

# Workplace Counselling: Systematic Approach To Passive Employees – A Review

**Neethu Lazar**

Phd Scholar, Bharathiar University, Coimbatore

**Dr. Geo Paul**

Principal, Talent Institute of Management Studies (TIMS)  
Edapal

**Asha Alphonse**

Teaching Assistant, Dept. of Dairy Business Management,  
College of Dairy Science and Technology, Mannuthy

**Abstract:** *An organisation's success is largely dependent on the wellbeing of the staff they employ. In today's fast paced corporate world, it has become increasingly evident that the employees are experiencing high levels of stress and conflict in the workplace. This has affected their work, career and performance in job and not able to accomplish desired productivity. Employers recognize that productivity and passivity do not go hand in hand, only a healthy and vibrant corporate environment can produce results. Employee counselling has emerged as the latest HR tool to ascertain the best employees and increase the quality of the workforce. It is one of the important concepts which fortify the employee employer relations in any industry. This paper presents a comprehensive and systematic review of the effectiveness of workplace counselling. It also generates fresh and deeper insights on workplace counselling which strengthen the employee employer relations in the organisations. Significant factors have been derived by considering the transmission of passive employees to potential employees and they are employee relation, employee productivity, employee absenteeism, personal issues and job satisfaction*

**Keywords:** *Counselling, Workplace, Human resource, Productivity*

## I. INTRODUCTION

Human resources are one of the important assets of an organisation. They are facing lot of problems in day to day life, they may be stressed, depressed and might be suffering too much due to anxiety. These issues may leads to arising of workplace related issues like managing deadlines, meeting targets, not have enough time to meet personal and family commitments, and disturbed due to some personal problems which may lead to create various problems at workplace which results in reduced productivity(Ajila C. O 2013).

Peter Ducker one of the greatest management thinkers points out that "In a few hundred years, when the history of our time is written from a long term perspective, it is likely that the most important event the historians will see is not technology, not the Internet, not the commerce. It is the unprecedented change in the human condition."

Workplace counselling derived as an imperative HR tool to manage human resource in organisations. According to Brammer and Shostrom (1977), workplace counselling is a way of relating and responding to an employee or colleague so that he or she explores his or her thoughts, feelings, and behaviour to reach a clear self-understanding. Keith Davis has defined counselling as 'discussion of an emotional problem with an employee with the general objective of decreasing it' Workplace counselling help the employees in dealing with their emotional problems so that they can work well for the accomplishment of common goals and gain self-confidence, self-control understanding and ability to work effectively. Workplace counselling is often used to help workers become more productive and be good performers in the organization Akoth (2010). Counselling in the workplace helps to reduce symptoms of anxiety and depression, improve mental health,

lower levels of sickness and increase job satisfaction and commitment (McLeod, 2001).

A number of studies shown that employees are satisfied with workplace counselling, Friery (2006) conducted a survey on 6,000 employees and found that, providing counselling to employees is the best way to put forward passive employees to potential employees. Jenkins (2006) cites workplace counselling as a 'shield against litigation' and a 'weapon fighting for duty of care'. Millar (2002) carried out qualitative research studies and discovered that the majority of participants felt counselling helped them to overcome their personal issues. Briner (1997) defines counselling as a kind of intervention that aims to assist individuals who are experiencing problems at work place and from home. Employee counselling entails the provision of help and support to employees in a way that helps them to face confidently through the difficult times in life. Nyasha et al. (2013) speak out that workplace counselling is a way of relating and responding to an employee or colleague so that he or she explores his or her thoughts, feelings, and behaviour to reach a clear self-understanding.

## II. IMPORTANCE WORKPLACE COUNSELLING FOR PASSIVE EMPLOYEES

A passive employee is a person who is not interested in doing work and not able to make desired outcome. Workplace counselling is a way to work through challenges and problems with the help of a trained person within the workplace, it is done to help employees become more productive and happier with their work and to achieve a better work-life balance. According to Donaghy C. (2017) Employees with passive behaviour are not likely to keep their word on commitments and promises and they are ignoring to accomplish the objectives. Passive employees usually lack assertiveness and are not direct with supervisors about their needs. They fail to ask questions about what is expected of them and may become anxious under pressure (Sihne 2010).

## III. PARAMETERS OF THE STUDY

Counselling provides an opportunity for gaining a positive outlook in all aspects. It makes the employees realize their true potential. Certain factors were identified with the help of literatures mainly in dealing with passive employees that often occur in the organization. A potential employee helps to enhance or improve the image of an organisation. Counselling provides tools to improve relationships, increase productivity, reduce absenteeism, solve personal issues, and increase job satisfaction

### A. IMPROVE EMPLOYEE RELATION

Behaviours of individuals depend on characteristics of the individuals. Makinde (2008) says that collective behaviour of individuals at an organisation forms its identity. Behaviour of employees takes a substantial part within organisations in making good relationship. According to Cole (2003)

workplace counselling opens up communication between staff and employers, and encourages frank discussions. Counselling enables workers to explore alternative solutions to the problems with greater health and well-being resulting in better work performance (Brammer, M.A. and Shostrom, C. (1977). According to Sinha (2001), he stated that employees' performance is depending on the willingness and also the openness of the employees itself on doing their job.

### B. EMPLOYEE PRODUCTIVITY

According to Carroll and Walton (1999), counselling helps to increase staff morale, boost confidence, self-esteem and improve productivity and efficiency. Cole (2003) further asserts that, the person who received a better counselling will perform better and achieve desired result for the betterment of the organisation. Tehran (1997), suggests that employee management relationship had also improved within the organisation, thus made an impact on the productivity level.

Carroll and Walton (1999), posits that stress and anxiety results in illnesses, depression and a decrease in job satisfaction, thus leads to decrease productivity (Naharuddin N. M. & Sadegi M. 2013). Offering formal counselling sessions to stressed employees helps them feel valued, and enables them to identify the causes of their problems. This helps employees to increase productivity, thereby improving industrial relations within the organization.

### C. JOB SATISFACTION

Cambridge University had conducted study on workplace counselling in 2012, stated that workplace counselling was shown to produce considerably happier employees, and improve their readiness to succeed at their job. A healthy and satisfied employee can produce desired output to the organisation. According to Dr.D. B Rane the productivity of the organization depends significantly on employee job satisfaction. In the study of McLeod (2001), he argues that, counselling in the workplace helps to reduce symptoms of anxiety and depression, improve mental health, lower levels of sickness and increase job satisfaction and commitment (Ray N. 2011).

### D. EMPLOYEE ABSENTEEISM

According to a CCH Unscheduled Absence Survey, employers are losing ground when it comes to keeping workers on the job. In 2010 a comprehensive analysis of over 30 studies on workplace counselling demonstrated that workplace counselling had reduced absence rates across organizations by over 25%.Capita analysed data on more than 3,500 people who had used advice and counselling services during 2013.Willingham (2008) estimated one million workers miss work each day because of stress, costing companies an estimated \$ 602 per employee per year. Absenteeism is to blame for 26 % of health-related loss of productivity in business. The above studies shows that a healthier counselling can cut absenteeism and capable to make potential and vibrant employees. Brammer and Shostrom (1977) hypothesize that,

counselling reduces sickness level; therefore they can be regular employee in the organisation

#### E. PERSONAL ISSUES

Every worker is facing personal problems that bring them into the workplace like health problems, family issues, alcohol dependency and financial problems (Buon & Compton, 1990). According to research by Bensinger, DuPont & Associates Forty-seven percent of employees say that problems in their personal lives sometimes affect their work performance Employee counselling gives them a valuable opportunity to work through problems and stresses in a strictly confidential and supportive atmosphere. If employees can deal with personal issues, they are able to increase their job satisfaction and overall happiness, which will usually make for a much better worker (Brammer and Shostrom; 1977).

#### IV. CONCLUSION

Workplace counselling is an indispensable tool in the hands of organisations to boost employees towards their desired productivity. It helps the passive employees to advance forward in the job they are doing. This study helps to identify several factors which are essential to help out workplace counselling and reduces passivity. The available literature showed that counselling facilitates organisation success and increase the quality of self-efficacy in employees.

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