

SOS POLITICAL SCIENCE AND PUBLIC ADMINISTRATION

MBA HRD 402

SUBJECT NAME: MANPOWER POLICY AND PLANNING

UNIT-V

TOPIC NAME: EMPLOYEE COUNSELING

MEANING OF COUNSELING

It is the people in the organization who are the most important and valuable asset. They have emotions, feeling and a tender heart. Sometimes emotions and feelings create problems and men and women could not overcome and lose their confidence and fail to put their mind in the work. These problems do not necessarily relate to the work. They may be family problems, financial problems, marital problems etc. All have a negative impact on their jobs. They can't work properly and can't put hundred percent.

The need of the hour is to remove the problem and help the individual to regain his or her self confidence and esteem and put his strength in work. Counseling can do the magic and help an individual to overcome his lost confidence and self respect because of the problem. So counseling is the process of helping an individual facing a problem and to regain his lost confidence and self esteem and put his mind in his job.

The process of counseling begins with establishing relationship between counselor and counselee and taking into confidence the counselee by the counselor and allowing him to open his or her heart and after understanding the situation advising him to face the harsh realities of life and society boldly and building his confidence and paving way to make the best use of his strength by overcoming his

weaknesses. B.J. Prasantham has rightly pointed out that, “Counseling is a relationship between the counselor and counselee characterized by trust and openness, in a one to one, or a small group relationship, whereby the counselee is helped to work through his interpersonal and or intrapersonal problems and crisis.

He is also helped to mobilize his inner and outer resources and to find new options in facing life. Along with this, counseling also helps the client to discover and develop his God given potentialities and lead an integrated life and make his contribution for the welfare of his fellow men.” Counseling does not necessarily relate to the jobs. It is not advising alone. Under counseling, counselor’s job is the most important. He has to make wholehearted efforts to understand problem and situation facing the individual and should study the strength, weaknesses of the problem individual and the environment at workplace and at his home.

The counselor has to take him into confidence and be friendly with him. He has to console and put him at comfort. The counselor has to take care that the individual feels at ease and open up his mind to him so that he knows the real problem faced by the individual. The counselor must exercise lot of patience and try to restore confidence in counselee.

COUNSELOR

Any person can act as counselor. He must be a person with charming personality, caring, should attract other persons toward himself and should be affectionate towards one and all and should understand and interpret the behavior of others. Counselor commands respect from the people and enjoys status in the entire organization as his services help in achieving good human relations. Manager has to act as counselor many a times. If this is so then manager has to be very careful.

It is an additional responsibility he has to shoulder. It is an added advantage for the manager as counselor that he knows his employees and subordinates well and could find no difficulty in understanding the problems faced by them. Manager must know that the problem ridden employees cannot work better but commit mistakes and sometimes come across accident causing immense loss to the organization. Problems may be work related or personal, both affect job performance and losses have to be borne by the organization increasing botheration of the manager. **The counselor should abstain from or try to avoid the following:**

1. Should not develop conflict with counselee.
2. Do not have any vested interest in counseling.
3. Do not be angry with the counselee.
4. Don't resist.
5. Avoid being biased, be impartial.
6. Don't exploit the counselee for self interest.
7. Do not use pressure tactics?

The counselor should act as a friend, philosopher and guide to the counselee in the strict sense of the phrase. The practicing of the above 'dos' and 'don'ts' will make the counseling effective. There are several problems which affect the behavior of the person at the workplace and elsewhere.

It is, therefore, to be taken seriously. If proper counseling services are rendered to the problem employee by the manager and his self confidence is restored, he can be a potential contributor towards the achievement of organizational objectives. Any employee can face problem even the good and hard working employees can face problems because of certain emotions or hurt self respect. The manager should immediately rush to their rescue, take them into confidence and try to free them from the emotional trap they are caught in. It will have positive effect.

The troublesome situation can be created at any time and due to any reason. Some of the causes are, fear or threat, worries, anxiety, hostility. All these are the mental processes created in the minds of people affecting their behavior at the workplace. The need is to make sincere efforts to remove the real causes from their mind, restore confidence and self respect and bring them on track. The manager must study the causes and analyze them.

Most of them are psychological and imaginary. The people get depressed and do not put their hundred percent in work. The employees being human resources and the main contributors to the productivity they should be well maintained and due care should be taken thereof. It is, therefore, essential on the part of the managers in general and human resource managers in particular to take care of their employees and subordinates and provide counseling services as and when needed by them for smooth running of the organization and employees' well-being. Counselor must be an expert in industrial psychology.

EMPLOYEE COUNSELLING – MEANING

Employee counseling is a vital part of performance review and potential appraisal, if these are to achieve their basic purpose of helping employees to improve and

develop. Unless carefully and sensitively handled, employees may become more dissatisfied after the counseling than before.

Counseling is described as the help provided by the supervisor to the subordinates in analyzing their performance and other behaviors on the job, in order to improve their performance. Counseling is also used sometimes in the sense of coaching and reviewing one's performance. Such a review identifies not only the potential for development but also the training needs for further improvements.

Employee counseling is a method of understanding and helping individuals who have technical, personal and emotional adjustment problems interfering with their work performance.

The personal adjustment of an employee is often improved when he is able to obtain information that he needs for reaching an intelligent solution to his problems or when he is able to express his feelings without fear of reprisal. Counseling is a sophisticated form of communication in which attempts are focused to maintain constructive attitudes.

Viewed in this manner, counseling has been practiced in one form or the other since the evolution of mankind. In every field which requires dealing with people, counseling is essential. The origin of counseling as a scientific procedure can be traced back to the psychoanalytical method of Freud and client – centered counseling method of Carl Rogers used in therapeutic setting.

Though counseling in the context of employment is different from counseling in a therapeutic setting, what is commonly applicable to both is a strong relationship between the client and the counselor by developing and expressing attitudes of congruence, acceptance and empathy by the counselor. These attitudes must have

been experienced by a client and he must feel that he is psychologically well received by the counselor.

The counseling activity in industries may be said to have emerged from the founding stages of the human relations movement when the Hawthorn Plant of the Western Electric Company in Chicago installed a personnel counseling program that utilized special rules for interviewing derived from the need of eliciting from the employees matters of emotional significance to them.

Since then, counseling in industries has been found to be useful and of special assistance in alleviating attitudes that are detrimental to both the employee and the organization. At present, counseling in industries can be thought of as a type of interview in which attention is focused on the individual's feelings and attitudes towards a problem area and in which an attempt is made to help the person to reach a satisfactory solution to his problem.

Counseling in industries is a special method of problem solving which adopts the perspective that people can think well when they think aloud with someone else who will question their thoughts, help them to clarify their thoughts and help to start the process of generating solutions or managing situations more effectively

REQUIREMENTS OF EFFECTIVE COUNSELING:

Counseling is a serious job an executive has to perform in addition to his routine work. He as a counselor must therefore develop good relationship with the counselee. There are several 'Do's and 'Don'ts to be followed in order to have effective counseling:

1. He should develop good relationship with counselee.

2. Develop mutual understanding, respect for counselee.
3. Be patient.
4. Listen to the grievances carefully.
5. Develop cooperative attitude.
6. Be simple and have sympathy with the counselee.
7. Do make attempts to know the background of worries, threats, anxiety etc.
8. Make him available to help the counselee.
9. Be friendly with counselee and be frank.

TYPES OF COUNSELLING:

The following are the types of counseling:

1. Directive Counseling:

Under directive counseling the counselor issues certain instructions to the counselee or he is directed to do certain things e.g.: he is asked to behave in a particular manner, asked to abstain from alcohol or drug, asked to respect his colleagues and superiors.

2. Non Directive Counseling:

Under non directive counseling counselor does not issue directions but observe the behavior and attitude of the counselee towards his work and his colleagues and superiors and subordinates. If he errs then counselor comes

to his rescue and corrects him realizing him that he was wrong. He will not issue him any instructions or will not direct him.

3. Cooperative Counseling:

This is a kind of counseling that can be done through extending full cooperation to the counselee and makes him realize his mistakes relating to his behavior and attitudes so that he himself will be back on the track and improve him. It is winning the heart of the counselee through cooperation. His confidence will be won by the counselee and he in turn will extend his cooperation and become self disciplined.

4. Marital and Family Counseling:

Employees need counseling in respect of marriage and family problems. The troubled employees can discuss out their problems with the counselor who can take them into confidence and prescribe solutions for their ills.

EMPLOYEE COUNSELLING – CONCEPT

Counseling is a two-way process in which a counselor provides help to the workers by way of advice and guidance. There are many occasions in work situations when a worker feels the need for guidance and counseling. The term ‘counseling’ refers to the help given by a superior to his subordinate in improving the latter’s performance.

It is a process of helping the employees to achieve better adjustment with his work environment to behave as a psychologically mature individual, and help in achieving a better understanding with others so that his dealings with them can be

effective and purposeful. Thus, the basic objective of counseling is overall development of the employee.

According to Keith Davis – Employee counseling involves a discussion of an emotional problem with an employee with the general objective of decreasing it.

This above definition has three concepts:

(i) Counseling deals with emotional problems.

(ii) Counseling involves discussion i.e., it is an act of communication. Successful counseling depends on communication skills, primarily face- to-face, by which one person's emotions can be shared with another.

(iii) The general objective of counseling is to understand and/or decrease an employee's emotional disorder. If two individuals merely discuss an emotional problem of either of them, a social relationship may be established, but hardly a counseling one, because intent is not there. For counseling to exist, an employee must be seeking an understanding or help and/or the other (known as counselor) must be offering it.

OBJECTIVES OF EMPLOYEE COUNSELING

The objectives of employee counseling are multidimensional and all concerned parties are benefitted due to employees counseling. The parties involved in benefits from employee counseling are employee, family member, peers, subordinates, seniors, organization and society as a whole.

Due to this the popularity of employee counseling is increasing day-by-day in corporate section and mainly in medium and large sizes of organizations. The role of employee counseling in future will be more important.

The objectives of counseling could be stated as follows:

- (i) Counseling is an exchange of ideas and feelings between two persons.
- (ii) It is concerned with both personal and work problems.
- (iii) Counseling may be performed by both professionals and non-professionals.
- (iv) Counseling is usually confidential so as to have free talk and discussion.
- (v) It tries to improve organizational performance by helping the employees to cope with their problems.