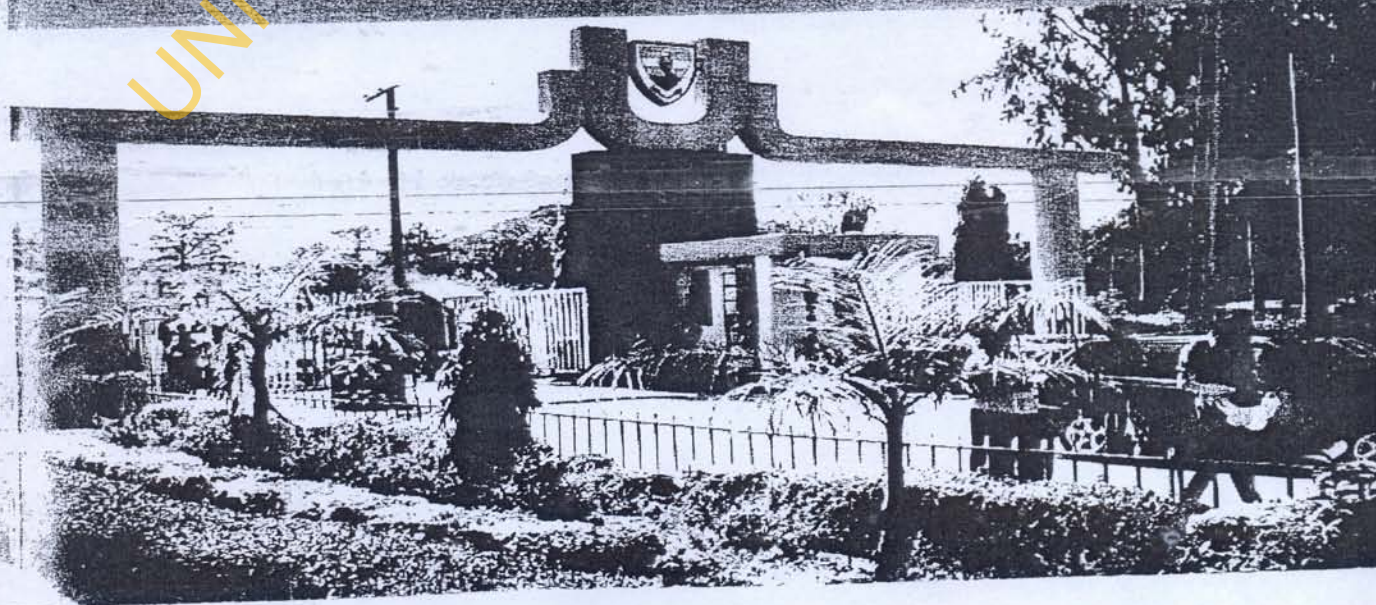




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THE EFFECTS OF EMPLOYEE ASSISTANCE PROGRAMMES ON WORKERS' PERFORMANCE IN SELECTED WORK ORGANISATIONS IN ONDO AND EDO STATES, NIGERIA

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ABSTRACT

Employees feel that their employers are disinterested in their personal issues and difficulties, so they in turn feel no sense of care or belongingness towards the organisation which in turn becomes detrimental to the attainment of organisational objectives. It is against this background that this study examined the influence of employee assistance programmes on workers' performance in selected work organisations in Ondo and Edo States. Descriptive survey research design of the ex-post facto type was adopted for the study. Stratified random sampling technique was used to select three hundred and sixty (360) workers' from work organisations. A questionnaire tagged "Employee Assistance Programmes and Workers' Performance Questionnaire" (EAPWPQ) with reliability coefficient of 0.87 was used for the study. Findings showed that there was no significant effect of counselling programme on workers' performance ($r = -.124, r^2 = .0154; P > .05$); that there was significant effect of stress management programme on workers' performance ($r = .593, r^2 = .3516, p < .05$); that there was a significant effect of supervisory programme on workers' performance ($r = .645, r^2 = .4277, p < .05$); that there was a significant effect of conflict management programme on workers' performance ($r = .679, r^2 = .461, p < .05$). There was a joint contribution of the four independent variables to the prediction of the dependent variable ($R = .743, R^2 = .551$). There was relative contribution of each of the four independent variables to the dependent variable in the ascending order: counselling programme ($\beta = -.132, t = -3.56$), stress management programme ($\beta = .092, t = 1.54$), supervisory programme ($\beta = .296, t = 5.21$) and conflict management programme ($\beta = .426, t = 8.00$). The findings concluded that Employee assistance programmes such as counselling programme, stress management programme, supervisory programme and conflict management programme have positive influence on the performance of workers. Based on these findings, it was recommended that the management of organisations where employee assistance programmes are absent should introduce these assistance programmes so as to take care of the welfare of their workers as it has been proven to have positive influence on the performance of workers' in the workplace. The study also recommended that the industrial social worker should help to make sure that the workers' are aware of EAPs, their benefits and why they should make use of the available employee assistance services in the organisation.

Key Words: Employee Assistance Programmes; Workers' Performance; Work Organisations

INTRODUCTION

Employees have been observed to exhibit low performance at work as a result of the interference of their personal problems with their work life. In the same vein, employees feel that their employers are disinterested in their personal issues and difficulties, so they in turn feel no sense of care or belongingness towards the organisation which is detrimental to the productivity of an organisation. This feeling is further exacerbated when the practice of ethics and professionalism in corporate workplaces does not give room for workers to discuss personal issues in the workplace (absence of employee assistance programme). Workers in organisations without the employee assistance programmes are likely to suffer from work-related stress which could be as a result of increased workload, conflict within the workplace or other productivity-related issues in the workplace (Jacobson & Jones, 2010).

Employee assistance programmes are designed to help employees with a wide range of problems that affect their well-being as well as to promote the productivity of organisational output, meaning that before an organisation can be productive, its employees overall well-being, personal and work-based problems must be given adequate attention (Kleynhans, Markham, Meyer, Van Aswegen & Pilbeam, 2006). For example, in Nigeria workplace situations, it is observed that with more employees having families and elderly parents to take care of, stress of balancing personal life with life at work, alcohol and drug addiction problems, and numerous other life stressors, their performance in the workplace is negatively affected. These problems necessitated the need for employee assistance programmes in workplaces so as to help improve job performance and organisational productivity (Ivancevich, Olelans & Matterson, 1999).

Jacobson, Paul and Blum (2005) defined Employee Assistance Programme (EAP) as a workplace programme that is designed to address problems that negatively affect employees' well-being. It is an organized attempt by employers to improve employees' environments towards an enhanced job performance. In addition, the definition of EAP by the Employee Assistance Programme Association – South Africa (EAPA-SA, 2005) focuses on the issue that such programmes revolve around, the identification and resolution of productivity problems associated with employees impaired by personal concerns. Sonnenstuhl and Trice, (1990) defined Employee Assistance Programmes (EAPs) as job-based programmes operating within a work organisation for the purposes of identifying 'troubled employees', motivating and helping them to resolve their own troubles, by providing access to counselling or treatment for those employees who need these services. Therefore "troubled employees" is the focus of employee assistance programme because only healthy employees can perform optimally as expected by employers (Du Preeze, 2010).

The Provision of EAP in workplace settings creates a unique opportunity to guarantee the health, welfare and safety of employees, to be in conformity with the specific organisational culture, needs and preferences of employees, and to leverage the social capital of organisational membership and influence (Heinen & Darling, 2009). From studies on employees' wellness programmes, employee assistance programmes and other wellness programmes promoted at the organisation level have shown many benefits including reducing medical costs (Baicker, Cutler, & Song, 2010), chronic illness incidence and

severity (Heinen & Darling, 2009), absenteeism, and increasing work performance (Mills, Kessler, Cooper, & Sullivan, 2007).

Peter (2000) revealed that employee assistance programmes may vary in terms of the services they provide (counselling services, stress management, managing conflict and supervisory service) because each can be designed to meet the unique needs of a specific work organisation and employee group, but it was established that EAP has positive relationship with the performance of employees.

According to Manzini and Gwandure (2011), EAP traditionally focused on alcoholism and substance abuse among employees. As of today it has become broader in scope to include almost all aspects that relate to an employee's wellness and personal development in the workplace (Aura, 2010). In this research, the EAPs to be examined are counselling, stress management, supervisory and conflict management.

The provision of counselling services (a sub-set of EAP) to employees in the workplace is one of the most paramount services rendered by employee assistance professional in any organisation. According to Cooper and Sadri (1991), the heart of an EAP is an employee counselling service across a wide range of issues, provided expertly, confidentially, based on work and non-work related problems, funded by employer. Counselling guides, consoles, advises, shares and helps in resolving employee problems whenever the need arises (Roberts, 2001). McLeod (2001, 2008) defined workplace counselling as the provision of brief psychological therapy for employees of an organisation, which are paid for by the employer with the aim of reducing sickness, absence, etc. Coles (2003) stated that co-workers, supervisors and managers serve as counsellors to their staff at the workplace. It is the opinion of McLeod (2001) that workplace counsellors provide supportive services to clients and employees in the workplace in order to alleviate symptoms of ill behaviour which manifest themselves in the form of conflicts, bullying and undermining of unsuitable work conditions or bad relationships with colleagues.

McLeod and Henderson (2003) found that the application of employee assistance programmes (focusing on workplace counselling) in the workplace have significant effect on the improvement in levels of anxiety and depression caused by work-related stresses by about 60-75%. They further established that workplace counselling is associated with reduction in sickness and absence, improvement in positive work attitudes, fewer accidents, and increase in the performance of employees. McLeod (2001) found that, of 34 studies, at least 85 percent of those who received counselling under EAP at their workplace had experienced increased performance as compared to those who did not practice workplace counselling. Hughes and Kinder (2007) found that counselling support have a significant positive impact on employees' job performance just as Sutherland and Hatton (2002); Chan (2011); Izzat (2014); David, John and Richard (2012) found that an organisation that provides confidential help (counselling services) to employees have high productivity as a result of employees' performance.

Stress is an inevitable part of life (Oloyede & Akinbile, 2010) but excessive burden of mental system caused by stress affects productivity, quality of work done, number of mistakes made, and the number of injuries at work. Workplace stress costs the United States of America's employers an estimated \$200 billion per year in absenteeism, low productivity, staff turnover, workers' compensation, medical insurance and other stress related expenses (Maxon, 1999). Considering this, stress management may be businesses' most important

described below:

1. Socio-demographic Scale (SDC): A demographic scale was developed to obtain background information regarding age, gender, educational status, marital status, length of service, status at work and the name of the organisation.

2. Workplace Counselling Scale (WCS): The scale consists of seven (7) items measuring workplace counselling. The items were adapted from the "Employee Counselling programme Scale" developed by Peter Tong (2000). It measures the perception of employees' towards counselling programme in relation to its perceived effects in the workplace. This scale has a reliability coefficient of 0.85

3. Stress Management Scale (SMS): The instrument consists of seven (7) items measuring how to manage stress. The items were adapted from "Work-related stress questionnaire" that was issued by UNITE health and safety representatives within Fujitsu (2012). The questionnaire has a reliability coefficient of 0.91

4. Supervisory Services Scale (SSS): The scale consists of seven (7) items measuring supervisory services. The items were adapted from the C section of "Staff Performance Evaluation Questionnaire" that was used by University of the Fraser Valley employee services (2011) to evaluate the performance of their staff with additional supervisory responsibilities. This scale has a reliability coefficient of 0.79

5. Conflict Management Scale (CMS): The scale consists of seven (7) items measuring workplace conflict management. The items were adapted from "Conflict Management Style Questionnaire" developed by Johnson (1990). This scale has a reliability coefficient of 0.82

6. Workers' Performance Scale (WPS): The scale consists of seven (7) items measuring workers' performance. The items were adapted from "Staff Performance Evaluation Questionnaire" that was used by University of the Fraser Valley employee services (2011) to evaluate the performance of their staff so as to assist them with their personal and professional development. This scale has a reliability coefficient of 0.81

Administration of the Instrument: The researcher briefed the respondents on what the research is all about and also implored them to fill the questionnaires truthfully making them understand that their information is safe and assuring them of anonymity and confidentiality. The instrument was personally administered by the researcher with the help of two research assistants and with the permission granted by the Human Resource Managers. Out of 360 questionnaires administered, 336 were properly filled and used for the analysis.

Procedure of Data Analysis: Data collected were analysed using frequency counts and simple percentages for demographic characteristics, while Pearson Product Moment Correlation and Multiple Regression Analysis were used to analyse the research hypotheses.

Results and Discussion of Findings

(a) Demographic Features of the Respondents

Findings from the study revealed that 195 (58.04%) of the respondents are males and 141 (41.96%) are females. This shows that there are more male than female in the study. The respondents ages show that 94 (28.0%) are aged 20-29 years, 138 (41.1%) are aged 30-39 years, 73 (21.7%) are aged 40-49 years while 31 (9.2%) aged 50 and above. The implication is that the age group of 30-39 years has the highest number of respondents. Furthermore, 22 (6.5%) of the respondents had no formal education, 17 (5.1%) had primary education; 53

(15.8%) had secondary education and 244 (72.6%) had tertiary education. This means that most of the respondents could read and interpret the instrument. Findings show the marital status of the respondents thus: 92 (27.4%) single, 211 (62.8%) married, 21 (6.3%) divorced and 12 (3.6%) widowed. The job status revealed the following: 47 (13.9%) are in management level, 131 (39.0%) are senior staff, 96 (28.6%) are junior staff, 62 (18.5%) are contract staff. Respondents job experience showed that 81 (24.1%) had 1-5 years experience, 157 (46.7%) had 6-10 years experience, 66 (19.6%) had 11-20 years experience and 32 (9.5%) had 20 years and above experience. This shows that most respondents (75.8%) have served for minimum of five years their work organisations. This makes them appropriate for the research.

(b) Hypotheses and Discussion of Findings

The results obtained from testing the hypotheses are summarized in Table 1 below.

Table 1: Pearson product moment correlation showing relationships and effects of the independent variables on the dependent variable (n=288)

	Mean	Std. Deviation	R	r ²	P	Remark
Workers performance	21.9345	4.38129				
Counselling	19.8274	2.68661	-.124	.0154	.067	NS
Stress Management	18.1488	3.64407	.593	.3516	.000	Sig
Supervisory	20.5060	4.37359	.645	.4277	.000	Sig
Conflict management	19.5565	3.87681	.679	.4610	.000	Sig

H01: There is no significant effect of counselling programme on workers' performance.

Table 1 shows that that there was no significant effect of counselling programme on workers' performance ($r = -.124$). The result shows that there is small effect of counselling programme on workers performance. It implies that workplace counselling programme has no significant effect on the performance of workers. This finding is not in line with the finding of Chan (2011) that counselling programme in the workplace is significant to employees' performance. Also, the finding is not consistent with the finding of Hughes and Kinder (2007) that counselling support has a significant positive impact on employees' job performance. Furthermore, the finding is against Sutherland and Hatton (2002) confirmation that an organisation that provides confidential help (counselling services) to employees is highly productive. The result of this study showing that there was no significant effect of counselling on workers' performance can be attributed to the fact that in most work organisations in Nigeria, and particularly where the research was carried out, do not have provision for counselling programmes for their employees. Furthermore, where partial provision is provided, employees become suspicious of EAP thinking that patronisers will be labelled unpopular employee. Some respondents believed that confidentiality is likely to be compromised since the counsellors are also in-house staff of the same organisation. Some respondents believed in sharing their problems with friends rather than talking to a workplace counsellor. However, the above finding gives support to the finding of Reynolds, Lehman and Bennett (2008) that employee's reluctance to voluntarily seek help (counselling) poses a major problem for EAPs.

challenge of the 21st century. It is a known fact that the presence of work stress evoked illness on workers. Workers go through tiredness, worry, unhappiness, weakness, headache, anger due to identified stress factors. They also react to these stress factors by absenting themselves from work, taking off days, watching movies, sleeping, drinking and smoking (Adetayo, Ajani & Olabisi, 2014).

Stress free life is not possible in any organisation, it cannot be completely eliminated nor compartmentalised into job performance stress, professional role stress, family role stress or personal/social role stress (Berridge & Cooper, 1994). Therefore, the EAP is intended to tackle the issues of stress in organisations in their widest sense, rather than the narrow sense of only job-related stress (Cooper & Cartwright, 1994). Besides, organisations should provide training on stress management techniques in order to overcome stress problem. Barshir and Muhammed (2010); Igbal (2013); Warrach, Raheem, Ahmad and Khoso (2014) found that work stress result in the reduction on workers' performance. Therefore, if stress is thus managed at the workplace there is the guarantee of improved employee performance.

Furthermore, successfully managing conflict at the workplace, an arm of EAP, has a domino effect by allowing managers create a workplace where employees can thrive and perform efficiently. Olu, Ojo, Dupe, Adesubomi and Abolade (2006), revealed that conflict management system influence employee performance in an organisation. They established that if organisation can effectively and efficiently manage conflict within its operation, there will be high level of organisational performance which will result into the achievement of organisational goals and objectives. Obasan (2011) established that the conflict management strategies in organisation have been useful in minimizing the incidence of disruptive conflicts while conflict management strategies have positive impacts on workers' productivity. He concluded that there is a relationship between conflict management strategies and performance of employees. Sonubi, Magaji, Ajike and Akinlabe (2015) found that conflict management is capable of increasing organisational innovativeness and productivity, thereby improving organisational performance. Poitras and Tareau, (2007) also confirm that there is a relationship between conflict management programme and employees' performance.

Supervisory programme is another form of EAP service. Supervisory programme can be provided at the workplace through dealing with troubled employees, disability management, risk management services, new policies relating to behavioural health by superior officers to their subordinates. The productivity and performance of subordinates can be improved with the actions of the employees' supervisors. Brunetto and Farr-Wharton (2002) found that supervision of employees increases the level of job satisfaction and performance. Okpara (2004) found that supervisor services plays significant role in motivating employees and determines if employees are going to be satisfied. Sajuyigbe, Olaoye and Adeyemi (2013); Ojokuku and Sajuyigbe (2009) found that productivity and performance of employees is significant towards the managerial and supervision of the employees. Besigwa (2011) found that there is a relationship between supervisory services and performance of employees. He further revealed that when a company has poor supervisory service, there would not be enough responsibility for taking action for the prevention of problems, mistakes, accidents, and injuries. Poor supervisory services also remove a very important part of the employee support process, eliminating the opportunity for reference, learning, and safety. Azman, Muhammed, Lucy and Sebastina (2010);

Xiangmin and Rosemary (2010), Franklin, Richard and Ains (2014) found that supervisory services have a significant positive relationship with the performance of workers.

In Nigeria, there is dearth of literature on the establishment of distinctive department of EAP in most workplace organisations. It is of note, that despite the non distinctive department of EAP in Nigeria work organisations, and realising the importance of employees wellbeing to achieve organisational goals, department of Human Resources carry out actions that are similar to the aims and activities of EAP (help employees deal with problems affecting their performance at work, be it work-related or personal problems). It is against this background that this study looked at how the practice of EAP activities have impacted on employees' performance in work organisations in Ondo and Edo states in Nigeria.

Research Hypotheses: Six hypotheses were raised and tested in this study. They are:

- (i) There is no significant effect of counselling programme on the performance of workers.
- (ii) There is no significant effect of stress management programme on the performance of workers.
- (iii) There is no significant effect of supervisory programme on the performance of workers.
- (iv) There is no significant effect of conflict management programme on the performance of workers.
- (v) There is no significant joint effect of counselling programme, stress management programme, supervisory programme and conflict management programme on workers performance in selected work organisations.
- (vi) There is no significant relative effect of counselling programme, stress management programme, supervisory programme and conflict management programme on workers' performance in selected work organisations.

Methodology

Research Design: The descriptive survey design of the ex-post-facto type was used for this study. This research design is considered appropriate because variables were not manipulated, as they are already in existence.

Population: The population consists of workers in Oil Producing Area Commission in Akure, Ondo State and Benin-City, Edo State. In the Oil Producing Commission, there exist elements of EAP in their operations though no distinctive department is established.

Sample and Sampling Technique: Stratified random sampling technique was used for the study. All the employees at different levels or ranks within the establishment had an equal chance of being drawn into the sample. A total number of 360 respondents were selected for the study.

Research Instrument: The main instrument for the study is a questionnaire tagged "Employee Assistance Programmes and Workers' Performance Questionnaire" (EAPWPQ). The questionnaire consists of six sub-sections. The responses to the questionnaire were measured using the following values; Strongly Agreed (4); Agreed (3); Disagreed (2); Strongly Disagree (1). The instruments used for the sub-sections are

Ho2: There is no significant effect of stress management programme and workers' performance.

From Table 1, it could be seen that there was significant effect of stress management programme on workers' performance. The value of $r = .593$ show that there is a large effect of stress management programme on the variance of workers performance and that 35 percent of the variance in the workers performance was due to stress management programme. This implies that stress management programme in the workplace have significant effect on the performance of workers. This finding is line with the finding of Warraich, Raheem, Ahmad and Khoso (2014) that there is significant relationship between stress management and performance of employees. The finding also corroborates Barshir and Muhammed (2010) that there is a positive relationship between the management of stress and the performance of employees. Furthermore, the above finding is also similar to the finding of Adetayo, Ajani and Olabisi (2014) that job stress and its management has effect on the performance of workers in the workplace.

Ho3: There is no significant effect of supervisory programme and workers' performance.

The Table 1 indicate that there was significant effect of supervisory programme on workers' performance. The value of $r = .645$ show that there is a large effect of supervisory programme on the variance of workers performance and that 42 percent of the variance in the workers performance was due to supervisory programme. This implies that supervisory services in the workplace have significant effect on the performance of workers. This finding supports the finding of Besigwa (2011) that quality supervisory services in the workplace has a lot to do with not just the performance of employees but their morale, productivity, efficiency, team work and task completion. The finding is also in tune with the finding of Azman, Muhammed, Lucy and Sebastina (2010) that the ability of supervisors to play proper roles through supervisory programmes such as trainings does not only affect job performance, but it is affects employees' motivation to learn. The finding is also similar to that of Xiangmin and Rosemary (2010) that supervisory services in the workplace have direct relationship with how employees perform at work. The above finding is consistent with the finding of Franklin, Richard and Anis (2014) that supervisory services positively influence workers' behaviour in the organisation.

Ho4: There is no significant effect of conflict management programme and workers' performance.

The table above also revealed that there was significant effect of conflict management programme on workers' performance. The value of $r = .679$ show that there is a large effect of conflict management programme on the variance of workers performance and that 46 percent of the variance in the workers performance was due to conflict management programme. This implies that conflict management programme have significant effect on the performance of workers. This finding support the findings of Sonubi, Magaji, Ajike and Akinlabe (2015) that there is significant relationship between conflict management programme and organisational/employees' performance. Also, the result confirms the finding of Poitras and Tareau, (2007) that there is a positive effect of conflict management programme on workers' performance, because proper conflict management programme promotes stable working environment which will encourage organisational performance.

Furthermore, this finding is in tune with Olu, Ojo, Dupe, Adesubomi and Abolade (2006) that effective conflict management programme affects employee morale and which also affect employee's performance in an organisation. The finding further confirm the finding of Obasan (2011) that conflict management strategies have positive impact on workers' performance and productivity.

Ho5: There is no significant joint effect of counselling programme, stress management programme, supervisory programme and conflict management programme on workers' performance.

The results obtained from testing this hypothesis are summarized in Table 2.

Table 2: Multiple Regression analysis showing the joint effect of the independent variables (counselling programme, stress management programme, supervisory programme and conflict management programme) on workers' performance

R	R Square	Adjusted R Square	Std. Error of the Estimate			
.743	.551	.546	2.95210			
A N O V A						
Model	Sum of Squares	DF	Mean Square	F	Sig.	Remark
Regression	3545.928	4	886.482	101.720	.000	Sig.
Residual	2884.631	331	8.715			
Total	6430.560	335				

Table 2 shows the joint contribution of the four independent variables (counselling programme, stress management programme, supervisory programme and conflict management programme) to the dependent variable (workers' performance). The table shows a coefficient of multiple correlation ($R = .743$ and a multiple R^2 of .551). This means that 55.1% of the variance is accounted for by the four predicting variables when taken together at $P < .05$ and that other variables not included in this model may have accounted for the remaining variance. The table further shows that F-ratio of 101.720, significant at 0.05 level, implies that the joint contribution of the independent variables to the dependent variable was significant. This is a further confirmation of the finding of Peter (2000) that there is a positive relationship and effect of employee assistance programmes on the performance of workers in an organisation.

Ho6: There is no significant relative effect of counselling programme, stress management programme, supervisory programme and conflict management programme on workers' performance.

The results obtained from testing the hypothesis are summarized in Table 3.

Table 3: Multiple Regression analysis showing the relative contribution of the independent variables (workplace counselling programme, stress management programme, supervisory programme and conflict management programme) on workers' performance

Model	Unstandardized Coefficient		Standardized Coefficient	T	Sig.
	B	Std. Error			
(Constant)	8.701	1.483		5.866	.000
Counselling Programme	-.216	.061	-.132	-3.560	.000
Stress Management Programme	.110	.072	.092	1.542	.124
Supervisory Programme	.297	.057	.296	5.210	.000
Conflict Management Programme	.482	.060	.426	8.008	.000

Table 3 reveals the relative contribution of the four independent variables to the dependent variable in a descending order: conflict management programme ($\beta = .426, t = 8.008, P < .05$); supervisory programme ($\beta = .296, t = 5.210, P < .05$); stress management programme ($\beta = .092, t = 1.542, P < .05$), and counselling programme ($\beta = -.132, t = -3.56, P < .05$). This is a further confirmation of the effect as discussed in Table 1 above. However, the overall finding supports the finding of Adigun and Bello (2014) that Employee Assistance Programme is positively significant to the commitment, performance and satisfaction of employees.

Implications of Findings for Industrial Social Workers

Industrial social workers should advocate for the establishment of EAPs in every work organisation in order to build kind and favourable work environment because the happier employees are at work, the higher the chances of increased productivity. Pleasant work environment/situations will help in building a less stressful work environment, where care and love exists among workers and between the employer and employees.

Furthermore, industrial social workers should encourage both management and employees see to the efficient and effective running of EAP in the workplace so that employees will see themselves as members of one big family rather than just mere employees. This kind of feeling will make positive or financial control in terms of reducing labour cost, insurance health-care cost etc. EAP will reduce the pressure on the budget meant to be expended on staff recruitment because employees would find it difficult to leave such organisation, therefore helping the organisation to reduce turn-over rate and increase performance and productivity of employees.

Industrial social workers should play the advocacy role on behalf of employees to the employers to see the need to create a happy work environment through EAP where employees can have peace and satisfaction with a resultant effect of the work-life balance and family satisfaction, reduction of turnover and attainment of organisational objectives.

Recommendations

Based on the findings of this study, the following recommendations were made;

- The management of organisations where employee assistance programmes are absent should introduce these assistance programmes such as workplace counselling programme, supervisory programme, stress management programme and conflict management programmes so as to take care of their workers as it has been proven to

have positive influence on the performance of employees in the workplace.

- The industrial social workers should help to make sure that workers are aware of the benefits of EAPs and why they should make use of the available support services in the organisation. Reassurance of confidentiality should also be made known to workers making use of the service, for effective treatment and service delivery.
- Managements of workplaces should be aware of the importance of EAP in guaranteeing employee retention with the resultant effect on saving in training cost in case of new employee and also protect expertise in the work place.
- Labour Unions should make it mandatory for public and private employers to provide employee assistance programmes for employees to ensure the safety and welfare of their members.
- Managements and employers should encourage more research works to be conducted in order to bring about increased awareness of EAP and how the scheme can be effectively useful for employers, organisations and workers.

Conclusion

Employee assistance programmes such as counselling programme, stress management programme, supervisory programme and conflict management programme have positive influence on the performance of workers. The performance of workers on the job increases due to the level of care and appreciation at work. EAP elicit workers' perception of being valued and cared for which invariably increase their work performance. It has also been established that EAP increases feeling of wholeness, harmony and safety, due to the level of care and appreciation at work. Therefore, it can be concluded that if professionals and managements of workplace introduce employee assistance programmes in their various workplaces and ensure they are executed, both workers and employers will greatly benefited from them.

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