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Research Report

An investigation of perceptions of football players and officials on the provision of employee assistance programs by football clubs in South Africa.

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A research project submitted in partial fulfillment of the requirements for the degree of MA by coursework and research in the field of Industrial Psychology in the Faculty of Humanities, University of the Witwatersrand, Johannesburg, 30th April 2012.

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30-Apr-2012

Declaration

I declare that this research project entitled '*An investigation of perceptions of football players and officials on the provision of employee assistance programs by football clubs in South Africa*' is my own, unaided work. It has not been submitted before for any other degree or examination at this or any other university.

Signed _____

Hlob'sile P. Manzini

This day _____ day of _____ 2012.

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Abstract

The aim of this study was to investigate the perceptions of football players and officials on the provision of employee assistance programs by football clubs in South Africa. The study used interviews to collect data from ten football players playing for different football clubs in the Premier Soccer League (PSL) of South Africa, two officials from the PSL and two officials from South African Football Players Union. The results of this study indicate that football players believe that employee assistance programs need to be made available by football clubs. Although football officials consider the provision of employee assistance programs to be significant, they shifted the responsibility for its provision to football clubs. The results led to the conclusion that South African clubs must provide EAPs to improve the morale and performance of players. Direction for future research could focus on investigating the provision of EAPs by football clubs in Africa and in Europe to compare the differences between clubs that offer EAPs and clubs that do not.

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-Hlob'sile P. Manzini

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Research Title

An investigation of perceptions of football players and officials on the provision of employee assistance programs (EAPs) by football clubs in South Africa

Chapter 1

1.1 Introduction

The purpose of this study was to investigate the perceptions of football players and officials on the provision of EAPs by football clubs in South Africa.

EAPs are programs that are sponsored by the employer and are designed to alleviate and help deal with a variety of problems in the workplace (Attridge et al., 2009). EAPs are work-based support programs put in place by organisations to help and motivate troubled employees to deal with and resolve daily life issues that could potentially affect their job performance (Hartwell et al., 1996; Sonnenstuhl & Trice, 1986). EAPs are concerned with preventing, identifying, and treating employee problems that have the potential to negatively impact and affect job performance (Sonnenstuhl & Trice, 1986). EAPs programs include the provision of counselling and are designed to help employees deal with issues such as family problems. These programs are offered by many employers in South Africa and internationally.

As a result of high competition, HIV/ Aids and many challenges, work related problems are increasingly becoming common and they can result in issues such as; high absenteeism, lowered performance, and impaired work life quality (Mishra & Kar, 2003). EAPs were formed to deal with problems that either originate at work or are brought to work by employees (Steele, 1998). A number of organisations in South Africa like ArcelorMittal, Alpha Limited, Everite, and South African Breweries make use of EAPs to offer support to employees and to address a variety of problems that could hamper performance at work (Basson, 2005; Vicary, 1994). The aims of EAPs are broad and are designed according to the unique needs of a specific organisation or industry (Vicary, 1994). EAPs are methodical, systematic, programs of counselling, advice and support, operating within organisations that are paid for by the employer and designed to ease and eliminate an assortment of personal and work- related problems that employees could be

facing (Attridge et al., 2009; Maynard, 2004). EAPs are found in organisations that genuinely care for their employees (Mishra & Kar, 2003).

A most recent publication by Manzini and Gwandure (2011) on the provision of EAPs by a football club found that the football club that participated in the research did not have adequate support structures in place for footballers. The study emphasized that footballers are no exception to other workers, they also encounter problems originating from work and they experience problems that might impact on their ability to execute their work responsibilities, the only difference is that their problems may receive media attention. For example Sport 24 (2011) report about a former football star who lost millions, his houses, his cars, and businesses and resorted to living in a back room and a garage sale so he could have money for basics. Sunday Times Reporter (2011) wrote about a football player whose contract was terminated by his team because he gained a lot of weight and as a result could not deliver in the field of play. Again Motloung (2005) wrote about a football player who was accused of allegedly raping and impregnating a 15 year old girl and was in and out of court to sort out his legal problems. Yet again Sethusa (2010) wrote about a talented player aged twenty five who had a drinking problem that eventually led to the termination of his employment contract by a Premier Soccer League (PSL) football club. The player did not refute that he struggled with alcohol and that his problem had not been addressed by his employer nor did he receive any support from his club to deal with his problem, instead they let him go (Sethusa, 2010).

Football players can be overwhelmed by their celebrity status in society because all eyes are on them, and the media watches for players to make a mistake, which is then reported and often blown out of proportion and this puts the players under immense pressure. Because the aims of EAPs are designed according to the unique needs of a specific industry EAPs can be useful to football players and include teaching them how to deal with media and to avoid bad publicity, which could negatively affect performance in the field of play.

Manzini and Gwandure (2011) also found that the footballers were concerned about the lack of EAPs and they expressed a desire to be provided with some sort of support program. The aim of this study is to get a broader perspective on the provision of EAPs by football clubs in South Africa by including football players playing for different clubs in the PSL, management from the PSL and South African Football Players Union (SAFPU) in the study. The primary research

question that this research makes an effort to answer is; what are the perceptions of football players and officials about the provision of employee assistance programs by South African football clubs? The secondary question this research attempts to answer is; what are the PSL and SAFPU's policies on the provision of EAPs by football clubs? The researcher conducted interviews with football players, PSL and SAFPU as a method of collecting data to answer these questions.

The study employed the qualitative research approach. This was mainly because it allows for voices, perceptions, feelings, and experiences of participants to be captured thus aiding understanding of phenomena in context specific setting (Golafshani, 2003). This study sought to understand the perceptions and experience of the people in the football industry on the provision of EAPs in football. Qualitative research was consequently the most relevant to understand the meanings these individuals attach to their experiences (Fossey, Harvey, McDermott & Davidson, 2002) in the football industry with regards to EAPs.

1.2 Rationale

Even though from a lay perspective sportspersons might not be seen as employees given their celebrity status. South African sportspersons and particularly football players are also employees with employment contracts. Professional footballer employment stretches as far back as the late nineteenth century where football players had employment contracts and were paid by their clubs and were also recognized by the Football Association in Britain (Sloane, 2009). In South Africa professional football employment is recognized by the South African Football Association (SAFA) that acts as the mother body of football in South Africa. Sloane (2009) further comments on the Chester Report that made recommendations on the contractual relations between the player and the club to be amended. One of the changes in the employment contract of a footballer that the Chester Report suggests must be made is the transfer retention system which allows football clubs to get rid of a player they deem to be no longer good. These employment contracts are similar to any other employment contract in the corporate world because they contain an agreement of a salary to be paid to the employee in exchange for the work they will do. Therefore, it can be concluded that football players are employees. South African Sports

people and particularly football players are also employed and have employment contracts and their employers. Football players are employed by their football clubs and are thus entitled to being taken care of by the football clubs. If other organisations provide EAPs to help employees deal with problems that could affect performance, it stands to reason that football clubs that provide EAPs could aid football players deal with issues that could affect performance in the field of play.

A study on the provision of EAPs in the football industry in South Africa is of interest to the Industrial Psychology discipline because it has the potential to contribute both to a larger body of knowledge on how the provision of EAPs can benefit football clubs, as well as contribute to football club's understanding of workplace dynamics. Manzini and Gwandure (2011) suggested that future studies focus on investigating the provision of EAPs in a number of clubs in the PSL in order to get a broader perspective.

Gerstein and Bayer (1990) point out that very little research has been done on EAPs and as a result there are large gaps in literature concerning research initiatives directed at studying how workers are helped and how they go into employee assistance programs. Similarly Basson (2005) points out that little research has been done on EAPs in general, let alone sport specific EAPs; there is therefore a need for research in sport specific EAPs to fill the current gap; this study was an attempt at filling this gap. Basson (2005) also notes the lack of emotional support for professional sports people and their families in South Africa. Even though sports psychologists are made accessible to sports people, their focus is usually aimed at improving performance through a range of techniques e.g. motivation and visualization and not to help players deal with factors that could hamper performance (Basson, 2005). According to Bennett (2003) reasons for providing EAPs include taking care of all the problems that could potentially affect the performance of employees and for the organization to appear as caring and responsible. Mishra & Kar (2003) offer other motives for providing EAPs and they include; the support and enhancement of the performance of employees by helping them to deal with personal and work related problems, the enhancement of the welfare and wellbeing of all employees, the improvement of the overall image of the organisation and for the organisation to appear as a progressive, caring and responsible employer and this in turn makes it easy for the organisation to attract, motivate and retain the best people

According to Marsh and Kleiner (2004) it is required by law that employers provide employees with benefits such as medical care and unemployment insurance. Hong et al. (1995) argue that it is necessary for organisations to avail employee benefits in order to improve and develop industrial relations. These employee benefits are also essential to improve and develop industrial relations in the soccer industry.

Football players on average are young; mostly in early teens to early 30's and professional football is a very short career with an average of 10 – 15 years (Keiko, 2004). Sport people have special needs that are unique to them such as financial advice because most of them are young and earn a lot of money. They also need help with balancing celebrity status that brings lifestyle changes and being normal individuals, and dealing with media attention. EAPs must be developed specifically to suit and address the needs of the industry and work place they are intended for (Mishra & Kar, 2003, Vicary, 1994). EAPs in football could be developed to address the specific needs of football players. For example the program could assist footballers with financial and legal advice, dealing with the media, family issues, deployment issues, injury, trauma counselling, HIV/Aids, career development as not all of them can become coaches and football analysts after retiring from playing.

Soccer is arguably one of the biggest sports in South Africa. To illustrate this, big South African organisations have pumped billions of rands into the game. Morgan (2008) reports on the money from big business that is put in South African football such as; the 2008 R400- million sponsorship over five years by Nedbank, the 2007 R500- million sponsorship over five years by SAB and Absa, and the 2007 R1,6- billion broadcast deal with SuperSport International . This involvement of giant companies, big financial investments, and wide media coverage indicates the magnitude of the game in South Africa, and thus the significance of this study.

Findings can be used to improve performance of football players and subsequently football clubs, to improve work life quality of football players, and ensure that football players are well cared for and satisfied in their unique workplace.

The aim of this study was to investigate the perceptions of football players and officialsnabout the provision of EAPs in the soccer industry in South Africa. The study also enquired about the PSL's and SAFPU's policies on the provision of EAPs by football clubs in South Africa. Having

a support structure that can address all the issues that football players may encounter could be central to the management of players because it could deal with problems that could potentially impact performance negatively. The study aspired to establish whether the provision of support structures such as EAPs could be beneficial to football clubs and football players.

The structure of the research report is as follows; Chapter 1 which has the introduction and motivation of the study and an explanation of the main focus of the research and also contains the rationale, Chapter 2 where the major section is the literature review that discusses the theoretical background of this study, aim of the study, and research questions, Chapter 3 presents the methodology section that describes in detail the qualitative approach employed here, participants, sampling, procedures, the instruments, thematic content analysis, and concludes with ethical considerations, Chapter 4 is the results section with findings and interpretation of findings, Chapter 5 is where there will be a discussion of findings and limitations of study, and finally Chapter 6 concludes this paper and includes recommendations for future research.

Chapter 2

Literature Review

Through an in-depth analysis of literature this chapter lays the theoretical background and includes; the history of employee assistance programs; it provides a definition of employee assistance programs, EAPs theory, sports, professional sportsman as employees, psychological contracts, and motivator - hygiene theory, HIV and AIDS, followed by the benefits of having these support structures in organisations and previous research. The definition will give the reader the working definition of EAPs in this paper, followed by EAP theory. Definition of sports will lead to a better understanding for the reader on sports and a discussion professional sportsman as employees shows how and why football players are considered as employees. The psychological contracts and motivator – hygiene theories are pertinent as they help explain why employees have certain expectations of the employer and explain the motivation aspect of EAPs. HIV and AIDS fall under health and wellness context and is included to demonstrate that EAPs are incomplete if they do not offer services regarding HIV and AIDS.

2.1 History of employee assistance programs

Industrial alcoholism programs are arguably the most influential and direct predecessor to EAPs (Hartwell et al., 1996). EAPs originated from counselling programs for employees who had an alcohol and or drug abuse problem (Bergmark, 1986; Vicary, 1994). Similarly Jacobson and Attridge (2010) observe that EAPs stemmed from efforts to deal with alcoholism. The employees that were struggling with alcohol abuse were identified and referred by co-workers and supervisors. The employees struggling with substance abuse were put into a counselling program and this had a positive effect in managing the alcohol abuse problem and it also tended to improve their job performance (Vicary, 1994). Industrial alcoholism programs largely occurred in large industrial firms and were initiated and staffed by recovering alcoholics, but supported by medical departments (Steele, 1998). According to Hartwell el al. (1996) the National Institute on Alcoholism and Alcohol came up with the term employee assistance program in 1974 to refer to intervention programs in the workplace. Initially the industrial alcoholism programs were a concealed secret because companies worried that their image would be damaged (Steele, 1998).

Employers noticed that workplace-related problems such as low job performance were connected to alcoholism, later they realized that other personal problems could also have an effect on performance (Grobler et al., 2006; Hartwell et al., 1996). This resulted in EAPs becoming extensive in an effort to address an array of problems that could negatively impact on the performance levels of employees (Hartwell et al., 1996). The early 70's onward saw the growth of employee assistance programs, as they broadened to deal with any personal or family issues, instead of just focusing on alcoholism (Steele, 1998). Similarly Vicary (1994) sates that today the approach of EAPs no longer focuses on alcoholism alone, but has changed by becoming broader and more comprehensive in helping employees identify and solve their personal problems.

Supervisors referred employees struggling with alcohol abuse to the industrial alcoholism programs; development of these programs has seen employees self referring themselves for problems they have, which the supervisor might not be aware of (Steele, 1998).

From the early eighties organisations were beginning to recognize the importance of assisting employees to deal with personal and work related problems and this led to an increase in the provision of EAPs (Walsh, 1982). The following table below depicts the history of EAPs in terms of the different stages of development.

Table 1. Approximate Stages in the Development of Employee Assistance Programs:

	Occupational Alcohol Programs	**Early Employee Assistance Programs**	**Modern Employee Assistance**	**Managed Behavioral Healthcare/ EAPs**
Time Period	1940 - 1970	1970s	1980s	1990s
Problem Addressed	Alcohol only	Alcohol emphasis	Personal concerns influencing job	Wide range of personal and family concerns
Source of Referral	Coworker/ Supervisor	Supervisor	Self/ Supervisor	Self

Indication	Alcohol symptoms	Job performance	Job performance / personal concern	Personal/ family concern
intervention	Program support/ self-help group	Residential treatment	Residential/ Community Treatment Referral	In-EAP counselling/ Community Referral

Table adapted from Steele, 1998.

As EAPs had noticeable success in helping alcoholics in the workplace, they gained popularity and grew to be more comprehensive and designed to deal with industry specific issues (Bergmark, 1986). All EAPs have two principal assumptions in common, these are; employees are more productive if they are lent a hand when dealing with their problems, and a number of these problems can be alleviated by appropriate professional resources (Bergmark, 1986).

2.2 Definitions of employee assistance programs

Organisations have adopted employee support programs such as EAPs which are formalized practices that are designed with the intention to improve the experience of employees at work by providing financial, emotional, and instrumental assistance (Grant, Dutton, & Russo, 2008).

Sonnenstuhl & Trice (1986) define EAPs as structures that are put in place by organisations in order to identify troubled employees who are then offered counselling and treatment to resolve their problems. Gerstein and Bayer (1990) define EAPs as programs based in companies that provide mental health assistance to employees facing problems that lower performance levels. Walsh (1982) defines EAPs as structures that are made up of company policies and procedures that identify and give suitable response to personal and emotional problems of employees which have the potential to impede work performance. Further, the programs provide treatment and/ or refer employees to appropriate treatment and support services which are paid for by the organisation (Walsh, 1982).

EAPs can also be defined as programs that are based in the work site and are designed to help organisations address issues of low productivity as well as help employees to identify and

resolve personal problems such as marital, family, emotional, legal, health, stress, substance abuse, and all other personal problems that could have a negative effect on performance at work (Cagney, 1999). This definition of EAPs will be used as the working definition for this research project.

EAPs involve the provision of counselling services, and referral to specialized counselling, to employees with workplace or personal problems (Cooper & Cartwright, 1997). Through EAPs organisations are able to provide access to counselling and treatment to employees that need help (Hartwell et al., 1996). EAPs help employees with a range of problems such as issues that arise from daily life to substance abuse, stress in the workplace, financial and legal problems, family and marital problems, and gambling that may lead to lowered performance (Maynard, 2004; Mishra & Kar, 2003; Vicary, 1994). EAPs are therefore services provided by the employer to improve functioning of the organization and improve productivity. The EAP counselling services can either be provided by in- house counselors or the organisation may outsource the service to an outside agency (Cooper & Cartwright, 1997). Cooper and Cartwright (1997) liken EAPs to stress management programs because they are effective in helping employees to deal with work related or personal stressors that cannot be changed, but have an impact on work performance.

There is evidence suggestive of the effectiveness of EAPs in improving the psychological wellbeing of employees with cost benefits, improving mental health and self esteem of employees, and lowering absenteeism (Cooper & Cartwright, 1997). EAPs are believed to assist in increasing the psychological health of employees and their families, in so doing they improve performance levels and organisational climate. Grobler, Warnich, Carrell, Elbert and Hatfield (2006) are of the view that EAPs have proven to be of value because skilled employees that the organisation cannot afford to lose, with problems can be helped. When employees have dealt with their problems, they are productive again and often feel indebted to the employer for lending a helping hand in a time of need. Reports on the effectiveness of EAPs show substantial reductions in absenteeism and turnover and there has been a sizeable increase in productivity, staff morale, and retention of valued employees (Mishra & Kar, 2003). Similarly, Masi and Jacobson (2003) report that literature evaluating employee assistance program outcomes shows that EAPs have had a positive contribution towards the overall performance and satisfaction of employees.

Jacobson and Attridge (2010) note that employers are ever more taking full responsibility to provide assistance and support to employees with personal and work-related problems. Organisations realize that employee support programs help strengthen affective organisational commitment (Grant, Dutton, & Rosso, 2008). Most support programs that are offered build on the premise that employees who are well informed will have better wellbeing and perform better (Leiter & Whalen (1996).

2.3 Employee Assistance Programs theory

EAPs help manage a full spectrum of behavioral health issues that could negatively affect work and personal lives of employees (Kumar, McCalla, & Lybeck, 2009). EAPs are also aimed at improving work life quality and wellbeing of employees who have personal problems via assessment and referral (Warley, 2004). EAPs are tools that provide organisations a systematic way of addressing personal problems in the workplace (Leiter & Wahlen, 1996). EAPs have an impressive track record, as they have been proven to be effective in helping employees deal with personal problems in different parts of the world including; UK, USA, Canada and Australia (Mishra & Kar, 2003; Jacobson & Attridge, 2010). Supervisors are trained to asses and refer employees to consult and get help (Vicary, 1994). It can be argued that because EAPs help solve problems, they alleviate negative emotions and thoughts and generate positive emotions. Positive emotions and thoughts can have a positive impact resulting in more work done by employees at a high performance standard. Positive emotions at work can translate into constructive conditions such as work achievement and job enrichment. Positive emotions (e.g. happiness and satisfaction) can only be present if problems have been dealt with (Staw, Sutton & Pelled, 1994). On the other hand negative emotions such as emotional stress can have an undesirable negative effect on the performance levels of employees (Bergmark, 1986). Employers that take it upon themselves to play a role in aiding employees deal with an assortment of problems, increase chances of having happy and grateful employees.

A successful benefit system is one that offers benefits that employees appreciate and consider to be valuable enough to persuade them to be committed to the organisation and stay (Sinclair, Leo, & Wright, 2005). From this it is reasonable to conclude that an organisation that provides EAPs gains by achieving high rates of retention of valuable workers as well as saving on turnover. There are a number of reasons that motivate employers to provide EAPs such as it is the right

thing to do, to support employees and their family members, to have healthy employees for a productive workplace, and to protect themselves from liability and legal issues (Jacobson & Attridge, 2010). Similarly, Marsh & Kleiner (2004) list some of the reasons why employee benefits are provided by employers including; to provide employees and their families with appropriate standard of living, to recognize performance, to retain and motivate employees, and to attract talent to the organisation. Retention of talented employees is imperative because it saves turnover costs such as replacements costs e.g. time and money put into attracting, recruiting, and training replacements (Kelleher, 2008). Connelly & Rosen (2005) list some of the benefits that are provided by most South African organisations and it includes; retirement savings e.g. provident fund, medical schemes and healthcare facilities. Some organisations provide benefits and in return expect employees to be committed and loyal to the organisation (Smithson & Lewis, 2000). In soccer it is expensive to employ a player as you buy the player and pay them a signing fee on top of that. Less money is spent on players already signed to the club, it is therefore better to retain players.

There is no agreement on what constitutes an employee assistance program, there is a variety of names that organisations have used to refer to their individual programs and these include; counselling, special health services, mental wellness, and occupational alcoholism (Sonnenstuhl & Trice, 1986). A growing number of organisations are offering support programs to give assistance to employees in dealing with their problems, so they can be perceived as family orientated by present and potential employees (Thompson, 2005). Lobel and Kossek (1996, cited in Koppes, 2008) give four types of support strategies that are implemented by organisations; Time-based strategies, these are designed to help employees with managing time, e.g. flexible scheduling so that there is less pressure or strain and to create a balance between time spent at work and at home, Information-based strategies aimed at helping employees make informed decisions regarding their private lives, through providing useful information, Money based strategies which focus on providing financial assistance to employees, and Direct service strategies that are delivered directly to employees to make their lives more manageable by providing services such as on site medical service and dry cleaning.

Cagney (1999) is of the view that EAPs are unique because they deal with some clinical diagnosis that are in the Diagnostic and Statistical Manual of mental disorders, fourth edition

(*DSM-IV*) for example depression and also deals with non *DSM-IV* Axis I classified issues for example marital and financial problems that may affect employees and possibly lead to psychological problems. Warley and Elkin (2005) propose that EAPs have a system of two clients on different ends of the pole, because they are dedicated to the wellbeing of the employees on the one hand, and the goals of the organization on the other. But it stands to reason that EAPs benefit both the organisation and employees at the end of it all.

As mentioned earlier, EAPs differ from industry to industry, but it appears that the underlying principles are the same, for example; EAPs have two facets, one facet of EAP services is focused on the individual employee and their family members, and the other facet is the services offered to the employer such as prevention, training, crisis response services (EASNA, 2010, cited in Jacobson & Attridge, 2010). Another example to illustrate some underlying principles, Cagney (1999) names core technologies of all EAPs and Bergmark (1986) lists guiding principles. Cagney (1999) is of the view that even though EAPs are different, they all must have the seven EAP core technologies which include;

- Timely identification and assessment of problem affecting employees and there must be confidentiality.
- Consultation and training of leadership in organisation seeking to help troubled employees.
- Constructive confrontation
- Employees clients must be referred for diagnosis, treatment and assistance must be given to employees, in addition the case must be monitored and there must be follow up services.
- Consultation with work organisation to maintain good relations.
- Consultation with work organisation to encourage health benefits are made available to employees
- Evaluation of program

Bergmark (1986) proposes 11 guiding principles underlying an effective employee assistance program namely; confidentiality, voluntary, accessible, comprehensive professional response,

follow up, autonomy, barometer of stress, advocates for system, independent brokers, program promotion. Bergmark (1986) explains the 11 principles as follows;

- Confidentiality – this makes employees to believe that all information regarding their problems will be kept confidential by the counselor otherwise they will not use the program, the program must be
- Voluntary – meaning employees and their family may participate in the program out of their own choice and not out of force, the program must be
- Accessible – and be available to employees and their families at any time of the day, all year round, there must be
- Comprehensive Professional Response – specialists and professionals from different fields in order to be comprehensive and cover the different problems that employees might have, there must be periodic
- Follow up – after receiving assistance for maximum recovery, there program must have
- Autonomy – and be outside of the normal structure of the organization,
- Barometer of Stress – an employee assistance program must use reports to give the organization an idea of common problems,
- program counselors must be Advocates for the System and not advocates for the organization nor the employee, the people running the program must be
- Independent Brokers – and should focus on assisting clients and not do things outside of this, such as taking employee's personal information to management, there must be
- Program Promotion – where the programs are promoted well enough to make employees aware of their availability, and the
- Programs must be available to family members of employees.

The seven EAP core technologies outlined by Cagney (1999) and the 11 guiding principles proposed by Bergmark (1986) have some similarities. They both emphasize confidentiality, follow up, and consultation with organisation.

2.4 Sports

Sport is a word generally used for games and activities that involve physical activity (Hornby, 1995). Lewis (2009) defines sport as organized competition and related to leisure and play, where leisure refers to recreation that is formally organized and play refers to activities intended for gratification which are formally organized. Stokvis (1992) maintains that defining sport is problematic because there is no one definition, though everyone has an idea what sport is. Sports have developed from popular pastimes to modern sports and according to Stokvis (1992) this development was initiated during the seventeenth to nineteenth centuries whereby there was organisation of local pastimes to introduce standardization on a national level in England. Sports is now more than just a game and has developed to the extent that it touches major institutions in society including; politics, religion, education, mass media, and family (Lewis, 2009).

Sports have become big business with huge salaries for players and a lot of money pumped into sports (Rosen & Sanderson, 2001). Panagiotis (2009) compares sports to a capital market because huge sums of money are spent for signing contracts with football players. For elite athletes playing sports is not just another thing they do on the side, but a job (Basson, 2005). This is also true for football players. Football is a game whereby two teams each composed of 11 players try to kick and or use their heads to send a round ball into the goal of the opponents (Cambidge, 1996, cited in Twizere, 2004). Football for professional football players is not just a game, it is a career. It does not just end with playing a game and winning a competition, footballers have a life outside of the game. As mentioned earlier, professional footballer employment dates back to as early as the late nineteenth century where football players were paid by clubs and were recognized by the Football Association in Britain (Sloane, 2009). Sloane (1971) likens professional football clubs with small to medium sized firms in terms of profits and turnover. Relvas et al (2010) argue that football clubs are service enterprises whose business involves performance, entertainment, and financial profit. The football industry is different because money is made through winning games, so performance of the players is crucial. But it is similar to other industries in the sense that football clubs employ workers who have to perform in the field of play and make money for the club.

According to McDuff, Morse, and White (2005) some professional sports organisations in the USA are following the lead of other industries that provide work site based programs to improve

employee morale and productivity; by offering assistance to players, team staff, and organisational leaders, by hiring psychiatric consultants or sport psychologists. For example the Major league baseball (MLB) requires that each of the 30 teams under it must have an active EAP and distributed a set of practice guidelines in an effort to standardize the program for all teams (McDuff, Morse, & White, 2005). This shows that some sports organisations are beginning to see the importance of offering assistance to players to improve their morale.

2.5 Employment

Work is an activity that requires effort at a given place and time and is rewarded e.g. salary (Webster, Buhlungu, Bezuidenhout, & Graaf, 2003). Employees that work at a given place for a salary often have an employment contract with the employer, which is a contract of exchange (Mumford, 1995). People work in order to make a living and survive (Price, 2007).

The Basic Conditions of Employment Act (1997) defines an employee as follows;

> employee means—
> *(a)* any person, excluding an independent contractor, who works for another person or for the State and who receives, or is entitled to receive, any remuneration; and
> *(b)* any other person who in any manner assists in carrying on or conducting the business of an employer. Basic Conditions of Employment Act (1997, p.5).

According to Mumford (1995) employment contracts have been changing over the years and one of the types of contracts discussed, that is relevant here is the value contract. A value contract is the basis for ethical principles and translates into employers wanting to be seen as caring and being concerned with the welfare of employees at work and at home (Mumford, 1995).

As already established football players have employment contracts with the clubs that employ them. Football players have agents also known as managers who are involved in the process of employment negotiation between the player and the cub. Agents also play the role of managing all the affairs of players including but not limited to organizing endorsement deals, and marketing players. Agents manage football players for a fee that is paid by the players they

manage. An example to demonstrate the relationship between players and their agents or managers is from a report by reporter Mokoena (2011) about a player who was in negotiations with his club for an extension of his contract. The managers of the player were reportedly using interest in the player by other bid clubs as a bargaining tool to get a high salary for the player. Another example Relvas et al (2010) argue that clubs, players, and football agents stand to reap financial and sporting rewards from the development of players.

One other thing that South African professional football players have in common with employees in other industries is that they have a union. The functions of unions in general include; regulating workplace relations, negotiating for better working conditions and fair minimum wages for their members, and ensuring that the work environment is healthy and safe (Webster, Buhlungu, Bezuidenhout, & Graaf, 2003). The South African Football Players Union (SAFPU) is a union for South African football players and is the guardian of football players' interests and rights, it ensures that the quality of life for footballers is improved, and it provides support to members experiencing problems (Official SAFPU website, 2011). One can thus argue that SAFPU, regulate workplace conditions for football players in South Africa.

2.6 Psychological contracts theory

The psychological contracts theory is considered in this study because it explains how football players may have certain expectations from the club, even if those expectations are not discussed during negotiation of employment.

The employer and employee have an exchange relationship (McFarlane Shore & Tetrick, 1994). Contracts are a necessary requirement in an organisation, as they bind employees and employers as well as guide behaviors of both parties towards achieving the goals of the organisation (Robinson, Kraatz & Rousseau, 1994). The employers and employees have different needs and expectations of each other beyond pay in return for work done, in addition to these expectations are perceived contractual obligations which are known as psychological contracts (Robinson et al., 1994). During the process of employment negotiation the employer and employee discuss and agree on what will be expected from each other. From the process of employment negotiation stems psychological contracts, but they are not put down on paper like other issues discussed in negotiation of employment such as salary, they are the perception of the mutual

obligation that the employee has about the relationship between himself and the organization (Price, 2007).

Marks (2001) discusses the two major definitions of the psychological contract. The first definition is termed the classic definition; it is derived from the work of Argyris (1960) and Schein (1978) and refers to the perceptions of mutual obligations of the employer and the employee to each other in their employment relationship. The second definition is derived from work of Kotter (1993) who believed that the psychological contract is perceived by the employee and not the organization. In other words the employee has certain expectations of the organisations and their own obligations to the organisation over and above what has been discussed and agreed on in writing. Employees have expectations of the contribution that the organization expects from them as well as the reward they will get for contributing as expected by the organization (Bloisi et al., 2007).Constant to the above definitions, psychological contracts are also defined as the expectations that the employer and employee have of each other and operate over and above the formal employment contract (Smithson & Lewis, 2000). Contained in the psychological contract are values, beliefs, expectations and aspirations of the employer and employee (Smithson & Lewis, 2000). From this assertion, one can argue that psychological contracts are different and specific to individuals because they have different values and beliefs even in the same organization.

2.7 Motivator-Hygiene (Two-factor) theory

Relevant to the formulation of the motivational foundations of EAPs is Hertzberg's (1966) Motivator-Hygiene. Model Herzberg (1959**,** cited in Furnham, Eracleous & Chamorro-Premuzic, 2009) proposed the motivator-hygiene theory and distinguished between motivator factors and hygiene factors. Motivator factors are intrinsic to the work itself and include; job tasks, level of responsibility, recognition, achievement and advancement, and produce job satisfaction as well as motivate employees to high job performance. If motivators are present they can result in job satisfaction, however absence of motivators does not necessarily mean there will be job dissatisfaction. Hygiene factors on the other hand are extrinsic to the work for example; wages, benefits, working conditions, and supervision. In the absence of hygiene factors there could be

job dissatisfaction, however presence of hygiene factors does not necessarily lead to job satisfaction.

According to the motivator-hygiene theory the absence of benefits can lead to job dissatisfaction. Job dissatisfaction can be negative for employers as it can lead to loss of key talent to competitors and can incur an expense of recruiting new talent. Hygiene factors such as pay and benefits will not increase motivation in the absence of motivator factors such as recognition and achievement; there must be a balance between the two. From this theory, it is reasonable to assume that good pay and the provision of benefits such as EAPs coupled with recognition of players and achievement could assist football clubs motivate players. The EAPs can be designed on the theoretical basis of the above mentioned factors underpinning employee work motivation. Motivated employees could lead to the success of the club, so the clubs stand to benefit.

2.8 Employee Assistance Programs and HIV/ AIDS

The approach of EAPs has changed and no longer focuses on alcoholism only, but has become broader and more comprehensive in helping employees identify and solve their personal problems (Hartwell et al., 1996 & Vicary, 1994). Ramsingh & Aardt (2006) are of the view that it is imperative for the public service to have an effective employee assistance program that addresses the HIV and AIDS problem in the workplace. Ramsingh & Aardt (2006) studied previous research on the demographic impacts of HIV and AIDS in Sub-Saharan Africa, which revealed that the working population was the most affected population. One cannot deny that the HIV and AIDS pandemic is a problem in South Africa, which is a part of Sub-Saharan Africa; and no employee assistance program would be complete without addressing HIV and AIDS.

The total number of people estimated to be living with HIV in South Africa in 2001 was 4.1 million and this figure increased to a staggering 5.24 million by 2010 (Statistics South Africa, 2010). The table below shows the estimates and the total number of people living with HIV from 2001 to 2010.

Table 2. HIV prevalence estimates and the number of people living with HIV, 2001–2010

Year	Population 15–49 years		Percentage of the total population	Total number of people living with HIV (in millions)
	Percentage of women	Percentage of the population 15–49		
2001	18,5	15,4	9,4	4,10
2002	18,9	15,8	9,6	4,38
2003	19,4	16,1	9,8	4,53
2004	19,6	16,3	9,9	4,64
2005	19,7	16,5	10,0	4,74
2006	19,7	16,6	10,1	4,85
2007	19,7	16,7	10,2	4,93
2008	19,7	16,9	10,3	5,02
2009	19,6	17,0	10,3	5,11
2010	19,7	17,3	10,5	5,24

Adapted from Statistics South Africa 2010, Statistical release P0302

The above table gives prevalence estimates of HIV for the 15-49 years population group and this population group contains the age group of the workers and football players. This population group is hit by the HIV epidemic the most. This means that HIV and AIDS could be one of the personal problems that negatively impact on performance of employees at work. By tackling this pandemic through employee assistance programs, organisations could benefit

A study by Williams et al. (1996) found that mobile or migrant populations are one of the four main patterns of HIV infection in South Africa. in agreement Patel and Tripodi (2007) observe that soldiers and truck drivers have one thing in common; they are mobile populations because their work takes them away from their families. Soldiers have been connected with commercial sex workers, they sleep with women in areas where they are deployed and this behaviour could result in the spread of HIV because of multiple sexual relations (Patel & Tripodi, 2007). It is possible that when the truck drivers and soldiers are away and having multiple sexual relations, their spouses left behind will also be engaging in multiple sexual relations with other partners. The reasons behind the extramarital affairs include; boredom, fulfilling their sexual needs or to get money while the partners are away (Patel & Tripodi, 2007). An argument could be made that

football players are a mobile population like soldiers and truck drivers because they travel a lot. Added to their mobility is the fact of their celebrity status, this makes it easy for football players to attract women and lead to promiscuity. For Malatji (2011) wrote about a married South African player who had unprotected sex with an ex team mate's girlfriend. Football players have challenging and demanding schedules and a lot of travelling for games played on a weekly basis. During a season, which is when they play league games and cup games, the footballers could play two games every week and camp for every game, so in a week they could be away for four days of the seven. Being away from home that often could lead to adulterous affairs and this could increase the risk of HIV infection.

2.9 Mental health a football specific EAP

As mentioned earlier, EAPs have developed and have become broader and comprehensive to address any personal or family issues, instead of just focusing on alcoholism (Steele, 1998). In order for EAPs to be comprehensive, staff or counselors must be made available to address all kinds of problems that could possibly affect employees (Bergmark, 1986; McDuff, Morse, & White, 2005). Some of the issues that broad and comprehensive EAPs deal with include; daily life issues, family and marital issues, substance abuse and addiction problems, legal and financial issues, health problems and mental illness (Cagney, 1999; Hartwell et al., 1996; Maynard, 2004; Vicary, 1994). Assistance programs tailor made for sports people must address all important areas such as; substance abuse prevention, stress recognition and control, performance enhancement, injury rehabilitation, and cultural awareness and support (McDuff, Morse, & White, 2005).

Kuhn (2006) highlights that the promotion of mental health and well being of employees in the work place as imperative. The importance of mental health in football is apparent after a highly respected footballer committed suicide despite the wealth, respect, and success he had amassed (Amato, 2011). Elite professional footballers are seen as people who are supposed to be tough and happy, but very few are (Amato, 2011). Further, Kuhn (2006) argues for the formula where good mental health and well being equal to utmost intellectual and emotional potential of employees. Employees working at their full potential have the ability to perform well at work and fulfill their roles, while the organisation is able to reach desired goals (Kuhn, 2006). The

issues outlined above, that EAPs must deal with, are issues that can affect work and quality of life of football players.

Quality of life is anything that has an impact on the overall life quality of a person (Dallimore & Mickel, 2006). A comprehensive and good EAP will add to the quality of life for employees. According to Dallimore and Mickel (2006) a balance between personal lives and professional lives of employees can result in employees becoming more productive. The organisations that have been recognized as best employers are ones that value a supportive work life culture and see it as a business imperative (Koppes, 2008). Organisations must make every effort for their employees to have quality of life which includes implementing structures that can deal with a wide range of issues such as health, finances, job, leisure, housing, social life, sex life, relationships, and family life.

These factors are discussed in the context of wellness and mental health in the football industry in South Africa. Having a structure that can address all these issues could be central to the management of players because it could deal with problems that could potentially impact performance negatively before they do.

2.10 Communication of Benefits

Organisations that have benefits such as EAPs on offer have to communicate the availability of these benefits to the employees so that the benefits are used (Finch, 2005). When employees know about and make use of benefits on offer, they are likely to feel that their organisation values them and their wellbeing (Grant, Dutton, & Rosso, 2008). A study that was done overseas found that a mere 30% employees took advantage of support structures offered by organisations (Finch, 2005). If benefits are not communicated effectively the result could be a waste for the organisation if a few employees make use of these. Employees must be informed about services available to them to a point whereby they have full understanding (Finch, 2005). Benefit managers should take the responsibility to inform and educate all individuals. The communication of benefits must be as clear and accurate as possible to avoid uncertainty (Sinclair et al, 2005).

A previous study by Manzini and Gwandure (2011) found that the football club that participated in the research did not have adequate support structures in place. The football players that participated in this study stated that their club did not provide EAPs or any of the benefits associated with the program that cares for employees except for medical care. The football players said if there were support programs in place, then these were not communicated to them Manzini and Gwandure (2011). Basson (2005) also found that the majority athletes believed that personal problems could affect performance levels and recognized the significance of providing support structures for professional sports people.

Based on their experiences McDuff, Morse, and White (2005) believe that ten strategies are fundamental for good outcomes of EAPs for sports which they refer to as team assistance programs (TAPs). The ten strategies are:

1. Provide services on-site – the staff working in the program must regularly off season fitness sessions, preseason training camps, practices, and games to allow for longitudinal interactions with players and coaches and for the development of trust.
2. Hire diverse staff – staff that is diverse in terms of gender, ethnicity, and professional discipline and competencies will afford players a choice and reduce reluctance to seek assistance.
3. Connect with preseason physicals and injured athletes – this period is an opportune time to ask the players about concerns regarding aggression, sex, stress, substance use or abuse, and performance. This could help identify players who are at risk of suffering for emotional distress and low self esteem due to prolonged rehabilitation for instance.
4. Give prevention talks – there must be regular brief 10 – 20 minutes talks to players during preseason and in-season. The topics of the talks must be tied to performance and include topics that are relevant to the players like nutrition, supplements, alcohol, and mental skills training.
5. Offer tobacco cessation services (could be alcohol cessation services in South Africa) – this involves routinely distributing quitting guides. Continous monitoring and encouragement.
6. Offer performance enhancement services – work with the coaches to identify barriers to performance and develop goal oriented improvement plans as well as monitor progress.

7. Provide critical-incident stress management services – offer comprehensive support services for critical incidents such as tragic losses that could potentially individual or team functioning.
8. Know something about fitness and supplements – offer players current and factual information about policy, risks, and benefits.
9. Think about sleep, jet lag, chronic fatigue, and burnout – it is crucial to monitor players for sleep and stress recovery. Long seasons and travelling can bring on chronic mental and physical fatigue that can affect sleep hygiene.
10. Reach out to family members – players and team staff work long hours and travel frequently at the cost of marital and relationship stability and parenting. It is therefore imperative for TAPs to reach out to family members like spouses, children, and parents.

Based on the above strategies and the findings of Manzini and Gwandure (2011) the author of this research believes that EAPs specific to South African football players should include; the provision of medical care and medical aid by football clubs, financial advice, legal advice, nutrition, life skills, and trauma counselling, HIV and Aids counselling. The EAPs that are commonly offered in organisations could be altered to suit the specific needs of the football industry.

2.11 Aim of Research

The aim of this research was to investigate the perception of football players and officials on the provision of EAPs by South African football clubs. The responses from the football players, PSL and SAFPU personnel were analyzed to get a sense of what their ideas on EAPs are. The views of the different participants were compared and contrasted to get an impression of whether they signify EAPs in similar or different ways and to understand what the reasons for the difference are. Such an examination could lead to a deeper understanding of EAPs in football and their significance thereof. This research could lead to identification of the needs of football players and football clubs as well as establish the effectiveness of EAPs as far as football players, PSL

and SAFPU are concerned. The analysis of responses could determine if these programs can be recommended to the rest of South African football clubs.

2.12 Research Question

What are the perceptions of football players and football officials about the provision of employee assistance programs by South African football clubs?

Sub-questions

What is the Premier Soccer League policy on the provision of employee assistance programs by football clubs in the premier league?

What is the South African Football player's Union (SAFPU) policy on the provision of employee assistance programs for football players?

Chapter 3

Research Methodology

3.1 Research Design:

This research used the qualitative approach based on the interpretative paradigm, which is exploratory and thus allows the researcher to gain rich information (Dickson-Swift, James, Kippen & Liamputtong, 2007). Again qualitative research is aimed at answering questions that make it possible to understand meaning and experience of humans (Fossey, Harvey, McDermott and Davidson, 2002). Qualitative research is a term that includes an assortment of designs and methods such as a focus on human experience, high degree of researcher involvement, and production of narrative data (Rolfe, 2006) all of which are characteristics of this research. The findings of qualitative studies cannot be generalized in the statistical sense, but findings can be transferable (Marshall & Rossman, 1999). Critics have challenged the trustworthiness of qualitative research, but Guba (1981, cited in Shenton, 2004) proposes four criteria that should be considered by researchers to address validity and reliability (trustworthiness) issues. Rolfe (2004) and Shenton (2004) give the four constructs as follows:

1) Credibility (which corresponds to internal validity);
2) Transferability (which relates to external validity);
3) Dependability (which relates to reliability);
4) Confirmability (which is concerned with presentation).

These four criteria will be addressed in this paper in order to persuade the readers of this research on the trustworthiness of this research.

3.2 Participants:

Participants in this study included ten football players from different clubs in the Premier Soccer League. The football players that participated were between the ages of 20 and 35 years, with racial composition as follows; seven were black, two coloured, and one white. The football players had professional football experience that ranged from 6 to 16 years. All the participants

had played for more than one club; hence 12 of the 16 PSL clubs were represented in this study. The study also included two management representatives from the PSL. The PSL is the governing body of premiership football in South Africa. The PSL runs professional football and is responsible for premier division and the national first division (NFD) in South Africa. Lastly two representatives from the SAFPU were also interviewed. SAFPU is a union of football players and is the custodian of the rights and interests of football players in South Africa.

A profile of all the participants is presented in table 3 (football players) and table 4 (PSL and SAFPU officials) below. To preserve the anonymity of participants pseudonyms and not real names of participants were used in the table and the entire report.

Table 3. Profile of participating football players

Interviewees	Pseudonym	Age range	Race	Experience
1	Keith	30 – 35	Black	9 years
2	Lefa	20 - 25	Black	9 years
3	Mark	30 - 35	White	16 years
4	Mason	30 - 35	Coloured	10 years
5	Musa	25 - 30	Black	6 years
6	Pete	30 - 35	Black	7 years
7	Rob	30 - 35	Coloured	8 years
8	Sethu	30 - 35	Black	7 years
9	Ted	20 - 25	Black	7 years
10	Thando	25 - 30	Black	8 years

This table was adapted from the fieldwork undertaken for this study.

The PSL and SAFPU were part of the study so as to get their perceptions on the provision of EAPs in football. The sample of management in the Premier Soccer League was made up of two individuals working in management capacity and they were all men. The sample from SAFPU

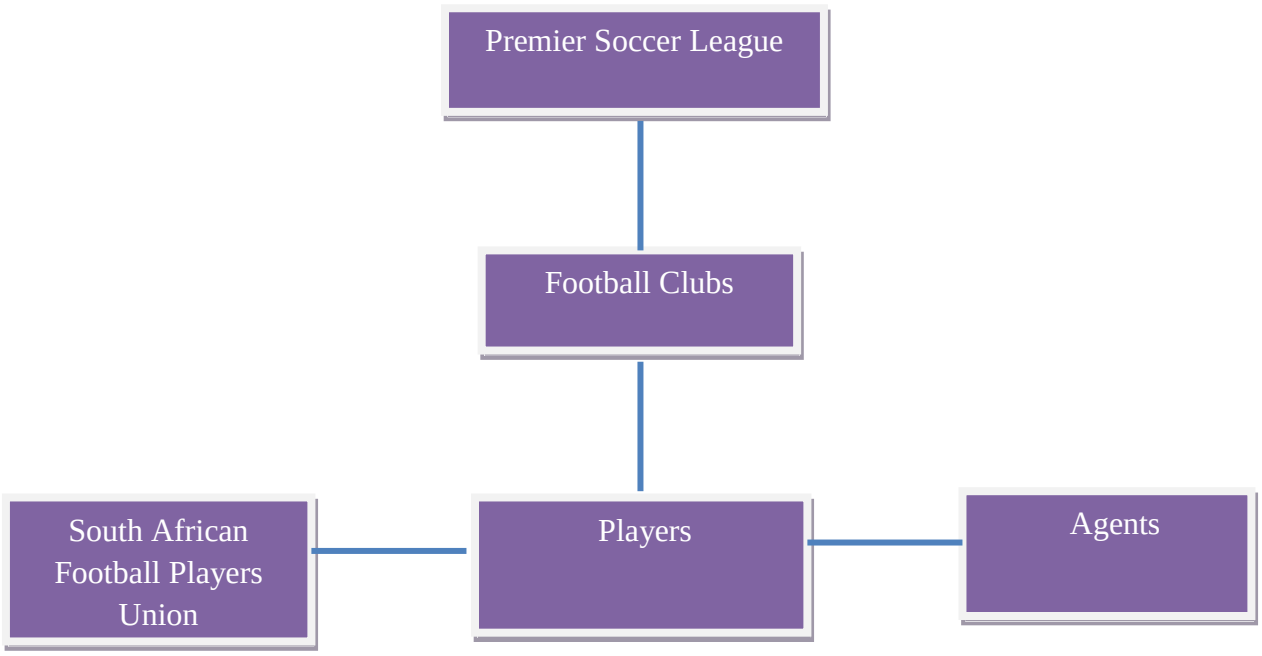
comprised of two individuals working for the union and participants were also men. All of the participants were men, this suggests that this industry is male dominated.

Table 4. Profile of participating football officials from PSL and SAFPU

Interviewees	Pseudonym	Age range	Race
1 – PSL	Garry	50 - 55	White
2 – PSL	Sipho	30 - 35	Black
3 – SAFPU	Sydney	40 - 45	Black
4- SAFPU	William	30- 35	Black

This table was adapted from the fieldwork undertaken for this study.

Below is a chart that illustrates how the different participants in the study are linked.



3. 3 Sampling

Purposive sampling which is a method of the non-probability sampling technique informed the sampling process of this study. The sample of football players was accessed through the use of snowball sampling. A non-probability sampling technique is where the researcher uses social contacts and networks of a located subject to recruit more participants of a particular population for a study (Babbie, 2010; Browne, 2005). Snowball sampling is employed when the population being investigated has low numbers and when it is not easy to locate or when the topic under investigation is sensitive (Browne, 2005). Snowball sampling was useful in this study since there are only 16 clubs in the premier league with 30 to 35 players in a club the population of professional football players is thus low. Another reason for using snowball sampling is because football players have proved to be a hard group to interview due to the industry's sensitivity to privacy. This privacy is because each club wants to keep their secret to success to themselves so they can always have an edge over competitors.

The researcher initially approached four football players known personally, and explained the research to them. After interviewing these participants, the researcher then asked those football players to recommend other football players they knew would be interested in participating in the study. Lofland and Lofland (1984, cited in Hoepfl, 1997) believe that researchers that use personal contacts are more likely to be successful in gaining access. Snowball sampling is mainly used in exploratory research because representativeness is questionable, (Kendall et al., 2008) suggests that this lack of representativeness is a limitation of this approach. However (Babbie, 2010) notes that this procedure is useful in exploratory studies where the population is hard to reach. Another strength of snowball sampling is that members of target population recruit other members and this method increases efficiency, inclusion, and identification of hidden populations (Kendall et al., 2008). In accordance with this strength in this study this method of sampling allowed for 12 of the 16 teams in the PSL to be recruited, thus allowing for some kind of representation validity.

The sampling procedure of football officials from the PSL and SAFPU was as follows. The PSL and SAFPU were each sent a letter of request that fully explained the purpose of the study as well as requested that they participate in the study (Appendix A and Appendix B). Once the PSL and SAFPU had decided to participate in the study, they called the researcher to set up

appointments for the researcher to come and interview the officials that they each deemed appropriate to inform the study. The participants from PSL and SAFPU were each given participant information sheets (Appendix C and Appendix D) to give them more information on the study which they signed after reading to show that they agreed to participate in the study.

Fossey et al (2002) argue that when sampling in qualitative research, one of the key considerations is getting an appropriate sample i.e. participants who are appropriate to inform the study. The sample in this study fits this description because football players and football officials are suitable to inform the study because they are in the football industry. All football players participating in this study were men, because only men play for football clubs in the premier league. All the participants in this study were located in the Gauteng province. This location offered the researcher convenience and easy accessibility to the participants as the researcher was also based in Gauteng.

3.4 Research Instruments:

Semi-structured interviews were used to collect data in this study. Semi-structured interviews use a guide with all the questions to be covered (Harrell & Bradley, 2009). According to Harrell and Bradley (2009) semi-structured interviews are a conversational style that allows the interviewer some discretion regarding the order in which standardized questions can be asked. Semi-structured interviews can be useful because they guide the researcher and at the same time add to richness of data because participants have room to tell their stories. They are also flexible and make it possible for the researcher to probe and explore further if deemed necessary (Hoepfl, 1997).

Semi-structured interviews make use of open-ended questions that allow for varying individual responses. Interviews were used to gather data because they were deemed appropriate on the basis that they would enable the researcher to get rich data from participants (see Appendix H- interview schedule for football players, Appendix I for PSL – interview schedule for PSL officials and Appendix J – interview schedule for SAFPU officials). Other advantages of interviews include that the interviewer is able to see nonverbal cues and interviewee's reaction which can add to enhanced understanding.

All participants in this study were interviewed by the researcher and the interviews were conducted individually in order to ensure and maintain confidentiality. Participants were encouraged to be free and to articulate their thoughts and feelings on each of the themes. The interviews were conducted at a time and place suitable to the participants. Because of the sensitivity to privacy mentioned earlier, the use of a tape recorder was not appreciated by some of the participants, however an attempt was made to tape record the interviews where possible. As a result not all interviews were recorded and this had an impact on the study because while handwriting responses, the interviewer could not see all non verbal cues, and was not able to capture everything verbatim thus losing rich information. A limitation of hand writing qualitative interviews is that the method can be time consuming, however its strength, particularly in this study was that it helped put the participants at ease and gave them some assurance that no confidential information would get to the media or the wrong people such as competition.

An advantage of tape recording interviews is that it makes it possible to preserve words spoken by interviewees (Dickson-Swift, James, Kippen & Liamputtong, 2007). Lincoln and Guba (1985, cited in Hoepfl, 1997) argue that tape recording interviews can be intrusive and present risk of technical failure, this was nevertheless not experienced in this study. Six of the fourteen participants agreed to be tape recorded possibly because they were comfortable with the interview process and the interviewer. Participants that agreed to be tape recorded were requested to sign a consent form for the use of a tape recorder (Appendix G). There were differences between the interviews that were tape recorded and the interviews that were hand written. The interviews that were tape recorded were richer in detail than the interviews that were handwritten. Also the interview process had a better flow because participants had more eye contact with interviewer and they did not have to slow down to allow the interviewer time to write responses.

3.5 Procedure:

Football players that agreed to participate in the study after carefully reading the participant information sheets for football players (Appendix E) were then requested to sign a consent form

(Appendix F) to indicate they agreed to participate and (Appendix G) to show consent for interview to be tape recorded.

The aim was to have as many football clubs represented in the sample of football players as possible; this was so as to get a better reflection and understanding of their views on the provision of EAPs by football clubs in South Africa.

The PSL and SAFPU were each sent a letter of request that fully explained the purpose of the study as well as requested that they participate in it (Appendix A and Appendix B). The participants from PSL and SAFPU were each given participant information sheets (Appendix C and Appendix D) to sign to show that they were informed on the purpose of the study. The officials participating then had to sign (Appendix F) to indicate they agreed to participate and (Appendix G) to show consent for interview to be tape recorded.

The participants were each interviewed individually and in private at a time and place that they had agreed on with the researcher. Interviews varied in duration according to the information given by the participants, but were between 45 minutes to an hour. They also varied in duration depending on whether they were tape recorded or handwritten, the handwritten interviews took longer. The interviews were tape recorded or handwritten depending on whether participants had signed consent form (Appendix G) for interview to be tape recorded or not.

3.6 Data analysis:

Thematic content analysis was the method chosen to analyze the data collected for this study. Thematic content analysis is a process of classifying segments of data to create themes (Fossey et al., 2002). According to Braun and Clarke (2006) thematic analysis is a method used to identify, analyse, and report themes within data. Thematic content analysis organizes data in rich detail as well as assist in the interpretation of different aspects of the topic being researched (Braun & Clarke, 2006). The themes that were analyzed were those that were deemed to capture important issues with regards to the research questions (Braun & Clarke, 2006). The primary objective for interviews was to get the subjective viewpoint of football players and officials who shared their perceptions and experiences on the provision of EAPs by football clubs in South Africa. Braun and Clarke (2006) discuss the differences between inductive thematic analysis and theoretical thematic analysis. Inductive thematic analysis is described as a process where the

identified themes have a strong relation to the data; on the other hand, theoretical thematic analysis is described as a process driven by the analytic interest of the researcher (Braun & Clarke, 2006). The method that was employed in this study is inductive thematic analysis because the identified themes were strongly related to the data.

The process used to analyse the data involved the transcription of tape recorded interviews, this was followed by an incorporation of these with the short notes that were made during the interviews. The interviews that were handwritten were read through a number of times and then the two interviews were integrated. The researcher then summarized the data by outlining key points that were made by the participants and from the summary themes were identified. Themes that were commonly occurring (came up in majority of the interviews), strongly related to the data and captured important issues with regards to the research questions were identified, and data that was regarded as not relevant was discarded. Data was scrutinized and grouped under encompassing themes. The themes that came out were; support structures, medical care and medical aid, financial assistance, life skills, nutrition advice, HIV/ Aids counselling, and how can football clubs improve. These themes will be discussed in detail in the chapter that follows.

As mentioned earlier in this chapter, this research addressed the issues of validity and reliability (trustworthiness) using four criteria: credibility (which corresponds to internal validity); transferability (which relates to external validity); dependability (which relates to reliability); and confirmability (which is concerned with presentation).

Table 5. Four criteria used for ensuring trustworthiness as proposed by Guba (1981, cited in Shenton, 2004).

Criteria	How research addressed criteria
Credibility	*a)* ***Use of well established research methods*** – Used the qualitative approach based on the interpretative paradigm; Semi-structured interviews were used to collect data; Method employed to analyse data is Thematic

	content analysis. ***b) Development of trust with the participants before first data collection -*** The researcher had an established rapport with the footballers she first approached and those that were suggested by the football players who knew of the researcher ; The researcher had adequate understanding of the football industry (married to a former football player). *c)* ***Tactics to ensure honesty in participants*** The participants were each given opportunities to refuse to participate. They signed a consent form (Appendix F) and were informed of their right to withdraw from the study at any time in the participant information letter (Appendix E). *d)* ***Frequent debriefing sessions -*** Met frequently with supervisor to discuss progress, challenges, and to test my ideas. *e)* ***Thick description of Phenomena under scrutiny –*** There was a detailed description of sports/ football and EAP's in the literature review. *f)* ***Examination of previous findings*** Previous research findings were assessed.
Transferability	***a) The number of participants and organisations in the study and where they are based*** Ten football players from different clubs in the PSL, some of which had played for more than one club; hence 12 of the 16 PSL clubs were represented; Two management representatives from the PSL (governing body of premiership football in South Africa); Two representatives from the SAFPU (union of football players and the custodian of the rights and interests of football players in South

	Africa). *b)* ***Any restrictions in the type of people who contributed data*** No restriction per se but football industry is sensitive to privacy. *c)* ***Data collection methods that were employed*** The researcher interviewed the participants individually guided by a Semi-structured questionnaire (see Appendix H- interview schedule for football players, Appendix I for PSL – interview schedule for PSL officials and Appendix J – interview schedule for SAFPU officials). *d)* ***The number and length of the data collecting sessions*** In total there were fourteen interviews and the sessions lasted around 45 minutes to an hour. *e)* ***The time and period over which the data was collected*** The data was collected over a period of five months.
Dependability	*a)* ***The research design and its implementation*** The research design was executed fairly ***b) The operational detail of data gathering*** Participants that agreed to participate in the study after carefully reading their respective participant information sheets (Appendix C, D, and E) were then requested to sign a consent form (Appendix F) to indicate they agreed to participate and (Appendix G) to show consent for interview to be tape recorded; Participants were interviewed individually and

	in private;
Confirmability	Qualitative research is different from quantitative because the researcher is the research instrument. The researcher made efforts to be objective and ensure that findings were a result of perceptions and experiences of the participants. The efforts include keeping a journal throughout the study, going back and forth to data to make sure that nothing was missed or left out, and had a number of discussions with the supervisor during the summarization and pulling out of themes processes.

3.7 Ethical Considerations:

Babbie and Mouton (2001) take the view that ethical considerations involve a substitution or compromise between the interests and rights of different parties. The following ethical considerations have been taken into account;

Informed consent

On invitation to participate in the study prospective participants were fully informed on the purpose of the study, what it involves, and on the expected duration of the interviews (Babbie and Mouton, 2001). The researcher gave participants participation information sheets providing them with information on the study and requesting them to participate in the research. All different groups of participants had a specific information sheet for their information; football players (Appendix E), PSL (Appendix C), and SAFPU (Appendix D). Again those who agreed to participate in the study were requested to sign a consent form (Appendix F) prior to the interviews to indicate that they were willing to participate in the research, and were fully aware of what the research was about. Participants that agree to be tape recorded were asked to sign a consent form for the use of a tape recorder (Appendix G), to illustrate that they had agreed to the use of a tape recorder.

Anonymity

Babbie and Mouton (2001) note that it is important that the researcher ensures participants are not identified by their responses. Anonymity could be guaranteed in this study because the researcher saw the participants during interviews, so it was not possible for the participants to be anonymous here. However no identifying information such as identity numbers or names was asked for. Furthermore pseudonyms were used in the report and not their real names, and responses were anonymous as they were transformed into general themes.

Withdrawal

As suggested by Babbie and Mouton (2001) participants were made aware of their right to withdraw from the research at any point that they felt uncomfortable or changed their mind about participating in the research. They were also told that there were no consequences for withdrawal.

Voluntary participation

Participants were told that they were not forced to participate as participation in the study was completely voluntary (Babbie and Mouton, 2001).

Confidentiality

All the information given by the participants remained confidential and was used by the researcher for research purposes only (Babbie and Mouton, 2001). Only the researcher and the supervisor had access to the information given by participants in the interviews. Where participants agreed to be tape recorded, the tapes were also only accessed by the researcher and the supervisor. To maintain safety of the tapes, tapes will be kept in a locked cupboard and will be destroyed two years after the study, or six years where publication from the results has been undertaken. The results of the general themes and not individual responses were used in the writing up of a dissertation that will be kept in the Wits library. The dissertation could also be published in academic journals or books.

Not offensive or harmful

Questions were designed with careful consideration in order to be ethical and to avoid offending participants in any way. The questions were exclusively aimed at getting the participants' perceptions on the provision of EAPs by football clubs in South Africa. There was no harm in participating in the research (Babbie and Mouton, 2001). The study did not expose participants to physical, psychological, nor emotional harm. Counselling by a clinical psychologist was arranged by the researcher in case participants become distraught as a result of questions asked. This counselling was offered to the participants for free. For free counselling, participants could contact Siyabonga Nkosi on 083 276 7466 and this information was in the participant information sheet for football players (Appendix E).

Chapter 4

Results

The previous chapter described the research design, the sample, procedures, instruments used, method of analysis, and ethical considerations. This chapter looks at the themes that emerged as commonly occurring and captured important issues with regards to the research question and the sub-questions. The themes that will be presented and analyzed here are as follows; support structures, medical care and medical aid, financial management, life skills, nutrition advice, HIV/ Aids education and counselling, and how football clubs can improve. The themes will be presented in the above order whereby under each theme there will be a presentation of the general feeling of participants linked to literature, followed by the voices of participants as evidence, and then a detailed analysis.

4.1 Support Structures

All the football players from the different football clubs felt that there is a need for South African football clubs to provide support structures. They were of the view that support structures could help them deal with personal or work related problems that could potentially affect their focus on the game. Some of the reasons behind organisations providing support structures such as EAPs include; taking care of all the problems that could potentially affect the performance of employees Bennett (2003). The aims of such support programs are to improve work life quality and wellbeing of employees who have personal problems (Warley, 2004). Lack of support from football clubs was voiced out by the football players interviewed in this study as a serious challenge that needed intervention. They said:

> I don’t think football clubs support players properly. They are just interested in meeting players in the field of play and don’t care about our problems (Keith).

> The provision of support structures has always been pretty poor if not non-existent. With the advent of the latest television deals in the PSL it has improved slightly but still lags a long way behind the major leagues of the world (Mark).

> I have been with more than one club in the PSL and from my experience the provision of support structures differs from club to club, some clubs have and others don't have (Sethu).
>
> I am not sure if my club has a formal support program for players, but I always speak to the team manager as he is the one who is close to all players and always avails himself to us. At the club that I played for previously, again I'm not sure if there were any formal support structures, but the coach had an interest in and talked to the players. He asked about problems and life in general. I think the team manager at my current club and the coach at my previous club did this on their personal capacity and not because the club was offering support to us (Rob).
>
> I once was going through a very difficult time in my life and the club supported me by offering financial assistance and organized for me to get counselling (Lefa).
>
> My club does offer help or support to players, but I am not an office player that is always nagging management (Pete).

From the above statements it appears that the majority of the players believe that their clubs are not providing support structures to players. This finding is consistent with Basson's (2005) who notes that there is a lack of support for professional sports people and their families in South Africa. Some participants mentioned that their clubs do offer support programs, but they are poor and need to improve. Clubs must offer support programs that are up to standard so players will use them. Only one player stated that his club does offer support to players. The player mentioned that his club does offer support to players. The shared feeling by the majority of the football players suggests that most of the clubs in the PSL do not have any kind of support structures in place, because most of the players quoted above are from different clubs and have played for more than one club in the PSL.

One participant (Rob) said that he was not sure if his club has a support program for players or not. This implies that the program is non-existent, because such programs are usually promoted

so that employees are aware of their existence. Employers that have benefits such as EAPs in place have to communicate the availability of these benefits to the employees so that they are aware of their existence and make use of them (Finch, 2005). If the employees do not know there is support on offer, it is pointless and wasteful for the organisation to have such programs in place. Bergmark (1986) lists guiding principles underlying an effective employee assistance program, one of the eleven being program promotion which suggests that EAPs must be promoted adequately so that employees are aware of their availability. The personnel running the programs on offer should communicate the availability of benefits, and ensure employees have full understanding. Employees must be well informed about and fully comprehend the services available to them (Finch, 2005).

The football player participants expressed a desire that clubs make support structures available. This desire can be linked with the psychological contract as the players believe clubs should be providing support to them. Psychological contracts stem from employment negotiation, but they are not put down on paper like other issues such as salary, they are the perception of the mutual obligation that the employee has about the relationship between himself and the organization (Price, 2007).

The PSL officials that participated in the research stated that the PSL is the governing body whose function is to organize professional football in South Africa. The 16 teams in the PSL are businesses with each club having its own CEO responsible for running the business. Both officials from the PSL recognized the importance of the provision of support structures by clubs, but believed that the onus is on clubs to provide such support structures. This view is consistent with Attridge et al (2009) who state that EAPs are programs that are sponsored by the employer and are designed to alleviate and help deal with a variety of problems in the place of work. The clubs are the employers of football players and not the PSL. The PSL officials indicated that there are no requirements by the league for clubs to put support structures in place. The following statements illustrate this:

> Clubs as employers have a responsibility to provide some sort of support programs to players. Performance is linked to the state of mind and loyalty, so providing support to players facing difficulties, is an opportunity for clubs to show they care (Garry).

> The clubs must be responsible to provide support to players. Now that you have brought this up, I think it would be a good idea if the PSL can resolve as a body to stipulate that clubs must provide assistance to players. They can make it one of the conditions for clubs and this could serve both the PSL and clubs well as it could be for the betterment of the brand (Sipho).
> If the PSL were a proper employer to players then it would be easy to provide such benefits (Sipho).

As already established the PSL is the governing body of professional football in South Africa and do not employ football players. Therefore the view by the two officials that the onus is on clubs to provide EAPs for players is right because it is the clubs that employ players. However, having said that, I submit that the PSL can formulate a policy that will oblige each of the teams under it to have an active EAP and avail a set of practice guidelines in order to standardize the program for all teams. The PSL is a stakeholder that will benefit from running a successful league, so it is in their interest to ensure that clubs provide EAPs to help improve the performance of players.

One official from the PSL held the view that the agents that manage the players must also take some responsibility to ensure players have the necessary support.

> Agents should take care of players because they are paid to manage the affairs of the player. But the club should also do their bit for example they can bring in experts in financial management, hygiene, and nutrition on a regular basis (Sipho).

As pointed out earlier agents play the role of managing all the affairs of players and hence they are employed by players. Even though agents are seen as the ones that look after players interests, it is not appropriate to have them as providers of EAPs to players. EAPs are programs

of counselling, advice and support that are offered and operate within organisations (Maynard, 2004). Agents do not employ players and so clubs that employ players and not agents are appropriate to offer EAPs. Football clubs and not agents are affected by poor performance of players who are affected by problems, thus clubs have a vested interest in ensuring nothing hinders top performance from players.

Both officials from SAFPU recognized the importance of the provision of support structures by clubs, and also named clubs as the ones who ought to provide support structures for players. Sinclair, Leo and Wright (2005) argue that the provision of support structures shows that the employers care and value employees. If clubs could provide EAPs, players would see that they are valued by their employers.

> I think that clubs must have programs that deal with personal problems of players. Clubs must learn to take care of their most important resources; there is no quality football without their talented and skilled players (William).

> South African clubs must keep up with the times and do right by their players. If you run big business it only makes sense to ensure that the most valued resource is kept in good condition (Sydney).

The PSL and SAFPU officials felt that clubs must be responsible to provide support programs to players. They felt that clubs must take care of their talent and their most important resource as performance is linked to a state of mind. These views are right and reflect what EAPs are meant for such as taking care of all issues that could hamper performance. EAPs are programs offered by employers to improve the functioning and productivity of an organisation (Vicary, 1994). This means that by providing EAPs clubs would be indirectly improving performance levels of players and hence the success of the clubs.

4.2 Medical care and medical aid

EAPs help manage a full spectrum of behavioral health issues that have potential to negatively affect work and personal lives of employees (Kumar, McCalla, & Lybeck, 2009). Connelly &

Rosen (2005) list some of the benefits that are provided by most South African organisations and medical schemes and healthcare facilities form an important part of this list. All of the participants stated their respective football clubs do provide medical care to football players. For example:

> The clubs that I have played for previously and the current one have always been obliged to take care of players basic medical requirements, thus did provide medical care, but have failed to provide in areas such as dread diseases (Mark).

> Most clubs that I have been with have always had a full time doctor and physiotherapist offering services in site (Rob).

> Every club that I have been with has provided medical care to players. I think that most teams provide best medical care to its players (Sethu).

> I have played for more than one club in the PSL and all the clubs that I played for gave proper medical care to football players. Especially when the player was injured in the field (Keith).

> Most football clubs give their players the best medical attention and take them to the best doctors and physiotherapists (Thando).

> This one club that I play for has a full time doctor, physiotherapist, and masseur. The medical team takes care of all illnesses that players could have, not just sports related (Ted).

> When a player gets ill or injured, the club provides medical care. Personally I haven't experienced an illness outside football related injuries, so I am not sure if care would be given if not football related (Lefa).

From these statements one can conclude that clubs only offer medical care to players and not medical aid cover. Kuhn (2006) puts emphasis on the promotion of the health and well being of employees in the work place and stresses that organisations should make health a business imperative. It looks like the majority of clubs do make provisions for medical care especially sports specific medical care, but this is not enough as in most cases it does not cover all illnesses and is not extended to families. Football clubs must make the health and wellbeing of players a

top priority not just sports related health. Moreover, the provision of medical care benefit must be extended to families of players. Although the majority of the participants highlighted that their clubs generally provided football specific medical treatment, they pointed out that clubs can do better and provide medical aid or at least subsidize payments. The following extracts illustrate what they said:

> Most clubs as far as I know, do not provide medical aid. One club that I played for had an endorsement deal with a medical aid company and medical aid was offered to players and their families at a good rate (Lebo).

> I think that clubs should meet us halfway and offer us subsidized medical aid. Only a few clubs that I know of that offer medical aid, the rest do not. If your wife or child is hospitalized, it is from your own pocket, the clubs only take care of players (Keith).

> None of my clubs have provided medical aid as medical staff has always looked after us (players) in that regard. What has concerned me is if a player contracted cancer or any other dread disease. What would happen (Mark)?

> I think provision for medical aid is very important to us players and our families, but most of the teams do not provide it and it becomes expensive when you get it personally as compared to when the club gets it for you (Sethu).

> Clubs must avail medical aid for the players and extend it to their families as well, like other employers do (Mason).

Organisations must realize the importance of a health mind and body. Providing medical care and medical aid will ensure that players and their families have access to good healthcare. The medical care seems to be restricted to sports related injuries in most cases and is not extended to the families of players. By providing employees and their families fully paid for or subsidised medical aid cover, players will have peace of mind knowing that their families are covered and they would also have better health which is important and has an effect on the quality of life for employees (Dallimore & Mickel, 2006).

The PSL officials indicated that the PSL is like a mother body that organizes and runs the league, but does not interfere with the day to day running of the football clubs as they are private business entities. The PSL however has a condition that clubs must adhere to for PSL matches, ant that is clubs must have medical personnel during games. For example the following quotes illustrate what the expectation is from the PSL:

> We have rules that clubs in the league must abide to such as, clubs must have a doctor and a physiotherapist during games and they are required to submit a medical report to the PSL every year (Garry).
>
> If players are sick the clubs usually provide the players with medical care. Clubs are not reluctant to send players to doctors for medical attention (Garry).

The provision of medical care must move beyond providing medical personnel during games as stipulated by the PSL and from focusing on sports related injuries. The medical care provided must encompass all that is health related for employees in and outside of the workplace as is the norm in other workplaces. The PSL can formulate a policy that stipulates the provision of medical care to players along with guidelines to maintain same standard. If players know that their medical care and that of their families is provided for, it is one less thing to worry about and they can focus on doing their jobs in the field. This in turn will benefit clubs as players will perform at high levels. Clubs that are performing well will improve the standard of the league hence benefiting the PSL.

4.3 Financial management

Lobel and Kossek (1996, cited in Koppes, 2008) name money based strategies as one of the four types of support strategies that are implemented by organisations. Money based strategies aim to provide financial assistance to employees including; financial advice, retirement planning, and funeral cover. The support programs that organisations provide to employees often offer financial assistance to employees (Cagney, 1999; Grant, Dutton, & Russo, 2008). The football player participants indicated that they would appreciate getting some kind of financial assistance or another. The following statements from the participants shows that they recognize financial

management as particularly important for them because they have a career with high salaries and a short life span:

> The provision of financial management is extremely necessary as footballers generally have a short career and so need to be frugal with their finances. This does not occur however as most players lead a flash life and generally have a large extended family and a larger group of "friends" who tend to put a burden on their finances (Mark).
>
> In my case financial management has never been offered to me and I believe it would be very easy to provide to the players at low cost. In this day and age it would give the players ease of mind should they be educated about the risk and covered for such a case (Mason).
>
> This is one of the critical factors that need to be provided by all clubs because as players we tend to waste our hard earned money. Players do not think of the future, they only live for today and that's where the financial management could come in handy (Musa).
>
> The clubs do not offer us any kind of financial management. They don't even advice us on our finances. It seems like the clubs just want us to play and that's it. They don't care (Keith).
>
> Few clubs if any provide financial management to players. Most players have to think for themselves. But the problem is that we don't think alike and most players don't see the importance of using money carefully (Pete).
>
> I think that clubs should consider making it compulsory to deduct a certain percentage from our salaries that will go towards a savings of some sort (Thando).
>
> Most of us come from under privileged background and all of a sudden we get a lot of money and fame; it gets to our heads and all could be lost (Thando).

The above statements from players seem to suggest that programs that offer players financial management are lacking in clubs. The players felt that financial management is extremely necessary and should be provided to all players who tend to abuse money. Football players on average are young; mostly in their late teens to early 30's and football as a profession has a very short lifespan with an average of 10 – 15 years (Keiko, 2004). An example to illustrate this is the story by Sport24 (2011) about a former South African football star who due to financial woes lost his houses, cars, and businesses. Football players therefore need financial management from clubs so they can handle their finances well in the short career that they have. Also because they play from a young age, the players need guidance and advice. Some of the benefits that are provided by most South African organisations include financial assistance such as; retirement savings, provident fund, medical schemes and healthcare facilities (Connelly & Rosen, 2005). Unlike employees in other industries, the salaries of football players are not deducted to contribute to provident funds, pension funds, and retirement annuities. The players that save towards retirement funds do it on their own. Football clubs can join employers in other industries and offer some if not all of the abovementioned benefits that other employees in different industries are enjoying.

4.4 Life skills

Football players need life skills to help them deal with the challenges that come with fame, money, and pressure from the media so that they can have longer playing careers. EAPs must be developed specifically to go well with and address the needs of the industry in question (Mishra & Kar, 2003). According to Leiter and Whalen (1996) a number of support programs that are offered build on the premise that employees who are well informed will have better wellbeing and perform better. One can appreciate that football players are unique because they are celebrities and their lives are public for everyone to see, they therefore need a program that will include teaching them life skills. Football players need to be well informed and know how to handle themselves in public, how to handle the media and how to live better lives to ensure they play for as long as possible. The following are some of the statements made by the players:

> Life skills are extremely important but only one or two clubs in the PSL provide life skills to players. It's a low cost service which would improve a players outlook on life

and in the long run a player would provide the club with better quality performance and longer service. I tend to think that clubs don't want to spend money for the long term and do not value a player once their career is coming to an end (Mark).

Clubs must provide life skills to players as this will help equip us on how to behave in public. Many of us tend to lose respect just because we are celebrities. Life skills can teach us how to conduct ourselves in public, during interviews, most importantly how to respect our job and have a longer career (Sethu).

I think clubs should provide life skills. So far the clubs that I have played for do not really provide life skills. This is unfortunate, because most of us come from under privileged background and all of a sudden we get a lot of money and fame; it gets to our heads and all could be lost (Thando).

I think that life skills should be offered to players from as early as the development stage (Musa).

As far as provision of life skills are concerned, I don't think clubs are doing enough. As players, there are certain skills we need to develop so we can best represent ourselves and our clubs (Pete).

I believe an idle mind is the playground for evil. Clubs can make use of time when we are not training and give us skills such as computer training, marketing so we can market ourselves as brands, motivational speaking, or any other skills that we can use beyond our playing career (Rob).

Clubs could bring in football legends and other successful people to share with us their experiences on how to deal with the pressure and be the best at what we do (Keith).

There are a number of youngsters playing football and clubs would do well to offer them life skills for guidance and direction. Football players need to be taught about dealing

> with the media and the public, and the importance of education must be emphasized (Ted).
>
> I think even motivational support is needed to players as you find that other players are very demoralized when not playing or when they are injured (Mason).

The football players highlighted the need for clubs to offer life skills to players. Various reasons for the need for life skills were given by the players and they include; to improve performance in the field, to handle fame and the media, to learn new skills like motivational speaking, and to encourage players to get education. All of the above can help the players get a better balance of their lives, and make them more focused to be successful and this is good for clubs. This is consistent with Dallimore and Mickel (2006) who point out that a balance between personal lives and professional lives of employees can result in employees becoming more productive.

4.5 Nutrition advice

According to Sinclair, Leo and Wright (2005) a successful benefit system is one that will provide benefits that employees consider to be valuable enough to persuade them to be committed to the organisation and stay. Nutrition advice is a benefit that could be valuable to players because a healthy diet leads to healthy bodies and this could translate to more years of professional football. Football player participants indicated that they would appreciate getting nutrition advice from their clubs. They said:

> The aspect of nutrition advice is sorely lacking at club level. In the national team it was given top priority. But nutrition is not as important as the previous aspects mentioned as I feel that players generally eat pretty well. A major problem though has been our drinking culture which has to be addressed urgently (Mason).
>
> Nutritional advice is important because as players we need to take good care of our bodies. We need to be informed so we know what kind of food is good for us and what is not good for us. The reason being that as players we need to be physically and mentally fit at all times so that we can perform to our best of our abilities (Rob).

> Clubs are slowly introducing diet plans. I believe the club must provide a wholesome breakfast on top of the lunch they already provide. I believe that breakfast is the most important meal of the day, yet most players skip it and train on an empty stomach (Lefa).

> Some of the clubs give nutrition advice and some even give players vitamin supplements. Some clubs go beyond giving advice and offer one meal a day, usually lunch. Other clubs do not offer any of the above (Ted).

> I think it is important that clubs offer nutrition advice because we use our bodies to play football. If a player is not married, they live on takeaways and that is not healthy (Thando).

The players pointed out that nutrition advice is lacking yet it is very important for football players who use their bodies to work. Some of the players mentioned that some clubs offer one meal to players and offer nutrition advice every now and then. They felt that it would be a good idea for clubs to offer a program that would teach and inform them on nutrition and diet on a regular basis so that they can be physically and mentally fit for the game. According to Cagney (1999) EAPs are programs that address all that could have a negative effect on performance at work. One can argue that if players are not healthy and are not fit due to weight gain, this could have a negative effect on their game, which is their work. EAPs involve referral to specialists (Cooper & Cartwright, 1997) and this could involve using nutritionists and dieticians to educate and inform the players in this regard.

One player (Mason) raised an important issue that he labeled as a major problem, the drinking of alcohol by players. Players need to be informed about the dangers of substance abuse and the negative effect it could have on their careers. Sethusa (2010) provides an example of this issue and reports about a young talented player who had a drinking problem that eventually led to the termination of his employment contract by a PSL club. As mentioned earlier EAPs originated from counselling programs for employees who had an alcohol problem (Bergmark, 1986; Vicary, 1994). One can infer from this and argue that providing intervention and counselling services to employees is part and parcel of EAPs. Clubs can offer assistance to players who are challenged

by substance abuse before it gets to a point where they are forced to terminate employment contracts of players, and thus lose talent.

4.6 HIV/ Aids education and counselling

Ramsingh & Aardt (2006) argue that it is necessary for the employers to have an effective employee assistance program that addresses the HIV and Aids problem in the workplace. The prevalence estimates of HIV for the 15-49 years population group shows that this population group is impacted by the HIV epidemic the most. Football players are usually between early teens and early 30's as previously established, so the 15-49 years population group contains the age group of football players. The players expressed concern over the lack of HIV and Aids programs. They felt that clubs offer players education and counselling as well as inform them on safety precautions. Some of the comments from the participants were:

> HIV counselling or education program has not been provided by any of the clubs that I have been with. They don't even advise to get tested and yet football is a contact sport (Keith).

> We usually get tested once a year for various ailments but HIV counseling/advice has never taken place and players are generally nervous when it's time for a blood test. The only support we've had has been the doctor who works for the club (Mark).

> I think all working people need to be provided with HIV counselling and education, meaning that it has to be standard to all organizations because we are talking about a deadly disease and any person who is infected or affected will obviously breakdown mentally (Musa).

> Some clubs invite HIV volunteers to talk to players and emphasize safety and educate, but it is not done enough. There should be more education for soccer players in particular because they travel a lot leaving their wives and partners behind and they are naughty (Lefa).

> Clubs need to educate us and alert us because most players are ignorant when it comes to this disease. They think that this cannot happen to them and some have multiple partners (Pete).

A study on previous research on the demographic impacts of HIV and AIDS in Sub-Saharan Africa, found that the working population was the most affected population (Ramsingh & Aardt, 2006). From this then one can argue that it is critical for clubs to provide EAPs that will include HIV/ Aids counselling. One player said that HIV education for players is crucial because they travel a lot leaving their partners behind and some players are naughty. This statement is supported by a previously mentioned report about a married player who had extra marital and unprotected sex with his ex team mate's girlfriend (Malatji, 2011). Again this view is consistent with Patel &Tripodi's (2007) view that worker that travel a lot leaving partners behind often engage in extra sexual behaviors due to boredom and to fulfill sexual needs. Previous studies have established that the HIV epidemic has affected the working population the most; therefore an EAP is incomplete unless it includes HIV and Aids education on prevention and counselling for employees and in this case for football players.

4.7 How can football clubs improve?

EAPs help manage a full spectrum of behavioral health issues that could negatively affect work and personal lives of employees (Kumar, McCalla, & Lybeck, 2009). On the question of how clubs can improve the participants felt that clubs could try and do more than just pay good salaries. The participants had different suggestions that they felt could improve the situation and these include:

> Clubs can improve by offering life skills and a better all round service which will improve the quality and longevity of the players. Everyone stands to benefit and the game will reach dizzy heights (Mason).

> Club must bring to an end the mentality of "using" players short term and treat them as "long term" investments who will become a good example to the community and young players once they have stopped playing (Mark).

> There is still a room for improvement when comes to certain fields outside the field for example; the provision of support structures, encouraging players to further studies and save for the future, HIV education etc. These and other services will help us to become better human beings than just footballers. It will help us live beyond our playing days comfortably (Ted).

> Clubs can try change the environment to be family like. I think that the interaction between the club and players should be more like a father and son relationship in terms of clubs looking after players. Most clubs take advantage of and exploit players especially those that turn pro at a young age because they know the youngsters are desperate to get a break (Lefa).

> Clubs must start by being fair to young players because the decisions that are made early in their careers can affect players lives in the long run. Clubs must not just give salaries and leave players to their devices. Because they tend to abuse the money thinking they are young and still have plenty of time to save (Rob).

> I think that South African clubs must emulate other successful clubs in the world that groom and nurture young talent, and give life skills, financial advice, investment advice, retirement annuities and all the other things we have talked about (Thando).

> Clubs should take care of the players and be involved more in their lives because most of us only know how to play football, after that it's a disaster. They can encourage us to further studies, offer life skills, financial management skills, medical aid for us and our families and so on (Keith).

The general feeling from the players was that clubs only see them as football players and nothing more. They stated that clubs can improve by looking after players and by providing more benefits that could improve the lives of players rather than focusing only on paying high salaries. This view is in line with Robinson et al. (1994) who argue that employers and employees have different needs and expectations of each other beyond pay in return for work done. This means

that employees expect more than just salaries from employers. Football clubs must consider providing benefits like EAPs to players to increase morale and avoid job dissatisfaction. According to the motivator-hygiene theory employees have job dissatisfaction in the absence of benefits.

The PSL and SAFPU officials also believed that South African football clubs can improve. Some of the suggestions from them are:

> Clubs could consider providing EAPs even though it might be costly and not easy to implement especially because clubs are small with around 40 players at most. Hiring a psychologist for few people might not be feasible (Garry).

> I believe there are many barriers of approachability and players do not feel free to come forward if they have problems. There is a need for clubs to have an open door policy so that players know they can get support from clubs (Sipho).

> Clubs have to keep up with the times and do all they can to make sure that the game is the best it can be. Clubs must improve management structures and understand that they are running big business. Clubs must sign the collective bargaining agreement so that they abide by rules in the agreement (Sydney).

> Our standard is high and a lot of money is pumped into the game, this means it's about time clubs had this structures to improve lives of players and the game so that it equals European clubs. It would be good for players to know who they can talk to when encountering problems (William).

The officials from PSL and SAFPU felt that clubs must consider providing EAPs in order to raise the standard of the game to match that of Europe. One participant said that clubs must keep up with the times so that the game can be the best that it can be. Keeping up with the times could include providing EAPs that have been proven to be valuable and effective in helping employees deal with personal problems in different parts of the world including; UK, USA, Canada and Australia (Mishra &Kar, 2003).

Chapter 5

Discussion

The previous chapter was a presentation and analysis of the seven themes that captured important issues regarding the research question. This chapter contains an integrative discussion of the results of the study and these will be compared to results found in previous studies, and limitations of the study.

The aim of this research was to investigate the perception of football players on the provision of EAPs by South African football clubs.

On the provision of support structures, findings of this research suggest that the players feel that clubs do not have support structures in place. A number of the players expressed a concern over the lack of support structures in clubs and stated that support structures could help them deal with personal or work related problems that could potentially affect their focus on the game. This finding supports the findings of a previous study by Manzini and Gwandure (2011) where the participants who all played for one club articulated a concern about the lack of EAPs. The participants expressed a desire to be provided with some kind of support program (Manzini & Gwandure, 2011). According to McDuff, Morse, and White (2005) some professional sports have recognized that the provision of work site based programs improves employee morale and productivity and are now offering assistance to players, team staff, and organisational leaders. Football clubs in South Africa can also follow the lead for other industries and other sports organisations and provide assistance programs to players. Once the programs are in place, the clubs must promote the programs so that employees know that they exist and make use of them when in need of assistance. The promotion of the programs could also augment employee buy-in if they perceive program advantages. This suggestion is in line with the views of Finch (2005) and Bergmark (1986) that benefits such as these programs must be promoted to employees adequately.

The PSL and SAFPU officials that participated in this study indicated that it is very important that clubs make provisions of support structures to players. The clubs are rightfully given the

responsibility to offer players support through programs like EAPs. After all EAPs help organisations to manage a full spectrum of behavioral health issues that could negatively affect work and personal lives of employees (Kumar, McCalla, & Lybeck, 2009). One can infer from this assertion that organisations or clubs in this case stand to benefit from providing programs that help manage problems that employees have.

It was interesting to see how the responsibility of providing employee assistance programs was shifted around. The PSL and SAFPU officials gave responsibility to clubs and one official gave responsibility to agents or managers of players. The players also gave responsibility to clubs, but some felt that their agents should take care of them in this regard. The football clubs that employ football players should take the responsibility to provide support structures such as EAPs. Football players sign employment contracts with football clubs and play (perform) for the football clubs. The PSL, SAFPU, and agents are all stakeholders and each can play different roles in ensuring the provision of EAPs for players; for example The PSL can formulate a policy that obliges clubs to provide EAPs, SAFPU as advocates for players could and agents alike could make EAPs form part of issues to be discussed during employment and contract negotiations. The PSL as a governing body should play a huge role and ensure that EAPs form part of the conditions for clubs to qualify to be in the league instead of shifting all responsibility to clubs.

With regard to provision of medical care and medical aid the study found that participants felt that clubs do offer medical care especially for sports related injuries. Some clubs even have medical personnel like doctors and physiotherapists on site and offer medical care for all illnesses. However the majority of the participants indicated that most clubs do not offer medical aid and expressed a desire to be offered a fully paid medical aid or at least a subsidized medical aid that will include immediate family. According to Marsh & Kleiner (2004) some of the reasons why employee benefits are provided by employers include to provide employees and their families with appropriate standard of living. By providing medical care and medical aid cover to players, clubs will be lifting that standard of living and quality of live s for players and this will have positive ripple effects on performance levels of players.

On the provision of financial management the football players pointed out that financial management services are lacking in clubs and yet they are extremely important. These findings of the study can be interpreted with those of Manzini and Gwandure (2011) who found that the players felt that their club was not providing adequate financial management services. The football players in the previous study by Manzini and Gwandure (2011) expressed a desire to have the club provide investment opportunities for them because a football career is short. Football clubs must follow the lead of other South African organisations and provide financial assistance such as; retirement savings, provident fund, and medical schemes (Connelly & Rosen, 2005). Financial management services are particularly important for football players because they start playing football from a young age and often do not think about saving for the future, yet their career lifespan is short.

Regarding the provision of life skills the players felt that clubs are not doing enough on this front. They indicated that life skills are important for them as players so that they can be informed on how to handle themselves in public and in the media, and how to better themselves so they can have longer and successful careers. This finding is consistent with the finding by Manzini and Gwandure (2011) where the players stated that they would like to be taught skills that could help them deal with hostile environments that could deter them from being the best football players. McDuff, Morse, and White (2005) list giving prevention talks and performance enhancement services as some of the strategies to have a successful assistance program in sports.

On the provision of nutrition advice the participants highlighted that nutrition advice is seriously lacking in clubs yet the players need it because they use their bodies and need to be in good health to play the game at peak performance. A good example to illustrate the importance of nutrition or lack thereof was mentioned earlier about a football player whose contract was reportedly terminated by his club because he gained a lot of weight and as a result could not deliver in the field of play. Quality of life is anything that has an impact on the overall life quality of a person (Dallimore & Mickel, 2006) and lack of nutrition can lead to unhealthy body and have an impact on the quality of life and performance of players. McDuff, Morse, and White (2005) believe that players must be given factual information regarding nutrition and supplements. Football clubs must consider providing nutritionists and dieticians to inform the players on the importance of nutrition and also advice them on what to eat.

Another significant issue that was raised was that of alcohol abuse by some of the players. It makes sense that programs offer counselling services to help players manage substance abuse, after all EAPs stemmed from efforts to deal with alcoholism in the workplace (Jacobson& Attridge, 2010).

On the provision of HIV and Aids counselling the participants were concerned about the lack of HIV and Aids education and counselling services. They felt that this type of service is very important particularly for players who travel a lot leaving partners behind. HIV and Aids counselling and education is important for working population who as previously established are affected the most by the HIV epidemic. This finding supports the finding of Manzini and Gwandure (2011) who found that the players of the one club lamented the lack of programs tackling HIV and Aids. The players suggested that the provision of club based HIV and Aids education programs could help tackle the problem of risky sexual behaviour (Manzini & Gwandure, 2011). EAPs that are fully comprehensive will improve work life quality and wellbeing of employees (Warley, 2004) and this includes the provision of counselling services, and referral to specialized counselling, to employees (Cooper & Cartwright, 1997). One can argue that this also refers to the provision of HIV and Aids education and counselling.

Regarding how football clubs can improve participants had various suggestions on how clubs could improve like clubs could go beyond the relationship of employer and employee and take care of their most important resources, the players, and keeping up with the times by providing support programs and not just salaries. Clubs can look at the history and success of EAPs in other industries and see how they can get the same success in the football industry. EAPs have been proven to be effective as Cooper & Cartwright (1997) report that there is evidence suggestive of the effectiveness of EAPs in improving the psychological wellbeing of employees with cost benefits, improving mental health and self esteem of employees, and lowering absenteeism. Football clubs that provide EAPs could improve the wellbeing of players and thus enhancing their performance.

According to the Two-Factor theory hygiene factors such as wages, benefits, and working conditions could lead to job dissatisfaction. One can argue that if players perceive that they are not getting benefits such as EAPs, they can be dissatisfied.

The limitation of snowball sampling is that it lacks representation validity because the sample depends on who the recruits will choose to approach (Kendall et al., 2008). However this was overcome by the fact that the football players that were recruited and participated in this study represented 12 of the 16 teams in the PSL, therefore bringing some representation validity to the study. Another limitation is due to the fact that the researcher is not fluent in the many official languages in South Africa except for English, Siswati , and Tsonga; and could only use English to conduct the interviews. The use of English could have been a barrier and could have prevented the participants from expressing themselves in a way that they could have had they been interviewed in their respective languages. One more limitation to the study is the missing voices of South African football clubs. Four clubs in the premier league were initially approached to participate in the study but they either declined or ignored the invitation.

Chapter 6

Conclusion

This chapter concludes the research report and offers recommendations and directions for future research.

This study aspired to contribute to a deeper and better understanding of the perceptions and experience of football players regarding the provision of support structures such as EAPs by football clubs. This study also endeavored to find information that could assist football clubs with management techniques when dealing with football players who have problems that can potentially affect their performance at work. This study may possibly also provide information that could assist football clubs to be caring and responsible, as well as enable football clubs to deal with issues that could hamper the performance of footballers. This would be in line with other industries. These industries have realized the importance of providing support structures to increase the likelihood of success; it therefore stands to reason that football clubs that take the responsibility to provide EAPs could help improve performance of football players and thus success of the club, also they could increase likelihood of clubs being able to retain their talented players.

Organisations provide EAPs to deal with all the problems that could potentially affect performance of employees negatively and for the organisation to appear as one that is responsible and caring for employees (Bennett, 2003). Through the provision of EAPs employers have gained loyalty of employees and this improves retention rates and performance levels. EAPs have proven to have a positive contribution to organisations that provide them. Clubs that provide EAPs could also have success and win trophies. The provision of fully comprehensive EAPs by football clubs that is not limited to but includes; the provision of medical care and medical aid cover, financial management, life skills, nutrition advice, HIV/ Aids education and counselling for players and their families can play a significant role in helping players to balance the stress and demands of work and personal lives while also supporting the goals of clubs to advance and sustain levels of performance.

Directions for future studies could focus on investigating the provision of EAPs by football clubs in Africa and in Europe to compare the differences between clubs that offer EAPs and clubs that

do not. Future studies could also extend the investigation of the provision of EAPs to include other sports organisations in South Africa like rugby and cricket to get a broader perspective.

One can conclude that it is not enough for the teams to just give the players, their most valued human capital, high salaries without any benefits. There is a need for other benefits that will ensure that football players have an enhanced work life quality and are well in all aspects of life, just like other employees in other industries. Organisations realize that employee support programs help strengthen affective organisational commitment (Grant, Dutton, & Rosso, 2008) and maybe it is about time that football clubs also realize this. Maybe it is about time that football clubs realize that employees support programs could help strengthen commitment and enhance performance of players to great heights.

After careful consideration of literature and findings of this study, my recommendations for football clubs, PSL, SAFPU, and agents are as follows: I recommend that South African football clubs provide EAPs to their players in order to improve player morale and performance levels. Clubs must make sure that the programs they offer are fully comprehensive and are valued by players to ensure that the services are actively used by the players. Clubs must go the extra mile and provide EAPs to ensure that nothing gets in the way of good performance for players. The PSL must stipulate a requirement that all clubs in the league must have EAPs and regulate the EAPs to ensure there is standard practice, SAFPU on the other hand can draft an agreement with all players and agents that employment and contract negotiations should include a requirement that clubs take care of the interests of players by providing support programs such as EAPs.

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Appendices

School of Human & Community Development

Appendix A

Letter of request to PSL Chief Operation's officer

School of Human & Community Development

University of the Witwatersrand
Private Bag 3, WITS, 2050

Tel: (011) 717 4500 Fax: (011) 717 4559

Dear Sir

My name is Hlob'sile Manzini, and I am currently completing my Masters Degree in Industrial Psychology at the University of the Witwatersrand. In the fulfilment of this degree my area of research is designed to investigate perceptions of football players and officials on the provision of employee assistance programs by South African football clubs.

The PSL is invited to participate in this study. Your participation will involve allowing three employees at PSL to be interviewed by the abovementioned researcher. The interviews will be conducted at a time and place suitable to participants. The estimated duration of interviews is 30 minutes. With permission of participants, interviews will be tape recorded to ensure accuracy of information.

Please note that participation is voluntary and no person will be advantaged or disadvantaged in any way for choosing to participate or not to participate in this study. Each participant will sign a consent form indicating their informed consent to participate. Participants will be able to withdraw from the study until such time as they complete interview process. All the information given will remain confidential. Although direct quotes may be used, no information that could identify you will be included in the report. Only the abovementioned researcher and supervisor will have access to responses. For the duration of the study tapes will be kept in a locked cupboard and will be destroyed two years after the study, or six years where publication from the results has been undertaken. Responses will not be used for any purposes, other than for research purposes only. The results of general themes and not individual

responses will be used in the research report. You will be provided with a summary of my findings on request.

Your participation in this study would be greatly appreciated. This research will contribute both to a larger body of knowledge on how the provision of employee assistance programs can benefit football clubs, as well as contribute to the Premier Soccer League's understanding of workplace dynamics. This can assist in management techniques in dealing with employees who have problems that can potentially affect their work.

The research study is an independent study which will be conducted under the supervision of an Industrial Psychologist at Wits University. Please contact me or my supervisor should you have any questions.

Kind Regards

Hlob'sile Manzini

082 938 9095 email: hp.manzini@gmail.com

Supervisor: Dr Grace Khunou

Department of Organisational Psychology

University of the Witwatersrand

Email: Grace.Khunou@wits.ac.za

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School of Human & Community Development

Appendix B

Letter of request to SAFPU President

School of Human & Community Development

University of the Witwatersrand
Private Bag 3, WITS, 2050

Tel: (011) 717 4500 Fax: (011) 717 4559

Dear Sir

My name is Hlob'sile Manzini, and I am currently completing my Masters Degree in Industrial Psychology at the University of the Witwatersrand. In the fulfilment of this degree my area of research is designed to investigate perceptions of football players and officials on the provision of employee assistance programs by South African football clubs.

You are invited to participate in this study. Your participation will involve allowing three SAFPU personnel to be interviewed by the abovementioned researcher. The interviews will be conducted at a time and place suitable to participants. The estimated duration of interviews is 30 minutes. With permission of participants, interviews will be tape recorded to ensure accuracy of information.

Please note that participation is voluntary and no person will be advantaged or disadvantaged in any way for choosing to participate or not to participate in this study. Each participant will sign a consent form indicating their informed consent to participate. Participants will be able to withdraw from the study until such time as they complete interview process. All the information given will remain confidential. Although direct quotes may be used, no information that could identify you will be included in the report. Only the abovementioned researcher and supervisor will have access to responses. For the duration of the study tapes will be kept in a locked cupboard and will be destroyed two years after the study, or six years where publication from the results has been undertaken. Responses will not be used for any purposes, other than for research purposes only. The results of general themes and not individual

responses will be used in the research report. You will be provided with a summary of my findings on request.

Your participation in this study would be greatly appreciated. This research will contribute both to a larger body of knowledge on how the provision of employee assistance programs can benefit football clubs, as well as contribute to the Premier Soccer League's understanding of workplace dynamics. This can assist in management techniques in dealing with employees who have problems that can potentially affect their work.

The research study is an independent study which will be conducted under the supervision of an Industrial Psychologist at Wits University. Please contact me or my supervisor should you have any questions.

Kind Regards

Hlob'sile Manzini

082 938 9095 email: hp.manzini@gmail.com

Supervisor: Dr Grace Khunou

Department of Organisational Psychology

University of the Witwatersrand

Email: Grace.Khunou@wits.ac.za

Tel: 011 717 4518

School of Human & Community Development

Appendix C

Participant information sheet to

Premier Soccer League Employee

Private Bag 3, Wits, 2050
Tel: 011 717 4500, Fax: 011 717 4559

Dear Sir/ Madam

My name is Hlob'sile Manzini, and I am currently completing my Masters Degree in Industrial Psychology at the University of the Witwatersrand. In the fulfilment of this degree my area of research is designed to investigate perceptions of football players and officials on the provision of employee assistance programs by South African football clubs.

You are invited to participate in this study. Your participation will involve allowing three employees at PSL to be interviewed by the abovementioned researcher. The interviews will be conducted at a time and place suitable to participants. The estimated duration of interviews is 30 minutes. With permission of participants, interviews will be tape recorded to ensure accuracy of information.

Please note that participation is voluntary and no person will be advantaged or disadvantaged in any way for choosing to participate or not to participate in this study. Each participant will sign a consent form indicating their informed consent to participate. Participants will be able to withdraw from the study until such time as they complete interview process. All the information given will remain confidential. Although direct quotes may be used, no information that could identify you will be included in the report. Only the abovementioned researcher and supervisor will have access to responses. For the duration of the study tapes will be kept in a locked cupboard and will be destroyed two years after the study, or six years where publication from the results has been undertaken. Responses will not be used for any purposes, other than for research purposes only. The results of general themes and not individual responses will be used in the research report. You will be provided with a summary of my findings on request.

Your participation in this study would be greatly appreciated. This research will contribute both to a larger body of knowledge on how the provision of employee assistance programs can benefit football clubs, as well as contribute to the Premier Soccer League's understanding of workplace dynamics. This can assist in management techniques in dealing with employees who have problems that can potentially affect their work.

The research study is an independent study which will be conducted under the supervision of an Industrial Psychologist at Wits University. Please contact me or my supervisor should you have any questions.

Kind Regards

Hlob'sile Manzini

082 938 9095 email: hp.manzini@gmail.com

Supervisor: Dr Grace Khunou

Department of Organisational Psychology

University of the Witwatersrand

Email: Grace.Khunou@wits.ac.za

Tel: 011 717 4518

School of Human & Community Development

Appendix D

Participant information sheet to SAFPU

Private Bag 3, Wits, 2050
Tel: 011 717 4500, Fax: 011 717 4559

Dear Sir/ Madam

My name is Hlob'sile Manzini and I am presently completing my Masters Degree in Industrial Psychology within the Department of Organisational Psychology at the University of the Witwatersrand. In partial fulfilment of this Masters I have to do research and my area of research is designed to investigate the provision of employee assistance programmes by South African football clubs.

My enquiry will focus on the perceptions of football players about the provision of employee assistance programmes in football clubs as well as enquire about what the Premier Soccer League policy says about the provision of employee assistance programs.

You are invited to participate in this study. Your participation will involve a sit down interview with the above researcher at a time and place convenient to you. The estimated duration of the interview is 30 minutes. The interview will be tape recorded if you give consent by signing a consent form for tape recording, otherwise it will be handwritten.

Please note that participation is voluntary. Responses will not be used for any purposes, other than research. Each participant will sign a consent form indicating their informed consent to participate. Participants will be able to withdraw from the study until such time as they complete interview process. All the information given will remain confidential and will be used by the researcher for research purposes only. The results of general themes and not individual responses will be used in the research report.

Be assured that data collected will solely be used for academic purposes. The results will be presented to you, in a written executive report, at your request.

Your participation in this study would be greatly appreciated. This research will contribute both to a larger body of knowledge on how the provision of employee assistance programs can benefit football clubs, as well as contribute to the Premier Soccer League's understanding of workplace dynamics. This can assist in management techniques in dealing with employees who have problems that can potentially affect their work.

The research study is an independent study which will be conducted under the supervision of an Industrial Psychologist at Wits University. Please contact me or my supervisor should you have any questions.

Kind Regards

Hlob'sile Manzini

082 938 9095 email: hp.manzini@gmail.com

Supervisor: Dr Grace Khunou

Department of Organisational Psychology

University of the Witwatersrand

Email: Grace.Khunou@wits.ac.za

Tel: 011 717 4518

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Appendix E

Participant information sheet to football players

Private Bag 3, Wits, 2050
Tel: 011 717 4500, Fax: 011 717 4559

Dear Sir

My name is Hlob'sile Manzini, and I am currently completing my Masters Degree in Industrial Psychology at the University of the Witwatersrand. In the fulfilment of this degree my area of research is designed to investigate perceptions of football players and officials on the provision of employee assistance programs by South African football clubs.

You are invited to participate in this study. Your participation will involve a sit down interview with the above mentioned researcher at a time and place convenient to you. The estimated duration of the interview is 30 minutes. The interview will be tape recorded if you give consent by signing a consent form for tape recording, otherwise it will be handwritten.

Please note that participation is voluntary and no person will be advantaged or disadvantaged in any way for choosing to participate or not to participate in this study. Each participant will sign a consent form indicating their informed consent to participate. Participants will be able to withdraw from the study until such time as they complete interview process. All the information given will remain confidential. Although direct quotes may be used, no information that could identify you will be included in the report. Only the abovementioned researcher and supervisor will have access to responses. For the duration of the study tapes will be kept in a locked cupboard and will be destroyed two years after the study, or six years where publication from the results has been undertaken. Responses will not be used for any purposes, other than for research purposes only. The results of general themes and not individual responses will be used in the research report. You will be provided with a summary of my findings on request.

Your participation in this study would be greatly appreciated. This research will contribute to a larger body of knowledge on the provision of employee assistance programs especially in South African football clubs. This can help to assist management in designing appropriate programmes for footballer's needs and well being.

The research study is an independent study which will be conducted under the supervision of an Industrial Psychologist at Wits University. Please contact me or my supervisor should you have any questions.

Kind Regards

Hlob'sile Manzini
Department of Industrial Psychology
University of the Witwatersrand
Email: hp.manzini@gmail.com

Supervisor: Dr Grace Khunou
Department of Industrial Psychology
University of the Witwatersrand
Email: grace.khunou@wits.ac.za
Phone: 011 717 4518

_____ _____

For free counselling, contact Siyabonga Nkosi on 083 276 7466.

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Appendix F

Research Participant Consent Form

I hereby confirm that:

I have been briefed on the research that Hlob'sile Manzini is conducting on the provision of employee assistance programs by football clubs in South Africa. I understand that the research is conducted as part of Industrial Psychology Masters degree programme at the University of the Witwatersrand. I understand that this research is solely for academic purposes and the only people who will have access to data are the above mentioned researcher and supervisor.

I understand what participation in this research project means:

I understand that my participation is voluntary.

I understand that I have the right not to answer any questions that I do not feel comfortable with.

I understand that I have the right to withdraw my participation in the research, at any time I so choose.

I understand that any information I share will be held in the strictest confidence by the researcher.

I understand that results of general themes and not individual responses will be used in the research report.

Signed by …… signature……

On …… at ……

Researcher: Hlob'sile Manzini signature……..

Supervisor: Dr Grace Khunou signature …….

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Appendix G

Consent form for the use of a Tape Recorder

I hereby confirm that I have given Hlob'sile Manzini, who is conducting research on the provision of employee assistance programs by football clubs, permission to use a tape recorder to record my interview.

I understand that the contents of this research will be used solely for academic purposes and the only people who will have access to the raw data are the above mentioned researcher and supervisor. Responses from the transcript will be quoted in the report, however where this is done, no identifying information will be used.

I understand what participation in this research project means:

I understand that my participation is voluntary.

I understand that I have the right not to answer any questions that I do not feel comfortable with.

I understand that I have the right to withdraw my participation in the research, at any time I so choose.

I understand that any information I share will be held in the strictest confidence by the researcher.

I understand that results of general themes and not individual responses will be used in the research report.

Signed by …… signature……

On ……. at ……

Researcher: Hlob'sile Manzini signature……..

Supervisor: Dr Grace Khunou signature …….

Appendix H

Interview Schedule for Football players

1. Demographics: Age
2. Race
3. Marital status
4. What is your highest level of education?
5. How long have you been a professional football player?
6. Have you ever experienced personal or work-related problems that you felt affected your game?
7. In such cases did you receive support from your club?
8. Who do you consult when experiencing problems?
9. What are your thoughts/ feelings on the provision of support structures by football clubs?
10. What are your thoughts on the provision of medical care by the club?
11. What are your thoughts on the provision of medical aid by the club?
12. What are your thoughts on the provision of funeral cover by the club?
13. What are your thoughts on the provision of retirement plan by the club?
14. What are your thoughts on the provision of financial advice by the club?
15. What are your thoughts on the provision of life skills by the club?
16. What are your thoughts on the provision of nutrition advice by the club?
17. What are your thoughts on the provision of HIV/ Aids and trauma counselling?
18. What other issues do you think must be covered by a support program?
19. Would you make use of a support program if the club were to provide it?
20. How can football clubs improve?

Appendix I

Interview schedule for Premier Soccer League (PSL) Management Representatives

1. Gender
2. Age
3. Race
4. What is the role of the PSL in football?
5. Whose responsibility is it to support football players with personal problems?
6. Is there a role for football clubs to play when players have personal problems that affect their work performance?
7. What services do football clubs offer players with work related problems that affect their performance?
8. Are there support structures in place for football players?
9. What is the policy of the PSL on the provision of employee assistance programs by football clubs?
10. Given the personal and work related challenges experienced by football players are there any ways to improve their well being?

Appendix J

Interview schedule for South African Football Players Union (SAFPU) Representatives

1. Age
2. Race
3. Have you been a professional football before?
4. How long were you a professional player?
5. Did you ever experience personal problems that impacted on your work performance?
6. Did you ever experience work-related problems that you felt affected your game in your football playing days?
7. Who did you consult when experiencing problems?
8. What is the responsibility of football clubs when players have personal problems?
9. What is the responsibility of football clubs when players have work-related problems that may affect performance levels?
10. Are there support structures in place for football players?
11. Is the support provided to football players enough?
12. How could these services be improved?
13. Does SAFPU have a policy on the provision of employee assistance programs by football clubs?
14. What does this policy say?
15. Should football clubs provide support programs for football players?
16. How can the support provided by football clubs to their players improve?