PERCEPTION OF EMPLOYEE ASSISTANCE PROGRAMME (EAP) PRACTITIONERS TOWARDS THE EFFECTIVENESS OF THE EMPLOYEE ASSISTANCE PROGRAMME TRAINING PROGRAMME: A CASE STUDY IN SYARIKAT TELEKOM MALAYSIA BERHAD

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This thesis is submitted as partial fulfillment of the requirement for the Degree of Master of Science (Human Resource Development for the Faculty of Cognitive Sciences and Human Development)

Faculty of Cognitive Science and Human Development
UNIVERSITI MALAYSIA SARAWAK
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DEDICATION

To my late father and mother:
Whom I dearly miss.

To my dear late wife;
Who would have been proud and happy for me.

To my son and daughters,
Rubenesh, Shadhana and Shamila,
For their understanding when I left for further studies
When they most needed me.

To all my mother-in-law, sister-in-laws, nieces, brother-in-laws, brother and sister:
Thank you and forgive me for chores that I had imposed on you.

Finally to all my relatives and friends:
Thank you for your help
First of all I wish to thank my beloved late wife who was the inspiration for me to do this course and I hope while being somewhere up there in heaven she would continue to give me strength and confidence to excel in life.

To my supervisor, Mr. Mohd. Razali Bin Othman, I wish to express my deepest appreciation for his patience and guidance. He definitely could not have completed this thesis on time had it not been for his help and kind considerations. Thank you for pointing out my mistakes and putting up with my shortcomings.

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ABSTRACT

The main purpose of this study is to identify the perception of EAP practitioners towards the effectiveness of in-house training in Telekom Malaysia Berhad. This study focuses on EAP programmes (Employee Assistance Programme) that have been implemented in the Human Resource Division, EAP subdivision at the Headquarters of Telecom Malaysia Berhad since July 2000. The aim of this study is to determine the demographic characteristics and to identify the perception towards the effectiveness of in-house training programmes. The study also aims to see the relationship between demographic characteristics for example age, gender, level of education and the department the participant is working in and the perception of effectiveness of in-house training programmes by EAP practitioners. Questionnaires were used to obtain data from 23 EAP practitioners who attended the module training that was being conducted. The data for this study were processed and analyzed by using a Statistical Package Version 7.5 and 10.1 for Social Sciences. In this package, t-test ANOVA and Pearson Correlation test were used to test the hypothesis. The data of this study were collected from two sources. The main source is interviews with EAP practitioners to assess their perceptions and opinions about the in-service training programme. The study shows that there is no significant difference in perception of EAP practitioners towards the effectiveness of in-service training programmes and demographic characteristics such as age, gender, level of education and the department the participant is working in. The Pearson Correlation test shows there is significant correlation between perception of EAP practitioners towards the effectiveness of in-service training programme with motivation (r=0.571) and form of training programmes that are conducted (r=0.605). In conclusion, the above research has studied certain variables in the training programme at the organizational level. Thus, the findings would be very useful in designing training programmes in the future.
CHAPTER 1
INTRODUCTION

1.0 Introduction

According to Gloria Cunningham (1994), Employee Assistance Programme (EAP) is a low cost innovative solution and a work-site based program to deal with the organizational problems pertaining to employees. This service is widely used as a support service in human resource practice to assist organizations in addressing employees’ satisfaction, job performance and productivity. Furthermore, it enhances strategies and solutions pertaining to financial issues, morale, absenteeism, turnover and medical related matters. It also assists employee-clients in identifying and resolving personal concerns, needs and problem related to workplace, marital, financial, legal, emotional, strain or other personal issues that may affect job performance and productivity.

According to Heidel (2000) every large organization has employees with problems that include absenteeism, repetitive injuries and accidents, and ongoing conflict with superiors and co-workers. These and other related problems distracts the management’s time away from important tasks and reduce productivity. An external EAP provider would normally collaborate with the organization to train key staff about behavioral problem and how they manifest in the workplace, to identify employees at risk for the behavioral problems, and help organization manage the employees. (Lippincott, Willions, Wilkins, 2000)

The specialised training includes disseminating substantial and profound information relating to diagnosis of common psychiatric illness, co-morbidity of behavioral problem with medical illness, psychiatric issues that arise due to strenuous working schedules, the relationship between psychiatric illness and deterioration of performance work schedules function and the use of rehabilitation programmes and medical assistance to counteract the psychiatric illness. Regular group meetings with key staffs are held to develop systematic approaches to identify employees at risk for continued behavioral problems. Strategies are formulated and implemented to manage and cure these identified employees. The goal is to utilise the specialised talents encompasses by the organisational’s staff (human resources, occupational health labor relations, and safety and risk management) to address these issues with consultation from mental health professionals when needed. (Lippincott, Willions, Wilkins, 2000)

The magnitude of effectiveness of the EAP training programme could be measured by the performance of the appropriate participants attending the course. (Londm and Stumpf (1982), Bell and Kerr,(1987). Most organizations conduct some form of evaluation. In a vast majority of cases this is restricted to validation sheets (questionnaires), completed at the end of training courses. These validation sheets are nothing more than a level one evaluation in the Kirkpatrick four-level evaluation system, according to Steve Dyer in 'The Journal of European Industrial Training.' Some organizations conduct a second level form of evaluation in the Kirkpatrick four-level evaluation system but only a few organizations conduct any meaningful evaluation at the third level. Most accept that responsibility for the third-level evaluation rests with the line manager. Fewer organizations that actually considers attempting to link the EAP training to the business objectives of the organization.
1.1 Background of Research

EAPs are regarded as a workplace counseling service. In the United States and elsewhere their most typical function has been as an assessment and referral service linking individuals with treatment supplied outside rather than within the EAP itself.

The implementing of pioneer EAP programmes dates back to the early 1940’s America. In the initial state of EAP programmes in America, a team of trained practitioners was recruited in services related to employees drinking problems and an office was established at the vicinity of the organisation’s premise. This office had close collaborative links with the Alcoholics Anonymous (AA) that provided relevant assistance such as counseling to affected employees to counter the problem. Together, they were able to monitor the employee’s progress at his workplace and hence evaluate the effectiveness of the counseling services inherent in the EAP programmes.

The EAP movement has grown steadily for 50 years and shown no signs of running out of steam. In Malaysia it has just started as a small spring. Most industries have heard of it but have not implemented it yet. Telekom has taken the initiative and implemented it since July 2000. It is under the Human Resource Department and currently is headed by an EAP manager. The development of EAP in Telekom will be significantly influenced by the way in which its design is responsive to them. Therefore the training of EAP practitioners is a vital step towards realizing the objective.

Employee assistance of various kinds goes back to the start of the century, Porteous (1997) citing Carty, as to Macy’s having the first EAP in 1917, though that after no real distinction is made between EAPs and other counseling services. Some 8,000 EAPs were operational in the USA and some 80 per cent of the Fortune 500 companies are using them. In 1996, Mac Lernan claims that worldwide there are "tens of thousand of effective EAPs in operation".

The purpose of EAP in Telecom Malaysia is to provide confidential assistance and guideline service to employees by focusing in industrial / organizational counseling and helping valued employees, whose job performance is being affected by personal problem, by motivating them to seek help? It also provides mediation services in the work place for better employer-employee and employee-supervisor relationship and encourages the implementation of efforts to reduce workplace problem and to effectively manage the company’s medical expenditure especially pertaining to employees and dependents health care usage through health improvement. Finally it functions as a ‘gate keeper in employees' use of health care, cost for absence, family problems and other related health cost, improves employees morale and increasing company’s productivity, and reflects a caring image as one of the organization’s culture.

The primary goal is to enhance employee productivity, create harmonious work environment and reduce organizational cost by providing preventive education and early constructive intervention.

EAP services will be performed within an out going and actual employee assistance program with formal EAP procedures and guidelines.

The approaches of EAP adopted by Telecom Malaysia in ensuring the effectiveness of EAP is through the formation of a multi-disciplinary team of EAP practitioners that can assist their organization to be proactive in dealing with productivity concerns, employees’ quality of work life, workplace problems and organizational cost and developing progressive intervention technique encouraging self-referrals, motivational interviewing procedures for supervisors to suggest EAP utilization and finally last option intervention procedures.
This research is conducted by the human resource division of Telekom Malaysia Berhad to evaluate the effectiveness of the training as perceived by EAP practitioners who had attended all the module training in Kuala Lumpur. It was vital that EAP practitioners give their views and opinions concerning the effectiveness of training as the company wants to know the extent the training programme has been successful in training these new EAP practitioners. They will eventually use their knowledge and experience from the training programme to help the clients that is Telekom Malaysia employees who face various sorts of problems. Therefore, this research will help the organisation to evaluate the following:

a) The extent the demographical factors effected the effectiveness of the training programme.
b) The extent the content of the modules contributed towards the effectiveness of the programme.
c) To what extent did motivation and form of presentation affect the effectiveness of the programme.

1.2 Statement of the Problem

As the EAP Programme was a new programme in Telekom Malaysia Berhad, no training needs analysis was performed. It was vital that all EAP practitioners attend this module training, so that they could perform more effectively in their job. The effectiveness of the programme would thus motivate and allow the individual to perform his duties in the organization more effectively. Only personnel who volunteered for the training programme were sent for this training and therefore the question of picking the wrong candidate did not arise.

Training initiatives are widely acknowledged to be a feature of the competitive organization's corporate strategy. Despite the heavy investment in training, organizations fail to evaluate adequately the effectiveness of their training programmes. Part of the reason for companies' reluctance to find the effectiveness may be confusion as to how and what to do. Training is there to stay with the huge investment in developing training strategies, but the question is no longer "should we train" but rather "is the training worthwhile and effective." As Ostroff (1991) commented, evaluation of the effectiveness of training programmes is "critical because without it" "organizations have no good way to know whether training dollars (or pounds, francs, Ringgit Malaysia) are being spent wisely". According to London and Stumpf, (1982) Bell and Kerr, (1987), effectiveness of training should be measured by its outcome which is enhancement of on-the-job skill or behavior.

All training programmes must have a specific attainable objective according to Locke-Latham to enable the trainees to know what the management expects of them. According to Locke Latham in Ibrahim Mamat (1996), a proper goal setting has an effect on the cognitive process, affective process and motivation of the individual. (Mathieu, 1998), Elliot and Duech (1988) divided the objective into two categories: performance goal and mastery or learning goal.

According to Kozlowski, Gully, Mchugh, Salan and Cannon-Bowers (1996), the learning objective should increase the self-efficiency of the trainee (Mathieu, 1998). According to Harkerwick and Elliot (1993) the learning objective is self-referenced and focuses on improving individual skills over past performance, on a task.
It is essential to approach the establishment of EAP in a systematic way, clearly focusing on the objectives of the programme. There should be some form of way to identify possible amendments to the programmes to improve effectiveness. This will result in a workforce with fewer problems and higher morale with higher productivity and greater flexibility for the organization.

In line with the philosophy of the organization where the research is to take place, the human resource department has printed brochures to inform the employees of its intention to introduce EAP services to its workers. The EAP department has printed a book consisting of 6 modules to be used in training the EAP practitioners identified to give help to the employees. The EAP practitioners are a dedicated team from different states and the total number is only thirty-four for Peninsular Malaysia and East Malaysia.

The EAP practitioners are part-time volunteers who also hold another job in Telekom Malaysia. They have come forward with good intentions and willingness to help employees faced with problems. The EAP practitioners training modules are as follows:

Module 1: Introduction to the concept and model EAP in Telekom Malaysia.
   EAP Practitioners and their Functions Team spirit and Team Building
   Knowing one's self and building positive behavior.

Module 2: Policy and Procedures of EAP in Telekom Malaysia.
   Introduction to Personal Financial Management Guidance.
   Basic Counseling Skills.
   Rational Emotional Therapy, Counseling Technique.

Module 3: Introduction to Career Counseling.
   Intermediate Counseling (Theory and Practical)

Module 4: Introduction to Sexual Harassment.
   Introduction to OSHA.
   Theories to Counseling.

Module 5: Advanced Counseling Method.
   Group Counseling (Theory and Practice)

Module 6: Issues to Counseling and Employees Assistance Service.
   Application of EAP in the Workplace.

The effectiveness of this training programmes can be increased if the factors such as demographic characteristics, participants' characteristics from the motivational point of view and the form of training program that are conducted and others are studied to show their influence on the effectiveness of the training program.

After the training program is conducted, there must be total commitment by the EAP practitioners in carrying out the objectives and activities under this program. Top management should also show total commitment and give support to make this EAP programme a success. The employees must be made aware of this programme and shown the way to use the facilities under this programme. The company should give talks or presentations to make sure the employees are aware of this program.
So far Telekom have come up with a brochure and it is available in the main offices. The customers in this case are the employees and therefore the company should focus on needs and requirements of these employees so that the program can become a success. At present the company has only 34 EAP practitioners involved in this program. This is an increase of 11 EAP practitioners compared to when the program was launched. Evaluation of employee satisfaction should be an ongoing process to find out the extent the program is successful in satisfying the needs of its employees especially in solving their problems.

1.3 Purpose of Research

In this research, the researcher intends to identify the effectiveness of the EAP training program as perceived by the EAP practitioners who have undergone the training program. The results of this study can contribute towards better and effective in-house training programs in the future. This study is also an effort to describe the nature, status and working of the EAP program in a big company such as Telekom Malaysia. In addition, the researcher endeavors to investigate the relationship between the participants' demographic characteristics and the effectiveness of the training program. Finally, the study attempts to determine whether there exists a relationship between the form of training and the perception of the effectiveness of the EAP training program by EAP Practitioners and the motivational aspect of the in-house training program and the perception of EAP Practitioners towards the effectiveness of the in-house training program.

1.4 Research Objectives

1.4.1 General Objective

The main aim of this research is to identify the perception of EAP practitioners towards the effectiveness of EAP in-house Training program at Telekom College, Jalan Gurney, Kuala Lumpur.

1.4.2 Specific Objectives

Specifically the objectives of this study are:

1. To identify the perception of EAP practitioners towards the effectiveness of EAP in-house training programme according to demographic characteristics.

2. To identify the level of motivation of EAP practitioners according to demographic characteristics.

3. To determine the relationship between demographic characteristics such as age, sex, level of education, department, experience and the perception of the EAP practitioners towards the effectiveness of in-house training program.

4. To determine the relationship between one of the EAP practitioners characteristics such as motivation towards training and the perception towards the effectiveness of the training program.

5. To determine the relationship between the form of training program that are conducted and the perception of EAP practitioners towards the effectiveness of the training program.
The independent variables are demographic characteristics, characteristics from the aspect of motivation training and form of training conducted. The dependant variable is the perception of EAP practitioners towards the effectiveness of the EAP training programme.

1.5 Conceptual Framework

1.6 Hypothesis

1. Ho1 : There is no significant difference between the perception of EAP practitioners towards the effectiveness of EAP training program and age.

2. Ho2 : There is no significant difference between the perception of EAP practitioners towards the effectiveness of EAP training program and gender.

3. Ho3 : There is no significant difference between the perception of EAP practitioners towards the effectiveness of EAP training program and level of education.

4. Ho4 : There is no significant difference between the perceptions of EAP practitioners towards the effectiveness of EAP training program and the department the participant is working.

5. Ho5 : There is no significant difference between motivation of participant towards EAP training and the perception of EAP practitioners towards the effectiveness of the EAP training program.

6. Ho6 : There is no significant difference between the forms of training programme that are conducted and the perception of EAP practitioners towards the effectiveness of the EAP training programme.
1.7 The Importance of the Research

The evaluation of the effectiveness of the EAP training program will give feedback to the EAP department of Human Resource Department in Telekom Malaysia the extent the program has been effective in inculcating the skills required of an EAP practitioner. The feedback will also help the management to change the structure and presentation of the training program to make it more effective for further training of EAP practitioners.

This training is vital for the success of EAP program in the branches throughout Malaysia. It will serve as a valuable tool for the EAP practitioners to practice EAP in their branches later on. How successful the EAP practitioners are in implementing the program will solely depend on the knowledge and skills given to them during the program. This research will also highlight some of the main advantages and weaknesses so that management can take the necessary steps to improve and enhance the future programmes.

1.8 Limitations of the Research

This research was conducted solely in Telekom Malaysia and therefore, attention was focused solely on the EAP practitioners in Telekom Malaysia in the EAP department of the Human Resource Division. This research cannot be generalized for other organizations in Malaysia.

The perception of the EAP practitioners towards the effectiveness of the program was only done at the reaction level. What was the EAP Practitioners' reaction to the training program, the way the program was conducted and the credibility of the trainers. Other aspects like learning, behaviour and achievement of business objectives due to this training program could not be measured due to time constraint.

The time period for this research was very short for the researcher to do further work on its effectiveness. Again the number of respondents was few compared to other fields of research. Again the respondents may not have been honest when they provided the answers. Therefore, the final analysis could only be based from the response of these few respondents and might not give an accurate picture of the effectiveness of the EAP training programme.

1.9 Definition of Concepts and Operations

Perception

Perception is a way an individual visualizes a certain situation or certain people. Perception varies from individual according to their culture, experience, and physical and personality. According to Comstock (1994), the factors that influence perception is his own perception, experience, attitude towards others and expectations. Perception in this research refers to opinions of EAP practitioners towards the effectiveness of the in-house training programme.

Effectiveness

Effectiveness is the way that we perceive our environment, handle daily hassle and respond to the circumstances of their lives. When we function at optimum effectiveness levels, we corporate at a state that we are most creative and productive. Effectiveness of in-house training programme to way the programme has been conducted to produce creative and productive EAP practitioners.
In-house training
In-house training means a training programme that is conducted in the company by either company personnel or professionals from outside organizations. In-house training in this research is a training programme conducted by Telekom personnel and others from outside organizations.

Motivation
Motivation is a person's drive to take action because that person wants to do so.

Motivational factors
Motivational factors are those elements in the work environment that motivate the individual. They are sometimes called motivators and satisfiers.

Human resource
Human resource are the people who are ready, willing and able to contribute to organizational goals.

Counseling
Counseling is the discussion of an employee problem with the general objective of helping the worker cope with it. Counseling functions are the activities performed by counselors, which includes advice, reassurance, communication, release of emotional tension, clarified thinking and reorientation.

Employee Assistance Program (EAP)
EAP is a company-sponsored program to help employees overcome the personal problems through direct company assistance, counseling or outside referral.

Exit interviews
Exit interviews are conversations with departing employees to learn their views of the organization.

Facilitator
A facilitator is someone who assists quality circles and the quality circle leader in identifying and solving workplace problems.

Feedback
Feedback is the information that helps evaluate the success or failure of an action or system.

1.10 Background of Organization
Telekom is a giant conglomerate in Malaysia dealing in the telecommunication services and matters pertaining to communication. With 29,700 employees stationed nationwide, Telekom Malaysia brings telephone facilities to 2.7 million subscribers nationwide. With this many employees it becomes a vital matter and Telekom has taken a serious and focused view in solving these problems. EAP, which has been successfully implemented in the United States of America and other European nations, has become an innovative tool to solve problems faced by employees. Compared to traditional counseling it offers a wide range of services, such as consultation services which gives guidance to personal budgeting, ways to solve problems at the workplace or posting to new workplace. Exit interview and other consultations regarding workers' psychology. It also offers work assistance services and reference services. This
emphasizes personal counseling, career guidance and recovery counseling. Other than that, it offers orientation programmes and awareness programmes for example giving information to administration unit and awareness programs for employees and orientation programmes for supervisors. And finally training programmes including counseling co-workers, training for practitioners and other forms of training related to psychology.

EAP (Employee Assistance Program) was implemented in Telekom Malaysia Berhad just recently and the program was officially launched on the 13th of July 2000. It is an innovative and cheap service designed to overcome the problems faced by the employees presently. EAP is a support service in the human resource management services of the company. This is provided to assist the organization in identifying productivity issues, burden of carrying high medical exposes, absenteeism and morality of employees. It also assists employees to overcome personal problems related to their family, stress, emotion, finance and others.

Telekom Malaysia provides a few service components for its employees. Among the service components provided for employees are personal counseling, career counseling, rehabilitation counseling and referral services. Personal counseling is provided to assist employees to deal with personal problems that can or may affect their quality of work and life. These problems can be anything from marital, financial management, parental, family to workplace relationships. Among the things included in this service are face to face counseling in and off-site offices as well as referral to professional and qualified assistance. Career counseling is provided to employees who need assistance and assessment services regarding their job and career decisions. This service will help employees in their exploration including interest, skill, ability to diagnosis and decision making process. Rehabilitation counseling is provided to assist employees who face trauma, addiction and health problems. This service also includes mediation services for possible job relocation and new placement. The last service, referral service, is for employees who seek referral for major personal or mental problems to competent professional sources. The referral must be made to Telekom’s panel doctor and the client must agree to referral to other bodies. Telekom Malaysia also provides consultancy services for personal financial management guidance, re-location or new placement, exit interview and other psychological consulting services. Personal Financial Management Guidance Services is an individually based consultation service pertaining to personal account management, budget, savings plan and property concern. On the other hand, re-location / new placement guidance service is provided to assist re-located / newly placed employees pertaining to personal, spouse and children concerns and this includes school, baby sitters, house and transportation. Two sub-programs are provided under the EAP Orientation / Awareness Program by Telekom Malaysia. The first is the Employee Awareness program, which is provided to educate employees on how to use the EAP and its benefits as well as the problems that EAP can resolve and the confidentiality of this program. The second one is the Supervisor Orientation program, which is to educate the company’s leaders about how and when to refer an employee to the EAP and address them on how to deal with a disturbed employee. Telekom Malaysia also provides training programs. The Peer-Counselor program is a training program to produce potential peer-workplace counselors who can assist other employees in the workplace and to train supervisors on the skills of counseling for use in the performance interview with employees. Other training programs provided include the EAP Practitioner training program as well as other psychological training programs.

It is the policy of Telekom Malaysia to offer confidential and professional assistance to all employees of the company, especially when performance has deteriorated or when an employee has a severe personal problem. The Human Resources Division is the provider of EAP services. Human Resource Region shall act as the EAP Center for the regions while the Human Resource Corporate shall act as the EAP Center for the corporate division. Under Corporate Human Resource, EAP Services is officially the responsibility of the Employee Relations and Communications Section. The general responsibilities of the EAP Corporate include planning and
designing EAP programs to be implemented in Telekom Malaysia and promoting the highest standard of good practice and the continuing development of EAP in Telekom Malaysia. Secondly, developing and evaluating Telekom Malaysia’s EAP policies and procedures and guidelines. Thirdly, being directly responsible in the quality control of EAP services and designing and planning module of training for EAP Practitioners. Fourthly, being accountable for the final selection of employees to be trained as EAP Practitioners and monitoring and ensuring Telekom Malaysia’s EAP conforms to the minimum professional standards of EAP programs. Fifthly, ensuring the standardization of services in delivering the EAP programs, monitoring and evaluating the EAP from time to time and collecting data and submitting report for the management. Finally, being accountable to the strategic marketing of EAP Services and engaging consultants for programs and services related to EAP. Meanwhile, EAP Centers at regional offices are under the responsibility of the Regional Human Resource Division. The main responsibility of the EAP Center is to provide facilities required for the implementation of EAP services and identifying employee / group of employees who may require the EAP service. Other than that, it also carries the responsibility of implementing EAP in Telekom Malaysia and encouraging employees to seek assistance at the EAP Center. Finally, it also ensures all services implemented in the region are standardized with the approved program and providing data and information for EAP Corporate. The main responsibility of the Head Officer / Supervisor is to give recognition to the job function of an EAP Practitioner and to record as well as document the job performed by an EAP Practitioner in the company’s performance appraisal. Secondly, they are to allow time for EAP Practitioners to practice EAP services with a client / employee for a minimum period of two hours per day and to allow the EAP Practitioner to attend EAP training programs as and when required. Thirdly, they are to informally advise employees to seek assistance at the EAP center and to refer formally employees who have a declining work performance to the EAP center. Finally, they are also to support the EAP Practitioners in helping their employees as well as provide necessary assistance to EAP Practitioners. (For the linkages of EAP in Telekom Malaysia, refer to Appendix D)

A multi-disciplined team of Telekom Malaysia’s employees is managing EAP Services and they are called EAP Practitioners. In order to maximize the competencies and skills of EAP Services, they are required to undergo EAP training programs. The nomination and appointment of an EAP Practitioner is done by the Head of Department. The Head of Department nominates a suitable candidate who will then be required to undergo training and development programs and courses. The successful candidate will then be appointed an EAP Practitioner by the Senior Vice-President of Human Resources Corporate and will be required to sign a Letter of Undertaking in order to practice EAP. (A flowchart in Appendix E shows the appointment of an EAP Practitioner.) An EAP Practitioner must firstly be an employee with good personality, good interpersonal and communication skills, accessible and approachable. He/ She should also be a role model, for example, a top performer in his / her field. They should also have strong interests in counseling and helping others as well as wide experience in the organizational business and culture. Finally, they should have the ability to adhere to strict confidentiality in all matters relating to practitioner-client relationship. The chairman of the Advisory Council is usually the Senior Vice-President of HR Corporate and the secretary is usually the EAP Corporate Manager of EAP. The members include General Manager (GM) of HR Telecommunications, General Manager of HR Centralized Services, General Manager of TTC, Assistant GM of ERC, Assistant GM of Industrial Relation and the Union Representatives (NUTE).
CHAPTER 2
LITERATURE REVIEW

2.0 Introduction

This chapter will discuss the concept of EAP and matters relating to the training of EAP practitioners. It also proceeds to discuss the factors that influence the effectiveness of training by evaluating the model of training of EAP practitioners. Past Case Studies give further clarity on the end goals of the EAP programmes and the Model of EAP in Telekom Malaysia is also provided.

The Work Process of Employee Assistance Services is described in depth and the demographic characteristics that influence and affect the perception of individuals is outlined briefly. Perception, training and motivation are discussed in detail as they prove to be the combining factors that ultimately help to achieve the goals set by the programme.

2.1 In-house training

One of the key actions required for developing human resource into a competitive edge is that the employee should have the knowledge and skills to successfully perform the job. Training can help the organization equip each employee with the knowledge and skills to successfully perform the job. Training is not a uniform process to which a single formula applies. Its function and form vary enormously from one situation to another. Training takes innumerable forms sometimes it occurs in a formal, structured classroom setup. Sometimes it is in the form of spontaneous interaction such as when a group of managers with common interest, experience and meet to exchange ideas. According to Rae (1993) among the criteria of a good instrument that most trainers will be involved (which depends on the type of training and what it involves) can be categorized as follows:

- Input sessions or presentation of material.
- Discussion sessions as separate events or as integral parts of another type of events.
- The control of activities, games, exercises, and role-plays and the control of feedback and appraisal.
- Demonstrations of actual tasks or operations.

Similarly, Sloman (1994) elaborates that other skills required of trainers are those of discussion leading, setting, controlling and debriefing role-plays, activities and case-studies, showing films and videos and linking these with associated activities, controlling and supporting training packages, computer programs and other support learning systems. Therefore trainers play an important role to ensure that training is delivered effectively. They may use a variety of activities while at the same time possess the skills needed in the various aspects of delivering training. As such the main purpose of training employees is to increase and enhance their job skills, knowledge, and the level of competency. It is also appropriate when there is an actual deficiency in the job performance of the employee – when new jobs are being created, old jobs are performed in new ways or when existing jobs are being done in defective ways (Sloman, 1994). According to Miller (1979) training is a system to change behaviour in order to produce an increase in quality of the organization. The trained behaviour must not only be observable and measurable; it must also be transferable to the employee’s job and relevant to the goal of the organization (Mitchel, 1994). While most training is designed to impart great knowledge or skill
in specific areas. Training is ineffective if it fails to motivate the trainee to make it work and more importantly, encourage them to make use of the knowledge they have gained. The skill of effective training is the ability to represent a clear, concise and easily assimilated message with such conviction the receiver will be motivated to take positive action (Sloman, 1994). Bramley (1986) elaborates that:

If what is learned during training is to result in different ways of performing on the job, then some thought must be given to the transfer process. The process of transfer can start in the training, with the use of action planning and focusing on the utility of the learning. The learning situations themselves should be sequenced so that people can use various styles of learning and integrate them into a meaningful whole.

Therefore training is a learning process to transfer knowledge and experience and to increase and enhance the employees in order to produce the desired result for the organization.

2.1.1 EAP (Employee Assistance Programme)

EAP, a new phenomenon, has made its presence felt in the Malaysian workplace in the recent years and Telekom Malaysia Berhad has been identified as the only corporate identity that has introduced EAP or Employee Assistant Program in its workplace. It was only introduced in July 2000 and is under the control and direction of an EAP manager. It is basically directed towards helping workers and their families deal more effectively with personal, family and work related problems.

The concept itself is new in Malaysia but in other countries, especially the United States, it is not new. The emergency and rapid expansion of EAP’s have generated a number of books, articles and journals that have been helpful in providing direction and confirming developments for EAP Practitioners (Akabas Kudzman 1982, Masi 1982, Preshall 1981). In Malaysia much of the activities have been conferred around dealing with zone responsibilities of EAP practitioners whereas in the United States much of the literature is focused on specific topics like programme design, marketing and management.

In other countries, external and internal EAP services and available, but in Malaysia corporate based in-house EAPS are only beginning to come into existence. This in- house programme in Telekom is an arm of human resources, a separate department under the Human Resource Division namely the dealing with health and wellness function. Therefore In-house programmes are the most common settings in this organization. Training of EAP practitioners is an EAP in-house programme and is therefore important and vital for the development and success of this EAP programme.