



**The Efficacy of Employee Assistance Programs: Connecting HR & EAP
Practitioners in the Irish Context.**

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**A dissertation submitted in full time fulfilment for the award of MA in
Human Resource Management**

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Abstract

Introduction: Employee Assistance Programmes (EAP) have drastically transformed over the years to keep up with the changing trends of the workplace.

Research question and objectives: The objective of this dissertation is to examine the efficacy of EAP within workplaces, specifically via a qualitative study that interviews counsellors from one Irish organisation involved in the provision of these services. This will be accompanied by my literature review.

Methodology: A qualitative methodology was used and eleven semi-structures were performed.

Findings: The findings were then analysed using a thematic structure, to seek participants' views on issues such as EAP effectiveness and common issues presented by their clients. W-therapy was compared with face-to-face work and the importance and the importance of organisational culture and the impact upon staff was explored.

Discussion: The findings of the research were that EAP are effective and at the time of the research, issues related to Covid-19 such as the effect of social restrictions, the isolation of remote working and the consequential problems with return to work, increases in social problems such as addiction and tension within the family unit were seen to be relevant, as were issues such as management practices and organisational culture.

Conclusions/Recommendations: This research recommends further studies of the issues recognised with a particular focus on the importance of addiction, the provision of appropriate EAP services and the attention of organisations to their management practices and the improvement of culture within the organisations themselves.

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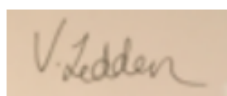
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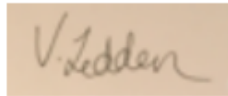
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List of abbreviations:

Employee Assistance Programmes (EAP)

Work-life Balance (WLB)

Learning and Development (LD)

Psychological Contract (PC)

Social Exchange Theory (SET)

Workplace Bullying (WB)

Employee Welfare (EW)

Psychological Contract (PC)

Social Exchange Theory (SET)

CHAPTER 1 INTRODUCTION

“Back in 2003, Employee Assistance Programmes were not that popular [in Ireland]. It gained adoration in America in the Sixties and went on to gradually become the phenomenon that it is today. People [employers] realised by supporting staff members, for every dollar spent, they saved \$13 in preventing absenteeism, improving industrial relations, managing workplace conflict [resolutions], resignations and strikes, etc. Ireland adopted the practice in the late seventies and early eighties through multinational companies, and then I got involved”

CEO & Founder of Abate Counselling

1.1 Background to the research study:

Abate Counselling and EAP Ltd, was created in 2003 and has since had an ever growing reputation with its team of 150 nationwide psychotherapists and its commitment to the highest standards of support through employee assistance programmes (EAP), counselling and critical incident management. Almost twenty years later, the company continues to provide two employee welfare (EW) services that are provided through service level agreements. Six appointed counselling sessions are used for individuals who avail themselves of the program with the possibility of extending to an additional six sessions should the client, counsellor and organisation agree. In some cases, sessions are unlimited to employees, these organisations have gone as far as to offer the EAP service to staff family members as well. An employee may free phone Abate independently where their identity will be protected by a numerical code for the purpose of confidentiality and invoicing. Alternatively, or the member of the company can also nominate themselves to their Human Resource (HR) department for enrolment for EAP. The clientele using the service has been described by numerous sources throughout the study as consisting of earnest general organisational workers who work in industries such as Health care, IT, Media, Engineering, not-for-profit and so forth.

1.2 Rationale for the study:

Since engaging in this research early on, it became evident that the particular approach of interviewing the experts that counsel the employees had not yet been widely conducted. Therefore, recommendations, research, and feedback have not been analysed, examined or acted upon. The findings from the completed interviews relay the effectiveness of said programmes and suggest the importance of organisational culture, learning and development (L&D) and creating a healthy organisation to support EW, alongside suggested management practices that

overall bridge the gap between capital and level (employer and employee) alike. Following this study and review of academic literature the author was able to identify gaps within literature based around technological trends such as remote working etc. The author can also conclude that having high levels for employers on emotional intelligence, information programmes etc will implement relationship building amongst capital and level.

1.3 Chapter Summary:

Chapter 2 will consist of a detailed literature review that will explore the findings of other studies regarding factors that make up performance, engagement and trust in organisations. Furthermore, it will be a reflection of what was found during the interview process and investigated through critical analysis and a conceptual framework.

Chapter 3 will describe the research question with clear specified objectives.

Chapter 4 will explore the methodology and the reason for selection, paired with considerations and justification for the dismissal of alternative approaches. Included in this will be the research design, philosophy and ethical considerations to name a few.

Chapter 5 will present the findings and analysis of the categorised themes realised and will draw conclusions accordingly.

Chapter 6 will entail the discussions found in section four. The aim of the study will be implemented throughout alongside the integration of key points from the literature review.

Chapter 7 will summarise the findings and offer recommendations to counteract the problems found.

CHAPTER 2: LITERATURE REVIEW

2.1 Introduction:

The following literature review will provide the reader with a firm understanding of terms, theories, models, issues, and explanations of areas that impact the wellbeing of staff and research that is drawn from these points. Research aims are to provide the reader with a background of EAP and an outlook of causes and stressors for employees which as a result hinder job performance, engagement, retention, and job satisfaction and so forth. Secondly, the author will discuss the unequivocal topic that has emerged itself into the new working world and everyday 'normality'. Otherwise known as COVID-19 and the dissonance left amongst remote workers returning to the office, coping with technological trends and of course the strain it has taken upon mental health and social inclusion. The final research aim is to uncover the impact of factors that influence employee commitment, a diverse learning climate for organisations and the important role of leadership.

The review will be diverse and plentiful as many areas have been discovered during the beginning, middle, and end of this research. Firstly, it should be noted that human resource management (HRM) derives from the previous term of personnel management (Handy et al, 1989). It has always been established as being a basic principle of administration for organisations and as the 'guardian' to the taskforce through channels of validity, transparency and discrimination, etc. (Henderson, 2017). This department also has the responsibility to support the effectiveness of the function of HR as it ranges to several areas that assist opportunities, gains, and overall business performance (Patel et al. 2019). Human resource strategies must be aligned with those of the business. The fundamental concept of human capital strategies relies heavily on elements such as knowledge sharing (KS), talent management, organisational culture, and leadership. As a result, the implementation of many of these listed above leads to competitive advantage for organisations and a successful workforce (Anca-Ioana, 2016; Liu & Liu, 2020).

2.2 Counselling and Employee Assistance Programmes:

The changes and developments of EAP's in the last ten years is a change in the menu of services that they provide. They need to continue to determine effectiveness, remain viable and benchmark the service components success and working ability (Courtois et al. 2004). Upon investigation there are several applied research studies that relay workplace counselling as a current positive change to the corporate pool and less of a wave that needs to be partially monitored. They prove how significant they are to workplace outcomes by focusing on client referrals,

user utilisation rate, cost per click models on websites and the responsibility employers have on commonplace anxiety (Langlieb & Khan, 2005; Lennox & Sharar, 2016). Despite the widespread presence of EAP's negative opinions appear throughout academia that suggests there is not one well-known method to undergo a performance review in relation to the effectiveness of service (Kirk & Brown, 2003). Organisations also often neglect the task of promoting EAP as they solely rely on a one-off communication process resulting in needs being overlooked (Nunes et al. 2017) and finally, most evaluations are subsequently comprised case studies as they usually are performed by the service provider themselves which can be argued as an agenda as they have an investment in the outcome (Kirk & Brown, 2003).

However, an interesting study performed on many public agents by Hsu, Wang, Lan 2019, examined the Taiwanese Government and the mandated decision to assess all public EAP units every year. This was solicited by government officials and a truly validated piece of work, with controlled results as all units were under supervision by the government. In other words, employees understood the rationale for an EAP and organisational variables such as culture and policies would stay consistent. A scale dimension was developed to evaluate interviews, theories, and program practitioners to create an assessment or checklist that allows HR managers to measure the results achieved by EAP's and whether they impacted workplace effectiveness. Providing support through knowledge of multiple sources supplies CEOs, supervisors, and managers with the ability to identify the needs of employees to produce elevated levels of autonomy and allows for an ancillary of new targeted action plans that will enhance engagement (Kava et al. 2020).

2.3 Psychological contract

The psychological contract (PC) refers to how employers seek willing commitment from the workforce rather than compliance (Henderson, 2017). It enforces the beliefs, ambitions, expectations, and obligations perceived throughout the employment relationship. It refers to the rationale employers should uphold to the "human side" of workplace relationships and draws insights from organisational behaviour and psychological initiatives (CIPD, 2021).

Robinson & Morrison (1995) declare that numerous studies have been conducted that present PC breaches within organisations as unfilled obligations. Nowadays however, it has been found that PC is directly related to employee engagement, job satisfaction, retention, commitment, autonomy, and health and wellbeing and so forth (Zacher & Rudolph, 2020; Henry et al. 2017; de Jong et al. 2015; Bal et al. 2010; Zhao et al. 2007)

2.4 Social exchange theory

Social exchange theory (SET) provides the relationship of exchange to either employee or employer to maximise the value of rewards. SET has been argued as being selfish in nature however, as it is based around the likelihood of receiving credits to gain the motivation of workers (Dominique, 2016). This finding proves a level of unsatisfactory reasons to fully endorse it. On the other hand, introducing monetary rewards, services, or status and priorities will maintain the desire to stay within an organisation (Martin & Fellenz, 2010). A study performed by Xerri et al. 2015, surveyed 255 management members and found that organisational support (OS) for employees intrinsically links emotional attachment to businesses. Additionally, OS produces loyalty, commitment, and psychological welfare, therefore individual rewards prove to be the focal point for engagement and relationship development in organisations.

2.5 Work Life Balance:

Guest (2002), affirms three influences that dictate the work-life balance relationship (WLB);

“Those concerned with developments at work that might be seen as causing the problem of work-life imbalance and those concerning individuals and their lives outside work that give rise to the need to address the challenge of work-life balance as a contemporary policy issue”.

The employee faces many difficulties if work responsibilities and home life are not in harmony. These to include, negative mental wellness, lack of energy, and sleeping disturbances resulting directly in the decline of performing and delivering day-to-day tasks (Tomazevic et al. 2014). Allowing members to partake in WLB constitutes consistency. Consistency warrants the need and demand for job responsibilities and the reduction of poor mental health (Haar et al. 2014).

In contrast, other researchers indicate that the level of feedback from the employer to the employee is difficult when undergoing communication regarding personal and professional issues during performance reviews (Rani et al. 2011). Negative affiliations have been noted throughout the literature as the WLB is difficult to measure in terms of what organisations practice and the effects of the given approval. Most studies that undertake this subject also often are criticised due to the homogenous nature as samples exclude single parents, same-sex couples, ethnic and/or diverse groups and focus primarily on dual-earning families and so forth (Parker & Hall, 1992: McManus et al. 2002: Perrone, 2005: Casper et al. 2007).

Nevertheless, further stressors on staff such as high job demands, conflict with superiors, and work responsibilities interfering with nonwork responsibilities also lead to negative ramifications on employees' health and wellbeing (De Raeve et al. 2009: Schaufeli & Taris, 2014).

2.6 Organisational culture:

A strong organisational culture constructs the foundations of employee welfare (EW) and solidifies business growth. Cultures that tolerate workplace bullying leads to unwanted negative attitudes, incidences, and behaviours that can be repeated offenses or may occur often over an extended period. Engaging or being subject to such measures hinders the welfare of individuals & teams and causes mental, physical, and emotional conditions (Burman, 2021). The culture of organisations really can impact certain aspects of wellbeing. Team leaders and other authoritative positions may project behaviour or words that may fall under the category of workplace bullying (WB) (Saunders et al. 2007). Other forms of bullying may be management tolerating it amongst employees, this includes purposefully ignoring an individual and ongoing gossiping penetrating day-to-day work (Houghton et al. 2021). Indeed, the effects of WB can be catastrophic to those affected by it, as it has been linked to post-traumatic stress syndrome and further ill mental health disorders (Miller et al. 2019). Never mind, the possibility of union membership involvement and employee lawsuits as well (Carbo, 2017; Martin & LaVan, 2010) From a HR perspective company reputation can be tarnished by such behaviours and furthermore employee performance and organisational results are hindered due to turnover, and an unattractive employer brand for new talent searches as well (Park & Min, 2020; Soeling et al. 2022). Einarsen (1996) also discovered that lack of autonomy, elevated levels of conflict and minimal attempts of constructive leadership all are linked to higher bullying incidents.

2.6.1 Organisational Transparency and Trust

Moving off the last point discovered by Einarsen (1999), job security will be compromised due to the lack of trust between the employer and employee (Saunders et al. 2007). The relationship between recipients and trust providers creates a state of utopia and transparency within organisations (Luzar & Zoran, 2020), tacit knowledge can be developed through mentoring as more experienced staff may solicit experiences and information from internal programmes (Hayden, 2021). Rasmunssen & Nielsen 2011, argue there is an implementation gap between trust theory and practice which as a result overlooks insights and ideas that support learning and development (L&D) amongst human resources that overall impacts firm results.

2.6.2 Knowledge sharing:

Ideals that are also heavily embedded in HRM literature is the notion of (KS). It is personified as being an accessory and reigns popularity to organisational performance as it is key for the promotion if available resources in this case. Scholars have noted however, knowledge management is a set of activities that cultivate and sustain elements such as people and culture

(Meso & Smith, 2000). Therefore, it is embedded through the social interactions and social structures of organisations. It is emergent through individuals. Hence, the importance of Human Resource Management (HRM) systems and the power it holds on to the development and/or success of organisational commitment, company competitiveness and strategy (Shih & Chiang, 2005).

As well as this, strategic stance organisations tend to galvanize from is the hoarding of knowledge as it highlights superiority and safeguards redundancy (Greunen et al. 2021). ST, however, is a learning and knowledge provider method that is generally associated with healing and unconscious mind learning. HRM on the other hand can use ST from a multi-purpose position for building trust and leadership practices (Magagnoli, 2005). ST has been stressed by theorists to be reflective and transformative as it combines thematic components and has firm linkages to change management. It relays the imperativeness of training managers, mentors and leaders in ST as it inspires conforming with organisational values and commitment (Kang, 2018), moreover, it increases employee engagement and development and enhances employee retention (Gray et al. 2015).

2.7 COVID-19

The World Health Organisation (WHO) declared the Corona Virus disease a global health emergency in January 2020 (Yuen et al. 2020). By February 2021 the WHO also recorded in more than 109 million cases and two million deaths amongst 223 countries. The global pandemic has had a tremendous impact on employees as individuals, with a myriad of disturbances to businesses. Mental health impacts have occurred alongside a segregation from a societal and workforce viewpoint as well.

2.7.1 Implications of the Pandemic

It is worth mentioning the harsh and unexpected lengthy duration of these disruptions, and how organisations dealt them by restrictions and by implementing required preventative measures. The crisis has been recognised as a needed wake up call to the review and rethinking of organisational strategies in order to support staff during times of disturbance (Lawrence et al. 2020). Furthermore, the unpredictability of the Pandemic has resulted in the infliction of social stigma and imposition of possible discrimination against group and/or individual COVID-19 positive cases. Better known as the ‘survivors’ of the outbreak; negative labelling, stereotyping, being treated differently, and loss of status has been thrust upon employees when returning to workforce (Wahyuhadi et al. 2022: Unicef, 2020).

2.7.2 Remote working:

Otherwise known as working from home (WFH), has quickly become the new way of working and has become a standout benefit that new candidates now look for when applying to organisations (CIPD, 2021). Policies such as ‘The right to disconnect’ (Magagnoli, 2021) are now commonly embedded into employee contracts and so forth to avoid work time extending into personal time. This has since become a universal issue generally noted with remote working. Although many negative implications followed the Covid-19 crisis, categorically positive long-term opportunities were created for businesses as well. Radical changes such as organisations rapidly digitalising the enterprise and workforce overnight has led to more innovation and cost efficiency, it highlighted the continuum for upskilling and training development, project working and teamworking accompanied a sense of community as well (Lawrence et al. 2020).

2.7.3 Technological trends

Digital technologies are now an everyday feature of modern-day working life. While they are undeniably useful and flexible from an arrangement standpoint, many sources list concerns regarding mental health and job quality. Other criticisms include excess automation and artificial intelligence (AI) leading to the deskilling of jobs, long-term unemployment, and the suppling of ‘downward pressure’ on salary and/or pay in the low-wage sector (International Labour Organisation, 2021).

According to European Association of People Management (EAPM) Newsletter 2019, a re-skilling revolution is needed to progress with the transformative trials of globalisation. These economic, environmental, and social challenges create pressure on labour markets, lifelong learning, education development, and the nature of work as a whole. Equally, the World Economic Forum 2018 Future of Jobs Report declares over 75 million jobs are expected to be superseded by 2022 in 20 major economies. It is anticipated that over half of employees (54%) need to up and reskill immediately to last in the turbulent working world.

‘Downsizing’ became popular during the 20th century and is commonly used during the revaluation of an organisational structure process. Organisations have a duty of care to the taskforce alongside business performance and shareholders alike. From an ethical theoretical point of view this could be argued as breaking PC & Corporate Social Responsibility (CSR) (Baruch & Hind, 2000), as it categorizes business outcomes over the current labour market. In the case of repetition, the term ‘Survivors’ is also used when describing staff who have remained in roles

during workforce reduction. This reduction is accomplished through job polarisation, terminations, early retirement incentives, attrition, redundancies, and lay-offs such as dealing with the Pandemic and so forth (Samreen et al. 2022).

It leaves individuals with a sense of guilt and feeling overwhelmed (Appelbaum & Donia, 2000), it fast tracks the desire to leave an organisation (Wiley et al. 2010) and massively decreases general staff wellbeing (Kalimo et al. 2003). Therefore, the phenomenon of downsizing or often referred to as 'right sizing' creates a loss of organisational identity and manufactures a struggle to maintain in digital economies and societies. 'Presenteeism' relates to staff who feel they need to be ever present during downsizing even though underperformance, therefore, becomes a consequence. Staff can also suffer from involuntary problems such as illness and subsequently take a leave of absence. Once returning to work, employees feel they must attend in order to feel safe in their position even though they may still be ill which results in further issues of motivation and task delivery. According to Hemp (2004) studies show that presenteeism ends in double or triple the price of direct medical care, these costs are then paid for by employee claims and insurance premiums.

2.8 Burnout

Burnout (BO) is an additional layer that may push employees to seek this form of legal action mentioned above, it is a widespread issue amongst the working worlds. It relates to the total depletion of individuals, as a reaction to heavy workload and high job stress which leads to emotional and physical exhaustion. Occupational BO has been declared as a psychological syndrome accompanied by high levels of interpersonal and occupational work-related stressors (Maslach & Jackson, 1981). It has been highly contested that individuals who experience BO are more likely to be absent from work, develop mental health illnesses, and have higher rates of needing to leave positions leading to increased staff turnover (Karantzas et al. 2012). Other areas that have been discovered within the research and further lead to BO are management clashing, menopause, miscarriages, and the expectation of staff to be performing as usual when they are feeling fragile (Evers & Brouwers, 2002: Boehorst, 2008: Hammer et al. 2009: Burman, 2021).

A contemporary phenomenon known as quiet quitting as recently been described in newspapers such as The Wall Street Journal and The Guardian it has been described as a way of way to avoid occupational burnout and putting ones mental health first by reducing to a minimum the work done while holding on to the position (Trapper, 2022: Yang & Yang, 2022).

2.9 Leadership

Leadership is the functional relationship between leaders and employees that cares for staff and better guides and assists them to elevate productivity (Levine, 2000) and utilise organisational resources and goals (Elhajj, 2013). Krupp et al. (2013) refer to a leader as a coordinator that has a willingness to learn and determined to exist within the value of unity and peace embracing a future-focused mindset. Storytelling (ST) is an authentic and compelling narrative; from this perspective it is generally associated with healing and the unconscious mind learning. HRM on the other hand can use ST from a multi-purpose position for leadership and management practices. ST has been stressed by theorists to be reflective and transformative as it combines thematic components and key issues into integrated communication and teaching lessons in workplaces (Martin, 2016). Organisational storytelling uses this teaching tactic to better bring diverse groups together as it assists in the building of teamwork and understanding temporal intricacies and social boundaries (Lohuis et al. 2016). It constructs KS and is seen as a popular strategic educational tool to understand those who make up the workforce. ST also has firm linkages to change management. It relays the imperativeness of training managers, mentors and leaders in ST as it inspires conforming with organisational values and commitment (Kang, 2018), moreover, it increases employee engagement and development and enhances employee retention (Gray et al. 2015). Other skills that are imperative to form these responsibilities would be the emotional intelligence and empathy needed in order to produce great leaders (Goleman, 1998), coherent leadership requires a collaboration of both soft and hard skills (Livesey, 2017). A combination of these approaches will fundamentally guide employees and overall success for favourable outcomes such as change processes, enhancing organisational structure and culture (Radovanovic, 2021).

However, management is responsible for crisis leadership as it is imperative for team members to recognise anxiety and utilise safety by incorporating a voice for each member during unprecedented times in organisations (Kumar Jha, 2021). In times of uncertainty, mental health and job performance of individuals is paramount regarding the survival of the organisation (Matika & Muromo, 2021), when non-existent employee relations or work arrangements exist basic psychological phenomena are overlooked and are known to be connected to negative job satisfaction, job insecurity, absenteeism, stress, and a lack social inclusion (Ingvar Jacobsen & Fjeldbraaten, 2018). According to Jilkova 2021, human capital also supports corporate social responsibility (CSR) this generally refers to the relationship between society and organisation and the importance of decision making and the impact on enterprises and retention of customers

Conclusion of Literature Review

Employee wellbeing has become more of a strategic priority due to the pertinent connection on engagement and performance. As mentioned above there is a gap within the literature that fails to recognize the importance of staff wellbeing through the solicited perspectives of EAP practitioners. The consequences of this are the missed opportunities to create a nuanced organisational culture and structure, and the effects on the condition of staff as well. Lateral thinking based on reducing the stigma associated with mental health will infuse a state of contentment in workplaces that benefit both capital and level alike. Unfortunately, according to the World Health Organisation 2008, mental ill health will be the highest cause of disease by 2030. The acceptance of EAP feedback for managers and leaders along with an emphasis on human resources will promote a sustainable supportive environment that not only decreases staff turnover, absenteeism, presenteeism etc. but also will cause a resurgence of new skills and knowledge during attendance and/or promotional activities (Chester et, al. 2019).

Overall, there is a large amount of success evidence-based around the structures, literature, theories, and studies that are associated with the pedagogy of EAP. The idea of job satisfaction, internal and external performance, and the quality of work-life will be heavily inspected along with other points mentioned throughout. This is to be explored based on the importance of the employment relationship and the weight it carries within any form of performance review. This all relates to adequate staffing, rewarding work, work setting, personal growth, professional guidance, patient-to-therapist ratios, and job security (Rostami et al. 2021). Receiving insights from the Abate experts on how to initiate a cohesive working environment will give exploratory insights into confidentiality, working on the receiving end of technological trends and the social and personal dimensions of Covid as well.

CHAPTER 3 RESEARCH QUESTION

3.1 Research Question:

The main question posed by the research is:

“How effective are Employee Assistance Programmes?”

Objectives and aims

- 1) To highlight the importance of EAP and prove and identify the entities that they support.
- 2) To report via structured interviews with counsellors the challenges employees face whilst trying to negotiate the ordinary and extraordinary (Covid-19 related) demands of their employment.
- 3) To uncover essential adaptations that management and HR practitioners might employ to better support employees.

CHAPTER 4 RESEARCH METHODOLOGY

4:1 Introduction

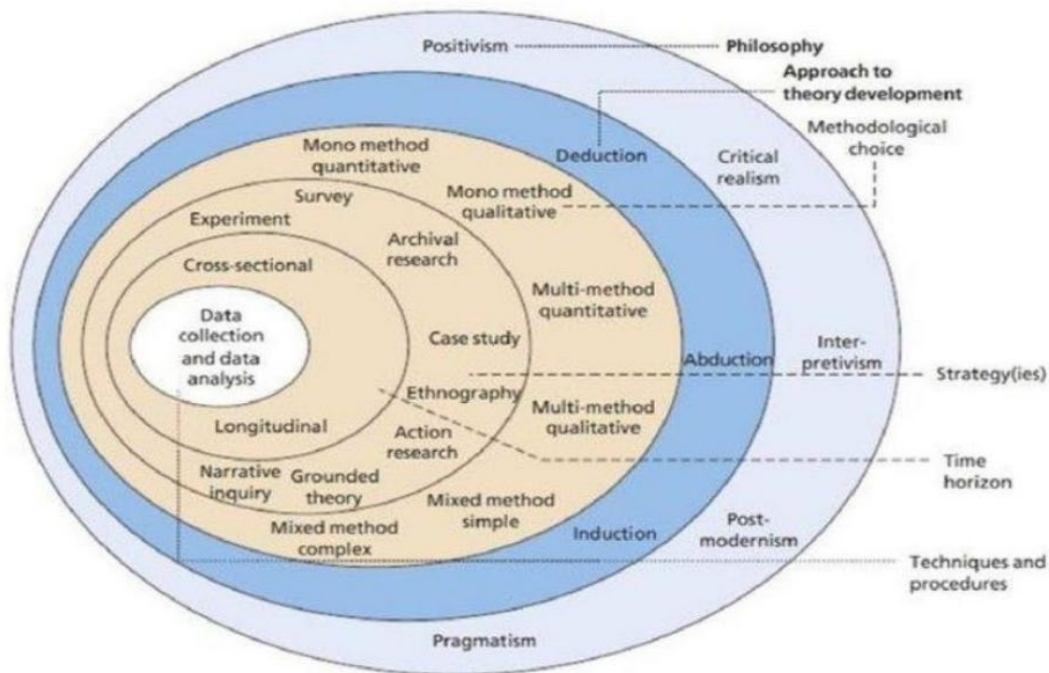


Fig 1. Research Onion

In terms of Saunders Research Onion (Saunders et al. 2007), the research design relies on multiple segments that are interdependent with one another. Previously mentioned throughout is the recurring theme of knowledge. Research philosophy is a widely used concept, whilst assuming a philosophical perspective ahead of data collection, it will establish a concise theoretical interpretation of the social world (McLachlan & Garcia, 2015). Not only that, but it also holds a pivotal position to the outcome, shape, and success of research findings. Thomas Kuhn (1970), emphasised the power of paradigms and the shifting influence held during the creation of new ideas, better described as a ‘constellation’ of concepts, values, beliefs, and techniques shared by an entity and/or communities. These shared principles and this worldview reflect a network of theories, commitment, cultural concepts, and methodological processes that push boundaries when making the transition to a new paradigm (Braun & Clarke, 2018). Ontology and epistemology are mainly used when building the focus and foundations for research assumptions.

Ontology addresses the “nature of reality” (Melnikovas, 2018), therefore it being singular or multiple and/or whether it being interpreted, negotiated, and debated. Ormston et al (2014), conceptualises ontology as a reality that exists within society whereby the relationship between cultural norms, social structures and social actors fundamentally determines what exists within the world.

Epistemology, however, refers to how one understands and accepts knowledge (Isaeva, 2015). It is a systematic process of enquiry as the nature of knowledge is diverse and intangible. The epistemological assumption requires numerous amounts of recording methods such as facts, narratives, opinions, and stories. It also includes nature, the form of knowledge and ways to communicate it to other human beings (Manion & Morrison, 2007).

Brinkman (2008) discusses how client-centred therapy/research should reflect the user not as a patient but as an expert instead. The premise for this uses the epistemology prospect as the experiences of staff are then translated into the knowledge of the counsellors. In other words, the professional opinion of the therapists will be collated from years of treating users of workplace counselling. The term ‘Rogerian therapist’ comes into play here, as this method develops an empathic humanistic understanding of client's feelings and thoughts, and reinstates areas discussed allowing the client to find meaning in the experience (Quinn, 2015). Thus, the knowledge of both forms of expertise allows for the study and the interpretivist approach to further expand on recommendations for HR practitioners.

Other avenues that could have been used is positivist research as it reflects outward knowledge, however, relies on scientific analysis and statistical results to contribute to topics such as societal norms (Saunders, 2019). Pragmatism also, uses a mixed-method approach which cannot be justified in this instance, although it does address problems and provides practical solutions it was not possible to encounter as a mono-method has been adopted (Saunders et al. 2019).

The author advocated the use of multiple perspective interviews (MPI) whereby the members' frame of reference from the same professional unit has been triangulated into the analysis and suggestions. MPI research is based solely on a social group dynamic rather than an individual basis. Examples of interest areas that are commonly used whilst studying are case studies, health research (Zarhin, 2018) and educational research as well (Santoro, 2014).

4.2 Research approach:

Deductive research is defined as a scientific method as it is based on existing theory, it has been described as a ‘top-down logic’ as it is concerned with the assumption of truth (Trochim, 2022). It involves more of a quantitative approach as it uses metrics on independent and dependent variables using valid scales such as questionnaires, which can give limited access into underlying information (Saunders, 2019).

However, this research will adopt an inductive approach based on an interpretivist philosophy. The purpose of interpretivism is the notion that humans create meaning, unique understandings and vital evaluations of the contexts of the social and cultural world. In this case within organisations, employees, managers, and so forth experience different workplace realities, therefore the interpretivist researcher must account for the complexity and meaning given by employees through secondary respondents (Abate counsellors) (Saunders et al. 2019). To rephrase, the emphasis is on the researcher to make evaluations on the subjects' point of view as well as useful observations (Locke, 2011). The explanations from experiences will reveal needed guiding principles to try to make sense of the findings (Kolb, 1984).

4.3 Methodological Choice

Ways to distinguish between quantitative and qualitative research are straightforward in the sense that data can be analysed either on a non-numerical or numeric basis (Saunders et al. 2019). De Freitas (2016) also, discovered that quantitative analysis has a well-established reputation for being foundational and controlling in calculation rather than creative in terms of solution for the development of human capital.

Therefore, in terms of subject matter qualitative approach will be used; moreover, it equips a greater depth of problem-solving and provides guidance to merge the gap between exploratory analysis and practice (Busetto et al. 2020). Within the last decade or so, psychology researchers have embraced qualitative research methods to an unforeseeable degree. In 2011, the American Psychological Association (APA) Division 5 established a multimethod focus by incorporating the preliminary traditional quantitative division section with qualitative methods collaboratively. Thus, the Society for Qualitative inquiry (SQIP) was introduced and in effect lead to the title change of the entire division, now known as “Quantitative and Qualitative Methods”. Furthermore, the British Psychology Society section (Qualitative Methods in Psychology), currently is the largest section, even though it was only put in place in 2005. Arguably, indicating an international transference of qualitative data recognition (Montali et al, 2019).

Not only that, but APA also relaunched its journal article reporting standards (JARS) to introduce the emerged choices of research methods, mixed methods & meta-analytic methods to promote and engage as much as possible with ‘methodology integrity.’ With that, an article containing JARS updates was revealed to be the most downloaded piece of commentary in 80+ APA journals in 2018 (Levitt et al, 2018). Therefore, evidence-based knowledge and sources lead to the decision-making of qualitative research and reasoning due to the strong connection between psychology, therapeutic interventions, and HR practices.

4.4 Instrument of data collection:

There are numerous ways of collecting research data, criticisms forego evaluating performance systems using surveys tend to be conducted using unreliable psychometric scales causing disruptions to the validity of a study (Forroozan & Farideh, 2016). It often overlooks key research designs and analyses, which impacts HRM practices due to findings and theoretical developments being counterproductive due to points of confusion (Robinson, 2018). Grounded theorist discourse reflects on the development process of grounded theory as being incomplete in terms of acquired knowledge, through appending analysis it remains always as an incomplete approximation (Ken & Brian, 2008). Although, these methods produce excessive amounts of data, skills are often needed to manage the content and identification of categories do not follow consistent rules (Milliken, 2010).

Smith and Osborn 2003, proclaimed that interviews in areas that are more emotionally charged and more psychological lead to the most successful and rigorous forms of data collection in qualitative research. This is due to the non-finalised angle of interview questions; it allows for space and depth to be created by engaging with participants therein adopting a course of action when different topics are introduced (Merriman & Joseph, 2018). Structured interviews are closed off and not recommended in the early stages of projects, the questions are perceived as being inflexible which leads to the generating of insights being hindered. Whereas unstructured interviews are unplanned and based on having a natural flow of conversation, the negatives of this, however, is that it can become informal and very difficult to analysis in later stages (McLeod, 2014). Although interviews tend to be more time-consuming, the initial reason for this research is of an exploratory nature due to various possibilities of answers and feedback that can be used from a feedforward perspective. Furthermore, semi-structured interviews are viewed as the most common type of qualitative research approach within the healthcare and wellbeing context (Kallio, et al. 2016). Semi-structured interviews are open ended, easier to

focus and probe on one particular question for fuller information and responses (Mannion et al. 2007). As the research aim is to identify and learn from specific experiences, issues. semi-structured was chosen. It also avoids going off topic and assist with keeping on track of research aims.

4.5 Time Horizon

This layer defines the time frame awarded in research. Longitudinal research takes the generalisation of gathering data repeatedly from the same subjects over a long duration of time. It's objective is to determine patterns and cause and effect (Gaille, 2017). It requires huge amounts of time and sample sizes, however, was not an option in this case given the time frame.

This primary focused research relies on experiences and organisational behavioural data for focused insights. Cross-sectional being the latter, is data that is conducted at a single point in time, it is more cost-effective, considers multiple variables, and creates new theories (Rivers & Wilson 2021). Hence, the timeframe needed for this research is cross-sectional as the interview sample is new and does not follow previous studies.

4.6 Sampling:

The researcher used convenience sampling as the selection of respondents was organised by the availability of the targeted company. Therefore, in this instance, it deployed a non-probability sampling method as accessibility was the forefront in this choice (Etikan et al. 2016). This form of sampling has fallen under the nature of bias amongst researchers (Sharma, 2017); however, the expert opinions can be justified to be the opposite as the respondents are trained to deliver ethical and moral standards when practicing therapy. The researcher was unbiased and coded the interviews accordingly to maximise the validity and quality using rationale that formed during the interview process. Please see appendix for information on proposed interview questions for sample size of 11 individuals.

4.7 Pilot interview:

The interview questions were sent to the CEO before the schedule of meetings to allow full transparency and phrasing. Recommendations were fully accomplished and edited. Prior to conducting individual interviews, phone calls were organised to provide background for the research to the EAP counsellors, this minimised the interview time as open discussions were held and general rapport and allaying concerns were established. Once the agreement for participation was reached detailed emails were sent privately to all interviewees accompanied by

a short, guided document based on the context of the project, consent for recording material, general HR practices and theories to provide scope for the intended research.

4.8 Data analysis:

As previously mentioned, observations were used to delve deeper into reoccurring themes and details that came up in the interviews. As this research is far more behavioural than numerical the obvious choice was to develop this stage through the technique of coding. Thematic analysis (TA) has been exposed as being rarely acknowledged and limited in relation to the logic of the research design and theoretical presupposition due to it being of a homogeneous form or entity (Bruan & Clarke, 2006; Fugard & Potts, 2015). However, this form of analysis is common and used frequently by researchers as it is a “foundational method for qualitative analysis”, it utilises a structured yet versatile and adaptable approach through noting patterns and themes to understanding given answers (Bruan & Clarke 2016). Choosing one form of analysis can be difficult when embarking on research methods. TA is flexible as it can be used for an objectivist or subjectivist perspective, furthermore from an interpretivist viewpoint different and/or new phenomena can be elucidated (Saunders et al. 2019).

Miles and Huberman (1994) state that codes are used for determining the meaning of reoccurring themes in research, typically carried out through tags or labels. When assigning and seeking the unit of meaning, regarding the words, sentences, phrases, or entire paragraphs, ‘chunks’ of information vary in size to craft similarities and identify concepts. When recurring codes are realised ideas, suggestions and entities become akin to themes, and the essence of the research begins to marinate and become established (Baur & Clarke 2013; DeSantis & Ugarizza, 2000). There have been many discussions dedicated to labelling, therein verbal versus visual, arithmetic, and non-labelling data assessment (Vogel et al. 2020; Bendixen & Yurova, 2012; Krosnick & Berent, 1999), and the positive effects in research. These forms of coding ensure statistical and categorical power (Eustler & Lang, 2015) and hugely improve validity and reliability (Menold et al. 2014).

4.9 Ethical Issues, Research Instruments

From proposal to dissertation discussions were had regarding the ethical considerations encompassing trust and confidentiality with the Chief Executive Officer of Abate Counselling Ltd. An important area, that had no room for neglect, was the anonymisation of identities and assurance of duty of care to the respondents under the supervision of Abate as an employer.

Moreover, confidentiality from therapist to client has been heavily personified in literature and practice for decades; it safeguards stigmatisation (Louisell & Sinclair, 1965: Goldstein & Katz, 1962), guarantees stronger engagement when dealing with the fragilities of attendees (Jenkins, 2010) and is seen as a therapeutic strategy completely embedded into ethical motivations (Denkowski & Denkowski, 1982).

4.10 Limitations

Firstly, within research, qualitative research strategies cause the most confusion as the level of diverse options often lead to ‘blurred genres’ (Denzin & Lincoln, 2018) when approaching general research (Saunders et al. 2019). This proved to be very accurate as dealing with subjectivity is far more difficult to benchmark and determine than interpreting number-based research. A mixed method approach would also have complimented the findings and structure of the study more. Hence mentioned in section 4.3, the qualitative health researcher could have embarked on the APA’s SQIP section that infuses both quantitative and qualitative research methods for a more robust outcome.

CHAPTER 5: DATA FINDINGS & ANALYSIS:

The research findings discovered that amongst the eleven counsellors interviewed a combined working total of over 120 years of professional experience in the industry of counselling and EAP support has been completed collaboratively. It was imperative to identify the intangibles cues such as emphasis, emotion, and contextual underpinnings of the answers given. By doing this, deeper themes became clearer, and the coding process became straightforward and concise to translate. Upon analysis of the interview results the sub-questions were identified as laid out below.

5.1 How does EAP's provide value to clients/employees by addressing personal and work-related issues that affect job performance? Who does it serve?

Theme One - Work-Life Balance and EAP

Firstly, the theme of stress upon employees and the effects on job performance were heavily discussed. It entailed the importance of striking a work-life balance as many aspects of an individual's life intersect those of the professional working environment in terms of performance and/or relationship.

“People bring their personal life into work and vice versa. It is not compartmentalized properly. It affects personal and work relationships and creates anxiety and depression”

Counsellor No. 2

The significance and the value of EAP were massively personified and ways to harmonise the needed support for employees for a multitude of issues such as not coherently functioning in roles and creating a safe space that provokes the need for employee voice and job satisfaction. It was unanimously found that EAP is essential nowadays and proves an acknowledgment for individuals and how they should feel supported in roles.

“EAP can be very effective. When employees are supported, they can give their best to the organisation”

Counsellor No. 7.

This is evident in the literature above in section 2.2 explored through Kava et al. (2020), these programmes fulfil a gap for needed action as it aligns organisational goals with employee voice and inherently leads to stronger employee outputs, thus a firmer position for companies at all stages of life cycle. Counsellor No. 4 described it as being invaluable to the workforce and employee relations, however, included opening it up beyond employees can be costly as some companies have unlimited sessions and agreements to extend sessions to the family members of employees.

A highly interesting aspect of the research was the continuum of phraseologies that resurfaced completely independently of the interviewees. This is the point of view that EAP services should not be used as a form of mandatory requirement to safeguard against instances such as legal action, or trade union involvement or indeed to be a proxy for general wellbeing checks. A *“tick the box exercise”* so to speak, as described by Counsellor No. 1, 2, 3, 7 & 8.

Counsellor No. 4 described from personal experience EAP are not; *“a shield to hide behind from a protective stance and [used] a lot during negative [company] culture [situations]”*.

A very prominent perspective that came from more than half of the respondents, indicating their opinion that there is a paramount need to readdress the initial purposes of EAP and who it actually serves. Additionally, EAP should not be seen or used as a *“lip service”* either, as there needs to be a *“strong system in place”* to have *“follow through and better solutions”* for staff – Counsellor No. 6, 7 & 9. These idioms relay that workplace counselling can be underutilised in terms of purpose and can be seen as a safety net for employers rather than a commodity for staff. This somehow proves a confusion around the intention of HR and organisations as clearly reported by staff and delivered by therapists during this study.

“HR people clearly are not counsellors, but they can refer staff on to the service. Happy staff indicates the company is probable doing well”

Counsellor No. 4

The theme excludes the return-on-investment element, although as noted in the introduction the CEO of Abate informed us how the recognition for these programmes was emergent and popular. Furthermore, the U.S Department of Health and Human Services reports *“all of the published studies indicate that EAPs are cost-effective”*.

Theme Two – Organisational Culture

A theme that was found within all the data collected was also the influence of organisational culture and the outstanding implications it has on the mental health and welfare of employees. If the culture of a company is not progressive and moving with the needs of staff the EAP service provided by the company will only provide temporary solutions. The key finding from this element introduced an underlying issue on retention and the detrimental effect negative company culture has on the outputs of employees with consequent strains on both HR and organisational success. This supports earlier literature addressed in section 2.6, by Park & Min (2020) & Soeling et al. (2022) who state that the character and status of companies suffer by heightened turnover and lack of filling of roles due to the employer brand being flawed for potential new candidates.

“If it is not addressed it just becomes toxic. I would know from some of the organisations that are doing exceptional work, but the morale of the staff is very low because there is not enough support... suddenly staff are leaving”

Counsellor No. 7

“It really affects their whole mental wellbeing, because sometimes people's jobs are their identities. The culture of toxicity will impact all aspects of their life, not just work but personal as well, you bring work home even though we always try and say we won't, but we do”

Counsellor No. 10

“Clients present as being traumatised by the chaotic, political and toxicity of cultures. Staff feel not in a position to leave as they are bound by salary. It leads people to feeling trapped and powerless”

Counsellor No 11.

Four out of the eleven respondents also, announced that organisations that tolerate bullying and allow it to fester are often reported when working with clients. Burman (2021), noted in section 2.6 that bullying rejects the prospect of teamwork and leaves individuals feeling emotional, physically, and mentally drained.

“More efficiency is needed to address issues such as power playing, bullying and game playing, corporate mentality is a huge influence needed to develop trustworthy individuals”

Counsellor No. 7

Theme 3 – Confidentiality / Trust in organisations

Many respondents also discussed the need to explain the agreement of confidentiality and the six-session per year rule to potential clients. These responses went on to further explain the Children First policy and if a user was at risk of harm to themselves or others then confidentiality would be broken, however;

“Even with that, it most of the time is not to the company [being contacted] but more a family member or GP” Counsellor No. 3.

Confidentiality concerns as an entire subject was also a direct question, eight therapists confirmed it is highly worried and enquired about while working. Some extracts explain;

“People can be extremely nervous and finding that they need reassurance [to enrol]”

Counsellor No. 1

“Yes, a lot. Expressions concerning HR involvement and management knowing they accessed the counselling service, will it affect their job responsibilities”

Counsellor No. 10

“Some [employees] expressed being concerned that the private information will go back to the company... would it look bad on their record”

Counsellor No. 2

“[Employees are] concerned if people in the organisation would go against them”

Counsellor No. 8

Furthermore, this fleshed out trust and transparency issues. Why are EAP not completely utilised through employer promotion? As the worrying concerns over confidentiality would be combatted by the correct information and conversations regarding the privacy of them.

“I think it's the organisations job to promote EAP, the responsibility is completely theirs”

Counsellor No. 11

“I believe there is stigma and shame attached to workplace counselling, in the mind of employees they may feel judged for accessing the service, management should push that is not really the case”

Counsellor No. 10

5.2 COVID-19 and the impact on the working world and those in it, what is known?

Theme One – Implications of the Pandemic

Further light was shown from the expert perspectives that not only does EAP assist with employee wellbeing but furthermore was a needed measure to build confidence and reassurance for users during the pandemic: not just as individuals but also as part of the task force. Many counsellors revealed the colossal growth of referrals and the challenge of time management when trying to schedule sessions. The cause and effect of this isolation and unwilling sick leave leading to burn out, domestic violence, excessive alcohol consumption and substance abuse in employees resulted in a ground-breaking finding.

“Professional people presenting with anxiety as a result of Covid and many of them, especially in big tech companies have been working in complete isolation. A huge element I have noticed, is the development of anxiety in everyone. Even I myself have experienced it, we had lost the ability to socialise and interact with one another”

Counsellor No. 9

“It was a feast or famine. People were concerned about losing jobs, severely fatigued and stressed, and potentially dealing with PTSD”

Counsellor No. 10

“I noticed people who were in industries for 10+ years who had never used the EAP before came for the first time during covid. Found they were emotional and crying on a daily basis”

Counsellor No. 1

Interestingly four out of eleven respondents disclosed that alcohol and drug use was hyperactive amongst clients from the beginning of the Pandemic until today. BO in employees was also mentioned six times throughout the process by four separate counsellors.

Theme Two– Returning to work and remote working

The traumatic impact COVID-19 had on the condition of staff was examined and the prolonged social exclusion effects on mental health and returning to work was also studied. A deep routed

fear was mentioned continuously such as catching the virus, giving it to vulnerable persons, not being able to take care of family members and the tremendous pressure of returning to offices and back to 'normality'. The challenge of initial remote working and the later reverse task of returning to offices both brought struggles such as alienation, abandonment, anxiety, and other difficulties for either situation.

Similarly, in accordance with other phraseologies was the term 'batch living'. Five out of the eleven respondents proclaimed that isolation and lack of privacy plus living with family members had serious implications on the quality of life and therapy for staff. A question was framed to discuss online versus face-to-face therapy to explore the circumstances of remote working and as mentioned previously in section 2.7.3 the need to become digitally well-rounded in order to adapt to technological trends. This is in the respect to the case of overnight digitalisation. Insight was gathered from the counsellors that transforming an entire practice that relied on face-to-face communication for years (Courtois et al. 2004) was challenging in the beginning.

However, a variety of responses was established in relation to the outcomes of both methods of counselling. Counsellor No. 1 & 3 expressed face-to-face work is more effective due to the person-centred approach, the power of body language can be used as an emotive tool to gauge underlying difficulties that perhaps were not pronounced.

Whereas Counsellor No. 2, 4, 5, 6, 7 & 10 described online sessions as "*Comparable*", "*Just as effective*", "*A win-win*", "*As beneficial*", "*Adequate in terms of outcomes*" and "*Not much in difference*".

Counsellor No. 8 referenced it as being "*Difficult to explore deep connections and issues*" thereby resulting in poorer outcomes. Finally, Counsellor No. 11 described frustration with the need for having to study different technological trends and practices resulting in enrolment in a computer course. However, now feels since gaining useful digital dexterity reports online against face-to-face counselling as "*Not at all different, it is 50/50 for [therapeutic] results*".

The premise for mentioning this comes from the overall outlook that if employees can display levels of emotional connection online, then levels of productivity also will be as effective in terms of work results. Notwithstanding, 'Imposter syndrome' was also a term that came up twice: it relates to the sense of feeling like a fraud, not believing in the success earned, and developing a sense of dread if others will expose these 'facts' and self-doubt (Shaked & Hau, 2021).

“Returning to work after restrictions were lifted, delivering presentations saw an influx of anxiety for clients. The sudden changeover from WFH & then having to return and be confident workplaces”

Counsellor 4

“They [staff] would say I am nowhere near back to myself. It’s like losing your place in the tribe, redesigning new roles in organisations and within social settings”

Counsellor No. 7

5.3 Common issues introduced and the purpose of feedback to be implemented to improve employee welfare. Why and how?

Theme 1 Burnout / Over worked staff

Five out of the eleven respondents noted absenteeism is used as a coping mechanism when employees are trying to maintain their wellbeing or in other words mental and physical battery. Evers et al. 2002 agree with this finding, as factors that enhance BO in fact are staffing levels, Yeatts et al. 2018, justifies the issue as it also falls with being overworked. Alongside, lack of training for positions and insufficient remuneration plays an equal part too (McHugh et al. 2011; Boekhorst et al. 2008).

“People think why bother going to HR and then they make their own solution and leave the company. They make a decision for their own mental health”

Counsellor No. 7

Counsellor No. 7, 9 and 11 all suggested that flexibility is needed from employers to overcome the BO in employees. Suggestions included flexi-time, hybrid working models and even four-day weeks.

“Flexi time options – as you do not want to lose valued employees”

Counsellor No. 7

On the contrary, Counsellor No. 6 expressed:

“Employers from my experience seem to be flexible but the workload is not decreasing. Four-day weeks are given but still the 5 days of work must be completed”

Moreover, many suggestions and ways to combat all the above were recommended. Mainly a willingness for employers to look at the fact that workers are human beings that will encounter psychological and emotional challenges (CIPD, 2021) section 2.3. There is also a serious need to make it apparent that attitudes surrounding the service should not be viewed as a last resort option or only to be required during a time of crisis. There is a need for more education to overcome health and wellbeing from all areas and positions in companies.

“I believe the HR department to be essential to the wellbeing of the company and the staff in turn. I think the staff of the HR department holds an educative role on the two-way bridge of language used to interpret both employee and employer needs in order to achieve the company goals of securing employment for both employer and employee”

Counsellor No. 5

Theme 2 – Leadership and Management Practices

It was discovered that the acceptance of EAP feedback for managers and leaders along with an emphasis on human resources will promote a sustainable supportive environment that not only decreases staff turnover, absenteeism, presenteeism etc. but also will cause a resurgence re-skilling and knowledge during attendance and/or promotional activities (Chester et, al. 2019).

“Training and dealing with an EAP provider and those who attend the service would hugely spark transparency and learning about the needs for individuals”

Counsellor No. 11

Employer feedback needing to be welcomed to initiate communication was mentioned four times during the study. Returning to Henderson (2017) in section 2.0, who refers to HR as the ‘guardian’ of personnel describes how transparency is needed to engage with the human side of organisations. Furthermore, Goleman (1998) in section 3.1 stresses the needed reform of emotional intelligence in supervisors to produce a great learning climate.

“I find employees can be very disillusioned with HR departments, they feel it is only a one-way street for the organisation. They [employees] are in a vulnerable position. In my experience I have not really had a client who has felt brilliantly supported by their workplace.... They [employees] are put into a different category”

Counsellor No. 7

Contrary to this, Counsellor No. 4 remembered a positive effect from a new HR manager in their experience, this individual set up meetings with the therapists in Abate to undergo a debrief about the service and the process to how it worked. Since then, it was noted that referrals from that particular organisations which the manager belonged to saw far more referrals to the EAP service than ever before. This new information provides knowledge into the problem, it proves that the connection to optimise relationships consists of empathy, communication, and the promotion of resources. These can be used as a central pillar in managing and retaining talent. Organisations that pay little attention to staff will remain obsolete, satisfied workers are productive workers (Mayo, 2015).

Conclusion of findings and analysis:

“Most of us are trained as criterion.... keeping in mind humanistic integrity as psychotherapists, which is kind of sometimes a bit of an underdog profession”

Counsellor No. 11

The findings reveal that expectations of employees have evolved. The lip service aspect highlights the need for a more focused employee experience strategy. A sense of shared identity will enhance the sculpting of a shared mindset, this will ground the organisation and overall build the product and its history. The term ‘constructive controversy’ advocates the reverse role way of thinking, open discussions, empathy for others and synthesizes concurrence for organisation subordinates (CIPD Podcast, 2020). Themes listed above assure credible information that prove challenges and benefits referenced by employees. HR and management practitioners need to be open to receiving this feedback to improve practice. In reference to Chester et al (2019), the acceptance of recommendations will enrich an organisation. The onus is upon these managerial roles to reinforce and improve L&D in reference to self-awareness for leaders, character strengthening, conversations on work related issues, and KS as well. A company’s culture is what solidifies behaviours and attitudes of the taskforce given any circumstance, it also protects any interception from attractive or dominant cultures in terms of competitors as it can promote a good work ethic and WLB. To conclude, having knowledge on stressors, recognition for the need of referral and willingness for change will impact purpose and philosophy and allow any industry to keep pace with the fluctuation of annual shifts (MacLachlan, 2020: Ejim, 2022).

CHAPTER 6 DISCUSSION:

To introduce this section, it is important to note, the author began to see similarities and cross over with answers early in the interviews. The benefit of the semi-structured style assisted with not pushing respondents to engage in repetitive replies (Saunders, 2019). This involved a communication technique to better encourage the experts to pull thoughts from recent experiences or explain the question in a different way (to how it was intended) to achieve fuller comments. This chapter will solely discuss and dissect the themes that were realised above with respect to the literature mentioned in Chapter 2. Each discovered area will be discussed individually, and further insights will be provided. The goal is to illustrate the factors that enhance stress for employees, emotional dimensions needed to bypass this, and recommendations suggested by therapists, literature and others scholar's overall view.

6.1 How does EAP's provide value to clients/employees by addressing personal and work-related issues that affect job performance? Who does it serve?

Kvale (1996) depicts interviews in qualitative research as “attempts to understand the world from the subjects' point of view, to unfold the meaning of the experience of people, to uncover their lived world prior to scientific explanations”. The secondary transaction of feelings and experiences amongst employees were analysed through the ST of the therapy experts. This had captivating results. In recent decades career counselling has been recognised as an evolving constructivist approach using methods such as ST to assist with personnel development (McMahon et al. 2012). These therapeutic motives include reducing ‘resistance’, improving leadership skills in conjunction with learning and leading, re-establishing directives, redefining limitations and problems, increasing motivation, assisting clients to recognise themselves once again, and so forth (Land, 2007). Reasons for including this practice is due to the cognitive essence the interviews have brought to the author. ST in terms of this qualitative research has created a never-ending stream of suggestions and gaps in colloquial management practices that have suppressed the importance of humanising workforces. It aids communication and enhances KS alongside organisational objectives. Intellectual capital has earned the acknowledgement as one of the only true strategic assets for businesses (Meso & Smith, 2000).

Theme 1 – Work-Life Balance and EAP

Nunes et al. 2017 was referenced previously in Chapter 2.2 in relation to the missed opportunities for the promotion of EAP. Throughout the interviews, it became clear that there is some confusion between employees and management regarding the premise, provision, promotion and availability of workplace counselling. All respondents agree that EAP provision is necessary in terms of value and can be used as a form for consultation for the organisation. It was also agreed universally when employees connect successfully with an EAP provider the benefits from the therapeutic relationship can influence both the personal and professional quality of being.

There are limitations to this without doubt, i.e., mainly, the employees who have not been targeted by the programmes. Respondents noted that notice board advertising is imperative to allow knowledge of the availability of employee support. Taylor (2019) further suggests that communal notice boards also indicate talent gaps and vacancies, this could be considered by employees should the need for new opportunities or transfer occur during difficult or growth periods. Greunen et al. (2021) emphasises the strategic direction and importance of KS regarding resources amongst all levels of an organisation as mentioned previously in section 2.6.2.

It has proven time and time again that work-life balance is critical for accomplishing results as employees need to stabilise personal circumstances and professional commitments (Mehrunisa, 2019; Chang et al. 2019; Bathen, 2018). Not only that, Deery and Jago (2015), discovered that WLB is a strong force to retain employees as attention to job satisfaction and commitment can be produced easily when the feelings of members see the benefit to individual livelihoods. Moreover, in relation to Ireland, currently is undergoing a housing crisis. Many individuals require the financial security of becoming a homeowner, the rental and buyers' market comes to an enormous amount of insecurity and precarity, leaving people with high levels of stress due to poor living conditions, rent increases and evictions (Hearne, 2020; Linton et al. 2021). Returning to Guest (2002) mentioned in section 2.5, in straightforward terms balance relates to healthy wellbeing at work, a healthy home life, and overall, a healthy collaborative work ethic that involves colleagues, performance and friends and family.

Furthermore, research suggests that dedicated family-supportive supervisor behaviour (FSSB) enlists the support of supervisors and/or employers in the of completion of family activities to better yet balance the personal-professional relationship (Hammer et al. 2007). With this, it has been found that when supervisors engage in FSSB and empathise with employees, an increase

of motivation and flexibility is produced alongside tremendous staff wellbeing as well (Hammer et al. 2011; Hammer et al. 2009).

Mentioned already in section 2.2, was the Taiwan case study that used a valid instrument to measure the effectiveness of EAP's to enable HR managers to assess the effectiveness of service. An input-process-output-outcome evaluation model could be similarly adopted by organisation's to scale and present the findings of workplace counselling and the immense benefits it provides to organisational success and those involved.

Theme 2 – Organisational Culture & Workplace Bullying

Counsellor No. 2 had fascinating discoveries into what is known as 'Down Streaming'. This relates to the instance once the six sessions are complete or therapeutic interventions have been accomplished, the employee returns to the organisation, however, if the same environment is ongoing then the problem still exists. Therefore, employees return to back to counselling and the same stress still festers.

A typical example of this stress is workplace bullying (WB) and harassment. This theme was highlighted four times by the respondents, and the angle of management and organisations tolerating it along with allowing it to manifest was mainly announced and the need to implement better solutions. According to Nielsen & Einarse 2012, approximately 1/5 are subject to this form of abuse in the workplace globally. Not only if team members are exposed to WB, but subsequently employers in return also pay the price in employee turnover as the choice to quit is heightened (Kim et al. 2019). The choice in the matter becomes a situation of recourse, further studies report the impact of mental health sequelae and bullying conditions such as lack of sleep, sadness, depression and anxiety, suicidal ideation, and a general decline in personal health as well (Rodriguez-Munoz et al. 2020: Brailovskaia et al. 2020: Agostini et al. 2019: Fleisher & Schwartz, 2003).

Davenport et al (1999) list many factors that create and add to WB and negative organisational culture. Some include poor communication, intense hierarchical structures, weak leadership, lack of an open-door policy, monotony, scapegoat mentalities, poor training, and uncertainty of managers. Although Harvey et al (2006) suggest that a variety of this is not due to management responsibility but the dynamic environment of work, time pressures, and the downsizing organisations go through during the life cycle. However, this links back to section 2.6.3, when Kalimo et al (2003) breakdown such principles and no matter the circumstance wellbeing should not be at the expense of employees.

One respondent noted that this “open-door policy” is a huge area that clients have discussed, and the assurance needed to feel seen and heard in positions. Additionally, other suggestions regarding this could be having mutual relationships between all tiers of the organisation. This to include staff knowing who they are working for, and that the role being performed is seen as a key clog to the machine that is the business. Additionally, negative culture within organisations is detrimental to how goals and objectives are achieved, no space is left for PC & SET as there is a foundation of a lack of ‘synergy’ and cooperation. (Pattnaik, 2018).

Theme 3 – Confidentiality / Trust in organisations

Trust in organisations leads to the phenomenon that is KS. As mentioned above in section 5.1, it was found amongst nearly in all respondents that promotional activities and information regarding EAP are lacklustre within their experience of workplace therapy. Not only does this reflect the targeted gap of audience reach, but also it minimises the opportunity for employee word-of-mouth referrals. Categorically there are many negatives associated with this finding. According to Bingham (2016) mentioned earlier, organisational trust morphs into the employee voice, the dignity of employees, and sound wellbeing as well.

According to Bennet et al. (2015) knowledge determines every individual decision made in organisations. Decision-making paves the way for change and can mainly be achieved through the relationship of trust, this subsequently will assist with the criteria of a positive learning climate produced by self-directive learning and problem solving (Crowley, 2021). Developing platforms such as career plans, driving health and wellbeing, and pushing change initiatives or support through management will inherently inspire commitment and generate business success (Benoy & Gracias, 2015).

Management styles are morphing from the traditional ‘top down’ to ‘bottom up’ design (CIPD, 2021). Creating useful policies related to confidentiality and understanding and highlighting areas that can help fill the gap between HR and EAP practitioners collectively will enforce organisational collaboration. This will be achieved by breaking down roles and responsibilities for management, leaders, and human resources within the borders of employee assistance programs. Proposed methods of communication will assist in signposting vulnerable people to gain professional help and guidance, it will establish plans in relation to managers handling

grievances and dismissals and will encourage relationships with trade unions representatives who aim to maximise their members' conditions (Henderson, 2019).

Additionally, one counsellor noted some American organisations that use a texting system as the form of communication for EAP. From a progressive standpoint this has the potential to eventually evolve for employees seeking help, a wellness app or an online portal could transform the booking of sessions and services. As mentioned previously, privacy seems to be a huge cornerstone in terms of reaching out to EAP for staff. Notwithstanding, this may reduce costs for call management services in employee assistance services and better connect counsellors and clients. Implications of this however, may lead to the whole debate of artificial intelligence and downsizing highlighted in section 2.7.3.

6.2 COVID-19 and the impact on the working world and achieving normality

Theme 1 – Implications of the Pandemic

A key discovery that would be impossible to not reflect on in full was the dependence on alcohol and substances during the COVID-19 Pandemic. According to Damari et al. 2020, the workplace is a unique locality for dealing with substance abuse and alcohol concerns and issues. The scholars go further in saying important interventions are highly necessary such as fully utilising EAP services, training supervisors on how to attend to 'problematic employees' and building a Work Health Promotion (WHP) approach to contribute to staff welfare. All these elements mentioned above here are areas that were highly discussed throughout the interview process. Additionally, four out of the eleven respondents reported the excessiveness of drinking alcohol and addiction as being highly announced among employees currently. One respondent even recalled a client drinking alcohol whilst in the middle of therapy sessions and the fact that since lockdowns have occurred everyone is typically more comfortable and informal in households. A point that is interesting and worth mentioning is the literature stated early on by Manganyi 2021, regarding the evolution of EAP transforming with organisational trends from its initial purpose to treat substantive abuse in firms. As the Pandemic has created an influx of unknown complications and worry for the future, coping styles such as addiction remain to seem prevalent during times of uncertainty (Manganyi, 2021). The reason for this hypothesis is due to the beginning of Chapter 1, when the emphasis on employee support programmes grew in the USA during the early 1940s. During this period, World War II had already

commenced, and the vast majority of world countries were involved, further giving insight into the work-life balance ideal and the stressors of the world upon staff. This circles back to the statement Kumar Jha 2021, declared as a need for management in organisations to be responsible for crisis leadership.

Highlighted by Dameri et al. (2020), is the attitude that depicts employees going through addiction as problematic. This attitude is partially a reason why employees may feel they cannot trust HR or seek help to the available supports within organisations. Recommendations for the theme of trust has been featured in the section above, even so revisiting the initial intention for why these programmes were firstly introduced will give context and awareness to employers.

Theme 2 – Returning to work and remote working

Crises such as the COVID-19 Pandemic has certainly disturbed workplace across the world by putting regular standards and practices into disarray (Rehman et al. 2022). Firstly, it was noted during the submission date for the proposal of this research a few months ago, that the Irish Government announced workforces may begin returning to the working environment on a phased basis.

“Returning to work stress and other insightful factors are bound to be a pattern within the recommendations after this study is completed”

Ledden, 2022

This undoubtedly was a major issue engrained among employees, particularly at the beginning of the Pandemic who first had to completely change working habits remotely and then suddenly returned to on-site work. The stress of dealing with a Pandemic has snowballed into something far harder to shift such as the lack of confidence, imposter syndrome, and culture shock to name a few. However, socialising virtually has aligned with a healthier work-life balance and has shown other sides to the employment relationship as working from personal households has allowed employers to see more than just an employee (Lawrence et al. 2020) section 2.7.2. Over three quarters of the therapists also note that results for online counselling have far greater positives such as employees who live in remote areas only having access to the nearest professional rather than someone who specialises and is more suited to their needs; i.e. relational problems and bereavement.

The online therapy aspect begs the question of employee willingness and honesty to express challenges regarding the new way of working. Overall, not one respondent reported any type of challenges from staff regarding therapeutic and day-to-day results in terms of remote & hybrid working models. According to CIPD (2021), The survey ‘Learning and skills at home’ revealed the sudden switch to e-learning and WFH has drastically improved trust relationships and how colleagues support one another. The benefits relate to the connection prospect within the digital era as this new training tool and tech savvy ways can allow the taskforce to work anywhere in world. Way to rectify productivity and engagement concerns to WFH for employers could be measuring individual outputs of employees to determine performance, as talent is seen as being overachieving whereas the average worker just performs (CIPD, 2021).

This theme has had undeniable limitations attached to it. These to include the prolonged anxiety and social exclusion elements with workforces and the feeling of total isolation and expectation to return to themselves without question of circumstance.

6.3 Common issues introduced and the purpose of feedback to be implemented to improve employee welfare. Why and how?

Theme 1 Burnout / Over worked staff / Stressors for staff

In comparison to the literature review above Maslach & Jackson, 1981 in section 2.8 discusses the term ‘Occupational BO’. We know that BO leads to presenteeism, which is a by-product of levels of absenteeism, downsizing, and over-compensating in the workplace. According to McGunnity & Calvert 2009, evidence was found that linked lower work-life conflict in Ireland in comparison to other countries in Western Europe. It noted that all elements cited within the study listed unsociable/long working hours and high job pressure as the key indicators that exert influence on the WLB and BO. Having said that, continuing within the context of Ireland the Chartered Institute of Personnel Development released results from a “2021 Health and Wellbeing at Work Survey” that enclosed the main instigator of employee stress to be workload, managerial style, relationships at work, and non-work-related factors such as personal issues. Furthermore, according to the Health Service Executive (HSE) over 17.9 million working days were lost during the years 2019-2020 due to anxiety, depression, and stress. Moreover, in relation to section 2.6.3 (EAPM) acknowledging skills gaps, reskilling and understanding ways to occupy spaces of shortage will assimilate a skillful talent pipeline and fulfil the battle on retention. This talent pipeline should include ever growing attributes and contingencies such

as talent mapping, aligning employee interests with company objectives and goals, recognition for valuable resources like EAP, talent auditing and investing in contingencies tools such as risk management (Benoy et al. 2017). In turn, this will subsequently focus and nurture the best employees and develop into business success (Armstrong, 2017)

Self-care practices and adopting focused strategies to behaviour within organisation has an impact on environmental factors, and areas such as BO are diminished along with increasing the employer branding as well. Providing attractiveness for potential applicants is crucial regarding the competitive environment of organisations. This also creates a social identity for existing employees and aligns job satisfaction with productivity (Priyia, 2021).

Theme 2 – Leadership and Management Practices

A cross over of previous themes, considerations and limitations are all applicable here. The recommendations by the counsellors were so vast, the researcher felt all needed to be mentioned to fully take advantage of recommendations. This angle of exploratory research again, has never been completed before therefore, findings and communication with managers will build progress towards organizational injustices such as a lack of problem-sharing, values, supports, and behaviours within organizations (Nielson, 2010).

Hester (2013), depicts leadership as a lifeline that keeps the functions of organisations afloat, especially during times of emergency. Nevertheless, it acts as a source for everyday issues through profitable decision-making and motivating other team members. Leaders must have characteristics that influence subordinates to aspire or align themselves with organisational objectives, provoke communication barriers, and drive task completion continuously (Iwata et al. 2017; Muhaisen et al. 2020).

If employees, leaders, managers, and HR practitioners convey effective communication channels it becomes less of a challenge to empathise with the needs and demands of one another. After all, communication is an art and a force to achieve desirable outcomes (Ibrahim et al. 2013). A pathway to leadership via management practices of complex issues for staff posed by WLB, BO, anxiety, workplace culture, trust is noteworthy. Overall, regardless of all industries or strategies in any organisation there needs to be a created correspondence around shared outcomes to thrive internally and externally (Kiron & Schrage, 2019). Leadership interventions unfortunately can be perceived by employees as being untrustworthy (Bakari et al. 2017).

However, returning to the research question and literature Chester et al (2019) if employees undergo EAP, a supportive environment will be sustained and an emphasis on heuristic skills will be developed during attendance and/or promotional activities.

To add to this, the psychological contract is not an enforceable criterion in the employment relationship. As a result, this means obligations and promises may exist only in the mind of employees and not within reality, hence factors outside of this area are not considered to be part of the theory (Rousseau, 1989). In contrast, CIPD (2021), describes PC in many aspects such as manager support, employers' reputation within society, career opportunities, training and development, and finally fairness regarding pay and benefits. Revisiting these various theoretical concepts will increase the likelihood of stability and support for EW (Armstrong, 2017).

Advice for setting up EAP referrals could also involve all departments across the organisation. Encouraging employees to understand that there are no requirements needed to enrol, transparency around the available resources and benefits for staff, role models at senior levels that are open and honest about leave allowances and constant stressing the importance of break taking. Promotion of intrinsic rewards and the right to disconnect (Magagnoli, 2021) section 2.7.2, support discussions for managers as the role holds power to have conversations and identify vulnerable staff and problem solve. Also, strong metrics around EAP evaluation can collectively assist with workplace health management.

CHAPTER 7

7.1 CONCLUSIONS

The entirety of this chapter has identified problems, positives and actionable recommendations for change and development. The contributions to knowledge here are endless. The overall gap analysis has been addressed through new research that has not been conducted before. The purpose of this research was to explore potential interventions received through staff to bridge the gap between employees, EAP, and HR practitioners.

The first conclusion discovered is that there is a misconception of the premise for workplace counselling amongst employees within EAP covered organisations. This signifies the lack of information on resources and needs to readdress organisational culture and trust to create asymmetry in regards to relationships. Another anchor that holds weight is the worry of judgement from other colleagues, expressed previously by Houghton et al (2021). Occurring linkages to a toxic culture as such to the ignoring and toleration of negative behaviour between levels also impacts the seeking of help.

The next conclusion is that lockdowns and dealing with the pandemic has not fully left everyone. The support aspect here is needed now more than ever, the prolonged impact of dealing with isolation and returning to work sites has shown up vastly in areas of addiction, self-doubt and unhappiness. Furthermore, information aligning with the HSE alcohol forum (2022) would provide staff with awareness to how much is too much and the effects of excessive consumption on one's mental and physical health.

The third conclusion is well-known but the empty promises given out by employers in regard to BO and recruitment incentives needs to be addressed accompanied by the reassurance that staff are not in a dead end position and career development is possible. Occupational health initiatives should include activities and programs such as stress management, health, and safety policies, nutrition and wellbeing, and life skills training

The fourth and final conclusion which has been highlighted throughout would be the starting of tackling the attitudes and practices of management to accumulate knowledge. A way to achieve this would be breaking down the securing of trust and ensure the promise of ethical standards for employees. As gathered from section 6.3, over half of the respondent's reported hesitation from a privacy perspective when taking the first step into contacting the service. An insightful element relates to this, as the only data gathered is by those individuals that have

reached out and engaged with the EAP and not the potential employees who may also have these concerns but have not yet acted on them. The theme has uncovered the sense of uncertainty posed earlier by Langlieb & Khan (2005) and the utilisation rate on EAP Lennox & Sharar (2016). Furthermore, advertising EAP's along with the corporate employer branding strategy will inherently lead to attracting and retaining the "best of best" talent (Deen, 2016), as it will promote respecting the dignity and welfare of employees by encouraging employer trust and employee voice (Bingham, 2016).

7.2 RECOMMENDATIONS

Good organisational health is the way to successfully deliver performance goals and essentially run a healthy organisation. Generally, there needs to be differentiation between employee wellness and wellbeing as the two are filtered into separate things. Attention to the importance of employee mental health transitions into a positive wellness outcome. A standard support initiative should derive from the general wellbeing of a social, financial, community and career stance.

One respondent noted that support systems that need to be utilised in all organisations, no matter the sector, is the Psychological First Aid (PFA) networks. PFA was developed by WHO and combines mental health and wellbeing initiatives through brief training courses. The purpose of these networks is to liaise with psychological and physical needs, reduce stress, teach coping skills, promote calmness, encourage the adjustment of safety, provide community and self-efficacy and above all establish hope. The premise is based on practical support and care for workers that have experienced stress and/or trauma and can be used when a leave of absence has been taken following returning to workplaces (Miller et al. 2019; Merriman, et al. 2018). The programmes safeguard the needed help for those affected by BO and other factors and better yet connects users with skills, social supports and services (George & Everly, 2021; Bisson & Lewis, 2020).

The impact of the Irish housing crisis was referenced earlier in the thesis. At this time inflation is a current threat to the wellbeing of staff. Returning to Martin & Fellenz (2010) in section 2.3, monetary rewards are vital for retaining staff. Employees also may not have seen bonuses in the last few years as an effect of the Pandemic, wage increases for well-established members should be reviewed alongside performance to help with finance management.

Furthermore, training interventions for higher responsibility roles will assist in the development of knowledge to control impulses in situations where conflict may arise, it will assist in bridging the gap for future communication and balance differences between generational conflicts as well (Messarra et al. 2016).

Thought needs to be focused on relationship building within organisations, issues such as straightforwardness with employees, wellness days, meetings to encourage socialising, maximising digital dexterity: i.e. the competency to acclimatise to technological trends to achieve business targets and outcomes. and the development of recruitment initiatives are definitely needed to reduce many of the findings that have been discussed already.

Unique recommendations can also include constantly pulsing the organisation, having social events that avoid happy hours and appointed budgets for departments to promote mingling and socialising again, this will also further assist with management getting to know staff. 1:1 meetings are also a great way to be responsive when conditioning staff, no agenda referrals, confidentiality emphasis,

7.3 Implications and limitations of findings:

This research has several limitations, Firstly, the issue of using only a singular EAP provider limits the scope for the generation of generally applicable findings. It would be interesting to compare other EAP organisations, using the same themes, to see if new thought-provoking findings would emerge. If time management were a not a factor for this research, a more in-depth analysis of Covid versus non-Covid eras may have provided different findings into the feedback given by the experts i.e., dealing with isolation and the prominent substance abuse issues (Damari et al. 2020) that cropped up in effect to lockdowns. Additionally, if more time was available comparative studies, particularly within industries like the hospital and IT sectors mentioned already would reflect different coping mechanisms and styles for wellbeing and stress as levels of pressure potentially could vary between staff (Hammer et al, 2007). There has been much focus in recent times on junior doctors as they change jobs every January and July. A specific examination of ways to enhance their reportedly poor experiences of these transfers in terms of payment of salaries and accommodation difficulties would be enlightening and may play even a small role in improving recruitment and retention of this mobile workforce. Another key finding that the researcher reflected on is the concept, previously mentioned, of the reality of how one views the world; i.e. epistemology. Epistemology, to be exact, specifically reflects how one views life around them. The secondary nature and subjective opinion of

the respondents may have impacted the reports here as the information given was through the experiences of others and perceived by professionals (Braun & Clarke, 2013). Finally, investigating repeat referrals of attending staff would provide a more thorough analysis of personal versus professional reinstatement of service would gauge the need for change in organisations. These studies can also be undertaken in the near future to better undergo a universal outlook to the questions already asked and could take a longitudinal approach as the primacy of Covid-19 is beginning to phase out (Gondauri, 2020).

Management and leadership training is a simple and non-costly fix, as the use of tacit knowledge, received feedback from EAP practitioners, employee wellness surveys will pave the way to a nuanced approach to health and wellness. Organisational ST will also achieve this as it is cost-efficient and used as teaching tactic to better bring diverse groups together as it assists in the building of teamwork and understanding temporal intricacies and social boundaries (Lohuis et al. 2016).

7.4 Personal learning statement:

Whilst completing this research project, the author found a new employment opportunity as a People and Culture/Employee Experience Assistant. Undergoing the finalisation of this research has highlighted the importance of time management and the benefits of hard work and diligence. Since beginning this role in a new organisation, it has been interesting to share and discuss the findings of the research and how they can relate to all tiers within organisations. It is also equally as important for managers be aware of their own mental health and stresses to maximise their own effectiveness, humanity and wellbeing. The course in MA: HRM has shown a side to the author in relation to employee wellbeing and the paramount need in driving strategy to achieve organisational objectives and balance within workforces.

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9 Appendix:

Questions for counsellors:

1. How long have you been working for Abate Counselling? And how many years have you been involved in Employee Assistant Programme support?
2. How do you think EAP's provide value to clients/employees by addressing personal and work-related issues that affect job performance?
3. In your opinion, what way has Covid-19 impacted staff wellbeing, mental health, and uptake of service?
4. What would you consider to be the main instigator in your referrals since the beginning of the Pandemic? i.e., Work and/or covid stress
5. With the increase of demand for EAP: What do you think employers can do to reduce Covid and/or work-related stress on employees?
6. Do clients express concern about confidentiality? Why and how does that get managed?
7. In relation to your EAP clients, how do you think the culture of a company would have an impact on the condition of staff?
8. How has online work compared to face-to-face work in terms of outcomes?
9. What suggestions might you have that an organisation could implement regarding the importance of staff health and well-being.
10. Finally, how would feedback to a HR department be of help to the organisation and employee welfare?

