Assistance Program (MAP) right after being purchased by the organization (EASNA, 2015).

2.3.2. 2nd Model “External Programs”

According to Attridge (2009) the more widespread EAP nowadays is the External Program. External EAP has Employee Assistance Program professionals. Independent companies employ these professionals and External EAP supply contract EAP services to other companies. Counselors who are licensed mental health professionals are being hired by External EAPs as part time or full time to provide face to face or telephonic clinical services. External EAPs are very effective in relation to its cost for companies. Especially for those employees whose work environment is in different geographical areas.

EAPA (2017) claims that nowadays Employee Assistance Program is often regarded as benefit-add-on or low-cost which are provided by the External EAPs. External EAPs makes a perfect sense in terms of cost and efficiency. External models are regarded cost-effective and it is easier for companies to purchase it. Plenty of employees feel comfortable if they seek help away from work environment. External EAPs can provide services in different geographical areas and it has the capacity to serve a great amount of effective counseling.

2.3.3. 3rd Model “Hybrid Programs”

According to EAPA (2017) Hybrid delivery model is very common and it is also called as Blended Program. It is basically an “Internal-External program”. The resource of External EAP is mixed with Internal EAP staffing. Through hiring a Hybrid delivery model a company can get the advantage of both Internal and External deliveries. In order to structure a Hybrid model, it is not very expensive.

Sharar, Pompe, and Attridge (2013) claims that the evidence shows that Internal and External program may be equally effective for a company’s outcomes. However, the choice is with the EAP purchasers. Companies, organizations, and any other official work environments must carefully and wisely assess the need of their

organization and then through that assessment they should take a decision of which model fits their organization requirements the best.

2.3.4. 4th Model “The Free Employee Assistance Program”

EASNA (2015) claims that another type of EAP model become available in the last decade. In this model, the cost of the EA program is presented as being free to the purchasing organization. In actuality, its operating costs are just embedded in the fees paid for other insurance product(s) that are purchased by the organization from the same vendor that offers the EAP. Little is known from a research perspective about the quality of service and outcomes from these kinds of free EAP programs. Preliminary investigations reveal that the onsite presence of the EAP is usually minimal, with telephonic 24 hour triage and telephonic counseling services being the most common services provided by EAP.

The above four models are the type EAP working at different positions. Among these EAP the first model is usually used by enormous organization, the second model which is called external EAP is the most common in the business world. The third model is the mixture of first and second model, and finally, the fourth model is offered free but they are charging their clients through selling the insurances.

This chapter gives a general about Employee Assistance Program. This General information supports the readers for better understanding the history, meaning, types, and usage of Employee Assistance Program. The third chapter covers morale and productivity which are the main goals of this thesis. This study aims to find the impact of Employee Assistance Program in terms of morale and productivity.

3. IMPROVEMENT OF QUALITY OF WORK AND PRODUCTIVITY

3.1. Employee Morale

According to Sarna (2016) employee morale is playing a crucial role in an organizations' performance. The overall satisfaction of employees is considered as morale, especially if it's related to their job. It has a huge affect on workers. Morale is a group of feelings and attitudes which relates to mental and physical strength. Optimism, self confidence, and a positive mental attitude are signs of morale in a work place. Although morale cannot be seen by eyes since it's invisible but it has a huge impact on companies' success of failure.

Ngambi (2011) claims that a combination of companies into one, downsizing the companies and funding budget, budget cuts, increasing the competition with staffing shortage directly impacts on employees' morale. These problems have harmful impact on employees confidence and performance. Research shows that how counselors or top management communicates with employees during the challenging period of a company or organization has a noticeable impact on employees' morale.

Usually employees who are experiencing low morale in their workplace blame their advisors and the top management. They feel they were not having a communicating vision, demonstrating trust and loyalty, energizing staff, and developing teams support from their supervisors. Employees tend to stay in workplace where the morale is high, where the employees get trainings, where they are experiencing community, autonomy, where companies have a clear support for their employees, where they can create a nice and nice living, where they believe that their ideas are important (Ngambi, 2011).

Urban and Botez (2016) states that employees' morale has a great affect on organizations' success, performance, quality of products, quality of works, quality of services, and productivity. It also impact on the cost of production, customers' relation, suppliers' relation, authorities' relation, and image of organization. Morale can change a company's judgment, perception, mental and physical wellness. Employees with a long term low morale leads to illnesses like diabetes and heart

disease. These issues lead employees towards poor decision making and low morale. In contrast, employees with good morale can increase the creativity, and problem solving.

3.1.1. Definitions of morale

According to Sarna (2016) morale is a feeling that is being described by employees towards their job, management, and organization. These feelings can be showed through their attitude and behaviors during the working period in the work environment. Employee can feel committed with organization and management if they are owning morale by the counselors. They become more productive and loyal to their jobs. As low morale decrease the performance and productivity of employees, high morale motivates the employees to work hard and produce more.

Upadhyay and Gupta (2012) states that employee morale is new keyword expression in human resource management. It is a belief that employees' with good morale performs very well than employees with low morale. There are several measuring tools that companies use to develop their employees morale. Companies and organizations try motivational tools to increase the morale aspect in their employees. Human Resource managers are not only try to provide the mandatory welfare facilities but also they try to provide some clinical check-ups, gifts, sport facilities, library, cultural programs, insurance etc. One of the goals for HR managers is to build job satisfaction and morale among their employees.

Morale is an invisible and psychological factor. The factors that are taking part in defining morale are job satisfaction, motivation, working harder, commitment with the organization, and work pride. Morale is the positive feeling that employees have towards their work and organization. It is an attitude of satisfaction which attract employees' towards a goal for a particular group. It is completely emotional. It is not a stable condition as long as the working condition keeps on changing. Morale is basically an employee's job satisfaction, perspective, and wellness of employees inside the work settings. It has a positive effect on job performance and productivity of organizations. Morale can also be described as employees' attitude on behave of a

specific group or organization. Satisfaction and achievements shows its presence if employee morale is high inside the company. After achieving a good morale inside the company, employees tend to do something better and remain loyal to their organization. (Sarna, 2016)

3.1.2. High and low morale

Cori (2017) considers that one of the factors that mark the quality of human resources is their high morale. Morale is the willingness and sincerity of a person in completing the work with discipline to achieve better results. It can be concluded that the higher the morale of an employee-owned, indirectly will better the quality and work performance.

Sunyoto (2013) writes that working environment is the place where an employee working includes a physical and non-physical work environment that can influence the carrying out of the work. It means that a poor working environment disrupts the concentration of employees in working morale decreases. Lina (2017) explains that the working environment significantly influences employee morale.

Hasanah (2016) defined that the working environment have a significant effect on morale. This is also explained by Ajala (2012) that workplace features and good communication network at workplace have affected on morale. The level of employee morale can be seen from the level of absenteeism, labor turnover (rate of worker turnover) and anxiety everywhere. The working environment is everything that exists around the workers and can affect workers in running the occupations given to him. Morale is the extent to which employees are passionate in performing the duties and responsibilities within the company Morale within an employee can be increased when the work environment in the organization have been considered favorable.

According to Sarna (2016) high morale is an important achievement of management which is accepted by every organization. It is a strong performance driver for the companies. It can be achieved after (1) an eager teamwork among the employees, (2) commitment of employees inside the organization, (3) Finding the

problem immediately and solving it, (4) organized and healthy workplace, (5) effective integrating inside the organization, (6) increased productivity, (7) high motivation (8) customer satisfaction. On the other hand, low morale leads to (1) greater conflicts inside the companies, (2) absenteeism and turnover, (3) dissatisfaction, (4) employees' frustration, (5) decrease in productivity, and (6) lack of motivation inside the company.

3.2. Productivity

According to Shobe (2018) productivity is an important element of business world. There are certain factors like physical working environment, job satisfaction, management support and autonomy that can drive this important element in the business offices. Productivity is a product that shows how employees are satisfied with their job. Being more satisfied leads employees to being more productive. The same rule can be occurred vice versa. If we are able to balance the mental satisfaction of employees, then it will leads us to employees with comfortable mind, good spirits, motivation, high morale and higher productivity. We can consider productivity as employee's job performance as long as behavior and action is taking place by employee. Physical workplace has a huge impact on employees' productivity and job satisfaction. As ideal office operation for employees leads to higher productivity and it help the employers or managers to maintain the optimal level of productivity inside the workplace.

Matin, Razavi and Emamgholizadeh (2014) argues that productivity development is considered as one of the main approaches for developing economical, social, and cultural elements of several nations. Success causes the procedure of process to speed up. Productivity is one of the fundamental aspect of reaching suitable conditions and developing living standards. A big portion in market is gained by competition. Highly productive employees are the significant reason for industrial, scientific, and economic development.

Çelen and Demir (2010) state that productivity is described as correlation of outsourcing by production with input source and operating system. The main goal of

every company is to increase their productivity. Organizations can accomplish such goal by increasing the input's productivity, creating a good structure of the organization, and providing an efficient workforce. Ensuring efficiency can help organization in improving the productivity. Nowadays, work efficiency is another word to describe productivity.

3.2.1. Physical Factors

According to Celen and Demir (2010), the physical factor is affecting productivity and by knowing this factor of labor force productivity, different problems such as absenteeism, turnover, self-confidence, lack of self-confidence, fatigue and stress, job dissatisfaction, monotony, conflict will be solved.

Shobe (2018) reports a research was done by Mak and Lui who investigated 259 office employees in China. They proved that workplace layout, temperature and sounds have a strong relationship with productivity level of employees. The present evidence where annoying office sounds like ringing phones, conversation and machines can reduce the level of employees' productivity. Their study was also indicating that some of the employees' activities such as closing doors, background noise and noises form both inside and outside of the offices are decreasing the amount of employees' productivity.

Workplace Health Research Network (2017) states that the physical activity of employees is very important and it can increase employees' productivity, create healthier workforce, and reduce the progress of costly diseases. Physically active employees are requiring fewer sick leaves, more productive, and have lower healthcare costs. On the other hand, non physical active employees are tending to take sick leaves which increase the expenditures of healthcare. This issue represents a significant health and business cost. Employers believe that the culture of health in work environment can support and increase physical activity and helps employees to retain productive.

Osibanjo, Gberevbie, Adeniji and Oludayo (2015) state that decorating and spending money on light of the office does not only increase your costs but it will increase your companies' productivity as well. It will give your employees a comfortable place to work. Good lighting in offices will increase productivity, generate more sales, improve moral, reduce accidents and lower absenteeism. The use of technology can create an effective lighting system and it can save lighting operating costs plus it will increase productivity. There is some evidence which shows that lights have huge impact on employees in terms of physical, physiological, psychological health, and on their overall performance specifically in the work environment. Lighting is an important factor that makes the employees to do their jobs well. The workers are account for eighty five percent of the operating cost while lighting is account for 1 percent. However, even one percent increase in productivity can excess the whole electric bill. Lower energy expenses and higher productivity can make businesses a lot more competitive.

According to Sarna (2016) several functions play a role for having high productivity and the major one is morale. Successful managers put their large consideration between their goals and employees. This way employee will achieve the optimal high morale and high productivity. Although in some cases, it is possible to achieve high productivity with low morale, but it is a case that will certainly not last long. It is due to employees that will show their dissatisfaction, resistance, and restriction that will gradually leading to low productivity.

This thesis basically focuses on the employee morale and productivity after implementing Employee Assistance Program. As Sarna (2016) indicates that morale is one of the ways of defining how workers think regarding their works, administration and the company. Therefore this chapter focused on employees' morale and productivity. However, the upcoming chapter focuses on relationship of morale and productivity in Employee Assistance Program.

3.3. Relationship between EAP morale and productivity

Senthilnathan and Rukshani (2013) reveals that morale and productivity have a significant direct relationship. Employee turnover is causing productivity to decrease and it usually contributes to low morale of employee. Akintayo (2012) states that there is a strong correlation between: workers morale, perceived productivity and working environment. The research found that a working environment with flexibility and employee morale have strongly contributed to productivity of employees.

Hillary and L (2018) states that a good organization provides good and stable treatment to its employees so that they will stay loyal to the company. In human resource management, employee morale is considered as job satisfaction, perspective and feelings wellness that employees have inside the workplace. Employee morale is proven that it has a direct effect on productivity. It is one of the fundamental aspects of business.

In this manner, employee morale is the feeling of employee's energy, certainty and testing tasks. Employee morale shows that how the employees feel in a positive and supportive form to their organization. Workers turnover is the reason for reducing the productivity and most of the times it shows employees' low morale (Senthilnathan & Rukshani, 2013).

Low morale effect on employees' productivity was appeared in Jordanian Industrial Companies. The investigation talks about the effect of low morale on many employees inside the organization. Employers should always work on their employees to be more productive inside the organization. When high level of morale is provided in the company, it will certainly leads to high productivity. Low morale can have its negative factors such as insecurity, uncertain business conditions, lack of fair compensation policy, and excessive outsourcing practices (Hillary & L, 2018).

According to Iverson and Zatzick (2011) companies with more broad High Performance Work Systems (HPWS) require demonstrating thought for workers' morale and welfare since they depend on worker talents, inspiration, and promise for productivity.

Hillary and L (2018) state that sometimes without looking at employee morale, companies are trying to improve productivity. Managers tend to improve the morale of employees specially when the organization is in danger of downfall. Although, it is a very difficult task to maintain employee morale, among the employees inside the companies. Nowadays, companies are trying to create committee that can maintain and improve employee morale.

Senthilnathan and Rukshani (2013) reports that there are a few studies that reveal huge connections among workplace, employees' morale and comprehend productivity. The researches shows that a workplace with flexible behaving towards the employees are improving employees morale and as well as their productivity. Millett (2010) claims that there are six reasons employee's morale owns importance in the companies: (1) developing productivity, (2) developing performance and innovation in the company, (3) declining the amount of absenteeism, (4) great concentration, (5) offering a sound work environment, (6) enhancing nature of work.

Iverson and Zatzick (2011) claims that the global economic crisis made companies to decrease the amount of costs and increase the amount of productivity inside the workplace. There are two ways to avoid crisis: (1) Removing the effects that cause lack of performance in the organization (2) Promoting employees' morale and wellness. Researchers accept that performance decline and downsizing employee morale leads to the crisis that results failure for the organization.

Mazin (2010) included that the advantage of high morale is being found in the improving form of communication among workers, low weakening, high maintenance, and employees with creativity. Morale additionally makes a positive workplace and builds productivity per workers proportion. That is why, it is important that workers morale is essential in association and low morale results some problems like decreasing the productivity and organization's low performance. It is very crucial to recognize the reasons for low morale and productivity. The consequence of connection between employee morale and productivity demonstrated

that there is a solid connection between the productivity of a worker and their level of morale.

Ewton (2007) claims that employee morale is directly connected to employees' happiness or satisfaction. In opposite, it decreases employees' turnover of jobs and absenteeism. Stevens (2009) expresses that the culture of organization influences workers morale and productivity and also there are some reasons for decreasing the workers morale. These negative elements, as indicated by Stevens (2009) like practically no responsibility, an absence of profession and progression arranging, an excessive number of storehouses, and departmental infighting. The surveys of workers morale are crucial tool for many organizations. Surveys from workers offering information can result as an enhancement in morale and productivity of employees inside the companies. Higher Education Institutions (HEIs) should survey the morale of employees and should be active in revealing the issues that impact on employees' morale and employees' productivity before creating maintenance and execution related techniques.

The HR writing demonstrates that shop-floor measures identifying with worker morale (staff turnover, delay and non-appearance) have been utilized as a part of HRM for long time. Researches show that lack of opportunity in shop-floor leads to employee turnover, job dissatisfaction, absenteeism (Abdel-Maksoud, et al. 2010). Iverson and Zatzick (2011) states that examining how the process of downsizing affects productivity in hospitals was found that hospital care for their employees' morale and welfare a lot. Providing counseling for survivors, increasing communication, preserving dignity, and developing marketability of skills are keys from improving employee morale. Focusing on employee value and morale maintains high performance.

Employee Assistance Program provides short guiding and longer-term referrals for many types of behavioral wellbeing concerns, for example, depression and substance issues. Employees with wellbeing concern might drink alcohol during or before work time, intoxicated while working, or drinking at levels that affect their

work productivity. Showing the risks of drinking alcohol is a lot. For instance, coming late, early takeoffs, turnover, problems with colleagues, wounds, non-appearance, and work environment aggression. Lack of productivity because of changes in nonappearance and lower presenteeism were adapted by taking the result of aggregate lost workdays. For making it clearer, negative values of expense shows productivities are achieved and positive values of expanse shows that productivity is lost (Gupta & Upadhyay, 2012).

Employee morale is a complicated topic that it cannot comprehend easily. It requires trust and faith on both sides of the parties inside the organization. It basically means that employer and employees should have a same, mutual understand from one another (Hillary & L, 2018).

The employee morale can affect on employee's productivity therefore, this chapter focuses on relationship between morale and productivity of employees. The upcoming chapter is about methodology of this study with is qualitative research design. The nature of this research, research design, data collection method, and interviews are mentioned in upcoming chapter.

3.4. The Purpose of the Research

In today's business world, companies are playing a crucial role in creating a modern world that we are living in today. These companies or organizations are made of lots of elements but employees can be addressed as key elements for every company. Sometimes, these employees face different types of problems that cause a company not to have their ideal work environment. Employee Assistance Program tends to prevent/solve the problems of their employee clients. This way employee feels valued. It supports employees to gain their health and energy back to continue the job in a productive way.

In this study, the first chapter covers the introduction of the EAP and ideas of the scientist and organizations related to Employee Assistance Program. The second chapter talks about the Employee Assistance Program's background information, history, importance, effects and their delivery models. The most common model is

External program. This study also observes the ideas of managers who are working in the External Employee Assistance Program. The third chapter covers the information about employee morale, productivity and relationship between them.

The purpose of this research is to understand the Employee Assistance Program and some of the key elements: employee morale, productivity, and general issues (EAP success, EAP participation, and challenges encountered by EAP experts) from Employee Assistance Program managers. Employee morale should be balanced in order to have a satisfactory work environment. On the other hand, productivity can help organizations in improving the efficiency of workplace. These two elements are without doubt the most important aspect of success in an organization.

Research Questions

Main Question: What are the experiences of managers based on Employee Assistance Program?

Sub-Question 1: What managers' experience about Employee Assistance Program in terms of employee morale?

Sub-Question 2: What managers' experience about Employee Assistance Program in terms of productivity?

Sub-Question 3: What are managers' opinions about Employee Assistance Program's general issues (EAP success, EAP participation, and challenges encountered by EAP experts)?

4. METHODOLOGY

4.1. Introduction

The purpose of this study is to find information about the three research questions. The key elements for the research questions are employee morale, productivity, and general issues (EAP success, EAP participation, and challenges encountered by EAP experts). The researcher tends to interview Employee Assistance Program managers to get answer to those questions.

The researcher focuses to interview six Employee Assistance Program managers face to face during the day. This helps the researcher to gain update information related to Employee Assistance Program and the key elements. Since the researcher planned to ask exploratory open-ended questions during the interviews from EAP managers, the approach for this research is selected as qualitative research.

According to Neuman (2014) the plan for preparing a research will vary. It depends on whether the study is quantitative or qualitative. For qualitative research you should try to involve yourself deeply in the range of data. Through gathering the data, you should be very careful to recognize about the new insights. Saunders, Lewis, and Thornhill (2009) states that the research approach that you choose is your general plan of how will you choose to go and answer your research questions.

Saunders, et al. (2009) claims that qualitative research design is mostly used to generate a non-numerical data by collecting data through interviews and analyzing the data through categorizing it. Research can collect qualitative data through in-depth interviews and then they can analyze it through non-numerical procedures. Neuman (2014) states that the data in qualitative research are writings, audios, videos, activities or actions, spoken words, symbols, physical items, images, maps, etc. According to Saunders, Lewis, and Thornhill (2009) exploratory research is an important nature for finding what is happening and to find new vision or insight. Neuman (2014) states that exploratory studies hardly present definitive answers it is mostly being addressed with “what” question.

4.2. Case Study

Saunders, et al. (2009) claims defines case study as a strategy for doing research which involves an empirical investigation of a particular contemporary phenomenon within its real life context using multiple sources of evidence. Saunders, et al. (2009) also highlights the importance of context, adding that, within a case study, the boundaries between the phenomenon being studied and the context within which it is being studied are not clearly evident.

Neuman (2014)claims that case-study research examines many features of a few cases, the cases can be individuals, groups, organizations, movements, events, or geographic units. The data on the case are detailed, varied, and extensive. It can focus on a single point in time or duration of time. Most case-study research is qualitative, but it does not have to be.

Case-study research intensively investigates one or a small set of cases, focusing on many details within each case and the context. In short, it examines both details of each case's internal features as well as the surrounding situation. Case studies enable us to link micro level, or the actions of individuals, to the macro level, or large-scale structures and processes. Case-study research also can incorporate an entire situation and multiple perspectives within it (Neuman, 2014).

Saunders, et al. (2009) claims that the case study strategy will be of particular interest to you if you wish to gain a rich understanding of the context of the research and the processes being enacted. The author distinguishes between four case study strategies based upon two discrete dimensions:

- single case v. multiple case;
- holistic case v. embedded case.

A single case is often used where it represents a critical case or, alternatively, an extreme or unique case. Conversely, a single case may be selected because it is typical or because it provides you with an opportunity to observe and analyze a phenomenon that few have considered before. Inevitably, an important aspect of using a single case is defining the actual case. For many part-time students this is the

organization for which they work. A case study strategy can also incorporate multiple cases, that is, more than one case. The rationale for using multiple cases focuses upon the need to establish whether the findings of the first case occur in other cases and, as a consequence, the need to generalize from these findings. For this reason Saunders, et al. (2009) argues that multiple case studies may be preferable to a single case study and that, where you choose to use a single case study, you will need to have a strong justification for this choice.

Saunders's second dimension, holistic v. embedded, refers to the unit of analysis. For example, you may well have chosen to use an organization by which you have been employed or are currently employed as your case. If your research is concerned only with the organization as a whole then you are treating the organization as a holistic case study.

Conversely, even though you are researching and are concerned with a single organization as a whole, if you wish to examine also a number of logical sub-units within the organization, perhaps departments or work groups, then your case will inevitably involve more than one unit of analysis. Whatever way you select these units, this would be called an embedded case study.

In the light of above context, six Employee Assistance Program managers were interviewed in order to identify the existed problems and to investigate their effects in practical concept. In these interviews, the effects of employee morale and productivity development were tried to measure in existence of Employee Assistance Program.

4.3. Purposive Sample

According to Saunders, et al. (2009) purposive sampling allows you to use your judgment to select cases that will best enable you to answer your research questions and to meet your objectives. This form of sample is often used when working with very small samples such as in case study research and when you wish to select cases that are particularly informative.

Homogeneous sampling is a purposive sampling method which focuses on selecting cases from one particular subgroup in which all the members are similar. This enables you to study the group in great depth (Saunders, et al. 2009).

Table 1: Purposive Sample

Participants	Names	Professions	Company's Information	Years of Experiences
Participant 1	Pelin Bakar	Responsible for After-Sales Services	External EAP company – Firm-1	8 months
Participant 2	Asli Ecem	Human Resources Senior Expert	External EAP company – Firm-1	1 year
Participant 3	Meral Dogan	Human Resources Senior Expert	External EAP company – Firm-1	11 months
Participant 4	Zehra Bice	Employee Assistance Manager	External EAP company – Firm-1	2 Years
Participant 5	Erdem Gozdem	Physician and Employee Assistance Manager	Industrial Manufacturing Company – Firm-2	4 years
Participant 6	Nil Dilan	Employee Assistance Manager	External EAP company – Firm-1	1 year

Note: the researcher keeps anonymity and confidentiality in this social research by using pseudonyms for participants and also for the location of the research.

4.4. Data Collection

After identifying the problematic questions, interview requests were done with people in charge of Employee Assistance Program. After positive feedbacks from Employee Assistance Program providers, face to face interviews were conducted and in the

mean time their permission were taken in order to record their voice. Before achieving the interview findings the recorded voices were turned to transcription. After the interview the opinions of Employee Assistance Program managers were analyzed through NVIVO 12 program.

Table 2: Relation of Research Questions with Interview Questions

Research Questions	Interview Questions
1. What managers experience about Employee Assistance Program in terms of employee morale?	<ul style="list-style-type: none"> • What is the purpose of Employee Assistance Program? • What are the characteristics of employees with morale problem? • Why do you think that employees with morale problems should access to Employee Assistance Program? • How does Employee Assistance Program improve employees' morale? • What amount of counseling is needed for employees to rid of morale problems? • Why are you suggesting Employee Assistance Program for companies?

Table 2: Continued

<p>2: What managers experience about Employee Assistance Program in terms of productivity?</p>	<ul style="list-style-type: none"> • What is the purpose of Employee Assistance Program? • What are the reasons that employees face lack of productivity in their company? • How does EAP improve productivity within the work environment? • What are the special challenges that companies face after losing their employees' productivity? • Why are you suggesting Employee Assistance Program for companies?
<p>3: What are managers' opinions about Employee Assistance Program's general issues (EAP success, EAP participation, and challenges encountered by EAP experts)?</p>	<ul style="list-style-type: none"> • How EAP can be successful? • How employees participate to EAP program? • What challenges are encountered by experts who are in charge of Employee Assistance Program?

4.5. Data Analysis

The interviews were conducted with 6 people from two companies and the interviews were turned in to transcription. This way the researcher was able to bring meaning and order in the mass of collected data. The general issues about Employee Assistance Program helped the researcher to provide more than four questions. The other questions were directly related to employee morale and productivity which are the two key words of research questions in this research.

The participants' opinions on employee morale and productivity questions helped the researcher to understand characteristics of employees with morale problem, EAP requirements for employees with morale problem, the effect of EAP on morale,

amount of counseling periods for morale problems, employees productivity problems, effect of EAP on employees productivity, and challenges on lack of productivity.

Codes of interviews' transcription

- 1) The purpose of EAP
 - a) Performance
 - b) Solving Employee Problems
 - c) Productivity and motivation
- 2) EAP's success criteria
 - a) Prioritization of conditions and requirements
 - b) Reliability of EAP Service
- 3) Reason for suggesting EAP
 - a) Increasing morale of employees
 - b) Ensuring Productivity
 - c) Solving the Problems of Employees
- 4) Participation of employees to EAP
 - a) Phone, Mobile App, Internet
 - b) Face to face meetings
- 5) Challenges that EAP managers face
 - a) Out-of-Field Counseling Issues
 - b) Counseling Request from non-beneficiary
- 6) Characteristics of employees with morale problem
 - a) Aggressive, Angry
 - b) Low Energy
 - c) lose of motivation
 - d) impatient
 - e) stressed
- 7) EAP requirements for employees with morale problems
 - a) Reaching to the Right Source and Expert on Time
 - b) Seeking Solutions to the Problems

- c) Opportunity for Psychological Support
- 8) The effect of EAP on morale
 - a) Getting a Quick Solution
 - b) Positive Impact
- 9) Consulting period for morale problems
 - a) Between 3-5 Sessions
 - b) Between 6-8 Sessions
 - c) Diversity in Clients
- 10) Employees productivity problems
 - a) Personnel Problems
 - b) Professional Education and Qualification
 - c) Low Wage
 - d) Organizational Communication and Compliance
 - e) Organization culture
- 11) The effect of EAP on employees productivity
 - a) Productivity Development Affects
- 12) Challenges on lack of productivity
 - a) Employees Absenteeism
 - b) Low Productivity
 - c) Decrease in Work Quality
 - d) Organizational Problems
 - e) Problems in Time Management

After the interviews the opinions of managers were analyzed through NVIVO 12 program. After the research findings the answers were written under twelve main themes and these themes were followed by sub themes.

4.6. Limitation

The structure of this research contains the opinions of people in charge of Employee Assistance Program in companies which are located in Turkey. While conducting the interviews due to the shortage of time, it was tried to be as efficient as

possible. Besides, this research was done with people in charge of Employee Assistance Program.

Due to the limitation of time from the interviewees the research was tried to be conducted as effectively as possible. However, the application has not been applied on employees who are benefiting from the Employee Assistance Program since the confidentiality is very important in this program. Therefore, the manager does not share the information of employees who are benefitting from this program.



5. FINDINGS

5.1. The Purpose of EAP

In this section, the purpose of Employee Assistance Program is considered. After the interviews with six people in charge of EAP the purpose of EAP is considered as main code. According to the opinions of managers during the interviews, this main code is divided into three sub-codes: solving employee problems, performance, productivity and motivation. These three sub-codes are followed by EAP managers' ideas during the interview.

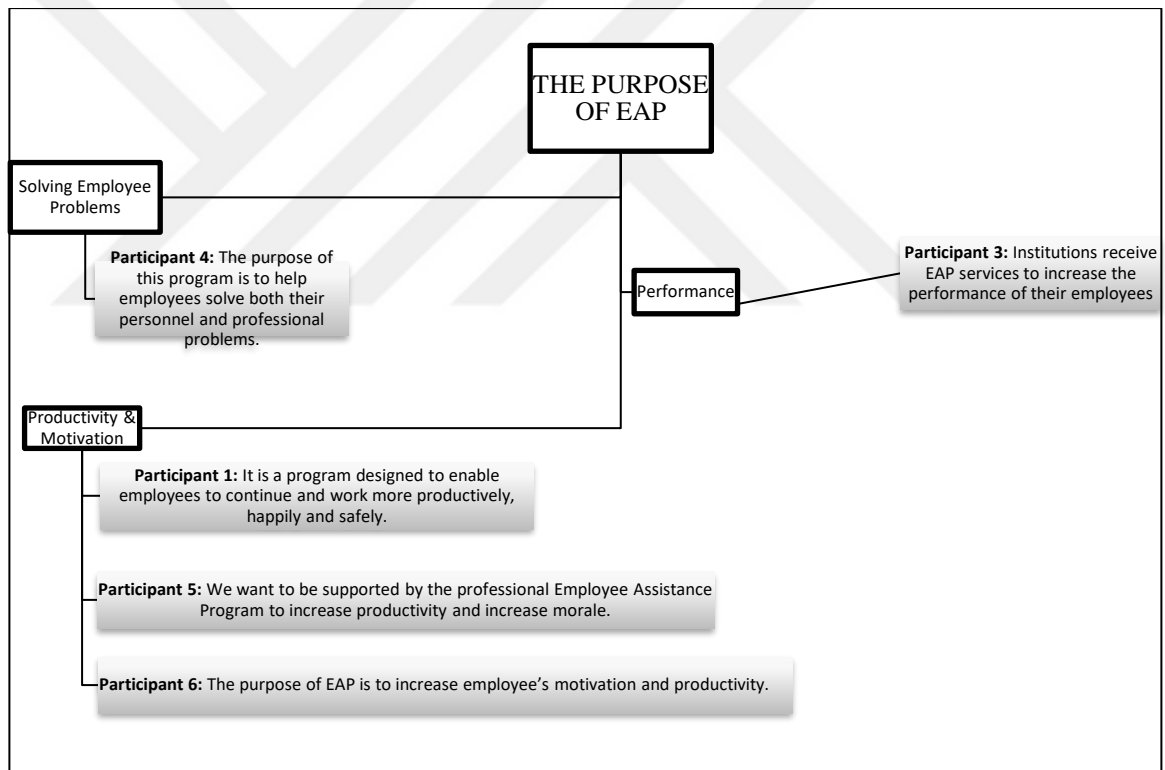


Figure 3: The purpose of EAP

In the 3rd figure, a schematic representation is given from the opinions expressed by the participants regarding the purpose of the Employee Assistance Program. People in charge of Employee Assistance Program participated and stated in the interview that the aim of this program is to solve the problems of the employees and to increase their performance and productivity - motivation. Managers

are mostly indicating that the Employee Assistance Program has a high level of productivity, since employees can work happily, with high levels of morale. According to Hillary and L(2018) managers should always try to make their workers more productive inside their organization. Providing high level of morale in a company will definitely leads the workers to a higher productivity. The negative factors of low morale can be: insecurity, uncertain business conditions, lack of fair compensation policy, and excessive outsourcing practices. According to Joseph and Walker (2017) the people who are solving their problems through EAP share the stories of EAP. Employees usually tend to discuss their experiences with their colleagues. They are advising their colleagues to visit EAP when they are facing problems. Senthilnathan and Rukshani(2013) state that employee morale can be the feelings of employees' energy, certainty and testing tasks. Employee morale indicates the positive and supportive feelings of workers in the organization. On the other hand, low morale of employees lead to employee turnover and this cause reduction in employees' productivity.

In this study, it has been observed that the literature supports the findings of this research in figure 3, and EAP solves the problems of employees and it increases the productivity and performance.

5.2. EAP's Success Criteria

Employee Assistance Program should surpass some of the good qualities to become successful. According to the EAP managers the Employee Assistance Program success can occur if the EAP focuses on:

- prioritization of conditions and requirements
- Reliability of EAP Service

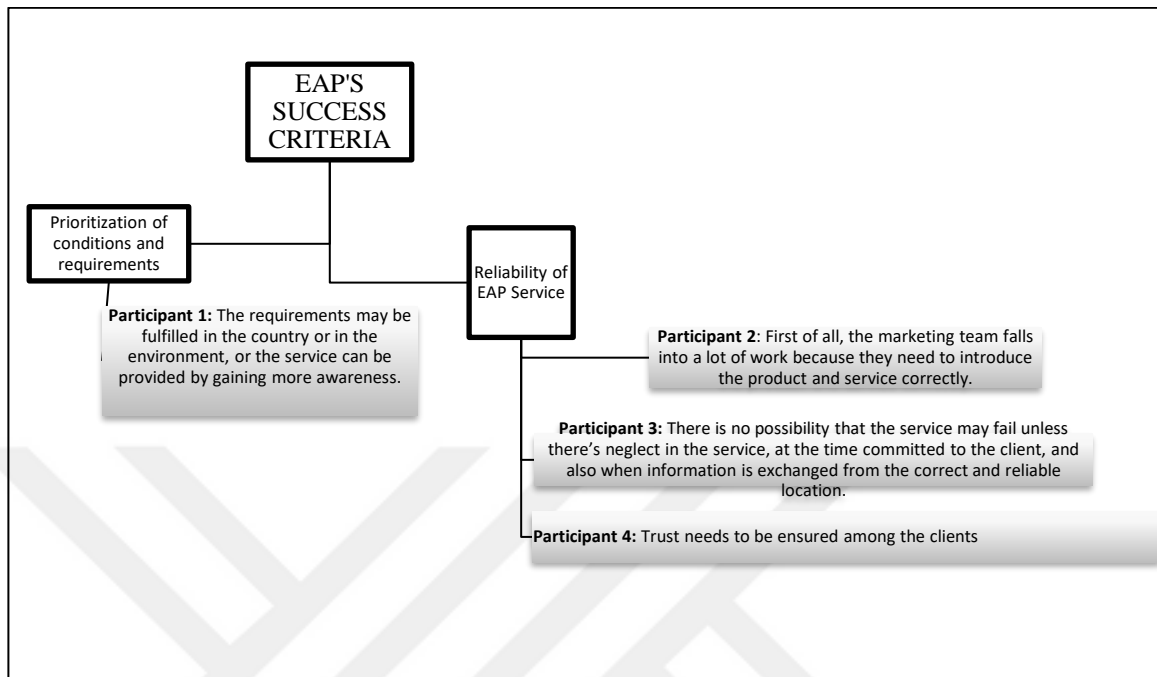


Figure 4: EAP's Success Criteria

According to the analysis in 4th figure, the success of Employee Assistance Program depends on prioritization of conditions and requirements and reliability of EAP service. Reliability of EAP service and prioritization of conditions and requirements while applying Employee Assistance Program should consider the program's characteristics, provided services, employee's characteristics, and features of country and region. According to Masi (2011) the definition of Employee Assistance Program mostly differs from one country to another country since the standard of each country differs. For reliability of Employee Assistance Program the employees' information should be kept confidential. According to EASNA (2015) success of Employee Assistance Program is the ability of providing a free of charge confidential assistance service whenever it is need it. It was suggested that the given counseling should be from correct and reliable sources, the promised services should be on time without interruption.

In this study, it has been observed that the literature supports this research's finding in figure 4, and the success of EAP depends on the environment and reliability of EAP.

5.3. Reasons for Suggesting EAP

This program has some key benefits that cause to gain the attention of other organizations. These benefits make Employee Assistance Managers to suggest this program for other companies. Understanding the benefits or suggestions of EAP managers related to EAP make the companies' work easy to decide either to select this program for their companies or not.

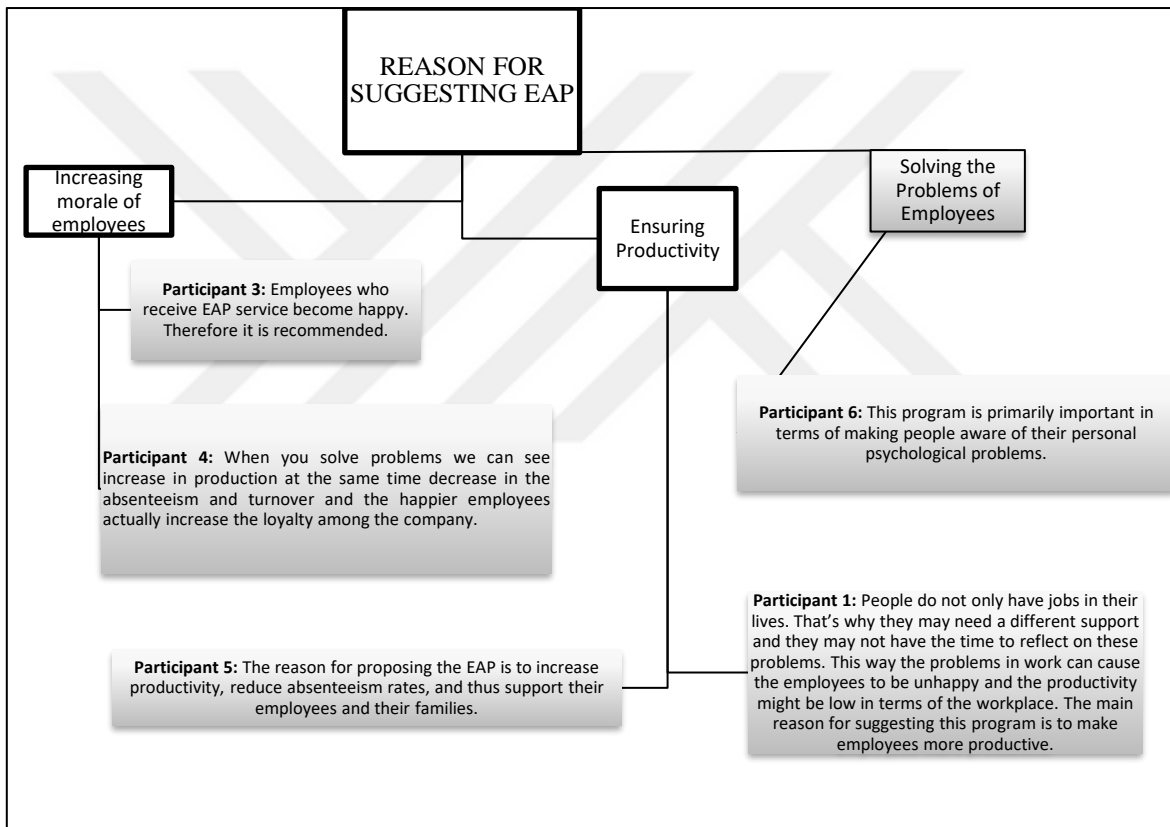


Figure 5: Reasons for suggesting EAP

According to the findings in the figure 5, it is seen that the Employee Assistance Program is gathered within the framework of increasing the morale of the employees, ensuring productivity and solving the working problems. Employees who received this program are satisfied and this leads the company with high level of employee morale which is a positive outcome for a company and therefore this program is recommended. According to Hillary and L (2018) employee morale is

regarded as job satisfaction, perspective and feelings wellness that workers owned inside the work environment. Employee morale directly affects on employees productivity. Therefore, it is one of the elemental aspects of business. Decrease in absenteeism and increase in productivity has been observed among the employees who are participating this program. The solution for employees' problems causes higher productivity among the employees and therefore this program is being recommended by the managers. Millett (2010) argues that the importance of employee morale are addressed as 6 factors in the companies: (1) increasing productivity, (2) increasing performance and innovation in the company, (3) decreasing the amount of absenteeism, (4) clear concentration, (5) presenting a safe workplace, (6) developing the nature of job.

In this research, it has been examined that the literature supports findings of figure 5 that increasing employee morale, productivity, and solving employee problems are the main elements and therefore, the EAP managers suggest this program to other companies.

5.4. Participation of Employees to EAP

Employee Assistance Program is a confidential program. This makes the program different from other programs. Employee clients can contact with EAP managers or experts both face to face or through phones, mobiles, apps, and internet.

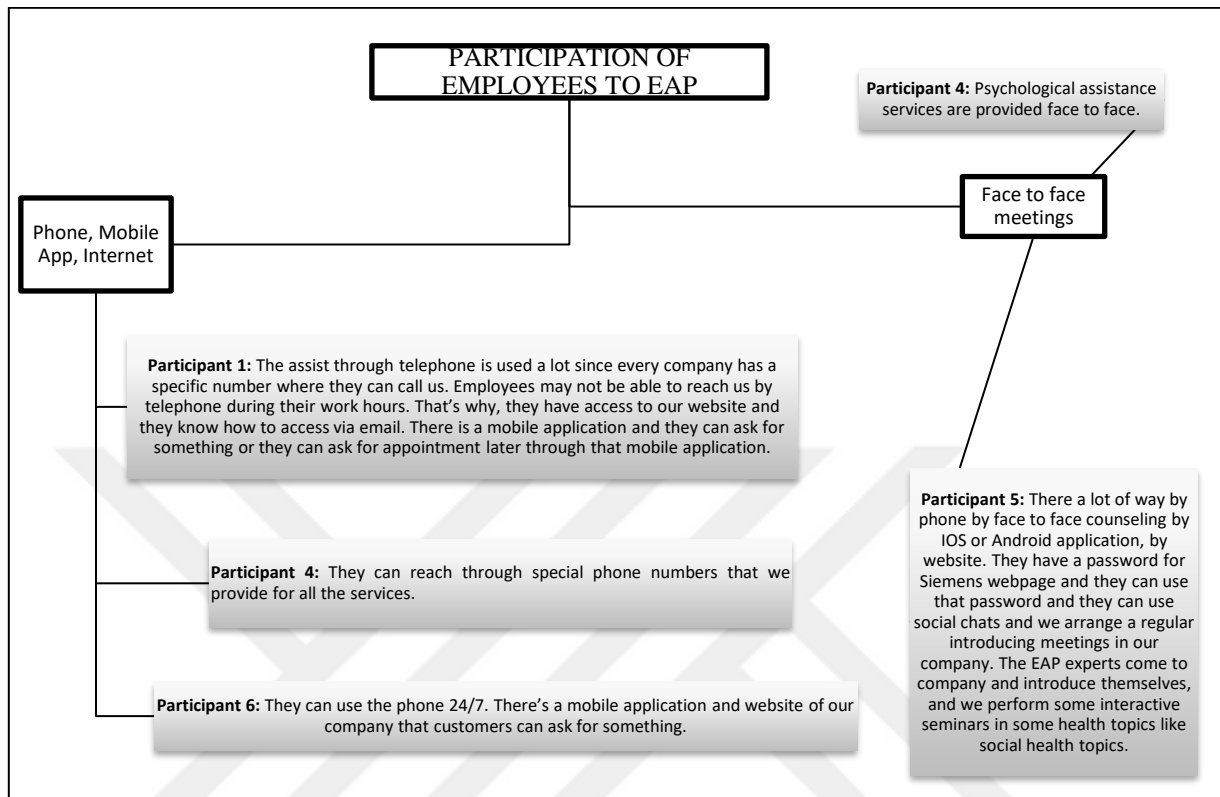


Figure 6: Participation Forms of Employees in the EAP

According to the figure 6, employees can contact to EAP through different technologic platforms like telephone, internet, e-mail, or mobile application and in case if it is necessary the employees can visit face to face as well. A particular phone number is given to the employees to contact during the specific period during the day, and if they cannot contact through the phone, then the e-mail or mobile applications are suggested to be used. Beside this, it was mentioned that the employees getting psychological assistance can have face to face interviews. According to EASNA (2015) a few research have observed the cases that employees visiting face to face compared to telephone. The result of this study found a few meaningful differences. It suggests face to face sessions when there's severity in the problem level. Selecting between in-person and phone delivery depends on the contract between the employee clients and counselor.

In this study, the similarity of literature and findings of this study in figure 6 has been observed. The participation of EAP happens through face to face interviews. However, Employees can contact through phone, app, or internet.

5.5. Challenges that EAP Managers Face

The Employee Assistance Program managers face two types of challenges the most. According to EAP managers out-of-field counseling issues is a challenge that EAP managers face. For example, the employee client complains about their own organization. This way EAP can not go against the company with the contract. It is unethical. Second, counseling request from non-beneficiary can happen since the employees are contacting through phone and the EAP managers are not asking their name, since it is a confidential Program.

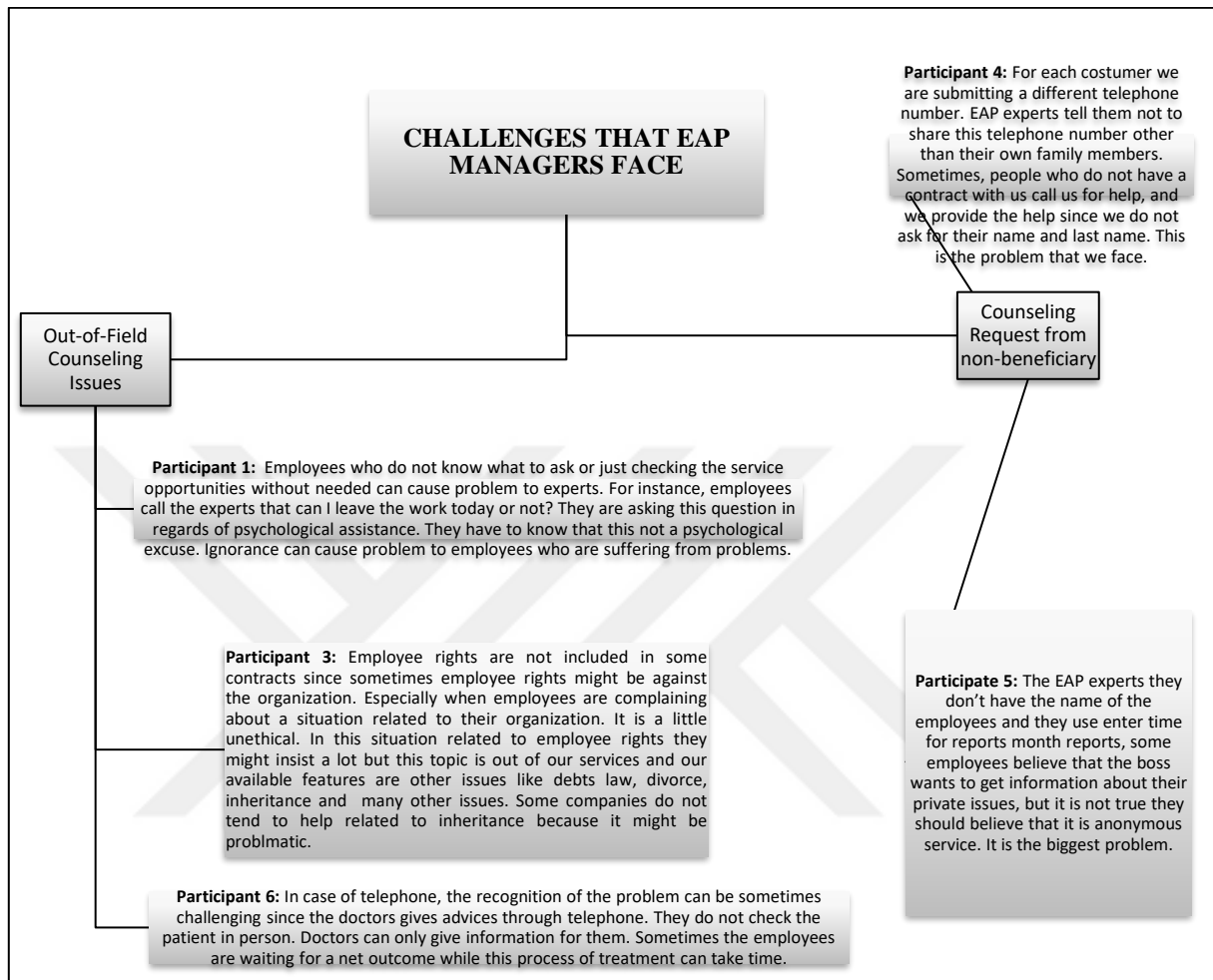


Figure 7: Challenges that EAP managers face

According to the findings of figure 7, the most challenging aspect for EAP experts are Out-of-Field Counseling Issues and Counseling Request from non-beneficiary. It shows that the employees are asking question out of services' scope, and they are asking unnecessary questions from the EAP experts. Besides, EAP experts are sometime dealing with non-beneficiary people. This happens when employees share their EAP service phone number with people who are not supposed to take benefit from this service. According to Joseph and Walker (2017) the presents of third party for achieving services is a challenge for Employee Assistance Program.

In this study, the literature agrees with the findings of this study in figure 7 that accessing of the third party in the Employee Assistance Program is a challenge for EAP managers.

5.6. Characteristics of Employees with Morale Problem

According to EAP managers during the interview employees who are suffering from morale issues they are usually aggressive, angry, low energy, lost of motivation, impatient, and stressed. These characteristics help managers to recognize the existence of morale problem among the employees.

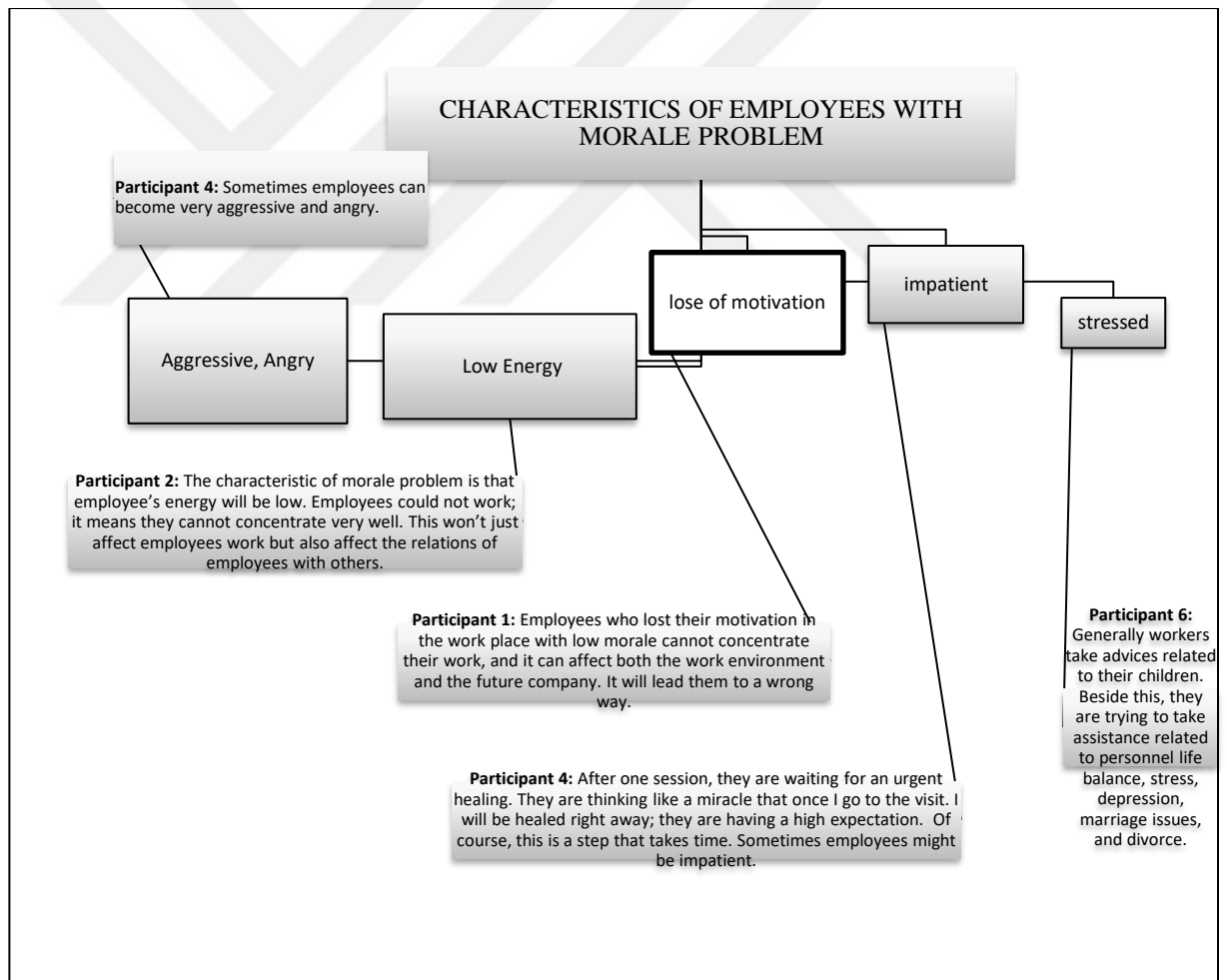


Figure 8: Characteristics of employees with morale problem

As a result of the interviews in figure 8, the employees with morale problems have aggressive, anger, low energy, lost of motivation, impatient and stressful characteristics. It was observed that employees with morale problems are facing with concentrating to their work, and low morale causes them to lose motivation. While having psychological assistance they are expecting to be healed at a short amount of time and reflecting their personnel problems to their professional life. According to Urban and Botez (2016) researching and developing employee's morale helps the organization to become more successful. This way the positive attitudes grow in the employees. These positive attitudes help employees in increasing the productivity and maintaining and improving the relationship with partners.

In this study, the literature supports the findings of this research in figure 8 in an indirect way. Loss of motivation, impatient, and low energy are the characteristics of employees with morale problem. However, EAP cause employees to increase a positive attitude and productivity.

5.7. EAP Requirements for Employees with Morale Problems

Employees who are suffering from morale problems should be willing to seek for assistance, especially psychological support. Reaching to the right source and expert on time, seeking solutions to the problems and opportunity for psychological support are the three requirements that help EAP to improve morale.

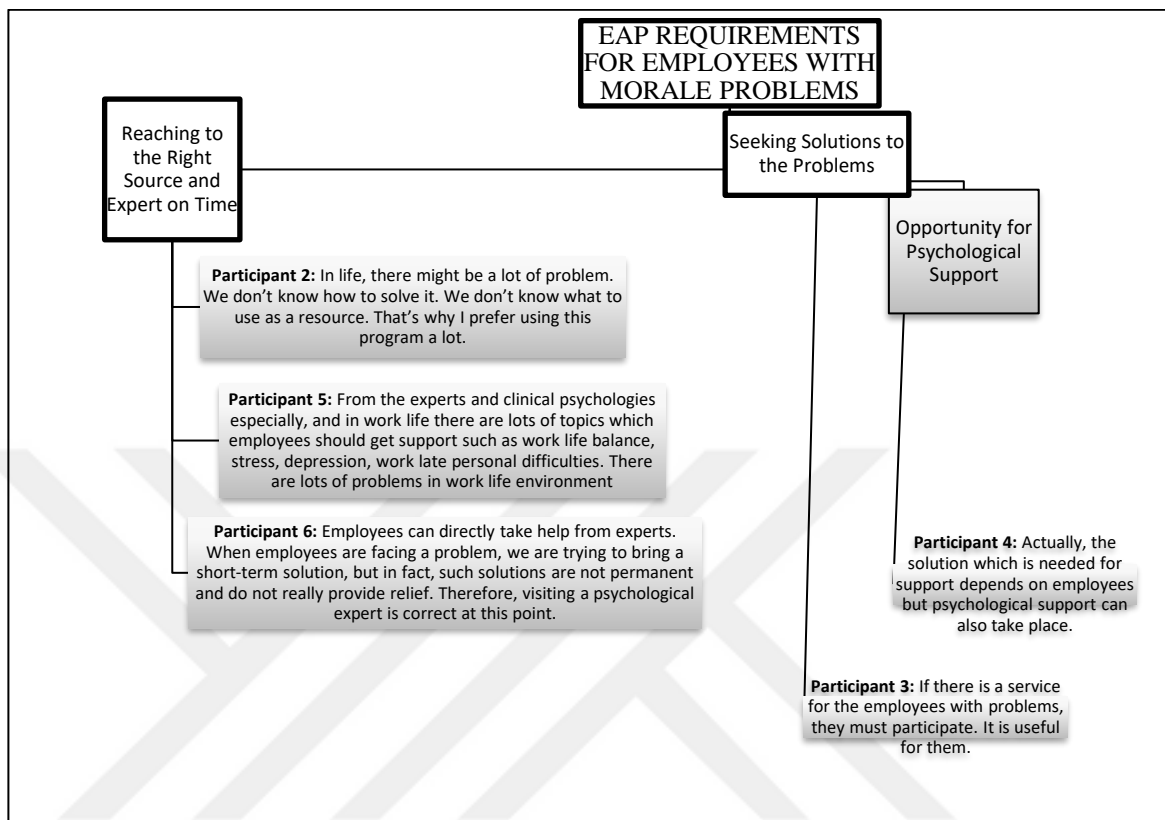


Figure 9: EAP requirements for employees with morale problems

According to the figure 9 of this study, in the light of EAP, employees with morale problems need to meet the right source at the right time. The employees with morale problems can have the opportunity to get assistance under the three themes. Experts are taking employees with morale problems to achieve reaching to the right source and expert on time, seeking solutions to the problems, opportunity for psychological support. Without escaping any problem EAP experts are trying to find a solution to their problem. According to Elder, Agee, and Adamson (2018) counselors play an essential employee supporting role, especially in terms of stress. Employee Assistance Program managers provide counseling to solve employees' stress, loss of confidence, and burnout. Managers usually encourage employees to seek counseling whenever they experience a problem. These all depends on support of EAP managers and quality of engagement.

In this study, it has been observed that both literature and this study are similar in terms of Employees with morale problems should access to counseling whenever they are experiencing a problem.

5.8. The Effect of EAP on Morale

Each problem has a solution. Therefore, Employee Assistance Program has its positive impact on morale problems. Also, this program helps employees to get a quick solution for their problems. For morale problems EAP managers usually prefer psychology counseling since it is known as the biggest main factor to improve employees' morale.

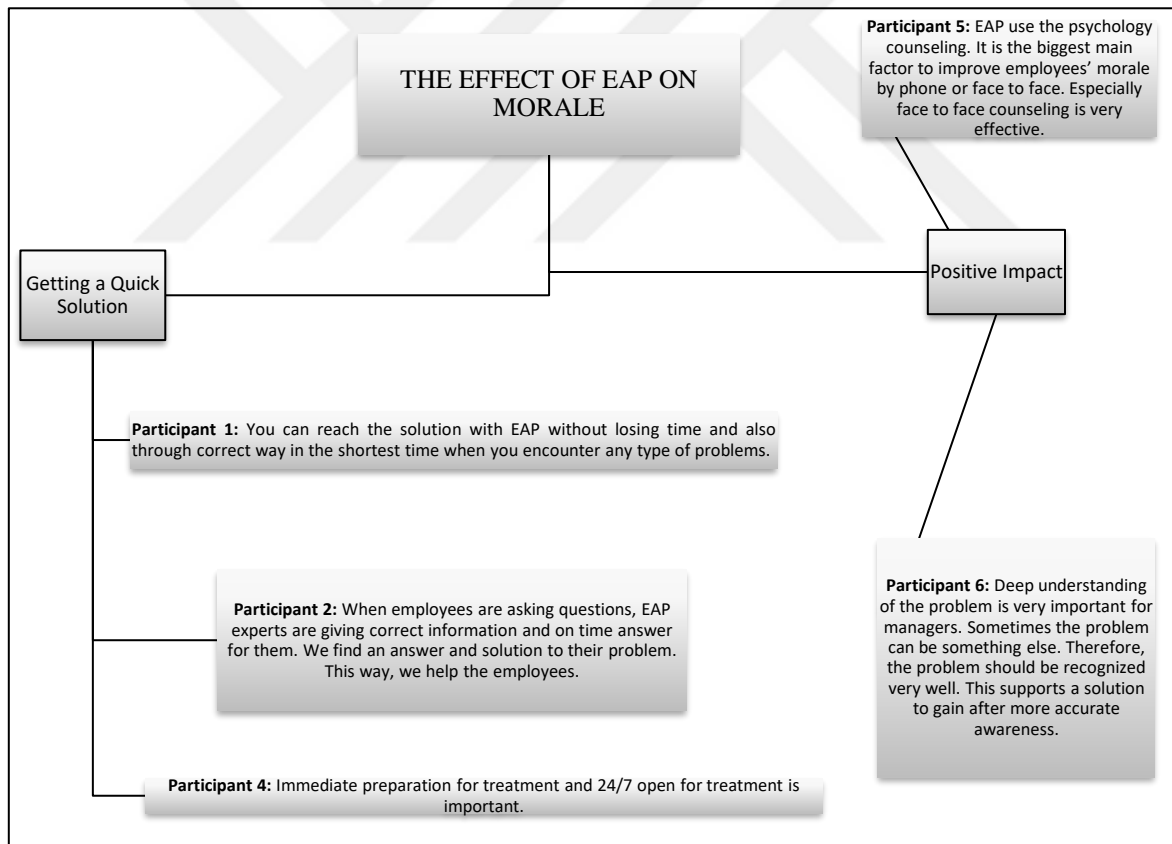


Figure 10: The effect of EAP on morale

According to the findings of the figure 10, it was observed that EAP results positive impact and getting a quick solution. The experts mentioned that morale

problems can improved very quickly and as a result it will affect the work potential of the employees in a positive way. According to Bophela and Govender (2015) Employee Assistance Program is essential in terms of addressing job-related stress. Job-related stress is the main reason for low productivity, morale, health, and human error. Performance can drop when employees face morale problem. Employee Assistance Program prevents problems and provides strategies for employees to achieve productivity and appropriate environment.

In this study, it has been indicated that the literature supports the findings of figure 10 that the EAP is used to have a positive impact on employees and organizations.

5.9. Consulting Period for Morale Problems

Employees with morale problems usually need more than session. Therefore, as EAP managers claim during the interview, at least three sessions needed for employees with morale problems since each consulting period happens once a week. Although the amounts can be changed according to the severity of the problem that employee faces.

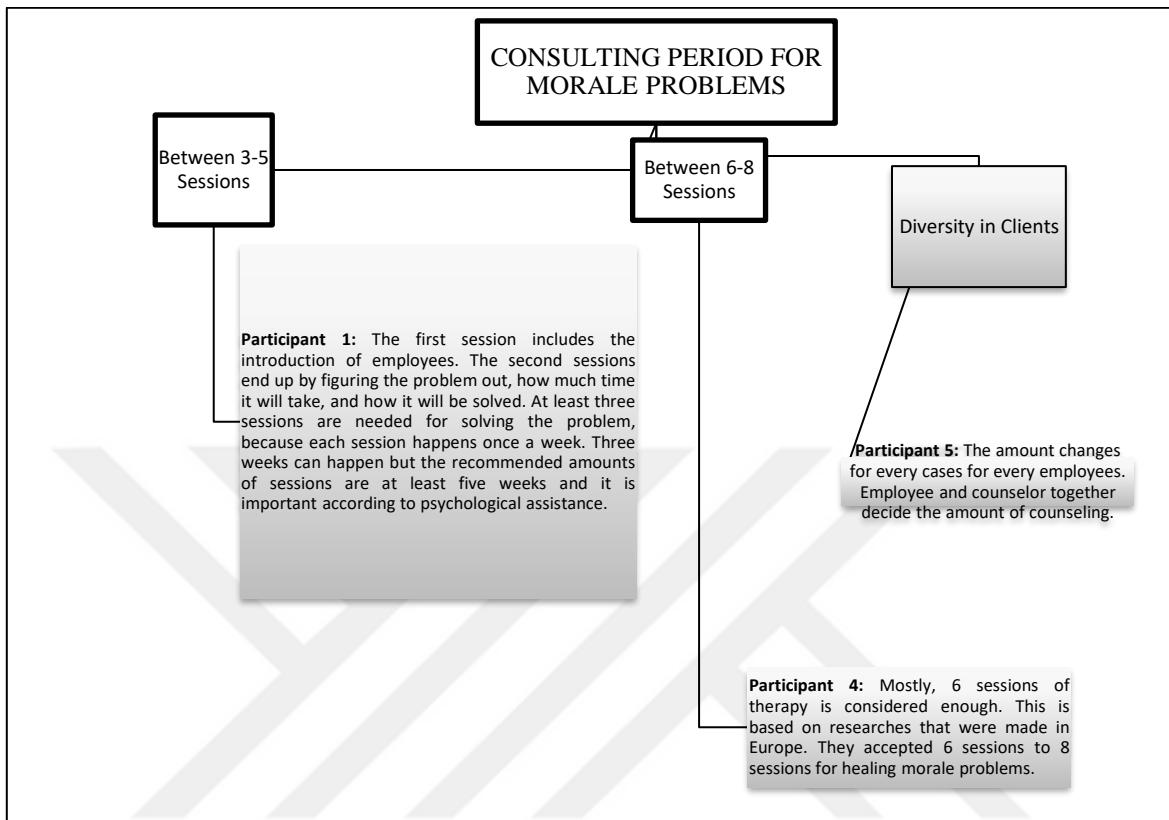


Figure 11: Consulting period for morale problems

After the interviews in 11th figure, it was observed that the consulting period for morale problems shows different views. But it has been mentioned that 5 – 6 sessions of interviews has a positive impact on employees. Also, after the meeting and recognizing the problems, the final visiting period are getting determined. Ekpang (2015) claims that Employee Assistance Program managers should set a clear policy, organizational assistance, and willing to solve the problem in the organization. Whenever employees in the organization face performance problems, it is important to solve the problem as soon as possible. When problems last longer, it becomes more difficult to gain satisfactory solution.

In this study, the literature difference from the findings of this study in figure 11. The Literature emphasizes on solving the problem as soon as possible. On the other hand, managers who are interviewed are claiming that 6-8 sessions are considered enough and each session happens once a week. As participant 1 stated

“The first session includes the introduction of employees. The second sessions end up by figuring the problem out, how much time it will take, and how it will be solved. At least three sessions are needed for solving the problem, because each session happens once a week. Three weeks can happen but the recommended amounts of sessions are at least five weeks and it is important according to psychological assistance.”

5.10. Employees Productivity Problems

There are numerous reasons for productivity problems. EAP managers during the interview expressed several reasons like: personnel problems, professional education and qualification, low wage, organizational communication and compliance and organization culture. Solvin these problems can affect the productivity in a positive way.

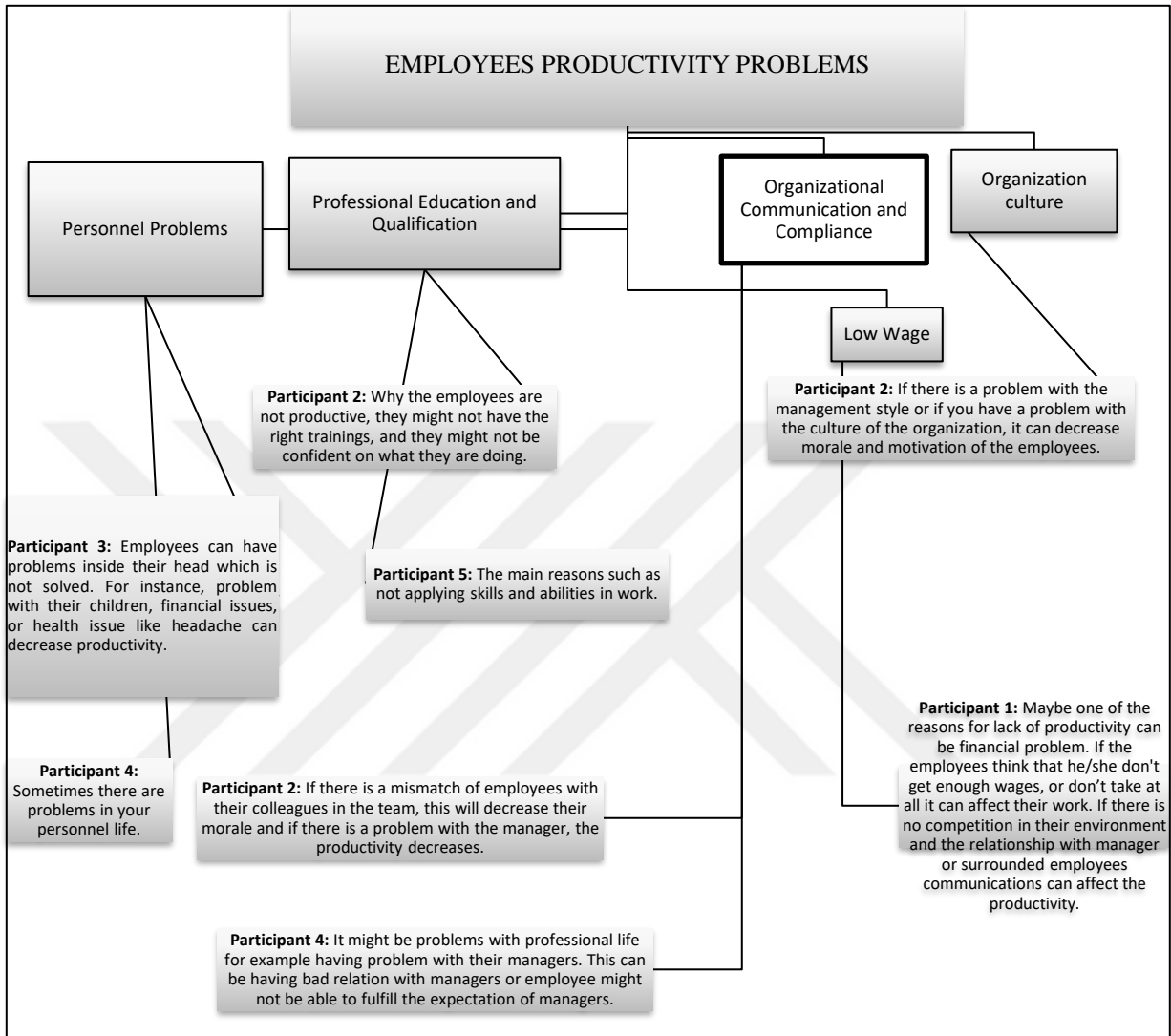


Figure 12: Employees productivity problems

According to the findings of the figure 12, the following points like personnel problems, professional education and qualification, organizational communication and compliance, organization culture, low wages' affects were experienced. EAP experts indicates that under personnel problems family and personnel life problems are the factor for decreasing the productivity and lack of professional education and qualification causes low productivity. Beside this, inside the company relationship with managers and their colleagues in organizational communication and compliance, organization culture have their affects on productivity. On the other hand, when the

employees do not get sufficient wages after their efforts, this will cause the employees to face with lack of productivity. According to EASNA (2015) Employee Assistance Program managers help organizations. They assist employees and their family in terms of personal problems, and other problems like health, family, financial, legal, emotional and other problems that may negatively impact on performance and productivity of employees.

In this study, the literature supports the finding of this research based on “Employee Productivity Problem” on figure 12. Personnel problems, lack of professional education and qualification decrease the productivity of employees.

5.11. The Effect of EAP on Employees Productivity

The good quality about Employee Assistance Program is that it makes the employees focus on their work. When employees know that there’s external guide and they can benefit from it. This helps them to concentrate more on their work. During the interviews EAP managers claim that when employees get solution to their problem, directly their productivity increases.

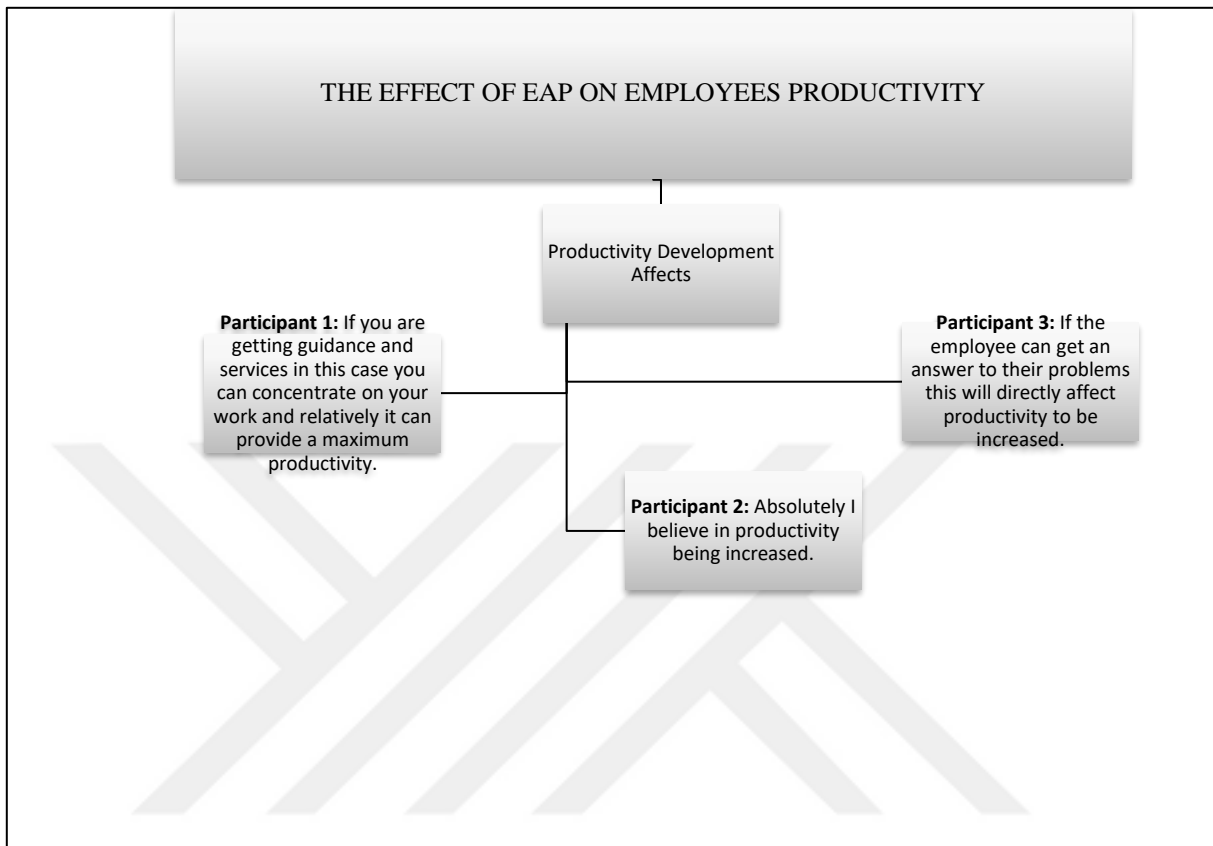


Figure 13: The effect of EAP on employees productivity

After the interviews in the figure 13, the EAP experts have the same opinion on the affect of EAP on employees' productivity. According to these interviews, experts claims that employees after using EAP services concentrates on their job, solving the problem, and of course it causes employees to have a positive impact on their productivity development affects. According to Masi (2011) Employee Assistance Program is designed to help employees in two ways (1) addressing and solving organizations' productivity (2) solving the personal problems including but not limited to problems like health, family, financial, legal, and emotional problems.

In this study, it has been observed that literature supports the opinion of EAP managers in the figure 13, and EAP focuses on the job of employees, solving their problems, and productivity affects.

5.12. Challenges on Lack of Productivity

When employees are suffering from lack of productivity, things do not end that way. It is very important to solve productivity problems among the employees, otherwise productivity problems leads the employees to certain other problems like: facing absenteeism, low productivity, decreasing in the quality of work, organizational problems, and problems in time management.

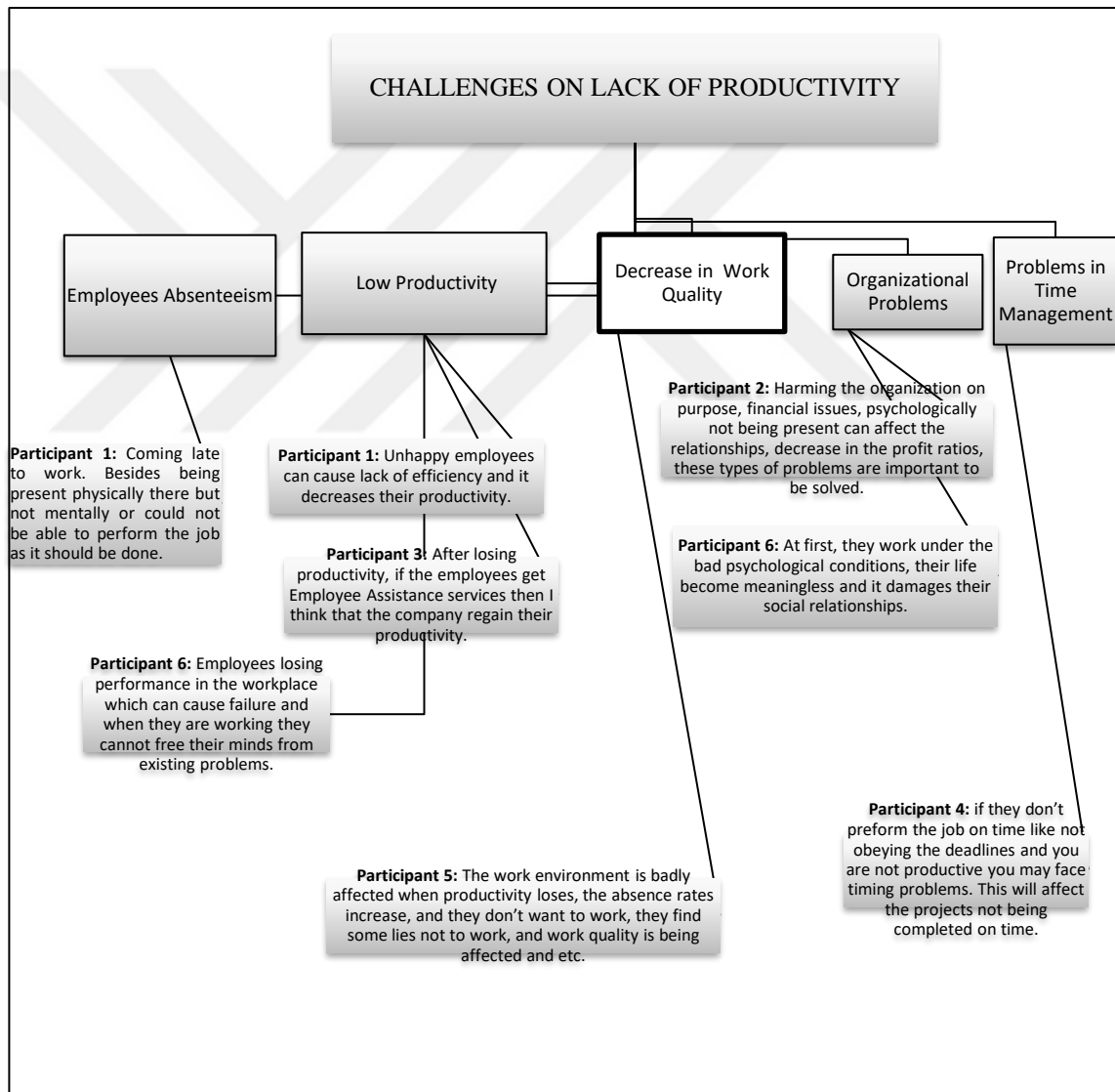


Figure 14: Challenges on lack of productivity

According to findings of the figure 14, low productivity among the employees that were explained by managers are workers absenteeism, low productivity, decrease in work quality, organizational problems, problems in time management. According to this, managers also claim that points on lack of productivity are coming late to the work. This problem causes reduction of work performance, reducing the quality, causing problem inside the organization and facing problems in time management have been examined. According to Joseph and Walker (2017) Employee Assistance Program reduces the costs that are caused by absenteeism, productivity, performance and turnover. According to EASNA (2015) employees' lack of productivity can be caused due to substance issues, untreated health problems, poor customer relationship, absenteeism, lack work quality, morale problems, and turnover.

In this study, it has been examined that literature supports the findings of figure 14 in this study. It has been observed that lack of productivity leads to absenteeism, organizational problems, lack of work quality, and other problems.

5.13. Discussion

Employee morale and productivity of Employee Assistance Program have assisted in building a clearer image of the current research base and the gaps that exist. The majority of researches address employee morale and productivity of Employee Assistance Program as important elements. Lack of these elements leads employees to face problems with their professional life, turnover, and lack of productivity.

The reviewed studies found that the aim of this program is to solve the problems of the employees and to increase their performance and productivity - motivation. Managers are mostly indicating that the Employee Assistance Program has a high level of productivity, since employees can work happily, with high levels of morale. It was observed that employees with morale problems are facing with concentrating to their work, and low morale causes them to lose motivation. While having psychological assistance they are expecting to be healed at a short amount of time and reflecting their personnel problems to their professional life. According to Bophela

and Govender (2015) the respondents' views on Employee Assistance Program indicates that the organizations need to address the problems that affects the workers' professional life, performance and productivity.

This program should use lots of communication tools, mailings, applications and it should introduce and remember the services to all employees again and again. Bophela and Govender (2015) claims that Employee Assistance Program companies must have sufficient communications to keep the employees' remember about EAP and prevent the absenteeism. This will help employees to have a good professional life. The Employee Assistance Program must help employees and their family to avoid the negative impacts on employees' morale and productivity. The managers need to ensure the correct strategies for employee clients.

According to the findings of this study, employees with morale problems need to meet the right source at the right time. Experts are taking employees with morale problems to achieve reaching to the right source and expert on time, seeking solutions to the problems, opportunity for psychological support. Elder, Agee, and Adamson (2018) claims that by hiring EAP the commitment of employees towards their job increases and the absenteeism decreases in compare to others. The usage of EAP balances and develops the quality of professional life and employee morale. Companies should be encouraged to obtain a pro-active approach. Using a preventative strategy like Counseling is better than the ambulance near to the organization.

In the finding of this research, Employee Assistance Program is gathered within the framework of increasing the morale of the employees, ensuring productivity and solving the working problems. EAP experts indicates that under personnel problems family and personnel life problems are the factor for decreasing the productivity and lack of professional education and qualification causes low productivity. Bophela and Govender (2015) claim that the managers and employees play a crucial role on morale and quality of professional life. This relation is important for organization

outcomes. Also, respondents' realizations of the conditions in working environment address to employees' needs. This way the outcome will have a considerable impact on business and employee retention. Preparing adequate resources contributes to effectiveness and productivity.

According to the findings of this research, experts claims that employees after using EAP services concentrates on their job, solving the problem, and of course it causes employees to have a positive impact on their productivity development affects. Kipkemoi, Omolo, and Onditi (2016) claims that the study made conclusions that EAP schemes should be correct so that motivation practices can be effective. Organizations started counseling services to increase employee morale and ensure that the productivity is enhanced. Employees' need counseling for different types of life problems when their health and safety should not be in danger.

In conclusion, the current review generally support that the morale problems can be improved very quickly and as a result it will affect the work potential of the employees in a positive way. This study also supports that employees' after using EAP services concentrate on their job, solve their problem, and EAP causes employees to have a positive impact on their productivity development affects.

6. CONCLUSION

In this research, the researcher aimed to introduce Employee Assistance Program to the readers. When we want to introduce a program to the readers, it is important to start with the definition and basic information about the title. As it is mentioned in the previous chapters, EAPs are sponsored by employers and it is designed to reduce and serves in removing a variety of workplace problems.

The research focuses on the strategies of Employee Assistance Program on employee's morale and productivity. This was created as the main research questions of this study. It was established that Employee Assistance Programs have the ability to improve morale and productivity.

Internal Programs, External Programs, Hybrid Programs, and The free Employee Assistance program are the four types of delivery models for Employee Assistance Program. One of the most common types of delivery is External Program, because External models are regarded as cost-effective and it is easier for companies to purchase it.

In this study, Employee Assistance Program providers' opinions are examined. The finding of the research shows that Employee Assistance Program providers are solving the problem of employees and promoting employees to achieve higher performance, motivation and productivity.

The managers of Employee Assistance Program claim that the features of EAPs' success are confidentiality and reliability. Especially it is important to keep confidential the employees who are taking psychological assistance in the work environment. Beside this, the Employee Assistance Program providers should consider and give importance to the country requirements and working condition of employee.

Providing effective and preplanned service increases morale, solves the personnel and organizational problems of the employees who are using Employee

Assistance Program. As a result the company gains productivity and the importance of Employee Assistance Program is being exposed.

In this study, it was examined that the employees who are participating Employee Assistance Program with psychological problems tends to be aggressive, angry, impatient, energy less, lack of motivation and stressful. This situation shows the necessity of Employee Assistance Program for employees with psychological problems. The managers expressed these requirements which can be explained is to reach the right source and expert on time, seeking solutions to the problems and opportunity for psychological support

EAP managers claim that employee morale can affect the productivity of employees in a positive way. In this situation EAP managers claim that solving personnel problems, having professional education and qualification, organizational communication and compliance, organization culture and enough wage can help reducing lack of productivity.

6.1. Recommendations

Of course, there are some boundaries for buying or providing best possible Employee Assistance Services. These boundaries present opportunities for development in the upcoming years to progress the structure, coordination, and integration of Employee Assistance Programs. To help managers address these boundaries, here are some tips:

1. Standardize the meaning of EAP and provide direction on a recognized set of fundamental assistance.
2. Generate a set of standardized measures that can be used to manage efficiently and demonstrate the positive impact of EAP services on employee morale and productivity.

Employee Assistance Program is a type of program that increases the capabilities of employees. The primary target is to improve the productivity and job

performance in an organization. Before discussing productivity and job performance related issues in Employee Assistance Program, it is always essential for a manager to look at the capability of an employee. Employees, sometimes they might say yes to every demand of the employers. Fearing not to lose their job can be the reason behind this. It is better for Employee Assistance Program managers to determine an exact amount of work in a company. If employees continue to work hard, while they are not happy with their workforce situation, this will lead them to stress or depression. Employers must think of three ways before improving the productivity in a company and researchers should think of two ways for upcoming researches related to EAP.

First of all, it is better for Employee Assistance Program managers to improve productivity among the workers and raise their salary at the same time. This will boost employee's morale, and it can create loyalty among the employees within the company.

Secondly, Employee Assistance Program can make promotion and increase of productivity at the same time. Since employee promotes, he or she will have a scene of responsibility. Humans are willing to promote in their life. After promotion employees will gain morale from their workplace. Therefore, the increase in the amount of work and productivity will not cause stress and depression.

Thirdly, if the amount of work is very high and companies want to improve their productivity by a noticeable amount. Then they should hire new employees. The boost of productivity and performance creates wealth to the companies. Therefore, they will be able to pay their employees' wages.

Fourthly, the researchers can look through other different dimension of Employee Assistance Program like financial and legal solutions. Employee Assistance Program provides assists related to finance and they usually provide lawyers in case if their employee clients face legal issues.

Fifthly, the researcher can choose both qualitative approach and quantitative approach for their research. This will depend on their selection of their topic. The researchers should take advices of their advisors or other researcher based on selecting the approach for their topic.

After doing the research under the title of Employee Assistance Program and interviewing people in charge of EAP, the above three out of five recommendations were presented by researcher for the companies and EAP managers, also fourth and fifth recommendation were presented to for researches for upcoming research related to Employee Assistance Program.

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