

The Significant Role of Employee Assistant Program (EAP) in Company's Sustainability: Assessing Mental Health Using MMPI 2

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Abstract: The purpose of this study is to describe the mental health condition of the employees in state-owned company, under change management that resulted in notable numbers of identified burnout in employees. The use of Employee Assistant Program (EAP) is important in this particular case to define mental health condition to determine the sustainability aspect of company's strategy. Employee Assistant Program (EAP) is a program that enable human resources professional to assess, to make referral, and offer short-term counseling services to employees (Masi, 1997). This is descriptive quantitative research with using mental health assessment, in particular, Minnesota Multiphasic Personality Inventory 2 (MMPI 2). The assessment was conducted in August to September 2022 to 339 employees and measured their stress level with using MPPI 2 test kit. There were 200 non operator staff and 139 operators tested to distinguish how EAP allow a company to reduce absenteeism, motivating employees to increase productivity, and enable them to cope with personal issues that can interfere the work performance. The initial assessment has indicated several stress levels that show the importance of an adequate need assessment. The research result shows a percentage of 24% from non- operator staff are not experiencing stress, 9% having mild stress levels, 9% having moderate stress levels, 7% having severe stress levels and 58% are unidentified. For operator employees, there are 7.9% of them not experiencing stress, 36% having mild stress levels, 25.2% having moderate stress levels, 6.5% having severe stress levels and 24.5 % are unidentified. From the assessment, company can then Plan, Do, Check, and Act (PDAC) to support the complete EAP Strategy.

1 INTRODUCTION

In an agency or company, employees are an essential element. The continuity of the company's business cannot ignore the role of the employees in it. Employees are an essential element does not mean ignoring other roles within the company, nor does it mean exploiting workers. However, because the number of employees exceeds the management line, their role dominates the running of the company's business. The employee's success does not only apply to him but will also have an impact on the success of the organization (Ng, 2005 in Li & Yeo, 2013). Therefore, support and development for employees are needed so that employees can work optimally and follow company expectations. When a company wants its employees to make a positive contribution to the company, then working. In employee matters, the pressure from their demands to always meet targets and conflicts

with co-workers or superiors can make employees feel stressed, fatigued, physically unwell, and experience emotional disturbances (Li & Yeo, 2012 in Anggoro, 2017). Employees have a life other than work, namely married life, socializing with the surrounding environment and other activities. They have more effective time at work than social time, making them less likely to have the social support needed when someone feels heavy and stressed. (Layer, 2009 in Anggoro 2017). Stress can cause a person's decreased ability to show work performance in the company or workplace. In addition, failure to overcome workplace problems will affect an employee's personal life in his social environments, such as at home, in the community, in peer groups and vice versa (Allen, et al., in Anggoro 2017). These problems can interfere with employees in carrying out their duties and responsibilities. Therefore, companies need to monitor the condition of employees so that their performance can still

the productivity and performance of employees should

support the company's productivity in achieving targets. One of the things that can do is to establish a mentoring program for employees called the Employee Assistance Program (EAP).

EAP is a program designed to identify and assist employees with problems that interfere with their personal and work functions with support from management. The program also involves assessing employees' specific needs before they are designed (Bowen, 1997). Therefore, conducting EAP must begin through an assessment to effectively uncover employee problems.

Sonnenstuhl & Trice (1990, in Steele, 1998) describe EAP as a work program within a company that seeks to identify problematic employees, motivate and help solve their problems, and provide access to counselling or other interventions to employees in need. EAP refers to professional judgment with a referral system from superiors or employee referrals (Monfils, 1995; Masi, 1997). EAP is run with company resources to improve employee effectiveness through prevention, problem identification, and resolution of personal problems and employee productivity (Merrick, 2011).

Bophela & Govender (2015) explained that the benefits of EAP services for employees include being more motivated, productive and happy to improve organizational performance. Monfils (1995) also said that the services provided could increase the effectiveness of the role of superiors, increase stress management skills for employees, increase employee morale, decrease work accidents, and decrease absenteeism.

Today, EAP is considered one of the premier workplace programs for work stress management and holistic well-being programs. EAP has a positive impact on improving the mental health of employees and reducing work stress (Kirk & Brown, 2003). In Indonesia, the most common problem experienced by employees is stress. An employee in a company very commonly experiences work stress. Based on the Mercer Marsh Benefit (MMB) survey in the *beritasatu.com* article (2021) explained that two out of five employees in Indonesia experienced work-related stress during the pandemic. On the other hand, employee access to mental health in Indonesia is also not evenly distributed. The survey results found that only 56% of employees have access to mental health benefits at work, increasing work problems that impact work stress increase. Therefore, EAP in the company needs to be applied to manage work stress. EAP implementation is planned and implemented according to company needs. Needs assessment is part of the PDCA cycle:

Plan, Do, Check, Act. The initial step is P or Plan, which refers to collecting data about a particular process and establishing a process improvement plan based on that data. The next step, D or Do, is implementing the plan. Then, followed by C or Check to determine whether the plan has been effective. The final step, A or Act, is deciding which changes to make according to the data collected (Monfils, 1995).

Based on this theory, this study carried out steps P (Plan), D (Do) and C (Check) as an initial step to obtaining data through an assessment of employees at company X. Intended that researchers could conduct a needs analysis first. To all employees so that they can design the appropriate next steps based on the data, namely A (act). P (Plan). The first thing to do in assessing employees is to plan an activity to produce valid big data. At company X, there is a change in management. Therefore, the board of directors wants to know the current mental health condition, especially the stress level of all employees, so that later they obtain data to conduct a needs analysis for practical steps that will carry out as employee assistance (EAP). D (do). When a need is measured, and a form of assessment model from a provider is selected, implementation can begin. In this case, the researcher becomes a provider who conducts an assessment to obtain essential data on the mental health of all employees. C (Check). When getting data, a check carries out to see the results of the assessment, and it can see the needs analysis of the employees so that it can be continued with a step (Act) to assist employees who need it.

The Minnesota Multiphasic Personality Inventory (MMPI) is an inventory test used to determine mental health conditions, including employees (Black, 1995; Shimberg, 2020). In its development, MMPI has undergone improvements several times. Currently, MMPI-2 is one of the standardized inventory tests in terms of administration, scoring and interpretation, and it can comprehensively describe a person's psychological evaluation (Friedman, 2001). The design of MMPI-2 is to be answered objectively and translated into various languages, and there are thousands of related empirical studies (Friedman et al., 2001). MMPI-2 in this study is used to see the mental condition of employees, especially at stress levels.

This study emphasizes the role of EAP in the company by conducting an assessment related to mental health to determine how the level of psychological function and employee stress is the principal capital for doing the next EAP.

2 METHODS

2.1 Design and Participants

The design used for this research is a quantitative descriptive study. This method aims to describe a situation objectively using numbers, starting from data collection and interpretation of the data to the appearance of the results (Arikunto, 2006).

The subjects in this study were from the total number of operator and non-operator staff; 418 employees were divided into non-operators (staff), as many as 200 people, and operator employees, as many as 139 people. The subject was obtained from an agreement with the human resource department because it was considered an employee who did not require EAP on an ongoing basis.

Samples were taken using the purposive sampling technique according to specific criteria or goals (Sugiyono, 2008). The criteria are that the company appoints employees, are employees of manager level and below and take all the tests given.

2.2 Data Collection

The MMPI 2 test method helps find and obtain data from research subjects regarding mental health, which contains several psychological aspects. The test used is an inventory test using 183 questions for operator-level research subjects and 567 questions for staff/non-operator-level research subjects. The method of administering the MMPI 2 test is offline or paper-based, and participants choose one of two answer options. Data collection was assessed and analyzed according to the MMPI-2 standard. Next, carry out the implementation for five days for all levels.

2.3 Data Analysis

Analysis of the data in this study through a computerized calculation process produces data in the form of percentages (Sudjana, 1996). This analysis will determine the mental health of employees in general, specifically regarding employee stress levels, percentages and accuracy.

3 RESULT

3.1 Data Collection Operator

As many as 98% of operator employees (136 people) perform tests consistently/validly. As many

as 0% of operator employees (0 people) did the test with less consistency. As many as 2% of operator employees (3 people) did the test inconsistently/invalidly. As many as 0% of operator employees (0 people) did not open tests.

Table 1. Consistency Table

Consistency	Value	Percentage
Consistence	136	98%
less consistence	0	0%
not consistence	3	2%
not open	0	0%
TOTAL	139	

As many as 91% of operator employees (127 people) did the test accurately. As many as 0% of operator employees (0 people) do less accurate tests. As many as 9% of operator employees (12 people) did not do accurate tests. As many as 0% of operator employees (0 people) did not open tests.

Table 2. Accuracy Table

Accuracy	Value	Percentage
Accurate	127	91%
Less accurate	0	0%
Not accurate	12	9%
not open	0	0%
TOTAL	139	91%

As many as 91% of operator employees (127 people) took the test and can be trusted. As many as 0% of operator employees (0 people) took less trustworthy tests. Accurate A total of 9% of operator employees (12 people) do the test with can not be trusted. Furthermore, as many as 0% of operator employees (0 people) do the test unopenly.

Table 3. Trusted Table

Accuracy	Value	Percentage
Can be trusted	127	72%
less trust worthy	0	13%
Cannot be trusted	12	15%
Not open	0	0%
Total	139	

As many as 58% of operator employees (80 people) have relatively controlled emotional stability. As many as 27% of operator employees (38 people) have less controllable emotional stability. As many as 15% of operator employees (21 people) are not open, so the value of emotional control is not revealed.

Table 4. Emotion Stability Table

Honesty	Value	Percentage
Very good	5	
Good	47	58%
Average	28	
Less	38	27%
Very Less	0	
Not Open	21	15%
Total	139	

As many as 58% of operator employees (80 people) have relatively controlled emotional stability. As many as 27% of operator employees (38 people) have less controllable emotional stability. As many as 15% of operator employees (21 people) are not open, so the value of emotional control is not revealed.

Table 5. Social Table

Social	Value	Percentage
Very good	13	
Good	49	66%
Average	30	
Less	29	21%
Very Less	0	
Not Open	18	13%
TOTAL	139	

As many as 66% of operator employees (92 people) have good socialization. As many as 21% of operator employees (29 people) have poor socialization. As many as 13% of operator employees (18 people) are not open, so the value of socialization is not revealed.

Table 6. Work Motivation Table

Work Motivation	Value	Percentage
Very good	17	12%
Good	70	50%
Average	23	17%
Less	14	10%
Very Less	0	0%
Not Open	15	11%
Total	139	

As many as 12% of operator employees (17 people) have excellent work motivation. As many as 50% of operator employees (70 people) have good work motivation. As many as 17% of operator employees (23 people) have a moderate work ethic. 10% of operator employees (14 people) lack enthusiasm for work. As many as 11% of operator employees (15

people) are not open, so the value of their work motivation is not revealed.

Table 7. Work Stress Table

Work Stress	Value	Percentage
not experiencing stress	11	7.9%
Mild stress	50	36%
Moderate stress	35	25.2%
Heavy stress	9	6.5%
Very Heavy stress	0	0
Not Open	34	24.5%
TOTAL	139	

7.9% of operator employees (11 people) do not have work stress. As many as 36% of operator employees (50 people) have mild work stress. Moreover, 25.2% of operator employees (35 people) have moderate work stress. 6.5% of operator employees (9 people) have heavy work stress. Furthermore, as many as 24.5% of operator employees (34 people) are not open, so the stress value of their work is not revealed.

3.2 Data Collection Non/Operator Staff

As many as 91% of non-operator staff (182 people) took the test consistently. As many as 1% of non-operator staff (1 person) took the test less consistently. As many as 9% of non-operator staff (17 people) did the test inconsistently/invalidly. As many as 0% of non-operator staff (0 people) did the non-open test.

Table 8. Consistency Table

Consistency	Value	Percentage
Consistence	182	91%
less consistence	1	1%
not consistence	17	9%
not open	0	0%
TOTAL	200	

As many as 72% of non-operator staff (142 people) did the test accurately. As many as 14% of non-operator staff (28 people) took less accurate tests. As many as 15% of non-operator staff (29 people) did not do accurate tests. As many as 0% of non-operator staff (0 people) did the non-open test.

Table 9. Accuracy Table

Accuracy	Value	Percentage
Accurate	127	91%
Less accurate	0	0%
Not accurate	12	9%
not open	0	0%
TOTAL	139	91%

72% of non-operator staff (144) took the test and can be trusted. As many as 13% of non-operator staff (26 people) took less trustworthy tests. As many as 15% of non-operator staff (30 people) took the test with can not be trusted. Furthermore, as many as 0% of non-operator staff (0 people) did not open tests.

Table 10. Trusted Table

Accuracy	Value	Percentage
Can be trusted	127	72%
less trust worthy	0	13%
Cannot be trusted	12	15%
Not open	0	0%
Total	139	

Table 11. Honesty Table

Honesty	Value	Percentage
Very good	15	8%
Good	3	2%
Average	107	54%
Less	44	22%
Very Less	0	0%
Not Open	31	16%
Total	200	

As many as 8% of non-operating staff (15 people) have perfect honesty. As many as 2% of non-operator staff (3 people) have good honesty. As many as 54% of non-operating staff (107 people) have moderate honesty. 22% of non-operating staff (44 people) lack honesty. As many as 16% of non-operator staff (31 people) are not open, so the value of honesty is not revealed.

Table 12. Emotion Stability Table

Honesty	Value	Percentage
Very good	7	4%
Good	76	38%
Average	39	20%
Less	56	28%
Very Less	0	0%
Not Open	22	11%
Total	200	

As many as 4% of non/operator staff (7 people) have excellent emotional stability. As many as 38% of non-operator staff (76 people) have good emotional stability. As many as 20% of non-operator staff (39 people) have moderate emotional stability. As many as 28% of non/operator staff (56) have less emotional control. As many as 0% of non-operator staff (0 people) have shallow emotional stability. Moreover, as many as 11% of non-operator staff (22 people) are not open, so the value of emotional control is not revealed.

Table 13. Social Table

Social	Value	Percentage
Very good	0	0%
Good	20	10%
Average	105	53%
Less	53	27%
Very Less	0	0%
Not Open	22	11%
TOTAL	200	

As many as 0% of non/operator staff (0 people) have perfect socialization. As many as 10% of non-operator staff (20 people) have good socialization. As many as 53% of non-operator staff (105 people) have sufficient/moderate socialization. As many as 27% of non-operator staff (53) have less socialization. As many as 0% of non-operator staff (0 people) have very poor socialization. Furthermore, as many as 11% of non-operator staff (22 people) are not open, so the value of their socialization is not revealed.

Table 14. Work Motivation Table

Work Motivation	Value	Percentage
Very good	0	0%
Good	41	21%
Average	95	48%
Less	55	28%
Very Less	0	0%
Not Open	9	5%
Total	200	

As many as 0% of non/operator staff (0 people) have excellent motivation. As many as 21% of non-operator staff (41 people) have good motivation. As many as 48% of non-operator staff (95 people) have sufficient/moderate motivation. As many as 28% of non-operator staff (55) have less motivation. As many as 0% of non-operator staff (0 people) have

very little motivation. Moreover, as many as 5% of non-operator staff (9 people) are not open

Table 15. Work Stress Table

Work Stress	Value	Percentage
not experiencing stress	48	24%
Mild stress	4	2%
Moderate stress	18	9%
Heavy stress	14	7%
Very Heavystress	0	0
Not Open	116	58%
TOTAL	200	

As many as 24% of non-operator staff (48 people) do not have work stress. As many as 2% of non-operator staff (4 people) have mild work stress. As many as 9% of non-operator staff (18 people) have moderate work stress. 7% of non-operator staff (14 people) have heavy work stress. Furthermore, as many as 0% of non/operator operator employees (0 people) have very stressful work stress. As many as 58% of non-operator staff (116 people) are not open, so the stress value of their work is not revealed.

4 DISCUSSION

Employee Assistant Program (EAP) is essential in looking at the mental condition of individuals whose processes can be utilized for the sustainability of the company in the future by implementing the right strategy (Masi, 1997).

This study conducted an assessment as the first step in implementing EAP to uncover and determine mental health that concentrates on work stress levels using the MMPI 2 test kit.

The findings of this study indicate that for operator employees, the level of work stress in the heavy category is nine people (6.5%), work stress is in the moderate category, 35 people (25.2%), work stress is in the light category, 50 people (36%)., the category of not experiencing work stress is 11 people (7.9), and the category that is not open is 34 people (24.5%). Meanwhile, non-operator staff have a level of work stress in the heavy category, namely 14 people (7%), work stress in the medium category 18 people (9%), work stress in the light category four people (2%), the category not experiencing work stress 48 people (24%), and 116 people (58%).

Their data result that there are still 58% of non-operator staff whose MMPI 2 assessment results for work stress aspects cannot reveal or disclose, and also 24.5% of operator employees whose MMPI 2 assessment results for work stress aspects cannot reveal or not open. Indicates that the employee did not do the test correctly. The relevant reason for a mismatch in response to the test items was that the employee's response was not open. The first few possibilities can occur because there are questions that employees skip, so the answers are incomplete and incomplete.

The second relevant reason is the possibility of differences in motivation in answering tests between each employee, such as the tendency to fake good or faking bad which means that employees do not answer test items with the actual state of the employee. The third relevant reason is the confusion in understanding the meaning of the questions on the test items related to intellectual and employee comprehension as test takers. The fourth relevant reason is the possibility of negative employee acceptance and a negative perception of employees towards the purpose of the company conducting an assessment for those who can be considered as not following the purpose of their work (Friedman et al., 2001).

Therefore, this study can show that most employees still need assistance or intervention due to work stress problems for operator and non-operator employees, and there are still most employees who have not been able to open up, as seen from the results of the MMPI 2 test. It will be able to interfere with work performance, as revealed by Li & Yeo, 2012 in Anggoro (2017), that in work problems, the pressure that is present because of the demands on them constantly to meet targets, conflicts with coworkers or superiors that can make employees feeling stressed, fatigued, physically unwell, and experiencing emotional disturbances.

When compared to Anggoro's research (2017), which reveals that EAP begins with the need to look at areas related to work stress using an adaptation instrument from the Occupational Inventory Stress - Revised, Anggoro added that there are four areas of the most significant stressor, namely Role Insufficiency, Role Ambiguity, Role Boundary, and Interpersonal Strain. Different and not relevant to our research, see work stress. We use the MMPI 2 assessment so that there are other differences, such as honesty, work motivation, and emotional interaction. There are unexpected findings from the assessment carried out, namely there is a data result that there are still 58% of non-operator

staff whose results of the MMPI 2 assessment for aspects of work stress cannot be revealed or are not disclosed, and also 24.5% of operator employees who The results of the MMPI 2 assessment for aspects of work stress cannot be revealed or are not disclosed. From the findings, the researchers will study more deeply why this phenomenon can occur by using other, more relevant assessments.

Based on the findings in this study and with the theory found, the work stress experienced by employees can be revealed by starting the Employee Assistant Program, which is preceded by an assessment; in this case, the researcher uses the MMPI 2 test kit as an instrument for measuring aspects of work stress and mental health. Other, An intervention was carried out to overcome it.

The next plan for the EAP design step of the problems that have been identified (work stress and the number of employees who are not open) is to provide feedback on the results of the assessment, individual counselling, and conduct stress management training..

5 CONCLUSION AND RECOMMENDATION

From the explanation above, it can be concluded that employees at company X need an Employee Assistant Program (EAP) strategy to assist in overcoming everyday work stress and other psychological problems revealed from the assessment using the MMPI 2 test kit. The exciting thing from the results of the assessment is the emergence of many employees who are not open to the work stress aspect, as much as 58% for non-operator level employees, and also 24.5% for operator level employees whose results of the MMPI 2 assessment for work stress aspects cannot be revealed or not open.

This finding indicates that employees do not take the test, so it is necessary to do a plan or the next EAP strategy to reveal what obstacles are happening within each of these employees. It further confirms that EAP is very much needed for the employees of company X.

The next step can be providing feedback from the assessment results, conducting individual counselling to see the core of the employee's problems, and conducting training. Of course, some of these designs are tailored to their needs and their relation to work performance.

Our study lacked initial data collection on the need for EAP from an employee's perspective. The EAP program is a policy and stipulation carried out by companies and researchers based on the many symptoms of rejection of a particular task, absenteeism, lack of productivity exceeding company expectations, and the trend of employees who have been counseling psychologists. Companies with many individual problems outside of work problems impact their work performance. Respondents were also selected according to company policy.

For this reason, we suggest that further research can first conduct a need analysis from the employee's side on EAP acceptance and not only from the company side to obtain more relevant data and a perfect description. Researchers should look for respondents who fit the criteria so that various phenomena will appear attractive to research because they are related to what employees need and expect. In further research, it is also recommended to carry out further intervention steps from the assessment data results in the form of providing individual feedback or counseling.

Companies should first take an approach to explain and provide education regarding the objectives of the assessment as part of the EAP. In addition, it is necessary for the company also to explain the plan for the existence of EAP in the company and its benefits for employees. To prevent misperceptions and misunderstandings from employees, which will result in the rejection of the assessment..

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