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A Survey of Employee Fear and Usage of Employee Assistance Programs

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A Survey of Employee Fear and Usage of
Employee Assistance Programs

by

Denise Lynn Archambault

A Thesis Submitted to the Faculty of the Graduate School
of Loyola University of Chicago in Partial Fulfillment
of the Requirements for the Degree of
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VITA

The author, Denise L. Archambault, is the daughter of Marcel Archambault and Alice Archambault. She was born February 13, 1963. in Springfield, Massachusetts.

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CHAPTER 1

INTRODUCTION

The implementation and provision of Employee Assistance Program (EAP) services is rapidly becoming an industry in its own right (Goldman, Reyes, Young, Barsamian, Thomas & Thuss, 1983-1984). There are several indicators of the surging growth within this field. Examples of such indicators are the development of consultation firms specializing in providing or implementing EAP services, the publication of periodicals and books pertaining to the topic and the establishment of graduate programs offering advanced degrees in the area (Forrest, 1983). The trend within organizations toward the utilization of services rendered by these programs has highlighted a number of issues which need to be addressed. One such issue concerns employee fears which may result in a refusal to use services provided. A number of intuitive explanations of these fears have been offered, but an extensive review of the literature reveals that virtually no empirical investigations have been conducted (Howlett & Archer, 1984). Therefore, an attempt was made in the present research to obtain information on the various components, including fear which may influence employee utilization of EAP

services.

History of Employee Assistance Programs

Employee Assistance Programs, the focus of study, have evolved into interactive networks of service benefitting both the employer and the employee. In the early 1970's, corporations and businesses found it increasingly difficult to provide comprehensive coverage of their employees' mental and physical health due to the rising costs of insurance. A few large companies invested in a revolutionary type of service provision. The idea was to employ health professionals within a company so that services could be provided in-house. Less money would be needed to directly employ such professionals than to cover the costs of the various insurance plans available at the time (Brennan, 1982).

EAP's quickly spread into new markets during the early 1980's. Large companies were no longer the only employers to offer the services. Smaller organizations also looked to EAP programs as a means of escaping the rising costs of insurance coverage (Trice, 1983; Trice & Beyer, 1984). Such smaller companies, however, did not have the enormous resources necessary to offer in-house services which require the maintenance of a comprehensive program and professional staff (Jerrell & Rightmyer, 1982). Instead, they contracted outside of the walls of their organization to share the burden of supporting a network of cost efficient employee services

with other small companies (Hellan & Campbell, 1981).

The earliest EAP programs offered assistance in two areas which had proved to be the most troublesome and costly to companies in terms of insurance coverage, productivity, employee turnover and absenteeism (Wrich, 1980; Quayle, 1983). These two problems were alcohol and drug abuse (McClellan, 1982). As America became increasingly aware of the alcohol and drug problems within its work force, managers became increasingly aware of the extent of dependency among their own employees. Use of EAP services rose as managers were given the opportunity to involve employees in the company's EAP. In such situations employees were generally asked to volunteer for services as a condition of their continued employment. For managers, EAP services provided a better alternative to ignoring or terminating employees with addictions. For companies, EAP's provided the best means of insuring that problem employees could receive the help they needed to remain with the company. Helping veteran employees who are experiencing problems is an important goal of most contemporary personnel departments because employees are human resources - they are valuable assets which most companies prefer not to waste. As for employees, EAP services gave some of them a chance to deal with their problem of addiction during work hours with the support of their employer. In the past, employees who sought treatment for addictions found it difficult to attend treatment programs unless they did so

after work hours or during vacation periods.

EAP service networks have in the past ten years continued to grow and accommodate a greater variety of employee problems other than addiction. Recent concerns with preventive maintenance as a method of containing health costs have resulted in the addition of a number of services designed to decrease the life stress of employees - whether that stress comes from work, family, finances or within oneself.

Diversity in Employee Assistance Programs

From their economically motivated origins, EAP's have evolved into related, but certainly not clonal, species. The characteristics of each EAP depend on the type, size and goals of the company, the funds available, and the degree of development of the program. Presently, the types of service provided include individual, marital and family counseling (Cairo, 1983), financial and family planning, stress management, and day care services (Murphy, 1984; Holt, 1982; Manuso, 1983). Career development and educational programs are often provided to promote employee achievement and future productivity (Katzell & Guzo, 1983). Most recently, programs have begun to look at preventive mental and physical health care (Der-Karabetian, 1986; Shephard, 1983). In some locations, employees are encouraged to attend short-term workshops designed to promote overall well-being (Shea, 1981; Kaminski-Da Rosa, 1985). Very few programs, however, incorporate all of these facets.

In fact, EAP's are diverse in nature. Many large companies provide an entire range of services while many smaller organizations provide only services that they can afford and that can be tailored to their specific needs (i.e. workshops on burnout for employees of an accounting firm (Thorn, 1983)). Thus, variables such as the size of the company or the type of work the employees engage in can influence the nature of the EAP. Appendix A lists many of the services that are provided under the general label of "EAP services." In essence, EAP's are not definable as a specific program or set of services which may be outlined here. Instead, they may be conceptualized as networks or partial networks of services provided to employees to increase their mental and physical well-being. The specific nature and components of each EAP can only be defined in terms of the environment or organization from which it originates.

Factors Which May Affect the Nature of EAP's

Degree of Establishment

Many variables besides the size of a company and the type of work its employees engage in can influence the nature of an EAP and ultimately the degree to which it is utilized. As with any program, the degree to which an EAP has been established may have an effect on the character of the program. The two categories listed below highlight a few of the dimensions along which newly established and well established programs may differ.

Newly EstablishedWell Established

Fewer services

More services

Predicted # of staff

Established # of staff

Counseling services only

Wide range of services

Skeletal services

Elaborate services

Unevaluated program

Evaluated program

Moderate interest

Low interest

No valent prior history

Valent prior history

As suggested above, newer programs may be characterized by fewer services with the number of staff providing such services based on a prediction rather than actual experience of utilization. If an appropriate evaluation of need and resources was conducted prior to implementation of an EAP, estimates may not be that far off and employee needs may be met efficiently. More realistically, however, high expectations about usage, high initial interest in the program and/or an underestimate of need could all result in a period of frustration for a newly established EAP. Such under- or overestimates could differentially affect the predicted rate of utilization, interfering with the services designed on the basis of those predictions. In contrast, having been in operation for a while and having documented actual rates of utilization, more established EAP's will be better able to meet their company's true needs by offering a wider variety of services provided by an appropriate number of EAP staff.

The nature of services provided by fledgling EAP's

will probably also be somewhat skeletal and unevaluated. Common sense would suggest that EAP services would require a trial period before reaching maximum potential for assistance of employees. This is probably a consequence of the need for service providers to adjust to their client population, the resources available to them and the environment in which they work. Because of this "lag time," services are seldom evaluated until they have been in existence for a substantial period. Therefore, programs that have been in operation for longer periods of time have a greater likelihood of having been evaluated and modified on the basis of evaluation. Evaluations of EAP services can take many forms including employee survey, cost/benefit analysis or management by objective. In any of its forms, evaluation can supply EAP's with the necessary information to provide more helpful and efficient services.

The provision of efficient services can also be aided by the amount of interest generated in an EAP. Interest may bring employees into the EAP office for the first time, even if they don't have a pressing need for services, just to "check out" the new addition to their workplace. Interest is partly a function of an EAP's age, with newly established programs passively generating a larger amount of interest simply because of their novelty. Although employees may be more likely to talk about or even stop by to "check out" an EAP during its earliest stages, passively generated interest

should gradually level off as the EAP becomes a normal part of the company's culture. The well established or older EAP, therefore, must actively generate its own interest - possibly through publicity.

Publicity of a program's prior history can, in some instances, generate utilization interest - as long as that history is a positive one. The age of an EAP is probably directly related to the amount of its prior history, but has no relation to the positive or negative valence of that history. It is the valence of prior history that can affect the nature of an EAP and its utilization rates. The longer an EAP has been in existence, the greater the likelihood it has experienced both success and failure, good times and bad times. An EAP that has had a relatively untroubled existence (i.e., no loss of funding or managerial support) and documented only "success" stories will be somewhat different from an EAP that has experienced a rocky road littered by clinical "failures" and a lack of company support, both monetary and psychological. EAP's with a positive prior history are more likely to gain continued support from management and more importantly, to attract new users. Similarly, managers are more likely to refer an employee to a program that has a good reputation for assistance whereas they are unlikely to send an employee to services that will only cause further discomfort or disruption.

Size of a Company

Intuitively, it seems that the size of a company should directly affect the nature of an EAP and indirectly, therefore, affect utilization behavior. As previously noted, EAP's are a relatively recent phenomenon existing in larger companies long before they became a viable option for smaller companies. In general, it would seem that EAP's in larger companies would be better established and thus subject to all of the positive influences outlined under degree of establishment. As long as an EAP's prior history was positive and appropriate publicity existed, a well-established (larger) EAP should be better utilized than a newly established (smaller) EAP. Of course, there are exceptions to every rule, some relatively small companies provide relatively well established programs. In general, however, the larger, well established organization may provide a greater sense of anonymity and confidentiality. Smaller organizations have the advantage/disadvantage of providing a sense of community. In a smaller organization where everyone knows everyone else, an individual may feel that he/she will be "found out." On the other hand he/she may expect to be "helped out" or supported. Regardless of the existing scenario, size seems to be a viable contributing factor to attitudes toward services or intent to use services.

Establishment of Each Service

Similar to the age of an EAP, the age or degree of

establishment of each specific service provided by an EAP can affect the degree to which it is utilized. Services that have been more recently established may, again, be less elaborate, less evaluated, more interest-provoking and, under (or over) staffed. They will also have less history from which to be judged, although the reputation of other EAP services may generalize to the newly-established services. Further, well-established services may be more cost-efficient and helpful than newly-established services because they have weathered the test of time and proved themselves worthy of continued support.

Type of Services Provided

Besides the degree of establishment of each service, utilization may also be influenced by the type of services offered. Counseling services, including those for individual, marital, and family counseling, are usually the least utilized EAP services (Cairo, 1983). Programs that offer such services will be forced to report lower cost/benefit ratios than companies which provide other types of services (stress management, legal services, etc.) given the same level of employee need. In fact, a good salesperson might suggest that providing non-counseling services may be a good foot-in-the-door technique for getting employees involved in the more hard-core service provisions. Employees could gain respect and trust for an EAP's counseling services based on previous experiences with less threatening types of service such as

stress management workshops. In the future, such trust could foster an assurance of assistance for larger problems including an addiction to alcohol or drugs.

Level of Confidentiality

Part of the trust that an employee needs to gain before he/she will voluntarily ask for assistance from an EAP is a trust of confidentiality. Employees need to feel that any problem which they share with the staff of an EAP will remain confidential. Employees would be unlikely to use services if they feared that they could lose their job, their status or their friends because of an information leak. In general, most EAP's must build their foundations on this trust. However, some may do a better job of providing and assuring complete confidentiality than others and these EAP's would probably insure the greatest trust among employees and report the highest rates of utilization.

Management plays a large role in the provision of confidentiality in EAP's that are located within a company (Woodman, Ganster, Adams, McCuddy, Tolchinsky & Fromkin, 1982). Once a referral for service has been made, a management staff committed to the provision of true confidentiality will remove itself from the process except to clear the way for an employee to receive treatment. For example, supervisors may need to be informed of an employee's decision to utilize services in order to explain their absence from the job to meet appointments, but managers who offer too much assistance

can create a problem in that an employee may feel that his/her problems are not really confidential because his/her supervisor knows about them. It is hard to argue that a supervisor should not have the right to know where an employee goes when leaving his/her job once or twice a week for an hour. For that reason out-of-house EAP's, in most cases, may do a better job of assuring employees of confidentiality without running into the problem of "too much" assistance. Because the services are located off of the premises, employees usually make their own first contact with the EAP and set up appointments on their own time. In some cases, however, it may still be necessary for an employee to notify his/her supervisor if they are to receive treatment during work hours. The fact that the program is maintained outside of the work place, though, would make it seem less likely to employees that their problems would affect the status of their job or their work environment. Also, this would make it more difficult for supervisors to contact EAP personnel about their employees' progress.

Location of EAP Services

As well as its status as an internal or external service provider, the location of an EAP within a company can influence the rate of utilization of its services. In truth, although an in-house service may be more accessible, employees may believe that they will receive greater confidentiality from an out-of-house EAP. Assurance of confidentiality from

an in-house provider can be further affected by the placement of the EAP offices internally. Offices located in a busy section of the building where EAP clients are likely to be observed or in a deserted hallway where they have no other reason to be, will probably discourage utilization. Offices located in a relatively quiet hallway along with health or a few other services may be more inviting since an employee has less of a likelihood of being seen and a variety of reasons for being there even if he or she is spotted. In general then, it would seem that the less conspicuous an EAP's services are, the more likely they are to be used.

Publicity

Where less is probably better for the conspicuousness of services, the opposite can be said for publicity. It is likely that the more publicity or information that employees receive about a program, the greater the likelihood that they will use services if they have a need for them. EAP's that never or seldom ever remind their employees that they exist, probably deter utilization. As an employee develops a problem, he/she may be unaware that there are services available to them. In fact, the services may be forgotten until a supervisor strongly advises an employee to seek assistance as a condition of employment. In such a scenario, employees would only seek services when their problems have become severe, or at least severe enough to disrupt work habits and bring them to the attention of a supervisor. The

question is why employees do not remember that services are available to them even if they were given information about them at one time. The answer to this question probably concerns the relevance or salience of the information provided. In general, people pay better attention to or remember information that is relevant to them (Sperber & Wilson, 1986; Kahneman, Slovic & Tversky, 1982). An individual who received a pamphlet two years ago telling him/her about the program, may not have had need of the services at that time and, so the information was not retained.

A better approach for meeting the needs of employees may be to send out periodical mailings detailing EAP services. Periodical mailings could also include some interesting and even relevant information that the average employee, not currently facing a problem, may retain. One EAP, in particular, offers cough drops in a big cookie jar for employees. Providing this bit of relevant information in an EAP newsletter might: 1) help employees to remember the EAP, 2) create an image of assistance for problems (via minor relief for a throat irritation), 3) give users a valid reason to visit the EAP and 4) attract employees to stop by and become familiar with the EAP environment.

Resource Allotment

Two other indicators of the nature of an EAP more quantitative than those previously discussed are: 1) Number

of dollars spent on an EAP/ Number of employees in a company, and 2) Number of EAP staff/ Number of employees in a company. Each of these ratios should provide a quantitative indication of the amount of resources allotted for the provision of EAP services. Employees probably will not utilize services that do not have the resources to operate smoothly. If office space is sparse, furniture is time-worn and staff is weary and overworked, utilization would be expectedly lower, except maybe for those employees who have reached a stage of crisis and will accept help because they do not know where else to turn or because they must in order to keep their job.

Commitment to the Program

The allotment of resources as well as the effort put into program publicity and assurance of confidentiality are all indications of the overall commitment of an organization to the provision of helpful as well as cost efficient services. There are, in fact, two components to a company's commitment to a program - the objective and the subjective components. The objective commitment of a company to its EAP is demonstrated through the physical provisions made for it (money, staff, space, time) and the policies set for it (confidentiality, availability, and publicity).

Support, understanding and general bottom line feelings about the program, however, constitute the more subjective side of commitment. Subjective commitment is a climatic factor. Just as children learn norms of accepted behavior

from their environment, employees learn norms of accepted behavior from their work climate. The undercurrent which carries normative beliefs from employee to employee is often referred to as corporate culture. Corporate culture identifies for employees what behaviors or attitudes will allow them to succeed in their work environment and which will prove to be stumbling blocks. Corporate culture will by definition, therefore, help to determine who uses EAP services. If using EAP services is seen as a sign of weakness which may hold up a promotion, individuals more concerned with climbing the corporate ladder will probably avoid using services at all costs.

A company that gives total objective commitment to a program, but fails to provide the necessary subjective support reduces the effectiveness of its services. The culture within a company will communicate to employees the organization's lack of total commitment to providing EAP services. For employees this is probably tantamount to saying that the services are not really useful at all or that the workers are not worth the trouble of providing good services. It is believed that high organizational commitment, both objective and subjective, may be the cornerstone of the best and most utilized EAP's.

Benefits of Employee Assistance Programs

As stated previously EAP's were established as a means of escape from the high costs of employee mental and physical

health insurance coverage. The benefits of cultivating the mental and physical well being of employees first emerged with the publication of the Hawthorne Studies (Roethlisberger, 1941). Since that time, employers have expanded their concern from the physical environment of the employee to problems of a more personal nature which can affect performance and productivity. Employees with alcohol/drug abuse problems are absent sixteen times more often than the normal employee. Their accident rate is four times higher and their use of sickness benefits and compensation claims are four to five times greater (Quayle, 1983). A number of companies have reported large savings for each dollar spent on EAP's. The Consolidated Rail Corporation calculated savings of \$3 for every \$1 spent on its EAP. The Firestone Rubber Company estimated \$11.7 million in annual savings in absenteeism, accidents, and medical costs from its EAP. The U.S. Postal Service reported savings of \$1,869 per person annually in sick leave after their EAP was implemented (Goldman, Reyes, Young, Barsamian, Thomas & Thuss, 1983-84). Such programs clearly demonstrate the cost effectiveness of Employee Assistance Services.

Although EAP's have been proven cost-effective, many companies are concerned over reported utilization rates of less than 20% of a company's workforce. This is a telling statistic when compared with the estimated need for services. One report stated that 15%-30% of the workforce is "seriously

handicapped by emotional problems"; and at least 65%-80% of all individuals are fired because of personal rather than technical reasons (Brennan, 1983). There are no statistics reflecting the need for services of the less than "seriously impaired" employee.

Clearly, however, individuals do not become seriously impaired overnight. The medical health model suggests a gradual decline in functioning rather than an overnight lapse into problems such as alcoholism (Marlatt & Gordon, 1985). The model would suggest that an individual develops alcoholism over a period of time and that time period is marked by increasingly serious symptoms which eventually interfere with basic daily living routines. Thus, attending to the fears and needs of the less-than-serious cases would be a preventive measure that might preclude later costs resulting from the development of mental or physical crises or termination of employment. As previously discussed, it is unfortunate that counseling components that could be useful to employees with less than a serious degree of impairment, are usually the least utilized services. Non-counseling EAP services such as child care, stress management, or occupational development usually report the highest utilization rates (Forrest, 1983). It seems that individuals use EAP counseling services only when they reach a stage of serious impairment. Few, if any, seek help before they are in the midst of a crisis. The question that arises from this paradox is: What is it that

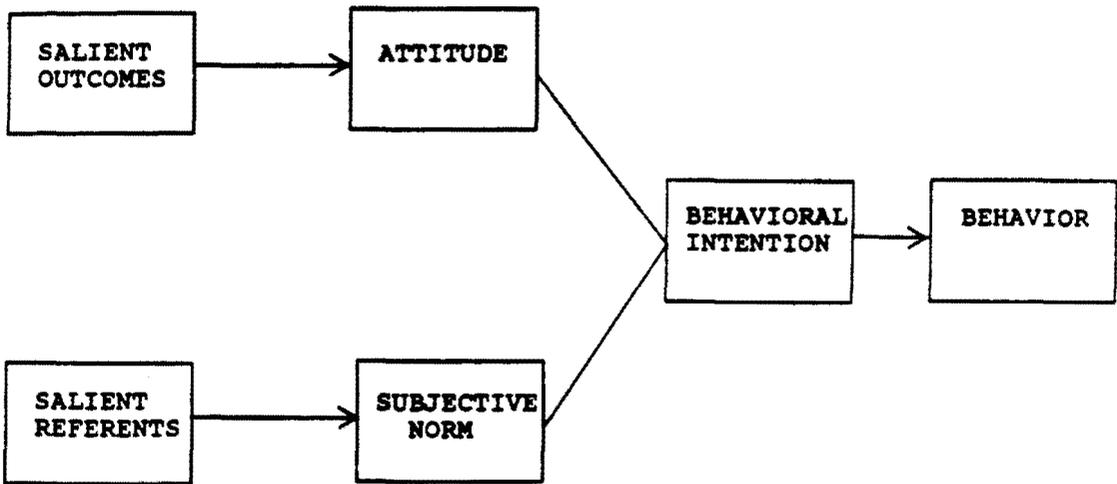
keeps employees from using services before it becomes critical to their life or their job? Are employees fearful of EAP services?

A Predictive Model of Utilization Behavior

Little empirical research has been conducted to identify the possible fear-provoking aspects of EAP's proven to be beneficial to both employees and their employers. As outlined above, the major problem facing EAP's is low utilization. Any attempts to increase utilization rates will be difficult until there is a better understanding of the factors, including fear, which influence employee utilization behavior. Although a number of intuitive explanations of low utilization have been suggested, there has been little or no theory-driven research designed to identify important components of such behavior. However, general theories of behavior may provide a useful outline of key components.

The Reasoned Action Model put forth by Fishbein and Ajzen (1980) is a widely used model of social behavior, but is probably not comprehensive (Figure 1). According to Fishbein and Ajzen, an individual's intention toward an act like using an EAP service can be influenced by two factors: 1) an attitude toward the behavior, and 2) a subjective norm. The first factor, attitudes toward a behavior, consists of beliefs about the outcomes of the behavior as well as the positive or negative valence of those outcomes. The second factor, a person's subjective norm toward a behavior,

FIGURE 1
The Reasoned Action Model



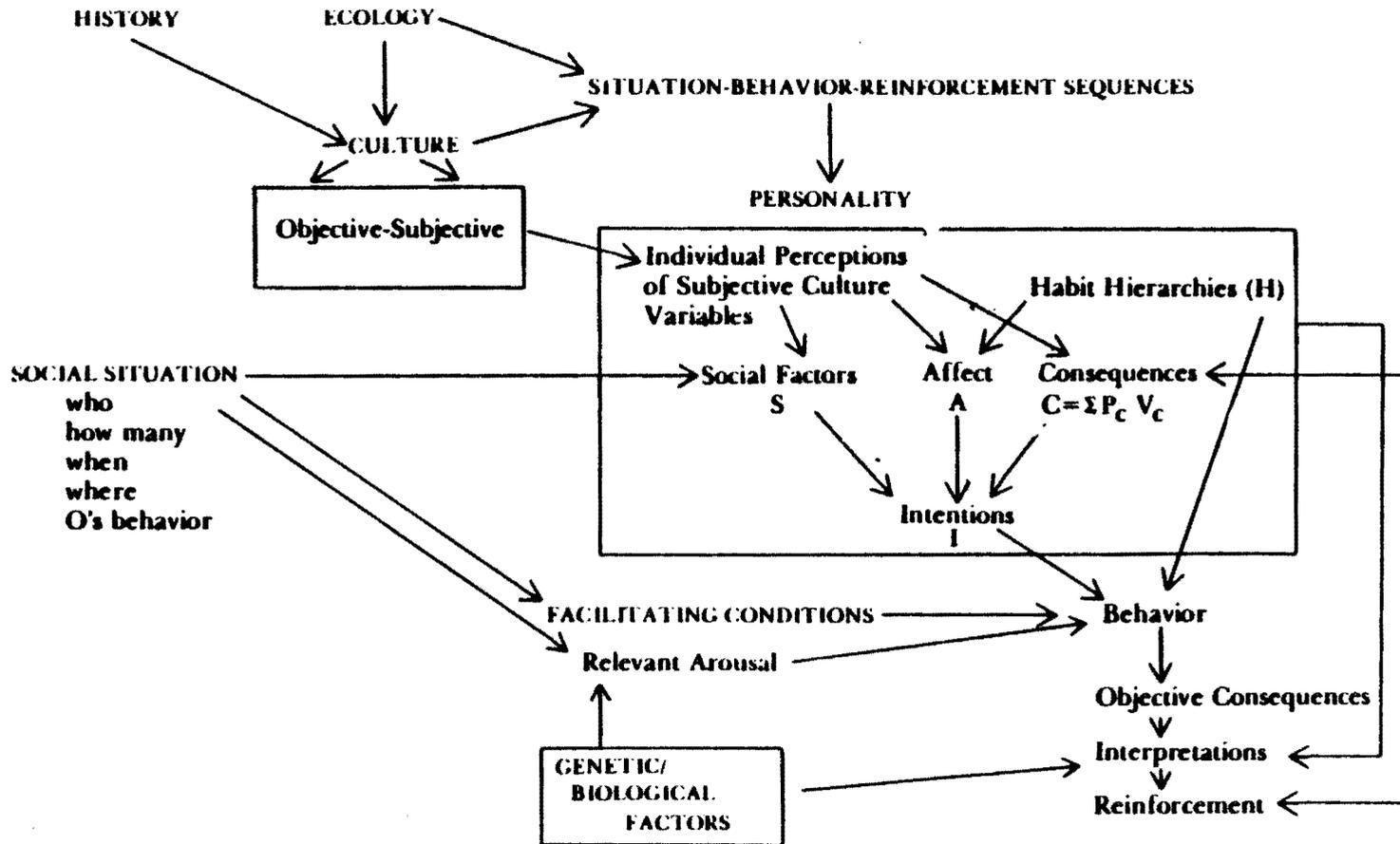
originates from: a) the person's beliefs about what relevant others will think about the behavior and b) his/her motivation to be obedient to those others' wishes. In essence, people will perform a specific behavior like using an EAP service when they have a positive attitude toward it and when they believe relevant others also have such a positive attitude.

The framework proposed by Triandis (1980) progresses beyond the Reasoned Action Model of Fishbein and Ajzen in its ability to account for factors which are not purely cognitive. The framework (Figure 2) includes key variables which combine to form a behavioral intention toward a specific behavior given the appropriate facilitating conditions and motivational level. Triandis' framework is more comprehensive because it allows for the effects of such factors as history, ecology and prior experience (habit). Further, it accounts for the affective aspect of the behavioral process as an existing "gut reaction" to a behavior. In sum, the Triandis Model adds to the coldly cognitive model suggested by Fishbein & Ajzen by accounting for the individual's internal feeling toward a behavior and the influence of environmental factors.

Cognitive and Affective Factors of Utilization Behavior

Seven variables from the Triandis Behavioral Framework would be appropriate for the measurement of utilization behavior from the perspective of the employee. The seven variables appropriate for an investigation into utilization behaviors are as follows:

FIGURE 2
The Triandis Framework



Relations among the major variables of the theoretical framework

- 1) Perception of Social Factors
- 2) Perception of Subjective Culture
- 3) Beliefs about Behavioral Consequences
- 4) Hierarchies of Habit
- 5) Affect toward Behavior
- 6) Motivation to Behave
- 7) Intention to Behave

The variable of social factors can be assessed by asking people to acknowledge categories of individuals who could influence their decision to use EAP services and to report how these "others" would evaluate that decision. This measure would be comparable to the subjective norm aspect of the reasoned action model. For example, how would an employee's coworkers feel about him/her attending a stress management workshop? It may be that the coworkers would feel that attending such a workshop would indicate an inability to handle stress and, therefore, an inability to make good decisions under pressure. Some people would find this a good motivator not to attend such a workshop while others would disregard their coworkers' opinions about the workshop. Individuals can be asked to report such levels of motivation to comply with these "salient others."

The variable of subjective culture can be measured in much the same way as the variable of social factors by asking people to report their perception of the culture's normative

beliefs about using each of the EAP services offered by their company. For instance, how do you feel society will view your attending a stress management workshop? How motivated are you to comply with society's view about each of the services. Although an employee's coworkers may feel that attending a stress management workshop says only bad things about him/her, he/she may feel that society in general views stress management as a good thing - a way to take control of the situation. Under these circumstances, an employee may be more motivated to comply with society's views rather than his/her coworkers. However, the opposite could also be true.

Respondents' beliefs about the consequences of using services can be addressed by obtaining an index of their beliefs about the probability of occurrence of specific consequences and the value of those consequences. How likely is it that attending a stress management workshop would result in relaxation on the job? Further, would relaxing on the job be a good or bad occurrence? Employees may differ in their opinions about such relaxation - especially in terms of its appropriateness for the workplace. This measure would be comparable to the attitude toward behavior component of the reasoned action model.

Habit hierarchy can be defined and measured as a person's report of prior experiences with services (including general mental and physical health care services) weighted by the positive or negative nature of those experiences. The

prior habit level of an individual then is the sum total of all his/her positive and negative experiences with services. In theory, an individual who has had many negative experiences with services in the past will be less likely to seek services in the future.

Affect toward utilization can be measured by asking people to report their inner or "gut" feeling toward using each type of service. Such gut feelings about a service are probably influenced by an individual's prior beliefs about the subjective norm of using that service as well as his/her past experiences with services (habit hierarchy). That feeling will in turn directly influence one's intention to use services. So, if an employee feels that society frowns upon attending stress management workshops and he/she has previously had many bad experiences with workshops, he/she will probably have a very negative inner feeling about such workshops and would not seek such a service.

A variable not included in the Triandis Framework which may provide further descriptive information about affect toward EAP services beyond the positive or negative valence of that affect may be termed "Affective Nature." Although an individual may report a negative affect toward EAP services, the Triandis variable of affect does not provide information about the nature of that negative affect. Is the respondent feeling sad, powerless or frightened when he reports negative affect toward EAP services? Each of these negative types of

affect can affect utilization differently. Feelings of sadness or depression may cause people to seek services whereas feelings of fright or powerlessness may deter utilization.

Motivation to use services, action-specific motivation in Triandis' phraseology, is measurable through the thoughts and feelings that individuals believe would lead or has led them to use services. As previously suggested, the threat of termination of employment can be a very high motivator to use services. Is there anything else that can be used to motivate employees to use services? Would such strategies as publicizing the success stories of other anonymous employees motivate people to seek services or would the publicity simply cause greater fear? It may be that success stories of this type would affect potential users differently.

Employees' intention to behave or intention to use services can be indexed by asking each individual to report his/her probability of using services given that they had a need for such services. Actual individual use of EAP services can best be measured through employees' reports of use or documentation of use. Documentation of use, however, could be considered an invasion of an employee's privacy.

Specific fears that individuals may have of service usage should be represented within their beliefs about probable negative outcomes and salient referent groups since fear refers to the feelings of anxiety which are associated

with possible outcomes to a situation. Possible outcomes would include (but not be limited to) negatively valued outcomes of a behavior and negative evaluations of the behavior by others. One extreme example of a negative evaluation by others is stigmatization (Ainley, Becker and Coleman, 1986). Stigmatization literally means to be branded or characterized as disgraceful or ignominious. In order to fight such stigma one major marketing firm has recently developed a strategy to create "favorable impressions for EAP services" (Nelson & Barbaro, 1985). Before such strategies can be accepted as the key to changing trends in utilization, there needs to be clear documentation that what the strategies target, such as fear of stigma, is what keeps people from using EAP services.

Demographic Factors in Utilization Behavior

The relationship between demographic characteristics and acceptance of counseling services has been noted in psychological literature. Sex, in particular, has been suggested to influence service usage. It has been reported that on the average, women use EAP services much more often than men. A few services, such as treatment for alcohol abuse, however, reflect a greater usage by male employees (Johnson, 1985). Age, race, education, income and occupation have all similarly been found to be related to the acceptance and utilization of mental health services. Specifically, individuals who are over forty years of age or belong to a

minority group are less likely to seek services (Raynes & Warren, 1971). Early studies indicated that the socio-economic variables of level of education, income and occupation demonstrate a significant positive relationship to service usage (Rosenthal & Frank, 1958; Yamamoto & Goin, 1966; Schaffer & Myers, 1954).

Research Questions

By obtaining measures of some of the variables which may, as discussed above, either directly or indirectly influence the relationship between fear and utilization behavior, three research question areas are addressed in the present study. The first question area addresses the possibility that the nature of an EAP or its services may provoke fear among employees and therefore decrease utilization. The second question area addresses the idea that the size of the company may affect level of fear or intent to use EAP services. The final area of research assesses the influence of cognitive, affective and demographic variables on the intent to use services given a future need.

Research Question Area #1- Effect of Nature of EAP Services

Are the EAP services that are considered "pure" or "true" counseling (i.e., personal/marital/drug/alcohol counseling) fear provoking? Do demographic groups differ in their fear of such counseling services? Is any specific counseling service more fear provoking than any other counseling service and are there demographic differences in

patterns of fear across services? Do pure counseling services cause more fear or less intent to use than other EAP services provided by a company (i.e., financial counseling)?

The fear-provoking nature of counseling has long been recognized by the professionals who provide such services. Admitting the need for counseling can be a threatening and in some cases a traumatic experience for individuals. It can be seen as disgraceful, self-indulgent or a sign of weakness (Morris, 1988). As previously noted this is especially true for some groups of people (i.e., males, certain minorities). However, admitting the need for legal or financial counseling seems to be much less threatening. Certainly, few lawyers or accountants voice complaints over a lack of clients because of the fear-provoking nature of their work. In fact, many individuals run for the help of a good lawyer or accountant when they have a problem precisely because of the fear provoking nature of their problem. People generally do not want to work their legal problems out by themselves! Whereas an individual may avoid seeking psychological or "true" counseling because the process seems as frightening as the problem he/she faces, the same is probably not true of individuals seeking financial or other types of non-counseling assistance.

In a further assessment of the effect of the nature of an EAP another question arises: Do EAP's that provide only "true" forms of counseling provoke more fear or less intent

to use than those that provide other types of service as well? If non-psychological counseling services such as financial planning are, indeed, less threatening, they may play a part in an informal system of desensitization. The scenario would be that, once an individual has successfully used a service which is relatively unthreatening, he/she is more likely to return for services which are somewhat more threatening (i.e., drug/alcohol counseling). In fact, non-psychological counseling services may prove to be a good source of positive publicity with little fear provocation.

Research Question Area #2 - Effect of Size of Company

Does the size of a company have an effect on an employees' level of fear about using EAP services or their intention to use such services in the future? As discussed above, the size of an organization often determines the very nature of an EAP including the degree of establishment which in turn affects variables such as commitment to the program, resources available and previous history. Size of a company may also affect an individual's perceptions about the consequences of using services. Will he/she feel better supported in a smaller company where everyone knows everyone else or will he/she fear that the community environment will be a disadvantage. Will he/she fear being found out?

Research Question Area #3 - Prediction of Service Usage Intent

Can a behavioral framework which includes the cognitive, affective and demographic variables outlined above aid in the

prediction of EAP service usage? Clearly, the decision to use EAP services can be affected by a variety of factors. Do any of the factors included in the behavioral framework help to predict use of counseling or non-counseling services? Of the factors which help to predict service usage, which have the strongest influence on the decision process?

Audiences for the Survey Results

The results of the project should be useful to a number of audiences for a variety of reasons. Primarily, the resulting work should serve to fill a gap in the literature. As previously stated, an extensive review of research in the area demonstrated a lack of empirical studies on the relationship between fear and service usage of Employee Assistance Programs. Such a study should serve to provide an empirical base for future research.

Companies or firms that are presently utilizing Employee Assistance Services may find information on the relationship between fear and use of services generalizable and, therefore useful for the development of their own EAP (Jerrell & Rightmyer, 1982; Mazi & Teems, 1983; Buchanan, Hoy & Vaught, 1985). Identification of specific fears and facilitating factors could be used to design less fear-provoking and more inviting programs. The Triandis Framework suggests that influencing an individual's utilization behavior would require changing any or all of the components affecting the behavior sequence. This project could serve to pinpoint

the influential variables in the utilization behavior sequence and, therefore, suggest the focus for new EAP marketing strategies. Organizations which act as out-of-house EAP's offering services to companies on a contract basis could similarly use the results of the investigation to better design and provide their respective services.

If the present study provides the information sought, companies planning to implement a new EAP could use the results to help avoid common problems encountered at later stages of a program. Addressing the issue of fear it seems may be a key to designing and implementing an effective Employee Assistance Program right from the start.

Such a study could also be useful for the purposes of evaluation. As noted by an authority in the field, if EAP's are to thrive in the present world of human services, they need to utilize and refine appropriate evaluation procedures (Wrich, 1980). Data on many of the variables outlined above should be key components in any attempt at EAP evaluation.

Summary

Clearly, Employee Assistance Programs provide services from which employers interested in solving or preventing problems can benefit. Recognition of their cost-efficiency has spurred many companies to establish an EAP of their own or to contract from an outside program (Kiefhaber & Goldbeck, 1980). One issue needing to be addressed amidst this activity is: Why employee utilization rates are lower than the

estimated need for such services. One explanation is that employee fears about using such programs affect their decision to use available services (Davis & Jackson, 1984).

In order to investigate the role of fear in utilization behavior, specifically the use of EAP services, a survey was conducted among employees of three companies in the Chicago area. The study was designed to address three research question areas. They were as follows:

1. Does the nature of an EAP program affect levels of fear or intent to use services?
2. Does the size of a company affect level of fear of an EAP?
3. Can a framework which includes cognitive, affective and demographic indicators help to predict intent to use EAP services?

An attempt was made to collect information from companies stratified according to size and type of services (counseling alone vs. counseling + non-counseling). Data were collected on cognitive, affective and demographic variables. The cognitive variables included: 1) Perception of Social Factors, 2) Perception of Subjective Culture, 3) Beliefs about Behavioral Consequences, 4) Hierarchies of Habit (for EAP services in particular and for mental and physical health services in general), 5) Affect Toward Behavior, 6) Motivation to Behave (included among behavioral consequences), and 7) Intention to Behave (or actual reported behavior). In order to describe the truly affective component of fear, beyond its

positive or negative valence, an eighth variable, "Affective Nature" was also included. Data were also collected on six demographic variables, which were previously reported to be related to the acceptance of therapeutic services. They included: sex, age, race, education, income, and occupation.

Because it was believed that the nature of an EAP could, either directly or indirectly, affect the rate of its utilization and level of fear among employees, information was gathered on several qualitative variables as well. They included: degree of establishment and size of the EAP (as well as of each service), type of services, level of publicity, degree of confidentiality and location of services provided. Commitment of the company (both objectively and subjectively) to the provision of helpful services was also measured.

In sum, the present project investigated the effect of each of the factors discussed above on the fear-provoking nature of the services offered through EAP's in order to answer three specific research questions. It was believed that the results of the project would be useful to individuals involved in the provision, design and/or evaluation of EAP services.

CHAPTER II

METHOD

Overview

The present study assessed the possible influences, including the influence of fear, on an employee's intent to use EAP services given a future need for service. The study was conducted in two parts. A pilot questionnaire was sent to a small sample of employees in order to elicit information for use in constructing a streamlined final questionnaire. The final questionnaire was distributed to employees in the Chicago area working for selected companies that provide EAP services.

Pilot testing was conducted over a four week period among a sample of 107 city employees using a supervisor distributed questionnaire. The purpose of the pilot survey was to elicit information about factors that could influence the decision to utilize EAP services. Specifically, the questionnaire, consisting of six open-ended questions, asked respondents for reports of salient outcomes, motivations to use services or referent groups that would affect their decision to use services. The information was used to construct a streamlined, yet comprehensive set of questions

for the final questionnaire. The final questionnaire was mailed to the homes of a random sample of employees from three companies in Chicago. The three companies were chosen from a list of organizations that had reported providing EAP services in an earlier telephone survey. The criterion for an organization's inclusion to the list of possible companies was that it provided alcohol, drug or personal counseling services. The list of companies meeting the criterion was then stratified based on size. Contact was made with all companies within each level of strata. Of the companies contacted, only three consented to participate, each providing a random list of ninety employees and their home addresses. In order to increase response rate, the questionnaire was sent to employees of those three companies twice, the second time only to non-respondents of the first mailing.

Results of the survey were used to quantitatively address three research question areas. Indices were constructed of each of the cognitive, affective and demographic influences on utilization behavior. Comparisons were then made to indicate whether: 1) the nature of EAP's affected level of fear or intent to use services among employees, 2) size of the company influenced level of fear or intent to use counseling services, and 3) a behavioral framework which included cognitive, affective and demographic variables was able to predict intent to use services. Qualitative information provided by program supervisors and program

literature was used to help create comparison groups and to explain the findings of the study.

Instruments and company contact materials used in both the pilot study and the main study were reviewed and edited by various graduate students, professors and professionals. Changes to those materials were made based upon the critique of those individuals.

Pilot Study

A pilot study was conducted to elicit information for use in the construction of the final questionnaire. Because the final questionnaire was tailored for each company and the number of questions in the final questionnaire quadrupled in direct proportion to the number of services provided by a company, it was determined that only the most relevant questions could be included. Specifically, relevant questions about behavioral outcomes, motivations to behavior and salient referent groups were determined by the results of the pilot study.

Procedure

Pilot questionnaires were distributed to the 107 employees of the Personnel Department of the city of Chicago. Employees of this facility were considered an appropriate population for the purposes of eliciting information because they had available to them a moderately well-established EAP which had been providing services (alcohol, drug and individual counseling) to city personnel for almost 3 years.

The services were provided in-house. At the time of piloting, the EAP was coordinated by a single service and referral provider (which is often the case in EAP's). Each employee received a pilot questionnaire from his/her supervisor consisting of a coverletter, six open-ended questions and a return envelope. Respondents were asked to complete and return the survey in the stamped self-addressed envelope provided.

Instrumentation

The pilot questions addressed two specific issues:

1) what were respondents' beliefs about the relevant behavioral consequences of and motivations toward using EAP services, and 2) what were respondents' beliefs about the salient others who could influence that decision. In other words, the questionnaire (shown in Appendix B) elicited information about who and/or what could encourage employees to use or discourage them from using EAP services.

Main Study

Sampling Design

The initial target population for the study included all individuals employed by organizations in Midwestern metropolitan areas providing EAP services. Due to the difficulty of obtaining a list of all such organizations, the sample was drawn from a more accessible realm. An initial list of companies in the Chicago area providing EAP services was drawn together from a number of sources. Contact was

first made with the two professional organizations for EAP service providers and administrators. Both organizations - ALMACAA (Association of Labor Management Administrators and Consultants on Alcohol Abuse) and EASNA (Employee Assistance Society of National Administrators) provided lists of their membership in Illinois. In total, 47 companies in Chicago were identified through the lists provided by these organizations.

Since it was determined through discussion with officers of both ALMACAA and EASNA that many companies did not belong to professional organizations, six other sources were used to aid in the construction of an initial list of EAP providers. The six sources were as follows: The Career Guide, 1988; The 100 Best Companies to Work for in America, 1986; How to Get a Job in Chicago - The Insiders Guide, 1983; Moody's Manuals, 1987; The Greater Chicago Job Bank, 1985; Chicago, Cook County and Illinois Industrial Directory, 1988. Although these lists provided names and addresses of companies, they gave little or no indication of the existence of an EAP within each company. In order to identify the companies who provided such services, a telephone survey was undertaken. Each unique company included in the six lists was contacted via telephone. In some cases companies had moved or gone out of business while others simply did not provide the services necessary to qualify for inclusion to the list of EAP providers. A total of 421 companies, institutions, and

government offices were contacted during the telephone survey.

The 47 companies belonging to ALMACAA or EASNA were contacted to verify the existence of their EAP. The survey elicited an additional 86 companies or organizations for inclusion to the list of EAP providers. Added to the initial 47 identified by the two professional EAP organizations, the total number of EAP service providers for inclusion to the sampling list for the study was 133 or 32% of those contacted during the telephone survey.

The telephone survey identified six universities and three governments (city, county and state) in the Chicago metropolitan area that provided EAP services for their employees. All nine of these organizations were removed from the list of those eligible to participate in the study. Because of the unique services they provide and the unique organizational climate in which they function, it was determined that if chosen from the list, these nine organizations would not be an appropriate comparison to the other organizations on the list. Although government or university employees were considered an appropriate population for a pilot elicitation procedure (usage fears are likely to be universal, although the levels of those fears may vary according to organizational climate), they were not considered an appropriate population for the type of comparisons proposed in the study.

The remaining 124 companies were divided according to

size into five strata. The first stratum consisted of 21 companies employing 0 - 1,000 individuals. Thirty companies fell into the second stratum ranging from 1,001 - 5,000 employees while 31 companies fell into the third stratum of 5,001 - 20,000 employees. The fourth and fifth strata, respectively consisted of 20 companies ranging in size from 20,001 - 50,000 and 22 companies ranging in size from 50,001 - 500,000 employees. Each stratum was subdivided into a top and bottom half of the range of individuals employed to insure an equal representation of smaller and larger companies chosen to participate from each stratum.

An effort was made to gain the consent to participate of two companies from each of the five strata, one from the lower limit and one from the upper limit of the strata. An effort was also made to insure that one company from each strata provided only pure counseling services while the other provided pure counseling plus non-counseling services. Of the 124 companies contacted from the five strata, only three would consent to participate - two smaller companies, one with only pure counseling services employing 1300 individuals and the other with both counseling and non-counseling services employing 3700 individuals. The third company provided only counseling services and was much larger in terms of the number of persons employed (23,400).

It should be noted that a number of problems arose in securing the cooperation of companies of all sizes included

in the list of possible participants. Almost all of the problems were in one way or another related to the issue of confidentiality. Since EAP's provide services that require professional confidentiality, organizations often feared that they would, by participating in the study, jeopardize the very foundations of their program. This was especially true for larger organizations where the levels of hierarchy were heaped one upon the other and no one seemed to want to be responsible for the decision to participate. Not one company from among the list of 22 largest companies would even permit discussion of the project. In those instances where someone from an EAP was reached on the telephone, the answers were consistently negative:

- * The company has a privacy rule or a no research participation policy.
- * I wouldn't know who to ask for permission to participate in your study.
- * The legal department would never allow us to participate.
- * The top brass would feel that we were wasting our time down here participating in surveys and talking about ourselves.
- * We just can't feel comfortable participating right now.

In general, jeopardizing confidentiality was a major concern for all of the companies eligible to participate. Among each of the four remaining strata only one out of four companies contacted would consent to a meeting to discuss the study. Often it was necessary to meet with representatives

of a company on three or four occasions before consent was either obtained or denied. Because the problems of nonparticipation seemed to stem from issues of confidentiality, an effort was made to reduce employers' fear of a breach of that confidentiality. Strict procedures for randomly sampling employees and coding data only by respondent number were outlined as was a policy assuring that no information about individual employees would be provided to anyone except the principal investigator for any reason. Regardless of these assurances, participation by companies, even those that consented, was minimal and guarded at best.

During the second stage of the sampling procedure, approximately ninety employees were randomly identified from each of the three companies. This was done in one of two ways depending upon the preference of the company. For two of the three companies respondents were randomly sampled from a list of employees provided by the organization. In the third company, the personnel department generated a random list of employees from the company computer database. Guidelines for generating such a random list were provided to the computer programmer of that department.

Ideally, the sampling plan would have allowed for service use or non-use to be used as a stratification variable. However, identification of service users was not possible as companies were unwilling or unable to identify their users. Many companies did not keep a record of service

users. This was especially true for EAP services provided externally. It was, therefore, necessary to measure service usage on the final questionnaire rather than as part of the sampling plan.

Instrumentation

As previously discussed, questions representing eight content domains were included in the final questionnaire. Those eight domains were: 1) Perception of Social Factors, 2) Perception of Subjective Culture, 3) Beliefs about Behavioral Consequences, 4) Hierarchies of Habit, 5) Affect toward Behavior, 6) Motivation to Behave (Reports on this variable from the pilot study were included in Beliefs about Behavioral Consequences, 7) Intention to Behave and 8) Actual Behavior. The variables of usage and future intent to use services (given a need) were also assessed in the final questionnaire. Demographic variables noted as significantly affecting usage of counseling services were also included. Those variables were sex, age, race, education, income, and occupation. An example of the final questionnaire as it was mailed to respondents is included in Appendix C. The questionnaire varied among the three companies due to the unique set of services provided by each, but the content domains remained the same.

Procedure

The final questionnaire was administered through a two stage mailing procedure - an initial mailing and a follow-up

mailing (to increase response rate). It was determined that mailing the questionnaire was the most efficient method of reaching randomly selected employees from three companies. The survey was not conducted via the telephone due to the length of the interview. Face-to-face interviewing was not feasible due the time and resources required to interview 270 employees at their home locations. In order to preserve confidentiality and decrease company time involved, questionnaires were mailed to the homes of employees. Addresses were provided by the company. Each employee was mailed a cover letter, a questionnaire, and a stamped return envelope addressed to the EAP Research Group - Loyola University of Chicago.

The initial mailing allowed 20 days for respondents to return the questionnaire. At the end of the 20 days the follow-up mailing using the same questionnaire was sent to all individuals who had not yet returned the survey. Tracking for the second mailing was done through the use of a respondent ID coded on the upper left hand corner of every questionnaire.

CHAPTER III

Results

Pilot Results

Fifty-seven pilot surveys were returned resulting in an approximate response rate of 53%. Probably the most important finding from the pilot work was that of the 57 respondents who returned the survey, 41% indicated that they had little or no knowledge of the existence of the city's EAP. In many cases respondents reported having no knowledge of what types of assistance the program offered, whom to contact to find out about assistance or even where the EAP offices were located. In some instances, respondents confused the EAP with the city's existing HMO (Health Maintenance Organization). A number of respondents in this "no knowledge" category cited the importance of publicity for such services. They suggested that information about the program be distributed to employees through periodical mailings of advertisements and/or information booklets. This finding was consistent with our beliefs about the importance of periodic publicity and individual information processing. A series of excerpts from the responses of those individuals who indicated no knowledge of the EAP are included in Appendix D.

Among the respondents who returned the survey and indicated some knowledge of the EAP, a variety of positive outcomes of service usage or motivators to using services were reported including those listed below (the percentage of respondents reporting each outcome is indicated in parentheses):

- * improved employee productivity (39%)
- * solution of employee problems (39%)
- * promotion of a positive work environment (21%)
- * improved employer image (18%)
- * decreased absenteeism (18%)

The only negative outcome of using EAP services which was mentioned by a significant number of employees was lack of confidentiality regarding EAP usage. Many employees, approximately 46%, indicated that they feared that EAP usage could result in mistreatment by supervisors and coworkers on the job. The root of concern about confidentiality stemmed from:

- * fear that supervisors could access EAP records (29%)
- * fear that conversations with EAP personnel would not be private (24%)
- * fear of being seen entering EAP offices (20%)

Based on this information, five statements about the possible outcomes of service usage were constructed. They were as follows:

1. My coworkers would find out.

2. My job performance would improve
3. I would be absent less often
4. I would solve my problem.
5. It would be used against me on the job

The five statements were designed to cover the range of both positive and negative outcomes mentioned by pilot respondents. Of the five items, three reflect a positive outcome (improved performance, decreased absenteeism and problem solving) while only two reflect a negative outcome. The number of positive and negative items were chosen to reflect the fact that more positive than negative outcomes were elicited from pilot respondents.

In terms of salient others, when asked to report the people or referents most likely to approve of their using EAP services, employees reported family (39%), supervisors (25%), friends (18%), and coworkers (11%). Many respondents believed that no one in their lives would disapprove (29%) although others indicated that supervisors (21%), coworkers (14%) and family members (11%) might disapprove. These results indicated that each of the four groups mentioned should be included in the final questionnaire as important influences on the decision to use services. A fifth group of "society" was added to the final questionnaire to get a measure of people in general as a referent group relevant to the usage decision process.

As noted, responses to the pilot survey were used to

draft questions for the final questionnaire. Beyond the purpose of increasing the content validity of the questions included in the final questionnaire, piloting also eliminated the need for open-ended questions and, therefore, may have facilitated the return of the questionnaire (Sudman & Bradburn, 1982).

Main Study Results

Description of Participating Companies

As can be seen in Appendix E, the three participating companies were similar on many of the factors affecting the nature of EAP's. For instance, they were relatively alike on the seven criteria identifying degree of establishment. Each provided an elaborate system of service provision, including easy methods of obtaining appointments, direct lines to service providers, modern equipment and furnishings as well as regular evaluations (once yearly) of both the program and its service providers. Prior history of each EAP was reported to be good. Management of each program reported no incidences of serious employee complaints. Due to the concern for complete confidentiality, companies did not provide actual usage rates, but in each case they affirmed somewhat "low" rates based on what they considered to be their actual need. In terms of the other three criteria indicating degree of establishment of an EAP, the companies differed in number of services, range of services, and number of service providers. Both number of services and number of service providers,

however, could have been related to the size of the company and the number of personnel for which it must care.

As provided by the original sampling plan, size of the companies and the types of service they supported (counseling vs. non-counseling) differed. To review, there were two smaller companies, one providing only pure counseling services (personal, marital and drug/alcohol) and employing 1300 people and the other with both pure counseling (personal, marital, and drug/alcohol) and non-counseling (financial and legal) services and employing 3700 people. The third company was much larger (23,400 people) and provided only pure counseling services (personal, marital, and drug/alcohol). Each of the services provided by these companies was considered well established since each had been in existence for more than 5 years.

The three companies were similar in that they assured a high level of confidentiality for their EAP service users by allowing employees to receive services without reporting to management and by suppressing the distribution of any documentation carrying EAP user names or even employee identification numbers. The three companies were also similar in that their programs were located in-house close to the health services department or offices. Further each company regularly publicized its program through leaflets sent to employee homes and through workshops designed to educate both employees and management in their benefits from and

responsibilities to the EAP.

Not one of the companies would report resource allotment. Each felt that reporting actual financial resources for the program would be an invasion of the company's financial privacy. One company spokesman felt that such a financial picture would not accurately reflect commitment to the program or the resources available (resources of the non-monetary type).

No attempt was made to evaluate commitment to the program. It seemed inappropriate to make such an evaluation in light of the lack of information on financial commitment and in light of the remark above highlighting the existence of commitment and resources which can not be found on paper.

Description of Participating Respondents

Table 1 and Table 2 indicate the response rates and demographic make-up of the total sample and the sample from each of the three companies. As indicated, the total number of respondents from the small company providing only counseling services (Company A) who received and returned a questionnaire was 52 or 63% of those who were on the mailing list. Only 35% (30 respondents) of the mailing sample from the large company providing only counseling services (Company B) received and returned questionnaires. A full 40% (34 respondents) of the mailing sample from the small company providing counseling and non-counseling services (Company C) received and returned it. It should be noted that the

Table 1

Comparison of Response Rates of Participating Companies

	Company A	Company B	Company C	Total
Number of Surveys Sent	90	91	90	271
Number of Surveys Not Received	8	5	4	17
Number of Surveys Returned	52	30	34	116
Response Rate	63%	35%	40%	46%

Table 2

Comparison of Participating Respondents from each Company
Across Demographic Variables

	Company A	Company B	Company C	Total
Sex				
Male	40%	33%	21%	38%
Female	60%	67%	79%	78%
Age				
0 - 34	56%	30%	56%	49%
35 +	44%	70%	44%	51%
Race				
Caucasian	81%	60%	79%	75%
Other	19%	40%	21%	25%
Educational Level				
< High School	25%	57%	35%	36%
> High School	75%	43%	65%	64%
Income Level				
< \$30,000	62%	67%	79%	68%
> \$30,000	39%	33%	21%	32%
Occupation				
Blue	62%	27%	53%	50%
White/Pink	39%	73%	47%	50%

response rates reported for each company may be somewhat under-estimated. While response rates were adjusted to reflect the fact that some questionnaires were returned by the Post Office due to an incorrect address, it was impossible to estimate the actual number of questionnaires never received by respondents. Addresses were incorrect when an employee had left the company or when an employee had moved to a more recent address which was unknown to the company.

In order to assess the similarity of respondents from the three companies on the six demographic variables, Chi-square tests of association were calculated. Respondents from each of the three companies did not significantly differ in terms of sex $X^2(2, N=116) = 3.66, p < .17$, race $X^2(2, N=116) = 4.88, p < .10$, or income $X^2(2, N=116) = 3.06, p < .20$. Interestingly, the majority of respondents were female, while a majority of the actual employee population from each company was male. Respondents from Company B, the larger of the three companies, were significantly older $X^2(2, N=116) = 5.93, p < .05$ and less educated $X^2(2, N=116) = 8.28, p < .03$ than respondents from either of the other two companies. Respondents from Company B were also more likely to hold white or pink collar jobs than respondents from the other companies $X^2(2, N=116) = 9.42, p < .02$. These differences should be considered in any interpretation of results from the study.

Index Construction

The responses obtained from administration of the final

questionnaire were used to construct a number of indices. These included measures of sources of fear, subjective norms and beliefs about behavioral outcomes, as well as measures of each of the other variables outlined in the conceptual framework. It should be noted that in order to create useful dimensions, items measuring normative beliefs of salient others toward using EAP services and valence (goodness/badness) of behavioral outcomes were coded on -3 to +3 scales. Motivation to comply with salient others, probability of outcomes, general affect toward services, past experiences (habit hierarchy) with services, and intent to use services were coded on a scale ranging from 1 to 7 with 1 representing the lower end of each scale. Three items on the semantic differential scale measuring specific affect were reverse coded so that the number 1 represented a lower score for the adjectives describing fear.

Indicators of Fear

In an effort to describe level of fear among respondents, a number of indicators were used. Beliefs about subjective norms and beliefs about behavioral outcomes were used to describe cognitive sources of fear or indicators of a general level of fear toward EAP services. Two indices, specific and general level of fear, were used to describe the affective component of fear. Higher scores on indices of affect indicated more positive reactions to EAP services. Each index will be described in further detail.

Index of Subjective Norms

An index of the perception of social factors for each service was constructed by summing across the products of a respondent's reported motivation to comply with salient others (scored 1 to 7) and his/her reported norms of behavior for that salient other (scored -3 to +3). For example, a respondent may have felt motivated to comply with some groups of salient referents, but not with others and those groups themselves may reportedly have differed in their normative beliefs about the use of personal counseling services. In such a case the score would have been low:

	Motivation to Comply		Normative Belief	Product
Family	6	X	+1	= +6
Friends	7	X	0	= 0
Coworkers	6	X	-2	= -12
Supervisors	4	X	+2	= + 8
Society	3	X	-3	= - 9
			Total Score	= -13

The total range of this index was -105 to +105 with a lower score representing a high motivation to comply with salient others who feel that using a service is extremely bad and a higher score indicating a high motivation to comply with salient others who believe that using a service is extremely good. An index of perception of social factors was obtained

by summing across the values obtained for each category of pure counseling services. A similar index was obtained for non-counseling services in the one company providing such services.

Index of Beliefs about Behavioral Consequences

An index of beliefs about behavioral consequences for each service was constructed in a similar fashion. The index for each service was constructed from the summed products of a respondent's reports about the probability of occurrence (scored 1 to 7) and valence (scored -3 to +3) of each behavioral outcome. For example, a respondent may have reported the probability of the three behavioral consequences as 3, 2, 2, -3 and 1 and the valence of those consequences as -2, -3 1, 3 and -3 respectively. The products for each consequence would have been -6, -6, 2, -9 and -3 and, thus, the index for this service would have been -22. Overall indices for pure counseling and non-counseling services were arrived at by summing across scores for appropriate service types. The range for these indices was +105 to -105.

Indices of Experience

The variable of experience was assessed for those respondents who reported having used EAP services. Those who did not report use received a score of 0. An experience score for each service was indicated by a respondent's evaluative rating (goodness/badness) of experiences with a service. An index of experience with any and all EAP services was computed

by summing experience ratings for all services used. This variable also served to document actual behavioral usage.

Index of Habit Hierarchy

An index of habit with a number of service types (i.e., legal, medical, dental, counseling and financial) was measured by summing respondent's reports of actual number of uses of other services in the past year.

Indices of Affect

Two affect indices were computed. A general measure of affect was constructed from reported good or bad feelings toward each service on a scale ranging from 1 to 7. Overall general affective feelings toward counseling and non-counseling services (separately) were computed by summing the appropriate individual affective service scores. A second measure of affect was obtained for EAP services by adding scores for the six semantic differential items containing specific adjectives describing aspects of fear. Higher scores indicated more positive feelings toward EAP services.

Index of Intention

An index of intention to use each service was obtained from respondents' answers to questions about the probability of using services given a need. Responses were rated on a scale of probability ranging from 1 to 7. Again, overall measures of intention to use counseling services and intention to use non-counseling services were obtained where appropriate by summing the indices of intention for service categories.

Demographic Variable Indices

After reviewing respondent distributions for the variables of sex, age, race, education and income it was determined that each should be split into two level categories. The distributions indicated a lack of variance in responses beyond two levels. Males were compared to females. Respondents age 0 to 34 years were compared to respondents age 35 and over and respondents with less than a high school education were compared to those with more than a high school education. Caucasians were compared to all other ethnic groups. Respondents reporting their yearly income to be less than \$30,000 were compared to respondents whose income was \$30,000 or more and blue collar workers were compared to white and pink collar workers.

Association Among Variable Indices

As shown in Table 3, many of the indices from the behavioral framework were highly correlated. For the purposes of this analysis counseling and non-counseling indices were combined (i.e., general intent to use service = intent to use counseling services + intent to use non-counseling services). For the one company having both counseling and non-counseling services, intention to use counseling services was significantly correlated to intention to use non-counseling services ($r(29) = .69, p < .02$) and for that reason combining the two was judged appropriate. Alpha coefficients indicating the internal consistency of each index are reported in Table 3.

Table 3

Intercorrelations Among Variables from the Framework

	Subj. Norm	Spec. Affect	Gen. Affect	Exper. w/Couns.	Habit	Intent
Behavioral Outcomes Alpha=.75	.48*	.46*	.52*	-.31	.09	.44*
Subjective Norms Alpha=.89	---	.54*	.50*	-.26	.10	.58*
Specific Affect Alpha=.81	---	---	.43*	-.02	.00	.51*
General Affect Alpha=.91	---	---	---	-.60*	.13	.50*
Exper. w/Couns. Alpha=.87	---	---	---	---	.45	-.08
Habit Alpha=.48	---	---	---	---	---	.20

Note: Intercorrelations marked with an * are statistically significant at the $p < .05$ level, $df=115$.

The two cognitive sources of fear, subjective norms and beliefs about behavioral outcomes were significantly correlated. Both were significantly related to the general affect measure, the specific affect measure and to intent to use EAP services.

The two affective measures were significantly related to one another ($r(115) = .43, p < .0001$) as well as to the measure of intent to use services. However, only the general affective measure was related to experience with counseling services ($r(115) = -.60, p < .05$).

Intent to use services was not significantly correlated to experience with them. It was also uncorrelated to the measure of habit hierarchy with other services (e.g., legal).

Analysis of Research Questions

Effect of Nature of EAP Services

Indications of Fear of EAP Counseling Services

Scores on each of the two cognitive sources of fear were not as negative as they could have been. The mean total group score for beliefs about behavioral outcomes was 54 with a standard deviation of 75. The average score for subjective norms was 98 with a standard deviation of 100. Both sources, subjective norms and beliefs about behavioral outcomes were measured on a scale of -315 to +315 (based on the appropriate combined scores of all three counseling services).

Mean scores for each of the measures of affect demonstrated a similarly modest skew toward the positive end

of the scale. However, the mean scores did not reflect an overly positive emotional response. The average specific affect score was 23, given a possible theoretical range of -42 to +42. The average score for general affect toward services was 16 in a scalar range of -21 to +21.

When compared in t-tests on the basis of demographic classifications (sex, age, race, education, income, or occupation) some groups significantly differed in level of one or the other cognitive sources of fear toward counseling services, beliefs about behavioral outcomes/motivators and/or subjective norms. As indicated in Table 4, significant differences were found in both sources of fear for groups compared on the basis of sex (male vs. female) and income (under \$30,000 vs. over \$30,000). Male respondents and respondents reporting a yearly income of more than \$30,000 received lower behavioral outcome and subjective norm scores than their comparison groups. Respondents with more than a high school education reported significantly lower subjective norm scores than respondents with less than a high school education while respondents 35 or older reported significantly lower behavioral outcome scores.

As shown in Table 5, t-tests using the affective measures of fear as criteria resulted in significant differences between groups classified by sex, age or income. Males and employees earning more than \$30,000 annually showed less positive affect toward services on the specific affect

Table 4Comparison of Demographic Groups on Cognitive Sources of Fear

	Cognitive Sources of Fear				
	N	Subjective Norms		Behavioral Outcomes	
		M	SD	M	SD
SEX					
Male	38	49	98	33	59
			*		*
Female	78	122	91	64	80
AGE					
0 - 34	57	103	104	72	74
					*
35 +	59	93	96	36	72
RACE					
Caucasian	87	95	106	54	76
Others	29	107	75	54	73
EDUCATION					
< H.S.	42	124	92	64	81
			*		
> H.S.	74	83	101	48	71
INCOME					
< \$30,000	79	118	92	64	77
			*		*
> \$30,000	37	54	101	31	64
OCCUPATION					
BLUE	58	87	106	52	63
WHITE/PINK	58	109	93	55	86

Note: The higher the score, the greater the level of positive affect. Groups marked with an * are significantly different at the $p < .01$ level, $df = 115$.

Table 5

Comparison of Demographic Groups on Measures of Affect

	N	Measures of Affect			
		Specific Affect		General Affect	
		M	SD	M	STD
SEX					
Male	38	21	7	16	5
Female	78	24	6	17	5
			*		
AGE					
0 - 34	57	24	7	17	4
35 +	59	22	7	15	5
					*
RACE					
Caucasian	87	24	7	17	5
Others	29	26	6	16	4
EDUCATION					
< H.S.	42	24	7	17	4
> H.S.	74	23	7	16	5
INCOME					
< \$30,000	79	24	7	17	4
> \$30,000	37	21	8	16	4
			*		
OCCUPATION					
BLUE	58	22	7	17	4
WHITE/PINK	58	24	7	16	5

Note: The higher the score the greater the level of positive affect. Groups marked with an * are significantly different at the $p < .01$ level, $df=115$.

measure than their counterparts. Employees over 35 showed less positive affect on the general affect measure than employees under 35. Groups based on education did not significantly differ on either measure of affect.

Indications of Fear of Specific Counseling Service Types

No significant differences were found between the three types of counseling services in repeated measures ANOVA's for subjective norms ($F(2, 115)=1.46, p<.24$), beliefs about behavioral outcomes ($F(2, 115)=1.39, p<.42$), or intent to use each type of service ($F(2, 115)=1.13, p<.62$). However, the mean subjective norm score for drug counseling services ($M=56, SD=67$) was higher, although not significantly higher, than means scores for either personal ($M=46, SD=53$) or marital ($M=45, SD=51$) counseling services. The mean behavioral outcome score for drug counseling services ($M=59, SD=67$) was also only directionally higher than scores for personal ($M=50, SD=63$) and marital ($M=48, SD=57$) counseling services.

No significant differences were found between the three types of counseling services in repeated measures ANOVA's for either specific affect ($F(2, 115)=1.49, p<.22$) or general affect ($F(2, 115)=1.03, p<.81$). Mean scores on specific affect were only directionally, not significantly higher for drug/alcohol counseling services ($M=27, SD=7$) than for marital ($M=21, SD=6$) or personal counseling services ($M=23, SD=6$). Similarly, general affect scores were higher for drug/alcohol counseling (18 ($SD=5$)) than for marital counseling (17 ($SD=5$))

or personal counseling (15 ($SD=4$)).

Counseling vs. Non-Counseling Services

As shown in Table 6, t -tests indicated that respondents in the one company which provided both counseling and non-counseling services ($N=34$) reported no significant differences between the two types of services on scores for subjective norms, behavioral beliefs or general affect. Comparison on general affect scores were based on a mean score for the appropriate number of services. Specific affect was not included in the analysis since it was an evaluation of both counseling and non-counseling services simultaneously. T -tests also indicated that intent to use the two types of services were not significantly different. An examination of the correlations between indices indicated, that for both counseling and non-counseling, intent to use services was significantly correlated to the two cognitive sources of fear as well as the general affective measure (Tables 7 and 8). Interestingly, the correlations of subjective norms and beliefs about behavioral outcomes tended to be higher for non-counseling than counseling services. The high positive correlations in Table 7 and Table 8 were not surprising and support the Fishbein/Triandis models in that likely positive consequences and motivation to comply with supportive others were related to intent. It was also notable that subjective norms were more highly related to intent than beliefs about behavioral outcomes, especially for non-counseling services.

Table 6

Comparison of Counseling versus Non-counseling Services on Intent and Cognitive and Affective Components of Fear

	Services			
	Counseling		Non-counseling	
	<u>M</u>	<u>SD</u>	<u>M</u>	<u>SD</u>
Subjective Norms	41.5	54.3	48.1	55.8
Behavioral Outcomes	22.1	31.3	22.2	35.3
General Affect	5.7	2.0	5.8	1.8
Intent to Use Services	5.2	1.4	5.5	1.7

Note: The lower the subjective norm or behavioral outcome score, the greater the likelihood of fear. The higher the intent score, the greater the intent to use services; N=34.

Table 7

Intercorrelations Among Indicators of Fear and Intent for
Counseling Services

	Subjective Norm	Behavioral Outcome	General Affect	Intent
Subjective Norms	---	.48*	.50*	.58*
Behavioral Outcomes	---	---	.52*	.44*
General Affect	---	---	---	.50*

Note: Intercorrelations marked with an * are statistically significant at the $p < .02$ level. $df=33$.

Table 8

Intercorrelations Among Indicators of Fear and Intent for
Non-Counseling Services

	Subjective Norm	Behavioral Outcome	General Affect	Intent
Subjective Norms	---	.50*	.58*	.83*
Behavioral Outcomes	---	---	.59*	.46*
General Affect	---	---	---	.45*

Note: Intercorrelations marked with an * are statistically significant at the $p < .01$ level. $df=33$.

Companies Providing Only Counseling Services vs. Companies Providing Other Services

T-tests were used to assess differences between respondent reactions to the two types of services. Overall, intent to use EAP counseling services was not significantly different ($t(83)=1.12$, $p<.27$) for the two types of companies, those providing only counseling services ($M_c=14$, $SD=5$) and those providing counseling plus non-counseling services ($M_{nc}=16$, $SD=5$). There were also no significant differences on mean subjective norm scores ($t(85)=.94$, $p<.35$; $M_c=153$, $M_{nc}=187$), mean behavioral outcome scores ($t(85)=.91$, $p<.61$; $M_c=142$, $M_{nc}=165$), mean specific affect scores ($t(85)=.51$, $p<.60$; $M_c=24$, $M_{nc}=24$).

Effect of Size of Company on Fear and Intent

Two companies, one large and one small, were compared on the two cognitive sources of fear, the two affective components of fear and intent to use services. The two companies were similar across qualitative factors affecting the nature of EAP services and both provided only counseling services. The larger company did not significantly differ from the smaller company in intent to use service ($t(82)=.91$, $p<.37$), subjective norm ($t(82)=1.57$, $p<.12$) or behavioral outcomes ($t(82)=1.32$, $p<.23$). It also did not significantly differ in specific affect ($t(83)=1.03$, $p<.32$) or general affect ($t(82)=1.41$, $p<.27$). Directionally, the respondents in the smaller company were more likely to use and felt more

positively about using EAP services.

Prediction of Intent to Use Services

A hierarchical multiple regression was performed on the entire sample of respondents to assess the possibility of prediction of intent to use services given information about many of the variables from the proposed behavioral framework. Due to lack of variance, experience with EAP services was not used as an independent variable. Also, in order to decrease multicollinearity in the model, education, income and occupation were combined to form an index of socio-economic status which was entered as a single demographic variable in the predictive model. The dependent variable used was intent to use EAP services given a future need and the independent variables were in order of inclusion to the model habit, specific affect, general affect, beliefs about behavioral outcomes, subjective norms, sex, socio-economic status, and age.

Intent to use services rather than actual service usage was used as the dependent variable in the regression because so few people from each company reported any experience with services. In fact only 11 people across the three companies reported any experience with services, approximately 3-4 from each company (Appendix E).

As shown in Table 9, habit, specific affect, general affect and subjective norms were significant predictors of intent to use EAP services while beliefs about behavioral

Table 9

Outcome of Regression to Predict Intent to Use EAP Services
by Variables from the Behavioral Framework

Independent Variable	Beta Weight	Probability
Habit	.22	.02 *
Specific Affect	.21	.03 *
General Affect	.22	.02 *
Behavioral Outcomes	.07	.71
Subjective Norms	.29	.01 *
Sex	.04	.73
Socio-economic Status	-.04	.70
Age	-.04	.65

Note: Probability values marked with an * are statistically significant; N=112.

outcomes, sex, socio-economic status, and age were not. The model significantly accounted for 43% of the variance ($F(8,112)=9.8$, $p<.0001$).

CHAPTER IV

Discussion

As previously outlined, the goal of the present project was to investigate individual employee's fear of EAP services given a variety of factors such as size of company and type of services provided as well as to gain an understanding of how fear could influence intent to use such services. Results of the project provided valuable information about each of these areas. However, as is usually the case in applied topic areas, results of the study provided valuable insight into areas not originally intended. It is on these areas that the present discussion will first focus since it is believed that insight into these peripheral areas will enhance or clarify discussion of results on individual employee fears and intentions.

Insights into EAP Services

Lack of Knowledge about EAP Services

As noted previously, the key finding from pilot research was that many employees having EAP services available to them knew little or nothing about them. Often employees did not quite understand what services were available to them or what those services entailed. The most glaring example of

this lack of understanding was demonstrated by the few respondents who mistakenly believed that the Employee Assistance Program was equivalent to the Health Maintenance Organizations (HMO's) which they had available to them. (It was interesting that each of those individuals gave the HMO they used fairly high ratings.)

Generally, individuals who returned the questionnaire and said they had no idea what the EAP was, suggested that it might be helpful to publicize the program more. Although the program had been publicized biannually, administrators of the program agreed that because the program may only be relevant to employees with problems, it might have been wise to publicize more frequently. More frequent publicity should help to draw in employees as they encounter problems, rather than after their problems become crises. In other words, publicity may help to remind employees what services are available.

Insight into the lack of knowledge about EAP services provided a possible explanation for lower than expected response rates. An individual who had little or no knowledge of the EAP services in his/her company may have had little motivation to return the questionnaire. Why invest the time in responding to a questionnaire when you can not say anything about the topic? Why look uninformed, especially when that topic concerns your place of work - where your next paycheck, promotion, or pay increase will come from.

It is important to note that the questionnaire in the

main study did not assess level of knowledge. This may have been a less than ideal situation given that knowledge could have affected other variables measured in the main study. Knowledge, especially knowledge which carries some evaluative meaning has been found to be related to attitudes and behavior toward attitude objects. Archambault & Edwards (1989), found that knowledge was related to behavior and attitudes when knowledge statements were weighted by their perceived truth/falsity and goodness/badness. Specific and general affective reactions such as those measured in the present study could be considered an attitude or components of an attitude toward an object. Given research demonstrating a relation between knowledge and attitudes, it is possible that a lack of knowledge about a service could have affected feelings toward that service and/or likelihood of using that service.

Focus of Beliefs about Service Usage Outcomes

Interestingly, the outcomes of service usage most mentioned by respondents in the open-ended pilot questionnaire were those most expected. In terms of positive outcomes, pilot respondents believed that using EAP services would help to improve their productivity, solve their problems, promote a more positive work environment, improve their employer's image, and/or decrease their rate of absenteeism. As for negative outcomes, employees feared that using EAP services would somehow not be kept confidential and/or could lead to

problems with coworkers or career advancement.

Most important from these findings was the fact that employees were very focused in their beliefs about outcomes. The number of outcomes they mentioned was very low. There was general agreement among most respondents about what types of things could happen to you if you used EAP services. In fact, almost all negative outcomes mentioned stemmed from a concern about the confidentiality of service usage. Finding that employee beliefs about service usage were so focused would suggest the use of focused promotional messages. That is, in order to be relevant messages should address those outcomes which people already believe could occur if they use services (i.e., stress confidentiality). Research suggests that relevant messages are more likely to be attended to and acted upon than nonrelevant messages (Moray, 1959).

That is not to say that each EAP should not attempt to assess its own strengths and weaknesses. Given its unique environment, employees from each company may deviate somewhat in their beliefs about service usage or the relative importance of those beliefs. For example, an employee of a Fortune 500 accounting firm may be more concerned that coworkers will find out about his/her use of EAP services than a railroad employee whose coworkers are spread across the state. Clearly a publicity program tailored to meet the needs of employees from a particular company environment would be most persuasive. Insights into beliefs about outcomes gained

through the present study would be a good point from which to start.

A final point about spontaneous responses from the open-ended questionnaire is worth noting. The fact that respondents mentioned a larger number of positive than negative outcomes to service usage was the first indication that fear of service usage was not extreme, but rather moderate. Certainly, employees believed that some rather positive things could happen after using EAP services. In fact, off the top of their heads, employees thought of more positive than negative outcomes and those positive outcomes were more varied than the negative outcomes. One negative, however, could outweigh a number of positives.

While the main study provided some sound answers about the goodness or badness of each of the outcomes of service usage, one piece of information was missing. How important was each outcome to a respondent? Although an understanding was gained of what outcomes individuals believed could occur and how good or bad those outcomes were believed to be, no assessment was made of relative importance among outcomes. That is, although decreasing absenteeism may have been a very good outcome and having coworkers find out may have been a very bad outcome, there was no indication of which of those two outcomes would have been more important to the respondent. Was it more important to avoid the negative outcome or more important to gain the positive outcome? The hierarchy of

beliefs about outcomes may be an important factor in predicting intent to use services and actual behavioral usage. The present study did not assess such a hierarchy and may therefore, have utilized a less than accurate predictor of behavior.

Fear at the Company Level

As evidenced by low levels of participation, companies were uncomfortable allowing research to be conducted on their Employee Assistance Programs or among their employees. In general, two scenarios existed. In the first, a company had a "no research" policy in place to prevent any research from being conducted within their organization. In the second scenario, a company made decisions about research on a request by request basis. Companies in which the first scenario existed, said that they simply did not like to participate in research because it was an intrusion or a disruption. Although research can at times be disrupting, the present study was designed not to fall into that category. It was designed so as not to cost the company time or money or cost employees their sense of privacy. If anything, the proposed survey was at the lowest end of a research disruption continuum. In terms of intrusiveness, a case may be made that the issues addressed by the study were somewhat sensitive. However, every effort was made to insure confidentiality for the individual employee, the EAP, and the company. Overall, lack of company cooperation seemed disproportionate to the

level of disruption or intrusion which the study would have caused.

Shedding some light on the problem of company participation in the present research and possibly research in general, one representative stated that it "was a threat" to management to have research conducted over which they had no control. When questioned further, the representative explained that it was the evaluative nature of research on sensitive issues that was threatening since evaluation could lead to decisions about the future of a program or the future of a department within a company. While intending to describe the realm of fears about EAP's held by individual employees, the study stumbled upon fear at the company level. In many instances, companies or representatives within companies feared evaluation.

The corporate fear of evaluation hypothesis helped to explain the result of dealing with companies from the second scenario, those that made decisions about research on a request by request basis. For those companies, the largest problem was that no one wanted to make the decision about whether to participate in research or more specifically, no one wanted to be held responsible for the outcome of that decision. Representatives of such companies exhibited a tremendous amount of "buck passing." Meetings with several different representatives were typically necessary, each successive meeting being attended by a representative higher

in the corporate hierarchy. Often, it took a vice-president to finally decide that research at present was "not in their best interest." Again, a number of representatives confirmed that they were making their decision because they feared the consequences of a "bad evaluation" or "bad outcome."

The existence of corporate fear of evaluation has its roots in corporate culture and history. Historically, corporate evaluation leads to continued or discontinued financial and moral support. This is especially true in the personnel, human resource, and health departments (Saal & Knight, 1987). In times of financial trouble, these three departments and their satellite programs have been the first to feel the effects of cutbacks and layoff (Sherman, Bohlander & Chruden, 1988). In less than troubled times most programs established by these departments must still be able to prove their worth or prove that they are indispensable to the company in order to stay in business. In such an environment it is little wonder that representatives of the companies contacted were not easily persuaded to become part of a research effort, an effort that would have provided information about use of, intention to use, and emotional feeling toward a fairly new type of program.

Although understandable, the existence of such a deep seated fear of evaluation could be detrimental to the progress and future of EAP's. It is through evaluation that programs learn the modes by which to "fine tune" their delivery of

services. Without such periodical evaluations EAP's may grow at a slower pace and on a less than perfect course. Clearly, to alleviate fear of evaluation, management should provide their EAP personnel with an assurance that evaluation will be used only to benefit, not to undermine, the program. Otherwise, EAP coordinators may choose to continue avoiding evaluation. Such an avoidance could lead to the provision of less than optimum services.

The three companies that participated in the present study seemed much more open to evaluation than others and, in fact, reported that they conducted regular internal evaluations. Due to their better than average attitude toward evaluation and record of past evaluation, data collected in those three companies may not be generalizable to the total population of companies providing EAP services. Findings from the study could be generalized best to companies with the same positive attitude toward evaluation and research participation. However, due to the many similarities which did exist between the three companies from the study and companies from the general population, some generalization may be feasible.

Lack of Formal Cohesion Among EAP's

In general, the two professional organizations which were initially used to identify companies with EAP's were limited in terms of membership. Few company representatives belonged to either of the two professional organizations. It

may be that EAP personnel either did not know about the organizations or simply chose not to join. The first alternative seemed highly unlikely since EAP professionals were a somewhat cohesive group of people by themselves. Often during routine contact with an EAP representative, names of professionals from other EAP's would come up during discussion. Even more often, EAP personnel mentioned having worked in previous positions in other EAP's. So although they often knew one another, EAP professionals did not formalize their interaction through professional group membership.

The lack of membership to professional organizations among EAP personnel may be a key deficiency in the EAP profession. Professional organizations provide a line of professional communication among their members as well as a forum for new ideas to be spread in an industry. For service providers such communication could result in the more efficient provision of human services in their niche environment, the corporate environment. Since the provision of services in an organizational setting is a relatively new concept and clearly different from the external provision of services, communication among pioneers should serve to advance the field. Although as noted above, there were indications that many EAP personnel had connections to other EAP's, more formal lines of communication could only aid in such communication.

Effect of Nature of EAP on Fear and Intent

The Less Than Fear Provoking Nature of Counseling Services

In general, scores on the two cognitive sources of fear, beliefs about behavioral outcomes and subjective norms, were moderate. That is, the average behavioral belief or subjective norm scores skewed only slightly toward the more positive end of the scale ranging from -315 to +315. Theoretically, if respondents had strongly believed that using EAP services would result in positive outcomes and evaluations, scores on both the cognitive and affective measures should have been much higher or more positive. Interestingly, scores on the affective measures of fear also tended to be moderate, with only a slight skew toward the more positive end of the scales. While average scores were not extremely positive, the fact is that they were more positive than negative. This would indicate that employees were not highly fearful of services. They were instead, conservative in their opinions of services. This may partly be a result of the fact that few people had any experience with services. They had little to base their opinions on except the scant information gathered from publications and/or company lines of informal communication.

Further analyses revealed that scores for the total group of respondents on the cognitive and affective sources of fear failed to represent the more intricate patterns existent in the respondent population. An analysis of the cognitive and

affective indicators of fear and of the demographic subgroups in the population highlighted those intricate patterns.

Results from the study indicated differences among demographic groups in concerns about subjective norms and behavioral outcomes. One interesting pattern of results emerged when the respondent population was classified by sex and income. Both male respondents and respondents earning over \$30,000 annually felt less positively about behavioral outcomes and subjective norms of EAP service usage. Previous research had indicated that men would be less positive about service usage, but it had also shown a positive relationship between income and service usage. The fact that men comprised a larger percentage than women of the over \$30,000 annual earnings group may partially account for the fact that both variables (sex, income) demonstrated the same patterns. However, a case could be made to support the idea that respondents earning over \$30,000 annually may be more career minded, more concerned with success and therefore, susceptible to many of the same concerns and fears.

In any case, as mentioned, the results indicating that men were less positive about both possible sources of fear were consistent with findings from previous work. As previously discussed, it had generally been found that men tend to be more concerned about using counseling services than women, at least services other than those for drug/alcohol abuse. Some researchers had hypothesized that men may feel

that it indicates that they are not independent or can not take care of themselves or their families (Johnson, 1985). In an organizational environment this fear would probably manifest itself in the fear that using EAP services would hinder job advancement or career success.

Interestingly, men were significantly less positive about both subjective norms and behavioral outcomes. They also tended to demonstrate a more negative affect toward EAP services, at least on one measure of affect. This may be a manifestation of the belief that outcomes of service usage as well as what others will think about that usage can affect success in life. If a supervisor disapproves of service usage he/she can be unwilling to give increased responsibility to an employee using services. For many men who feel the need to succeed service usage could be both generally and specifically fear provoking. In the past counseling was a service utilized mainly by women and/or alcoholics not the most job marketable population segments (Johnson, 1985; Raynes & Warren, 1971). Any indication of weakness or needing help, especially psychological help, may be seen as a block to receiving promotions or challenging assignments.

When the sample was compared on the basis of age, another pattern of differences emerged. Results of the study demonstrated that respondents under the age of 35 perceived more positive behavioral outcomes of service. They also demonstrated significantly more positive affect toward EAP

services. This corroborates previous research indicating a negative relationship between age and service usage.

Findings from respondents with more than a high school education showed a somewhat different pattern of scores on sources of fear. In fact, the findings were contrary to what other research had found. Respondents with more than a high school degree demonstrated significantly higher scores on subjective norms than those respondents with less education. Respondents with more than a high school education have spent more time in the educational system which is an extended period of peer and mentor evaluation. For them, behavioral outcomes may be more manageable. Solving a problem may not seem as difficult or impossible after having spent time in college or graduate school learning to think about and address issues and problems. For the more educated, what may be most difficult is having no sense of control over what others will think or do. They may be all too keenly aware of the possible negative effects of peer and mentor evaluation.

While previous research indicated a positive relationship between race and service usage and occupation and service usage, the present study revealed no significant findings regarding either demographic classification. It is believed that analyses of the demographic classifications of race and occupation did not result in findings similar to others in the literature for two reasons. The first reason involves the fact that there was a lack of actual variance in

the sample. While the numbers of employees classified as white vs. other or white collar vs. other were substantial, the classifications did not seem to reflect the reality of the situation. In fact, regardless of classification, most employees from the study worked under the same roof, in rather tame, less than physically taxing jobs. In regard to race, although respondents did indeed come from a variety of ethnic backgrounds, their income and educational levels were most consistent with a white middle class background. Minorities included in the study certainly did not represent the average socioeconomic status of their group. The second reason why an analysis of race and occupation did not replicate findings from earlier studies has to do with the fact that the present study measured intent to use services rather than actual service usage. While other studies, with larger samples, used actual service usage as viable measures, the present study found only a few cases of actual service usage. For that reason, most statistics were computed using intent to use services. It is likely that intent to use services is closely related to actual service usage, but it probably does not perfectly correlate with with actual service usage.

The implications of an analysis of subgroups of people and sources of fear were clear. Not everyone was fearful of services in the same way. While some were more concerned about what would happen, others were concerned about what people would think. As indicated in the pilot research, both

of these sources of fear were related to the need for confidentiality. It seems that above all, programs must be able to assure employees of complete confidentiality. Beyond providing an assurance of confidentiality, companies may want to tailor their publications to best suit their employee population. If the employee population is made up mainly of individuals with more than a high school education, it may make sense to stress that others will not find out or that others will not think poorly of you if you use EAP services. For other groups, younger groups or groups with more men, messages may need to be different. Although it may be unrealistic in today's organizations with such varied employee populations to believe that publicity could be entirely tailored, it is not unrealistic to believe that companies could print two or three different pamphlets designed to be relevant to specific segments of the employee population.

Positive Cognitions and Affect Toward Drug/Alcohol Counseling

In general, behavioral belief, subjective norm and affect scores for drug/alcohol counseling were directionally higher or more positive than scores for either personal or marital counseling. The fact that drug/alcohol counseling services were considered less likely to result in negative consequences or evaluations may be the result of a general societal acceptance of the disease model of addiction. Work by Marlett & Gordon (1985) suggested that the disease model of addiction allows an individual to feel less personally

responsible for his/her addiction. Feeling less personally responsible for a problem makes it easier to ask for and accept help. It also makes it more socially acceptable. Decreased personal responsibility and increased social acceptance would provide a viable explanation for the fact that respondents were less negative about the behavioral outcomes or subjective norms of drug/alcohol service usage.

Fear of Counseling vs. Non-Counseling Services

Among the respondents from the one company providing both types of services, there was no evidence that counseling services were believed to result in more negative consequences or evaluations. There was also no difference in respondents' affect toward or intent to use the two service types. In fact, when the company providing only counseling services was compared to the company providing both counseling and non-counseling services, no difference was evidenced in intent to use service, beliefs about consequences, beliefs about evaluations, or affect toward services.

Although it was hypothesized that counseling services would result in more negative beliefs about consequences and evaluations of service usage than non-counseling services, results from the present study suggested that they may have been judged as an entity. When respondents think about EAP services they may automatically think about an umbrella of services called EAP. It could be that they are not easily distinguished by employees who may (according to pilot

information) have little knowledge of services. It may also be that whatever negative attitudes people have toward counseling services generalizes to the non-counseling services in the program. This could be why no difference was found between the company providing only counseling services and the company providing counseling plus non-counseling services in either indicators of fear or intent to use services. Rather than facilitating the use of counseling services, non-counseling services may themselves suffer by being included in an Employee Assistance Program.

Effect of Company Size on Level of Fear and Intent

It was hypothesized that there would be a difference between large and small companies in terms of level of fear and/or intent to use services. Although a number of reasons existed for why companies of different sizes would differ, it was unclear as to which would be better at making employees more comfortable with using EAP services. In fact, results of the present study indicated that no difference in either of the two cognitive or affective indicators of fear or an intent to use services existed between the large company and one of the smaller companies.

Again, it may be that EAP services provoke a certain level of fear among certain groups of employees and the size of the company has little effect. Other factors such as learned beliefs about behavioral outcomes may be inherently more important in determining level of fear than external

factors such as the environment of the company. More likely however, is the possibility that the categorization of a company's environment by its size was inappropriate.

In retrospect, it seems more important to look at specifics about the environment within a company rather than the size of the company. What the study intended to do was describe an environment via the size of a company. That is, an attempt was made to identify the environment within a company (less privacy vs. more privacy, etc.) by identifying the size of the company. This may not have been an accurate identification of environment. Companies are not alike, and therefore, assumptions about environment based on a single descriptor such as size are unidimensional.

Prediction of Intent to Use EAP Services

Variables from the model tested in the present study were not all significant predictors of intent to use EAP services. The only significant predictors of intent to use EAP services were habit, specific and general affect, and subjective norms. Each of the other variables tested from the behavioral framework were not able to significantly predict whether a respondent intended to use EAP services given a future need for such services.

Reported use of other types of services (dental, medical, etc.) or habit hierarchy significantly predicted intent to use EAP services. As hypothesized, people who were more likely to use other services or more experienced with

asking for assistance were also more willing to use EAP services. It can not be determined if people with a stronger habit hierarchy (more use of other services) were more likely to believe they had need for services, were somewhat hypochondriacal, or were simply more experienced and/or comfortable with service usage.

Specific affect as well as general affect were also significant predictors of intent to use EAP services. This is not a surprising finding since the two affective measures were designed to tap into the negative and/or positive emotional reactions to service usage. Most models predicting behavior include some measure of affect as a precursor to behavior. Data from the present study indicated once again that what people feel often translates into what they intend to do. Worthy of note, however, are findings from other research which indicate that a threshold of fear-related emotions exists (Janis, 1984). The research indicates that individuals will cope or behave effectively under some level of fear or anxiety, but at some point when those feelings of fear or anxiety become too high, coping ability decreases. So while fear-related affect may be related to behavior at the levels seen in the present study, if fear of EAP's were to increase, that relationship could become less clear statistically.

Although both fear based on behavioral outcomes and/or fear based on subjective norms were relevant for particular

groups, only subjective norms, beliefs about what others will think, accurately predicted intent to use services. This may have occurred for a number of reasons. The first explanation of this findings would be that, in fact, for the general population, not specific subgroups, subjective norms may actually predict intent while beliefs about behavioral outcomes may not. On the other hand, beliefs about behavioral outcomes may actually be related to service usage. In fact, while beliefs about behavioral outcomes did not significantly predict intent in the regression analysis, the zero order correlation with intent was significant. A number of reasons for not having detected a predictive relationship may exist. First, the present study could only utilize data on intent, not behavior. The two are not identical. Given information on a sample with service usage, beliefs about behavioral outcomes may become much more predictive. Second, the method by which beliefs about behavioral outcomes and subjective norms were measured may have effected their ability to predict. Fishbein and Azjen (1974) indicate that not finding a relationship between an attitude and an object may not be preclude the existence of a relationship. They state that " a person's attitude toward an object need not be related to any single behavior that may be performed with respect to the object ... however, it should be related to the overall pattern of his behaviors" (p.61). Therefore, any attempt to measure behavior toward EAP's which is less than comprehensive

may be less related to overall attitude toward using EAP's.

Findings from the regression analysis would indicate that EAP programs may be able to use measures of habit, affect or beliefs about subjective norms to aid in the prediction of service usage within their programs. Such predictions would be useful in projecting costs and benefits of beginning new or continuing existing programs. They would also be useful in tailoring publicity messages to the target most likely to be swayed into service usage given a need.

Summary

The project highlighted a number of issues in conducting research in this area. The most important issue was the difficulty involved in conducting research in companies due to significant levels of lethargy, "buck-passing" and fear of evaluation. Although not impossible, it is difficult to obtain a representative sample of individuals from a work environment. This will become increasingly true as the world changes and new job categories and environments in which to work continue to be added to the multitude of possibilities.

The second issue which should be considered in conducting and interpreting research in the area is that employees often lack a general knowledge of the Employee Assistance Programs available to them. This finding was evidenced in pilot work and may have contributed to lower than expected survey response rates. A lack of knowledge could

also effect any measure of affect toward or intent to use services. How can you feel good about or intend to use something which you know nothing about?

The project did provide some information about the relevant concerns of employees from a few companies which did provide EAP services. Although scores on each of the indicators of fear of services were modest, there was clear evidence that different people may be concerned about different aspects of service usage. For the sample obtained, the only significant predictors of service usage were habit with other services, affect toward services and beliefs about how others would evaluate service usage. Size of company did not differentiate individuals in terms of fear of or intent to use services.

Although the information obtained from the study may be useful in indicating areas of relevance or concern to employees, it should be noted that generalization may be somewhat limited. Clearly, the low response rate obtained combined with the difficulty of obtaining a larger sample of companies may have had an effect on the outcome of the project. Employees and companies who did not participate in the present study may have differed significantly from those who did.

Information obtained from the study about relevant issues, beliefs and intentions may be useful in the provision, evaluation, or design of present and future EAP's. In the

short term, EAP's have demonstrated their cost effectiveness. In the longer term, they will need to prove that the population they were designed to service is not afraid to make use of them.

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Appendix A

Appendix A

Types of EAP Services

1. Personal/Emotional
 - a. Fears/Phobias
 - b. Stress Mangement
 - c. Depression
 - d. Interpersonal Crises
 - e. Sexual Dysfunction
 - f. Unresolved Grief
 - g. Legal Matters
 - h. Financial Problems

2. Family/Marital
 - a. Single Parenting Problems
 - b. Divorce
 - c. Family and Marital Therapy

3. Substance Abuse
 - a. Alcoholism
 - b. Drug Abuse/Detoxification

4. Career Issues
 - a. Career/Job Changes
 - b. Job Burnout
 - c. Pre-retirement Counseling
 - d. Work Relationships/Conflicts

Appendix B

March 10, 1988

Dear Employee:

As you may know, organizations and companies like your own are offering health care services to their employees in the form of Employee Assistance Program Services (EAP's). In the present questionnaire we are asking for peoples' thoughts about using such EAP's. Information obtained from this survey will be used as part of the groundwork for a larger study on Employee utilization of EAP services provided by companies. Any information that you provide in the following few questions will be combined with the information of other respondents such that confidentiality will be assured. Your name will not appear on any part of the following questionnaire.

We would appreciate your taking a few minutes to complete the questions on the following pages and return it to us by March 30, 1988. Your cooperation will provide valuable information that may be helpful in designing and providing Employee Assistance Services to organizations like your own and employees like yourself.

Again, we don't need to know who you are, so please do not write or sign your name on any portion of the questionnaire. Simply return it to your supervisor in the envelope provided.

Thank-you for your time and your thoughts.

Denise L. Archambault
Project Coordinator

EAP Pilot Survey

The decision to use Employee Assistance Services will probably result in a number of outcomes. In the following two questions, you will be asked to identify a few of those outcomes.

P1. What would you believe to be the positive outcomes (advantages) of using the Employee Assistance Program (EAP) services offered by your organization?

1. _____

2. _____

3. _____

4. _____

5. _____

6. _____

P2. What would you believe to be the negative outcomes (disadvantages) of using the Employee Assistance Program (EAP) services offered by your organization?

1. _____

2. _____

3. _____

4. _____

5. _____

6. _____

It has been suggested that the opinions of other people may influence the decision to use Employee Assistance Programs. In the following two questions, you will be asked to name a few of those types or groups of people. Please don't use actual names of people, instead tell their relationship to you or the name of the group (i.e. wife, neighbors etc.)

P4. What person(s) or type of person would approve of your using the Employee Assistance Program (EAP) services offered by your organization?

1. _____
2. _____
3. _____
4. _____
5. _____
6. _____
7. _____

P5. What person(s) or type of person would disapprove of your using the Employee Assistance Program (EAP) services offered by your organization?

1. _____
2. _____
3. _____
4. _____
5. _____
6. _____
7. _____

In the following two questions, you will be asked for any additional thoughts, feelings or ideas about using EAP's which you have not yet mentioned.

P7. Are there any other thoughts, feelings or ideas that have led or would lead you to use the Employee Assistance Program (EAP) services offered by your organization?

- 1. _____

- 2. _____

- 3. _____

- 4. _____

- 5. _____

P8. Are there any other thoughts, feelings or ideas that have led or would lead you NOT TO USE the Employee Assistance Program (EAP) services offered by your organization?

- 1. _____

- 2. _____

- 3. _____

- 4. _____

- 5. _____

Appendix C

EAP QUESTIONNAIRE

The following questions ask for your reactions to the Employee Assistance Program (EAP) in your organization. We are interested in receiving replies from both those who have and those who have not used EAP services in the past. If you have used EAP services in the past, please base your answers on your experiences with those services. If you have not used EAP services, please respond on the basis of what you think your experiences would have been if you had used services in the past.

The questionnaire is divided into eight sections. Please read the instructions at the top of every section. Each of the first five sections ask questions about the different services offered by your EAP. As you read a question, please note the underlined service to which it refers. Sections six and seven ask about possible use of services while section eight asks for some descriptive information about yourself. Again, please be sure to read the instructions preceding a set of questions before responding to them.

SECTION 1

The opinions of people in your life may or may not influence your decision to use EAP services. The following set of questions ask you to report how some of those people would feel about your using services if the need arose. Please circle the number corresponding to your rating where:

- 3 = Extremely bad
- 2 = Very bad
- 1 = Slightly bad
- 0 = Neither good nor bad
- 1 = Slightly good
- 2 = Very good
- 3 = Extremely good

Q1. How would each of these five groups of people feel about your using Personal Counseling services if the need arose?

	Extremely Bad		Neither			Extremely Good	
a. Family	-3	-2	-1	0	1	2	3
b. Friends	-3	-2	-1	0	1	2	3
c. Coworkers	-3	-2	-1	0	1	2	3
d. Supervisors	-3	-2	-1	0	1	2	3
e. Society	-3	-2	-1	0	1	2	3

Q2. How would each of these five groups of people feel about your using Marital/Family Counseling services if the need arose?

	Extremely Bad		Neither			Extremely Good	
a. Family	-3	-2	-1	0	1	2	3
b. Friends	-3	-2	-1	0	1	2	3
c. Coworkers	-3	-2	-1	0	1	2	3
d. Supervisors	-3	-2	-1	0	1	2	3
e. Society	-3	-2	-1	0	1	2	3

Q3. How would each of these five groups of people feel about your using Drug/Alcohol Counseling services if the need arose?

	Extremely Bad		Neither			Extremely Good	
a. Family	-3	-2	-1	0	1	2	3
b. Friends	-3	-2	-1	0	1	2	3
c. Coworkers	-3	-2	-1	0	1	2	3
d. Supervisors	-3	-2	-1	0	1	2	3
e. Society	-3	-2	-1	0	1	2	3

SECTION 2

As previously stated, the opinions of people in your life may or may not influence your decision to use EAP services. The following questions ask you to report how motivated you would be to take the advice (about using EAP services) of some of those people. Please circle the number corresponding to your rating where:

- 3 = Extremely unmotivated
- 2 = Very unmotivated
- 1 = Slightly unmotivated
- 0 = Neither motivated nor unmotivated
- 1 = Slightly motivated
- 2 = Very motivated
- 3 = Extremely motivated

Q4. If you decided to use Personal Counseling services, how motivated would you be to take the advice of people in each of the following groups?

	Extremely Unmotivated		Neither			Extremely Motivated	
a. Family	-3	-2	-1	0	1	2	3
b. Friends	-3	-2	-1	0	1	2	3
c. Coworkers	-3	-2	-1	0	1	2	3
d. Supervisors	-3	-2	-1	0	1	2	3
e. Society	-3	-2	-1	0	1	2	3

Q5. If you decided to use Marital/Family Counseling services, how motivated would you be to take the advice of people in each of the following groups?

	Extremely Unmotivated		Neither			Extremely Motivated	
a. Family	-3	-2	-1	0	1	2	3
b. Friends	-3	-2	-1	0	1	2	3
c. Coworkers	-3	-2	-1	0	1	2	3
d. Supervisors	-3	-2	-1	0	1	2	3
e. Society	-3	-2	-1	0	1	2	3

Q6. If you decided to use Drug/Alcohol Counseling services, how motivated would you be to take the advice of people in each of the following groups?

	Extremely Unmotivated		Neither			Extremely Motivated	
a. Family	-3	-2	-1	0	1	2	3
b. Friends	-3	-2	-1	0	1	2	3
c. Coworkers	-3	-2	-1	0	1	2	3
d. Supervisors	-3	-2	-1	0	1	2	3
e. Society	-3	-2	-1	0	1	2	3

SECTION 3

The decision to use EAP services may or may not result in a number possible outcomes. The following set of questions ask you to rate the probability of those outcomes occurring. Please circle the number corresponding to your rating where:

- 3 = Extremely improbable
- 2 = Very improbable
- 1 = Slightly improbable
- 0 = Neither probable nor improbable
- 1 = Slightly probable
- 2 = Very probable
- 3 = Extremely probable

Q7. If you used Personal Counseling services, how probable would be each of the following consequences?

	Extremely Unprobable		Neither			Extremely Probable	
a. My coworkers would find out.	-3	-2	-1	0	1	2	3
b. My job performance would improve.	-3	-2	-1	0	1	2	3
c. I would be absent less often.	-3	-2	-1	0	1	2	3
d. I would solve my problem.	-3	-2	-1	0	1	2	3
e. It would be used against me on the job.	-3	-2	-1	0	1	2	3

Q8. If you used Marital/Family Counseling services, how probable would be each of the following consequences?

	Extremely Unprobable		Neither			Extremely Probable	
a. My coworkers would find out.	-3	-2	-1	0	1	2	3
b. My job performance would improve.	-3	-2	-1	0	1	2	3
c. I would be absent less often.	-3	-2	-1	0	1	2	3
d. I would solve my problem.	-3	-2	-1	0	1	2	3
e. It would be used against me on the job.	-3	-2	-1	0	1	2	3

Q9. If you used Drug/Alcohol Counseling services, how probable would be each of the following consequences?

	Extremely Unprobable		Neither			Extremely Probable	
a. My coworkers would find out.	-3	-2	-1	0	1	2	3
b. My job performance would improve.	-3	-2	-1	0	1	2	3
c. I would be absent less often.	-3	-2	-1	0	1	2	3
d. I would solve my problem.	-3	-2	-1	0	1	2	3
e. It would be used against me on the job.	-3	-2	-1	0	1	2	3

SECTION 4

Again, the decision to use EAP services may or may not result in a number of possible outcomes. The following set of questions ask you to rate the goodness or badness of each of these possible outcomes. Please circle the number corresponding to your rating where:

- 3 = Extremely bad
- 2 = Very bad
- 1 = Slightly bad
- 0 = Neither good nor bad
- 1 = Slightly good
- 2 = Very good
- 3 = Extremely good

Q10. If you used Personal Counseling services, how good or bad would be the occurrence of each of the following consequences?

	Extremely Bad		Neither			Extremely Good	
a. My coworkers would find out.	-3	-2	-1	0	1	2	3
b. My job performance would improve.	-3	-2	-1	0	1	2	3
c. I would be absent less often.	-3	-2	-1	0	1	2	3
d. I would solve my problem.	-3	-2	-1	0	1	2	3
e. It would be used against me on the job.	-3	-2	-1	0	1	2	3

Q11. If you used Marital/Family Counseling services, how good or bad would be the occurrence of each of the following consequences?

	Extremely Bad		Neither			Extremely Good	
a. My coworkers would find out.	-3	-2	-1	0	1	2	3
b. My job performance would improve.	-3	-2	-1	0	1	2	3
c. I would be absent less often.	-3	-2	-1	0	1	2	3
d. I would solve my problem.	-3	-2	-1	0	1	2	3
e. It would be used against me on the job.	-3	-2	-1	0	1	2	3

Q12. If you used Drug/Alcohol Counseling services, how good or bad would be the occurrence of each of the following consequences?

	Extremely Bad		Neither			Extremely Good	
a. My coworkers would find out.	-3	-2	-1	0	1	2	3
b. My job performance would improve.	-3	-2	-1	0	1	2	3
c. I would be absent less often.	-3	-2	-1	0	1	2	3
d. I would solve my problem.	-3	-2	-1	0	1	2	3
e. It would be used against me on the job.	-3	-2	-1	0	1	2	3

SECTION 5

The following set of questions ask how you feel about each of the services offered by your EAP. You are asked to rate how good (e.g.:helpful, useful) or bad (e.g.:harmful, useless) you feel that each of the services is. Please circle the number corresponding to your rating where:

- 3 = Extremely bad
- 2 = Very bad
- 1 = Slightly bad
- 0 = Neither good nor bad
- 1 = Slightly good
- 2 = Very good
- 3 = Extremely good

Q13. Regardless of whether you have used the following services or not, please rate how good or bad you feel each of the services is in general.

	Extremely Bad		Neither			Extremely Good	
a. Personal Counseling	-3	-2	-1	0	1	2	3
b. Marital/Family Counseling	-3	-2	-1	0	1	2	3
c. Drug/Alcohol Counseling	-3	-2	-1	0	1	2	3

Q14. If you have happened to use each of the following services, please rate how good or bad your experiences were. If you have not used a service, please circle N/A.

	Extremely Bad		Neither			Extremely Good		
a. Personal Counseling	-3	-2	-1	0	1	2	3	N/A
b. Marital/Family Counseling	-3	-2	-1	0	1	2	3	N/A
c. Drug/Alcohol Counseling	-3	-2	-1	0	1	2	3	N/A

SECTION 6

The following set of questions ask how probable it would be that you would use EAP services if the need arose. Please circle the number corresponding to your rating where:

- 3 = Extremely improbable
- 2 = Very improbable
- 1 = Slightly improbable
- 0 = Neither probable nor improbable
- 1 = Slightly probable
- 2 = Very probable
- 3 = Extremely probable

Q15. How probable is it that you would use each of the following services if the need arose?

	Extremely Unprobable		Neither			Extremely Probable	
a. Personal Counseling	-3	-2	-1	0	1	2	3
b. Marital/Family Counseling	-3	-2	-1	0	1	2	3
c. Drug/Alcohol Counseling	-3	-2	-1	0	1	2	3

SECTION 7

The following pairs of words refer to feelings you may have about using EAP services. Please rate your feelings by placing an "X" in one of the spaces between each pair of words. If neither feeling in a pair generally applies place your "X" in the center. If one of the feelings applies more than the other, place your "X" closer to that feeling according to how much it applies.

Q16. THE THOUGHT OF USING EAP SERVICES MAKES ME FEEL:

relaxed _____ : _____ : _____ : _____ : _____ : _____ : _____ anxious
 calm _____ : _____ : _____ : _____ : _____ : _____ : _____ frightened
 pessimistic _____ : _____ : _____ : _____ : _____ : _____ : _____ optimistic
 comfortable _____ : _____ : _____ : _____ : _____ : _____ : _____ uncomfortable
 sad _____ : _____ : _____ : _____ : _____ : _____ : _____ happy
 ashamed _____ : _____ : _____ : _____ : _____ : _____ : _____ proud

Section 8

The following set of questions ask for some demographic information about yourself. This information will be used only for general group descriptions. Please place an "X" on the line next to the appropriate responses on questions #17 - #21. Please write in a response to question #22 and a numerical response to each part of question #23.

Q17. My gender is

- a. _____ Male
b. _____ Female

Q18. My age is

- a. _____ 16 - 24 years
b. _____ 25 - 34 years
c. _____ 35 - 44 years
d. _____ 45 - 54 years
e. _____ 55 - 64 years
f. _____ over 64

Q19. My race is

- a. _____ American Indian/Native American
b. _____ Asian-American/Oriental
c. _____ Black/Afro-American
d. _____ Hispanic-Black/Spanish-Speaking Black
e. _____ Hispanic-White/Spanish-Speaking White
f. _____ White/Caucasian
g. _____ Other, Specify: _____

Q20. The highest grade completed in school is

- a. _____ 0 - 8 years Grade School
b. _____ 9 - 11 years Some High School
c. _____ 12 years Completed High School
d. _____ 13 - 15 years Some College
e. _____ 16 years Completed College
f. _____ 16+ years Graduate or Professional School

Q21. My yearly income is

- a. _____ Under \$9,999
b. _____ \$10,000 - \$13,999
c. _____ \$14,000 - \$19,999
d. _____ \$20,000 - \$29,999
e. _____ \$30,000 - \$39,999
f. _____ \$40,000 - \$79,999
g. _____ \$80,000 - \$100,000
h. _____ over \$100,000

Q22. My occupation/Job Title is _____.

Q23. How many times, if any, in the past year have you happened to use each of the following professional services? If none, write "0" or if some, write in the actual number.

- a. Medical _____
- b. Legal _____
- c. Dental _____
- d. Counseling _____
- e. Financial _____
- f. Other _____ Specify: _____

Q24. In the space below, please write in any comments about EAP's or this questionnaire.

Thank you for your help and cooperation!

EAP QUESTIONNAIRE

The following questions ask for your reactions to the Employee Assistance Program (EAP) in your organization. We are interested in receiving replies from both those who have and those who have not used EAP services in the past. If you have used EAP services in the past, please base your answers on your experiences with those services. If you have not used EAP services, please respond on the basis of what you think your experiences would have been if you had used services in the past.

The questionnaire is divided into eight sections. Please read the instructions at the top of every section. Each of the first five sections contains questions asking about the different services offered by your EAP. As you read a question, please note the underlined service to which it refers. Sections six and seven ask about possible use of services while section eight asks for some descriptive information about yourself. Again, please be sure to read the instructions preceding a set of questions before responding to them.

SECTION 1

The opinions of people in your life may or may not influence your decision to use EAP services. The following set of questions ask you to report how some of those people would feel about your using services if the need arose. Please circle the number corresponding to your rating where:

- 3 = Extremely bad
- 2 = Very bad
- 1 = Slightly bad
- 0 = Neither good nor bad
- 1 = Slightly good
- 2 = Very good
- 3 = Extremely good

Q1. How would each of these five groups of people feel about your using Personal Counseling services if the need arose?

	Extremely Bad		Neither			Extremely Good	
a. Family	-3	-2	-1	0	1	2	3
b. Friends	-3	-2	-1	0	1	2	3
c. Coworkers	-3	-2	-1	0	1	2	3
d. Supervisors	-3	-2	-1	0	1	2	3
e. Society	-3	-2	-1	0	1	2	3

Q2. How would each of these five groups of people feel about your using Marital/Family Counseling services if the need arose?

	Extremely Bad		Neither			Extremely Good	
a. Family	-3	-2	-1	0	1	2	3
b. Friends	-3	-2	-1	0	1	2	3
c. Coworkers	-3	-2	-1	0	1	2	3
d. Supervisors	-3	-2	-1	0	1	2	3
e. Society	-3	-2	-1	0	1	2	3

Q3. How would each of these five groups of people feel about your using Drug/Alcohol Counseling services if the need arose?

	Extremely Bad		Neither			Extremely Good	
a. Family	-3	-2	-1	0	1	2	3
b. Friends	-3	-2	-1	0	1	2	3
c. Coworkers	-3	-2	-1	0	1	2	3
d. Supervisors	-3	-2	-1	0	1	2	3
e. Society	-3	-2	-1	0	1	2	3

Q4. How would each of these five groups of people feel about your using Legal Counseling services if the need arose?

	Extremely Bad		Neither			Extremely Good	
a. Family	-3	-2	-1	0	1	2	3
b. Friends	-3	-2	-1	0	1	2	3
c. Coworkers	-3	-2	-1	0	1	2	3
d. Supervisors	-3	-2	-1	0	1	2	3
e. Society	-3	-2	-1	0	1	2	3

Q5. How would each of these five groups of people feel about your using Financial Planning services if the need arose?

	Extremely Bad		Neither			Extremely Good	
a. Family	-3	-2	-1	0	1	2	3
b. Friends	-3	-2	-1	0	1	2	3
c. Coworkers	-3	-2	-1	0	1	2	3
d. Supervisors	-3	-2	-1	0	1	2	3
e. Society	-3	-2	-1	0	1	2	3

SECTION 2

As previously stated, the opinions of people in your life may or may not influence your decision to use EAP services. The following set of questions ask you to report how motivated you would be to take the advice (about using EAP services) of some of those people. Please circle the number corresponding to your rating where:

- 3 = Extremely unmotivated
- 2 = Very unmotivated
- 1 = Slightly unmotivated
- 0 = Neither motivated nor unmotivated
- 1 = Slightly motivated
- 2 = Very motivated
- 3 = Extremely motivated

Q6. If you decided to use Personal Counseling services, how motivated would you be to take the advice of people in each of the following groups?

	Extremely Unmotivated		Neither			Extremely Motivated	
a. Family	-3	-2	-1	0	1	2	3
b. Friends	-3	-2	-1	0	1	2	3
c. Coworkers	-3	-2	-1	0	1	2	3
d. Supervisors	-3	-2	-1	0	1	2	3
e. Society	-3	-2	-1	0	1	2	3

Q7. If you decided to use Marital/Family Counseling services, how motivated would you be to take the advice of people in each of the following groups?

	Extremely Unmotivated		Neither			Extremely Motivated	
a. Family	-3	-2	-1	0	1	2	3
b. Friends	-3	-2	-1	0	1	2	3
c. Coworkers	-3	-2	-1	0	1	2	3
d. Supervisors	-3	-2	-1	0	1	2	3
e. Society	-3	-2	-1	0	1	2	3

Q8. If you decided to use Drug/Alcohol Counseling services, how motivated would you be to take the advice of people in each of the following groups?

	Extremely Unmotivated		Neither			Extremely Motivated	
a. Family	-3	-2	-1	0	1	2	3
b. Friends	-3	-2	-1	0	1	2	3
c. Coworkers	-3	-2	-1	0	1	2	3
d. Supervisors	-3	-2	-1	0	1	2	3
e. Society	-3	-2	-1	0	1	2	3

Q9. If you decided to use Legal Counseling services, how motivated would you be to take the advice of people in each of the following groups?

	Extremely Unmotivated		Neither			Extremely Motivated	
a. Family	-3	-2	-1	0	1	2	3
b. Friends	-3	-2	-1	0	1	2	3
c. Coworkers	-3	-2	-1	0	1	2	3
d. Supervisors	-3	-2	-1	0	1	2	3
e. Society	-3	-2	-1	0	1	2	3

Q10. If you decided to use Financial Planning services, how motivated would you be to take the advice of people in each of the following groups?

	Extremely Unmotivated		Neither			Extremely Motivated	
a. Family	-3	-2	-1	0	1	2	3
b. Friends	-3	-2	-1	0	1	2	3
c. Coworkers	-3	-2	-1	0	1	2	3
d. Supervisors	-3	-2	-1	0	1	2	3
e. Society	-3	-2	-1	0	1	2	3

SECTION 3

The decision to use EAP services may or may not result in a number of possible outcomes. The following set of questions ask you to rate the probability of those outcomes occurring. Please circle the number corresponding to your rating where:

- 3 = Extremely improbable
- 2 = Very improbable
- 1 = Slightly improbable
- 0 = Neither probable nor improbable
- 1 = Slightly probable
- 2 = Very probable
- 3 = Extremely probable

Q11. If you used Personal Counseling services, how probable would be each of the following consequences?

	Extremely Unprobable		Neither			Extremely Probable	
a. My coworkers would find out.	-3	-2	-1	0	1	2	3
b. My job performance would improve.	-3	-2	-1	0	1	2	3
c. I would be absent less often.	-3	-2	-1	0	1	2	3
d. I would solve my problem.	-3	-2	-1	0	1	2	3
e. It would be used against me on the job.	-3	-2	-1	0	1	2	3

Q12. If you used Marital/Family Counseling services, how probable would be each of the following consequences?

	Extremely Unprobable		Neither			Extremely Probable	
a. My coworkers would find out.	-3	-2	-1	0	1	2	3
b. My job performance would improve.	-3	-2	-1	0	1	2	3
c. I would be absent less often.	-3	-2	-1	0	1	2	3
d. I would solve my problem.	-3	-2	-1	0	1	2	3
e. It would be used against me on the job.	-3	-2	-1	0	1	2	3

Q13. If you used Drug/Alcohol Counseling services, how probable would be each of the following consequences?

	Extremely Unprobable		Neither			Extremely Probable	
a. My coworkers would find out.	-3	-2	-1	0	1	2	3
b. My job performance would improve.	-3	-2	-1	0	1	2	3
c. I would be absent less often.	-3	-2	-1	0	1	2	3
d. I would solve my problem.	-3	-2	-1	0	1	2	3
e. It would be used against me on the job.	-3	-2	-1	0	1	2	3

Q14. If you used Legal Counseling services, how probable would be each of the following consequences?

	Extremely Unprobable		Neither			Extremely Probable	
a. My coworkers would find out.	-3	-2	-1	0	1	2	3
b. My job performance would improve.	-3	-2	-1	0	1	2	3
c. I would be absent less often.	-3	-2	-1	0	1	2	3
d. I would solve my problem.	-3	-2	-1	0	1	2	3
e. It would be used against me on the job.	-3	-2	-1	0	1	2	3

Q15. If you used Financial Planning services, how probable would be each of the following consequences?

	Extremely Unprobable		Neither			Extremely Probable	
a. My coworkers would find out.	-3	-2	-1	0	1	2	3
b. My job performance would improve.	-3	-2	-1	0	1	2	3
c. I would be absent less often.	-3	-2	-1	0	1	2	3
d. I would solve my problem.	-3	-2	-1	0	1	2	3
e. It would be used against me on the job.	-3	-2	-1	0	1	2	3

SECTION 4

Again, the decision to use EAP services may or may not result in a number of possible outcomes. The following set of questions ask you to rate the goodness or badness of each of these possible outcomes. Please circle the number corresponding to your rating where:

- 3 = Extremely bad
- 2 = Very bad
- 1 = Slightly bad
- 0 = Neither good nor bad
- 1 = Slightly good
- 2 = Very good
- 3 = Extremely good

Q16. If you used Personal Counseling services, how good or bad would be the occurrence of each of the following consequences?

	Extremely Bad		Neither			Extremely Good	
a. My coworkers would find out.	-3	-2	-1	0	1	2	3
b. My job performance would improve.	-3	-2	-1	0	1	2	3
c. I would be absent less often.	-3	-2	-1	0	1	2	3
d. I would solve my problem.	-3	-2	-1	0	1	2	3
e. It would be used against me on the job.	-3	-2	-1	0	1	2	3

Q17. If you used Marital/Family Counseling services, how good or bad would be the occurrence of each of the following consequences?

	Extremely Bad		Neither			Extremely Good	
a. My coworkers would find out.	-3	-2	-1	0	1	2	3
b. My job performance would improve.	-3	-2	-1	0	1	2	3
c. I would be absent less often.	-3	-2	-1	0	1	2	3
d. I would solve my problem.	-3	-2	-1	0	1	2	3
e. It would be used against me on the job.	-3	-2	-1	0	1	2	3

Q18. If you used Drug/Alcohol Counseling services, how good or bad would be the occurrence of each of the following consequences?

	Extremely Bad		Neither			Extremely Good	
a. My coworkers would find out.	-3	-2	-1	0	1	2	3
b. My job performance would improve.	-3	-2	-1	0	1	2	3
c. I would be absent less often.	-3	-2	-1	0	1	2	3
d. I would solve my problem.	-3	-2	-1	0	1	2	3
e. It would be used against me on the job.	-3	-2	-1	0	1	2	3

Q19. If you used Legal Counseling services, how good or bad would be the occurrence of each of the following consequences?

	Extremely Bad		Neither			Extremely Good	
a. My coworkers would find out.	-3	-2	-1	0	1	2	3
b. My job performance would improve.	-3	-2	-1	0	1	2	3
c. I would be absent less often.	-3	-2	-1	0	1	2	3
d. I would solve my problem.	-3	-2	-1	0	1	2	3
e. It would be used against me on the job.	-3	-2	-1	0	1	2	3

Q20. If you used Financial Planning services, how good or bad would be the occurrence of each of the following consequences?

	Extremely Bad		Neither			Extremely Good	
a. My coworkers would find out.	-3	-2	-1	0	1	2	3
b. My job performance would improve.	-3	-2	-1	0	1	2	3
c. I would be absent less often.	-3	-2	-1	0	1	2	3
d. I would solve my problem.	-3	-2	-1	0	1	2	3
e. It would be used against me on the job.	-3	-2	-1	0	1	2	3

SECTION 5

The following set of questions ask how you feel about each of the services offered by your EAP. You are asked to rate how good (e.g.:helpful, useful) or bad (e.g.:harmful, useless) you feel that each of the services is. Please circle the number corresponding to your rating where:

- 3 = Extremely bad
- 2 = Very bad
- 1 = Slightly bad
- 0 = Neither good nor bad
- 1 = Slightly good
- 2 = Very good
- 3 = Extremely good

Q21. Regardless of whether you have used the following services or not, please rate how good or bad you feel each of the services is in general.

	Extremely Bad		Neither			Extremely Good	
a. Personal Counseling	-3	-2	-1	0	1	2	3
b. Marital/Family Counseling	-3	-2	-1	0	1	2	3
c. Drug/Alcohol Counseling	-3	-2	-1	0	1	2	3
d. Legal Counseling	-3	-2	-1	0	1	2	3
e. Financial Planning Counseling	-3	-2	-1	0	1	2	3

Q22. If you have happened to use each of the following services, please rate how good or bad your experiences were. If you have not used a service, please circle N/A.

	Extremely Bad		Neither			Extremely Good		
a. Personal Counseling	-3	-2	-1	0	1	2	3	N/A
b. Marital/Family Counseling	-3	-2	-1	0	1	2	3	N/A
c. Drug/Alcohol Counseling	-3	-2	-1	0	1	2	3	N/A
d. Legal Counseling	-3	-2	-1	0	1	2	3	N/A
e. Financial Planning Counseling	-3	-2	-1	0	1	2	3	N/A

SECTION 6

The following set of questions ask how probable it would be that you would use EAP services if the need arose. Please circle the number corresponding to your rating where:

- 3 = Extremely improbable
- 2 = Very improbable
- 1 = Slightly improbable
- 0 = Neither probable nor improbable
- 1 = Slightly probable
- 2 = Very probable
- 3 = Extremely probable

Q23. How probable is it that you would use each of the following services if the need arose?

	Extremely Unprobable		Neither			Extremely Probable	
a. Personal Counseling	-3	-2	-1	0	1	2	3
b. Marital/Family Counseling	-3	-2	-1	0	1	2	3
c. Drug/Alcohol Counseling	-3	-2	-1	0	1	2	3
d. Legal Counseling	-3	-2	-1	0	1	2	3
e. Financial Planning Counseling	-3	-2	-1	0	1	2	3

SECTION 7

The following pairs of words refer to feelings you may have about using EAP services. Please rate your feelings by placing an "X" in one of the spaces between each pair of words. If neither feeling in a pair generally applies place your X in the center. If one of the feelings applies more than the other place your X closer to that feeling according to how much it applies.

Q24. THE THOUGHT OF USING EAP SERVICES MAKES ME FEEL:

relaxed _____ : _____ : _____ : _____ : _____ : _____ : _____ : anxious

calm _____ : _____ : _____ : _____ : _____ : _____ : _____ : frightened

pessimistic _____ : _____ : _____ : _____ : _____ : _____ : _____ : optimistic

comfortable _____ : _____ : _____ : _____ : _____ : _____ : _____ : uncomfortable

sad _____ : _____ : _____ : _____ : _____ : _____ : _____ : happy

ashamed _____ : _____ : _____ : _____ : _____ : _____ : _____ : proud

Section 8

The following set of questions ask for some demographic information about yourself. This information will be used only for general group descriptions. Please place an "X" on the line next to the appropriate responses on questions #25 - #29. Please write in a response to question #30 and a numerical response to each part of question #31.

Q25. My gender is

- a. _____ Male
b. _____ Female

Q26. My age is

- a. _____ 16 - 24 years
b. _____ 25 - 34 years
c. _____ 35 - 44 years
d. _____ 45 - 54 years
e. _____ 55 - 64 years
f. _____ over 64

Q27. My race is

- a. _____ American Indian/Native American
b. _____ Asian-American/Oriental
c. _____ Black/Afro-American
d. _____ Hispanic-Black/Spanish-Speaking Black
e. _____ Hispanic-White/Spanish-Speaking White
f. _____ White/Caucasian
g. _____ Other, Specify: _____

Q28. The highest grade completed in school is

- a. _____ 0 - 8 years Grade School
b. _____ 9 - 11 years Some High School
c. _____ 12 years Completed High School
d. _____ 13 - 15 years Some College
e. _____ 16 years Completed College
f. _____ 16+ years Graduate or Professional School

Q29. My yearly income is

- a. _____ Under \$9,999
b. _____ \$10,000 - \$13,999
c. _____ \$14,000 - \$19,999
d. _____ \$20,000 - \$29,999
e. _____ \$30,000 - \$39,999
f. _____ \$40,000 - \$79,999
g. _____ \$80,000 - \$100,000
h. _____ over \$100,000

Q30. My occupation/Job Title is _____.

Q31. How many times, if any, in the past year have you happened to use each of the following professional services? If none, write "0" or if some, write in the actual number.

- a. Medical _____
- b. Legal _____
- c. Dental _____
- d. Counseling _____
- e. Financial _____
- f. other _____ Specify: _____

Q32. In the space below, please write in any comments you may have about EAP's or this questionnaire.

Thank you for your help and cooperation!

Appendix D

Appendix D

Excerpts from Responses of Individuals
With No Knowledge of EAP

1. What is EAP?
2. Never heard of it.
3. Michael Reese is great!
4. Who do you contact or call?
5. Is there a charge? Where do you go? Can you just walk in? ... or do you have to make an appointment?
6. Is there more than one program?
7. Do other departments - people - know that such a program exists?
8. Do you advertise? (flyers, brochures) ... or is information passed through the grapevine?
9. When I need someone to just listen if someone has given me a hard time? Who can I turn to?
10. We don't know about this program. What services do they provide for the average employee?
11. What I believe is that there is not enough information on the subject for me to voice any type of decision.
12. What type of Employee Assistance?
13. What are the legitimate reasons to participate?
14. More information please...
15. Very much satisfied with Michael Reese HMO.
16. Need more information.
17. If you're going to introduce a program, explain yourselves.
18. Who qualifies? What does it offer? How does one qualify? Would it minimize the benefits of the bench program?
19. What are you talking about?
20. I have no idea what EAP is.
21. What does an EAP do? What is its purpose?
22. I think the program should be explained to the employees. I'm not sure what it encompasses.

Appendix E

Appendix E
Qualitative Comparison of Companies

	A	Companies B	C
Degree of Establishment	Well	Well	Well
Number of Services	Three	Three	Five
Number of Staff	Six	Seven	Seven
Range of Services	Counseling	Counseling	Counseling + Other
Elaborate Vs. Skeletal	Elaborate	Elaborate	Elaborate
Evaluation Level	Annually	Annually	Annually
Employee Usage	Low	Low	Low
Prior History	Good	Good	Good
Size of Company	Small	Large	Small
Establishment of Services	Well	Well	Well
Level of Confidentiality	High	High	High
Location of Services	Internal	Internal	Internal
Publicity	Regular	Regular	Regular

APPROVAL SHEET

The thesis submitted by Denise Lynn Archambault has been read and approved by the following committee:

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The final copies have been examined by the director of the thesis and the signature which appears below verifies the fact that any necessary changes have been incorporated and that the thesis is now given final approval by the Committee with reference to content and form.

The thesis is therefore accepted in partial fulfillment of the requirements for the degree of Master of Arts.

November 20, 1989

Date

John D. Edwards

Signature