

Organisational Practices of Counselling to Reduce Employee Stress and Enhance Performance-A Review

Dr. R. Kuselar Ph.D.

Professor in Management Studies,

V.R.S. College of Engineering & Technology, Arasur, Villupuram Dt, Tamil Nadu, India.

Abstract: - Organisational performance depends upon the well being of employees like physical, mental, spiritual, social and family conditions. However, employees may experience problems or conflicts in any of the above areas. This condition is bound to affect their work performance which should become the concern of the management. Employee counselling systems may be introduced to bring about a positive work performance attitude. This article explores the need and characteristics of employee counselling as a remedial process to initiate action plans.

Key words: *Counselling - Workforce counselling-Employee conflicts- impact on- work performance- Remedial systems – management concern-counselling role-counselling process and behaviour attributes.*

I. INTRODUCTION

Counselling is the discussion of emotional problems experienced by employees with the objective of reducing its intensity. The purpose of employee counselling is to understand the employee's problems and help them to cope up with them. There are different causes of counselling needs on-the job and off-the job such as job dissatisfactions, resistance to change, alienation, frustration and conflicts due to interpersonal, intergroup and stress there off. Counselling requires that there is a two way communication, the employee seeks guidance and the counsellor offers it. Any two persons socially discussing their emotional problems of one of them is not counselling.

II. DEFINITION OF COUNSELLING

Counselling is an interactive process characterised by a unique relationship between counsellor and client that leads to change in the client in one or more of the following areas.

- Behaviour
- Belief values
- Level of emotional distress

III. MEANING OF EMPLOYEE COUNSELLING

Organisations are social entities where employees execute their job assignments in groups. Their attitudes, feelings and individual needs differ from each other as each individual is different by nature. Individual differences may cause misunderstanding resulting sometimes in emotional conflicts which are certainly not a positive sign for efficient performance

IV. CHARACTERISTICS OF COUNSELLING

1) *Counselling is to solve emotional problems:*

It is not concerned with other problems like technical, methodological job inconvenience, occupational guidance and legal problems which are by nature non-emotional. But any emotional problems connected with these areas may also call for counselling.

2) *Counselling involves discussion:*

It is based on discussion between the counsellor and counselee. Thus, we can say, that it is an act of communication. Successful counselling depends upon effective communication skills.

3) *It is related to Management Function:*

Any manager or supervisor will be required to offer counselling to employees experiencing emotional problems. Therefore, managers/supervisors are to be trained in these function also.

4) *Counselling is a Confidential Activity:*

In counselling, the main focus is generally to maintain confidentiality. If confidentiality is not there, employees cannot talk freely about their problems. Problems may be personal or job related because both these problems cause an emotional upheaval and affect the employee's performance on the job.

5) *Counselling is associated with organisational performance:*

Counselling helps to improve organisational performance, when the employees are not worried about their personal problems. They tend to be more co-operative and their individual performance improves which leads to improvement in organisational performance.

6) *Counselling is to decrease an employee's emotional disorder:*

The main purpose of counselling must be seeking understanding to help them from the counsellor. The counsellor must be ready to offer counselling.

V. AIMS OF COUNSELLING

According to Eisenberg & Delaney, the aims of counselling are as follows.

1. Understanding Self.
2. Making Impersonal Decisions.
3. Setting achievable goals which enhance growth.
4. Planning in the present to bring about desired future.
5. Coping with difficult situation.
6. Controlling self Defeating Emotion.
7. Effective Solutions to Personal and Inter personal problems.
8. Acquiring effective Transaction Skills.
9. Acquiring 'positive self-regard' and a Sense of Optimism about one's own ability to satisfy one's basic needs.

VI. PROCESS OF COUNSELLING

1) *Advice:* However It is very difficult for a supervisor to understand the employee's emotional problems. Advice giving is a routine counselling matter between the worker and the immediate supervisor. Therefore advice giving has only limited impact in resolving the situation.

2) *Reassurance:* It is a way of giving courage to the employees to face their problems or to have confidence in themselves that they are going along in the right path. The supervisor can provide the assurance to the employees to overcome their emotional problems.

3) *Release of Tension:* The release of Tension does not necessarily solve their problem. But it removes mental blockade and gives courage. This will enable counselee to face the problems boldly and think constructively.

4) *Clarified thinking:* Clarified thinking is a normal result of emotional relief and it encourages a person to accept

responsibility for his problems and to be more realistic in solving them.

5) *Re-orientation:* Reorientation involves a change in the employee psychic self through the change in basic goals and values. The Manager of the organisation must recognise those who are in need of reorientation so that timely help of professionals can be sought before it becomes too severe.

VII. DIFFERENT TYPES OF COUNSELLING

Counselling is of three types:

1) *Direct counselling:*

Direct counselling is a process of directing the employees to solve their emotional problems through advice, reassurance, communication, release of tension and clarified thinking. In the process of counselling listens to the problems, decides the course of action and tells to motivate the employee to take necessary remedial measures.

2) *Non-directive counselling:*

Non-directive counselling is the process of skilfully listening and encouraging the person to explain his emotional problems, understand that and determine the course of action. Counselee is in the centre of the problem and is the judge and advisor of his own problem. Counsellor simply encourages him in the improved course of action. This technique applies all the functions of counselling except advice and reassurance.

3) *Co-operative counselling:*

Co-operative counselling is an integration of both the types of counselling directive and non-directive and removes almost the defects of both the techniques. It involves a mutual discussion of an employee's emotional problem and cooperative effort to setup conditions that will remedy it. It applies for functions of counselling. I.e., Reassurance, communication, release of tension and clarified thinking. Advise is least applied. Employee is referred to professional counsellor if reorientation is needed. It is the best technique of counselling in modern times.

VIII. WHO MAY BE A COUNSELLOR

Three major groups in a formal organisation may act as a counsellor.

1) *Supervisors:* Supervisors, being immediate bosses are the best counsellors in minor emotional problems because they are nearest to the situation.

2) *Professional Counsellors*: They are trained and full time counsellors. They counsel managers as well as employees. They counsel managers for their own mental well being to decide how they should apply mental health approach to subordinates.

3) *Specialists*: Specialist is a person who is a technical expert in a field such as personality development, social welfare expert, legal expert, doctor, etc., other than the job of counselling. Thus they are experts in their own fields and not in counselling. But they have knowledge of human behaviour relating to the employees.

IX. CONCLUSION

Thus, employee counselling may be concluded and essential organizational practice for effective employee performance. National Association for mental health, America study showed that one person out of every ten is mentally disturbed or in emotional disorder-a few of such persons are employees. This phenomenon may be of permanent character such as over sensitiveness, anger, or over enthusiasm etc., or such disorder may be temporarily due to broken love affairs, alcoholic and drug addictives, inability to face retirement etc., These characteristics affect the productivity and performance, so the manager must not tolerate such things among their workers and help keeping their emotional balance through proper counselling.

The situation can be improved by introducing appropriate employee counselling system.

REFERENCES

- [1]. Sehwenk E (2006) "The work place counsellor's toolbox". *Counselling at work*. 51, PP. 20-23.
- [2]. Royal collage of nursing (2006) "Counselling for staff in health service settings: a guide for employers and managers.
- [3]. McLeod J, (2010)." *Counselling in the workplace: the facts. A systematic study of the research evidence*". BACP
- [4]. Health and Safety Executive (2004)" *what are the management standards for work related stress?*"
- [5]. BACO (2014). *What is counselling and Psychotherapy?*
- [6]. Business in the community (2014). *Engagement and well being: creating healthier, happier and more productive employee is a key issue for responsible business.*
- [7]. Jenkins P (2007)." *Workplace counselling and the duty of care*." *Counselling at work*, 53, PP 16-19
- [8]. Ramli, P(2002) *Attitudes towards counselling services and the effective counsellor*, New York: McGraw – Hill.