

Research about Application of Social Work in China Enterprise Assistance Program

Li Meizhen¹

Received: July 22, 2022 Revised: August 18, 2022 Accepted: October 20, 2022

Abstract

In the era of the knowledge economy, the workforce is one of the main manifestations of enterprise competitiveness. At the same time, with economic globalization and the intensification of competition, people in the work of the pressure is gradually increasing. Therefore, in this context, how various channels and measures for enterprise employees so that employees can be the best state for enterprises to make due contributions become one of the focus of attention. Enterprises to provide employees with the appropriate services not only to reduce the staff in the work and life in the face of the various pressures but also conducive to organizational performance improvement and promote the organization's sustainable development.

Employee Assistance Programs have become one of the indispensable parts of human organization management in modern organizations. Through years of development in Western countries, EAP has shown that it can, to some extent, reduce the pressure on employees to solve problems, improve employee relations, and improve organizational performance. With the rapid development of China's market economy, EAP has been gradually introduced into the management of enterprises in China. EAP has slowly become the focus of academic circles in China. Hong Kong has proved that social work is one of the

¹ Department of Business Administration, Graduate School of Business,
Siam University, Thailand : E-mail: 13859759@qq.com

main methods of EAP service. With the rapid development of social work in our country in recent years, the EAP service provided by social workers will inevitably become the primary way and measure to realize the localization of EAP service in China.

This paper takes EAP as the research object to analyze the application of EAP in enterprise management in China. In the process of analysis and research, through the analysis of EAP-related concepts and related theories, this paper analyzes the application of EAP in Chinese enterprises based on investigating the needs of Chinese employees in helping the process. Design and put forward the relevant implementation strategies and measures. This paper the research of this paper mainly includes the following parts: Firstly, the concept, development process, and related theory of EAP are analyzed, which lays a good foundation for the research of this paper. Secondly, the EAP service is carried out under the social work mode. This paper analyzes the application case of the casework, the work of the group, the work of the group, and the three working methods of community work. Thirdly, through the design and questionnaire survey of the satisfaction model, the social work pattern is obtained through the analysis of the data Under the EAP service satisfaction; Finally, according to the actual situation, put EAP in China's enterprises in the implementation of specific strategies and measures. It is hoped that through the analysis and research of this paper, we can promote and promote the development and promotion of EAP in our country.

Keywords: social work, EAP, satisfaction

Research Background

Global economic integration process accelerated and the rapid development of modern information technology, make enterprises every day face many uncertainties of competition, market competition is extremely fierce,

enterprises to adapt to the change of the environment and development needs to update and adjust their organization, enterprise change, and organization innovation become each enterprise both realistic and urgent way, to change should become the only choice for the enterprise, the only change is change. And reform and innovation must play to the old balance and establish a new order to cast the core competitiveness of enterprises. In this process, the organizational structure and personnel adjustment are unavoidable and will inevitably involve the interests of employees and have a direct or indirect impact on them.

The service technology of the employee assistance program, EAP, originated in western countries. After decades of application, research, and development in some western enterprises, it has been perfected daily. Its theory is constantly innovating and accepting the test of changing practice. In our country, the research and application of EAP are still in their infancy. In 2001, Lenovo took the lead in implementing the EAP project with the help of psychological experts. Special EAP agencies have also emerged in China, and the service targets have gradually shifted from foreign-funded enterprises to domestic enterprises. In the early days of our country, the service on EAP focused on the psychological counseling and psychological counseling of employees to solve the problems of stress, depression, and fairness in the work of employees, and rarely involved the service items related to employee's personal life. The Wenchuan earthquake, Foxconn's more than ten jumps, and other events, the mental health education of Chinese employees have been paid attention to again, pushing EAP to the front desk, allowing people to know more about what EAP is and pay more attention to EAP. However, how to use corporate social work cases, groups, and community work methods more effectively to solve the difficulties and problems encountered by employees and how to better obtain employee satisfaction needs to be explored step by step.

The psychological crisis of employees not only brings pain and harm to the employees themselves but also causes significant obstacles to the goal of enterprise reform and organizational innovation, which will bring a devastating blow to the enterprise.

By applying EAP to create happiness for employees, enterprises can reduce or avoid psychological crises and maintain the regular operation and development of the enterprise.

"Mental health prevention and management is the key to improving employee productivity" is the conclusion that Professor Du Buzhuo, a renowned Japanese EAP expert, has concluded through years of research on well-known Japanese enterprises. The implementation of EAP is of vital and positive significance. It is not only the practical demand to complete the work tasks under the current organizational situation but also an important measure to promote the scientific development of the enterprise and build a harmonious enterprise, and an effective means to improve employees' psychological capital and deepen employee care. The more employees participate, the more they use, and the more they help themselves.

Research Problems

We divide the development of the EAP into four stages: the alcohol abstinence program, employee assistance program, and occupational health promotion program by analyzing the purpose and significance of the study on research at home and abroad, as well as the origin and development of the EAP. Analysis of the theoretical basis of EAP includes the contents of the services, including interpersonal relationships, family relationships, mental health, work stress, crisis intervention, career management, and planning. According to different service modes, EAP is divided into four service modes: internal mode, external mode, union mode, and integration mode. Service ideas included in the

process of EAP services which is generally self-recommendation by employees or employee families to obtain free EAP services provided by the organization. EAP services can also be obtained through managers or other ways. Usually speaking, EAP services mainly include evaluating problems, short-term intervention, recommendations, and tracking to realize related services. Analysis of the importance of EAP by analyzing the advantages and disadvantages of the heart dream and its associated companies in the process of EAP.

This paper introduces the current situation, existing problems of EAP services, and the urgent need for EAP services in the new era. According to EAP theory, psychological capital, and dynamic ability theory, successfully applying EAP services to enterprises can not only improve the tactivemic ability and psychological capital of enterprise employees but also improve the enterprise management level and make enterprises in a dominant position in international and domestic competition. Finally, the successful application of the Xindong Enterprise EAP services provides an excellent example of the EAP services of Chinese enterprises.

Some enterprises are studied and analyzed by examining the relationship between social work and EAP, including social work operation situation, employee demand assessment, social work intervention case analysis, group work case analysis, community work case analysis, etc. To evaluate the service effect, improve the staff loss rate by reducing the spare time cultural life of employees, building an internal communication platform, and fulfilling the social image of social responsibilities.

Analyze employee satisfaction to improve further and enhance the effectiveness of EAP services. Including model design, research assumptions, design of variable measurement indicators, questionnaire distribution and collection, questionnaire reliability and validity analysis, and satisfaction results analysis to finally draw the research conclusions.

The objective of the study

This paper takes EAP as the research object to analyze the application of EAP in enterprise management in China. In the process of analysis and research, through the analysis of EAP-related concepts and related theories, this paper analyzes the application of EAP in Chinese enterprises based on investigating the needs of Chinese employees in helping the process. Design and put forward the relevant implementation strategies and measures.

1. the concept, development process, and related theory of EAP are analyzed, which lays a good foundation for the research of this paper.

2. the EAP service is carried out under the social work mode. This paper analyzes the application case of the casework, the work of the group, the work of the group, and the three working methods of community work.

Thirdly, through the design and questionnaire survey of the satisfaction model, the social work pattern is obtained through the analysis of the data Under the EAP service satisfaction.

3. according to the actual situation, put EAP in China's enterprises in implementing specific strategies and measures. It is hoped that through the analysis and research of this paper, we can promote and promote the development and promotion of EAP in our country.

Scope of the study

The research significance of this paper is for Chinese enterprises, and the application of Chinese enterprise social work in employee assistance programs is studied. In recent years, Chinese companies have paid great attention to employee assistance programs. At the same time, with the continuous development of social work, social work methods have gradually been introduced into corporate employee assistance programs. Therefore, through the

research on the application of social work in the employee assistance plan of Chinese enterprises, this paper discusses the achievements of social work in the employee assistance plan of Chinese enterprises and puts forward corresponding countermeasures and suggestions according to the research results to improve the effectiveness of the employee assistance plan of Chinese enterprises.

Research Significance

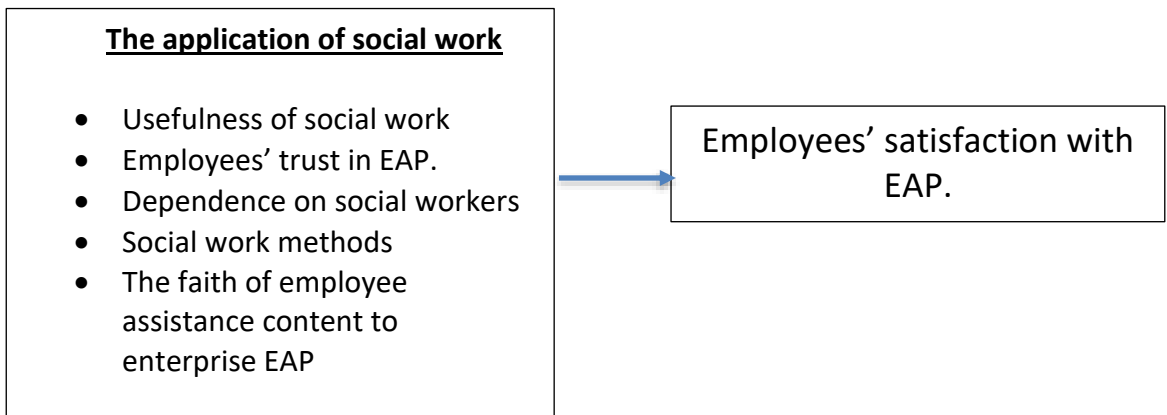
EAP was introduced into China in just a few years. As far as the current application of EAP by domestic enterprises is concerned, most of them learn from social work methods to solve the problems encountered by employees, which is very irregular. After using these methods and methods, whether employees are satisfied or not, which social work methods and methods employees are satisfied with, and at which levels employees feel benefited, there is still a lack of research on this aspect. However, employee satisfaction is an important indicator to measure the effect of EAP implementation under the enterprise social work model, so EAP must obtain employee satisfaction if it is to develop rapidly in our country.

This paper enriches and expands the research on corporate social work and its theoretical basis by studying typical cases of social work intervention in social work service centers. Try to use social work cases, group and community work methods to solve the practical problems encountered by enterprise employees, and from the general theoretical level to the specific practical application under the enterprise social work model; this is an extension and expansion of the theory.

Theoretical framework

This research focuses on employee satisfaction as dependent variable with implementing the enterprise social work model. From the perspective of

social workers working methods and assistance, taking the employee trust in social workers and the employee perception of service as independent variables, it discusses the impact model of the enterprise social work model on employee satisfaction. Furthermore, it determines the satisfaction and correlation of social work cases, groups, and community work methods on employees' psychology, life, making friends, and work levels, enriching and expanding the research on the theoretical basis of employee satisfaction.



According to the theoretical framework and the research problems of this paper, the researcher selected the following research assumptions:

H0: The application of social work affects employees' satisfaction

H1: The application of social work not affects to employees' satisfaction

Literatures Review

1. Research the definition of EAP

Regarding EAP, there is no unified definition. Goodings and others believed in the 1980 s that the employee assistance program is a process for enterprises to understand, evaluate, diagnose and solve problems affecting employees' performance and performance through reasonable intervention methods.

Bohlander (1992) and others believe that the employee assistance plan is to solve the social, psychological, economic, and health problems of employees by providing diagnosis, counseling, consultation, and other services for employees and eliminate all aspects of employees' troubles, and ultimately achieve the goal of preventing problems and improving the quality of employees work and life, including job position, work environment, workplace sexual harassment, interpersonal conflict, work performance, work stress and retirement planning. 2006, a domestic scholar, believes that the employee assistance program is a service project that provides consultation for individuals and organizations in the workplace. It helps managers identify the problems that employees are concerned about and propose solutions. These problems should affect the performance of employees and even the performance of the entire organization.

Zhang Xichao (2003) believes that the employee assistance plan is systematic and long-term assistance and welfare plan set up by organizations (such as enterprises, government departments, military, etc.) for their members through professional diagnosis and advice of the organization and provides assistance to the psychological and behavioral problems of organization members and their families to maintain the mental health of organization members, improve work performance, and improve organizational management. Cao Rong (2006) believes that the employee assistance plan is a series of long-term service items set up by the enterprise organization for its members to solve the psychological and behavioral problems of employees and their families to promote employees' personal growth and improve organizational performance and achieve organizational goals.

2. Research on EAP content

Since the 1970s, EAP service content has been expanded in many ways and has been quite extensive. EAPs International divides the employee assistance

program into the telephone, face-to-face consultation, online assistance, EAP training, management assistance, emergency and stress management, child and elderly care, and other intermediary services. FGI organizations divide EAP into three categories: professional consulting services, life information services, and employee services. In China, the implementation of the EAP project is mainly aimed at the outstanding psychological problems of employees in the process of enterprise development, and the methods used are primarily psychology and management methods.

From the relevant research on EAP content by scholars at home and abroad, it can be found that the service content of foreign EAP is relatively comprehensive. In contrast, the domestic service content focuses on solving the psychological problems encountered by employees and preventing the occurrence of psychological problems of employees. Still, the purpose is to promote the mutual adaptation of employees and their working environment, improve employees' quality of life, improve their work efficiency, and then improve the production efficiency of enterprises.

3. A functional study on the adoption of EAP by enterprises.

Degroot (2003) believes that EAP positively correlates with job performance and weakly positively correlates with job satisfaction. At the same time, he also believes that EAP is significantly negatively associated with employee absenteeism and turnover. Wolfe (1994) believes that EAP can dramatically affect employees' sense of organizational commitment and interpersonal relationships and that the absenteeism rate of employees in organizations implementing EAP will be significantly reduced. Brunson and Dubuc (1988) believe that the return on investment with EAP is 1:5; Stephenson, after a long-term follow-up survey of enterprises implementing EAP, Bingaman (1999) believes that the number of absenteeism days of employees has decreased, with a return on investment of 1:1.72 in the first year and 1:7.21 after five years.

He Jingwen and Chen Zilin believe that the role of EAP can be divided into two aspects. One is the income of the company, which can be summarized as saving recruitment and training expenses, reducing employee absenteeism and turnover, reducing the burden on managers, reducing medical expenses Expenses, improving employee morale, improving the organization's public image and organizational performance, etc.; the second is the employee income, which is mainly manifested in: optimize work mood, promote physical and mental health, improve work enthusiasm, correctly handle interpersonal relationships, enhance self-confidence, overcome bad habits, etc. It can be seen that the implementation of EAP is relatively large for both enterprises and employees, whether it is abroad or at home.

3. Study the execution mode of EAP

There are two primary viewpoints on the standard EAP execution mode, which were put forward by Masi and Cunningham et al. Masi et al. believe that the execution mode of employee assistance plan can be divided into four types: in-house model, out-house model, consortium model, an affiliate model. Cunningham believes that in addition to the above four models, union-based member assistance programs and joint entrustment models exist. In our country, the primary implementation mode of EAP is divided into three types: an internal mode based on management Modane, an external mode based on contract, and a mixed mode combining specialization and flexibility. In the practice of EAP, the international community uses various models in combination with each other. Our country is still a little confused in this respect, and many obstacles remain on the road to EAP construction.

Research Methodology

In the analysis and research, this paper uses the quantitative analysis method to analyze and study the application of social work in the employee

assistance program of Chinese enterprises through a satisfaction survey. Specifically, by designing a questionnaire to collect relevant data and using SPSS software to analyze the data through the model analysis to obtain the satisfaction of social work and enterprise employee assistance program, and then to get the role of social work in enterprise employee assistance program.

Finding and Conclusion

From the above analysis, we can conclude that the research target enterprises have achieved specific results in employee EAP services. It is somewhat desirable to implement EAP services by introducing social workers. Through empirical analysis, we conclude that by using the professional social work professional approach to provide employees with different levels of services, we can meet the relevant needs of employees. But there are still specific problems and deficiencies.

1. From the above correlation analysis, it can be seen that there is no significant correlation between the Usefulness of social work, Employees' trust in EAP., Dependence on social workers, Social work methods, The faith of employee assistance content to enterprise EAP there is a significant correlation between the degree of employees' satisfaction.

2. Chinese enterprises have insufficient awareness of social work services and EAP services, and most enterprise managers do not understand or pay attention to social work and EAP services. Therefore, providing EAP services for enterprise employees through social workers still needs to be further promoted.

3. Although China's social work service has had significant development in recent years, from the service satisfaction survey, social workers in the process of providing EAP services for enterprise employees, due to the lack of professionalism and little perspective of support, make the satisfaction of enterprise employees to its affected to a certain extent.

4. The lack of assessment of EAP services provided by social workers for enterprise employees, and there is no unified standard in the assessment process, it is difficult to evaluate the service effect through a quantitative way, which essentially leads to the slow development of enterprise EAP services in the social work mode.

Recommendation

1. Create a suitable environment for EAP Applications in China

It includes four aspects: the support and supervision of government departments, strengthening the publicity of social media, promoting the development of EAP under the enterprise social work mode, and actively learning from the technology and concept of enterprise social work.

2. Improve the quality of social workers and EAP staff

Both social work and EAP are faced with the problem of low quality and varying levels of service personnel. The nature of EAP is diversified in the corporate social work mode. Enterprise EAP in the social work model requires social workers to mobilize various existing resources flexibly, not only within the enterprise but also including multiple other callable social resources. This requires social workers to have high quality, mature, stable, comprehensively analyze problems and maintain honesty. Mutual trust partnerships with social work agencies and all strata of the enterprise while maintaining a neutral role so they can be competent for the position of assisting enterprises and employees. General case tutoring and the ability to organize group activities are essential requirements. Still, in addition to these basic requirements, EAP staff should also have an in-depth understanding of career planning and human resource management to effectively respond to the various needs of enterprises and employees. Crisis handling ability is also essential. The so-called crisis includes a variety of large and small professional accidents, sudden emotional distress and

even suicide, interpersonal conflicts, the unrest caused by layoffs, and other factors. Take EAP of Hong Kong Christian Services as an example; assisting enterprises to deal with, and aftermath of the crisis is most of the plan, so EAP staff must have the knowledge and ability to deal with various problems and be alert to respond to the problem. In addition to the above command and capabilities, EAP staff are good at cross-professional collaboration. For example, to make a scientific and accurate diagnosis of employees with mental health troubles, the help of a clinical psychologist and a psychiatrist must be sought. Although successful examples abroad, Taiwan, Hong Kong, and other regions show that professional social workers are the primary personnel providing EAP services, the ability of social workers cannot be excessively overestimated. Primarily, social work in mainland China has just started, and social workers are generally immature, which requires more attention to cross-professional cooperation.

3. Establishment of the Evaluation System

Currently, China's corporate social work is mainly led by the government, and professional social work service institutions provide services, so there is an inevitable black box operation. The participation of third-party evaluation institutions in the evaluation can not only improve the efficiency of the evaluation, fairly and effectively evaluate the implementation effect of corporate social work projects, but also prevent the rent-seeking behavior of government departments and social work service agencies.

The assessment of corporate social work EAP projects by third-party evaluation agencies should be evaluated from several dimensions of employee satisfaction, employee acceptance, employee changes after service acceptance, improvement of enterprise benefits, and changes in other related organizations. Evaluation institutions should first design the corresponding evaluation standards for each dimension according to the regulations of government departments and

then use appropriate methods for evaluation. In terms of evaluation methods, there are questionnaire methods, in-depth interview methods, data analysis methods, etc. The third-party evaluation institutions should select appropriate evaluation methods according to the actual situation, combine various ways, and evaluate according to the formulated evaluation standards.

At the same time, the evaluation results must be subject to supervision. Social supervision can ensure the authenticity and objectivity of the evaluation effect to a certain extent. The evaluation results of the evaluation agencies must be published to the enterprise employees and the society and accept the supervision of the enterprise employees and the community. Only by receiving the evaluation of professional third-party evaluation institutions, publicizing the evaluation results, and taking social leadership can we genuinely promote the implementation of EAP in the social work mode by performance evaluation.

References

- Arthur, A.R.(2000). Employee assistance programs: the emperor new clothes of stress management.*British Journal of Guidance & Counseling*,28(4), pp.549-559.
- Bohlander, &Sherman. (1992). Managing Human Resources. **South-Western Publishing Company**,12(9), pp.66-69.
- Degroot, T.& Kiker, D.S. (2003). Ameta-analysis of The Non-monetary Effects of Employee. **Health Management Programs.Human Resource Management**,42(1),53-69.
- Masi, D.A.(1988). Friedland SJ.EAP actions and options. **Personnel Journal**, 67(6), pp.61-67.
- Neil, Merriek. (2002). Employee assistance programs. **Employee Benefit**,44(21), pp.43-46.
- Osterman, P. Skill. (1995). Training and work organization in American establishments. **Industrial Relations**, 34(2), pp.89-130.
- Cao, Rong. (2006). Employee assistance plan and implementation.*Business Age · Academic Review*, 8, pp.30-31.
- Deng, Guo. (2005) Take the Hong Kong Employee Assistance Program. **Chinese and foreign corporate culture**, 3(4), pp.60-62.
- Gefe. (2014).The significance of the employee Assistance Program (EAP) for stress management and implementation recommendations. **modern management science**.12(2), pp.117-119.
- He, J.W., &Chen, Z.L. (2005).Development trend and its application of EAP. **Enterprise reform and management**,3, p.54.
- Hu, X.h. (2014) The EAP Employee Assistance Program. **Sales and Marketing is a strategic version**, (9):37.