

## **EMPLOYEE COUNSELLING: NEED AND IMPORTANCE IN THE 21<sup>ST</sup> CENTURY WORKPLACE**

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### **Abstract**

Counselling is the particular relationship between people that leads to healing, growth and change to be autonomous and caring in living with oneself and others. Employee counselling is one of the most important tools we have to tackle some personal problems and develop the potentialities of employees at the workplace. In this regard, the caring and helping professionals have an important role to play. The mental health professionals are few in number, in all of India and they alone will not be able to deal with even a fraction of the problem. With some training in personal and professional growth many teachers, social workers, industrial and other administrators, hospital personnel can do unlimited good in preventing serious problems and promoting positive health and happiness among people who seek their help.

The present, study aims to understand the need and importance of employee counseling in the 21<sup>st</sup> century workplace as well as to know the challenges and current scenario of employee counseling. The study has specific objectives such as understanding of the effectiveness of employee counseling program, the role of the employee counselors, their approaches, common problems of employees in workplace, and challenges of employee counselling at the workplace.

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In present era of modernization and globalization the quality, competence, and characters of employee are most significant factors that influence the quality of work performance in the organization. Keeping in view these problems, our study focused on these issues and found that there is a greater need to deal effectively with these problems and provide them favorable environment for their healthy and peaceful work and family life. Therefore employee counseling in workplace is need of the hour.

Common problems of employees are issues pertaining to job performance, learning disability, depression, anxiety, behavior disorder, personality disorder and problems related to relationships, infatuation, absenteeism, drug addiction, excessive use of alcohol, love affair, family related problems etc. The challenges faced by counselor are issues related to dealing with such kind of complex problems, and administrators, issues related to maintaining confidentiality, maintaining a professional identity in organization, planning and executing the program in the workplace.

This study underlines a need for standard practices in employee counseling profession, better training to face the challenges and help the employee to help themselves. Therefore employee counseling in workplace is need of the hour.

**Key Words: Counselling, Employee Counselling, Counsellor, Workplace, depression, Mental Health.**

## **Introduction**

### **Counselling**

Counselling is a special helping relationship between the professional helper (the Counselor) and a person who has come for help (client) in order to gain better understanding of self and the environment. Counselling intervention therefore is a unique effort that requires specific methods and skills that enhance productive interpersonal relationship between the individuals involved. The qualities of other professional encounter (Counseling) depends largely on the ability of counselor to adequately employ appropriate techniques and skills for particular concerns. Counselling is a process, organized in a series of steps, which aims to help people cope (deal with or adapt to) better with situations they are facing. This involves helping the individual to understand their emotions and feelings and to help them make positive choices

and decisions.

Counseling is an approach for assisting people to reduce initialed stress resulting from a difficult situation, and to encourage short and long-term adaptive functioning(positive coping). The mental health professionals are few in number, in all of India and they alone will not be able to deal with a fraction of the problem. With some training in personal and professional growth many teachers, pastors, social workers, industrial and other administrators, hospital personnel can do unlimited good work in preventing serious problems and promoting positive health and happiness among people who seek their help.

### **Aims of Counselling**

- To assist clients in exploring their problems and guide them to solutions.
- To have clients become aware of the consequences of the experiences and situationsthey have been/are going through.
- To reduce worry, anxiety or any other negativeemotions.
- To guide clients in their recovery from, and adaptatioonto, difficultcircumstances.

### **Benefits of counselling**

- Helping the individual to understand and help himself
- Understand the situations and look at them with a new perspective and positive outlook
- Helping in better decision making
- Alternate solutions to problems
- Coping with the situation and the stress

### **Employee Counselling**

The costs to industry and commerce each year associated with employees' poor psychological health are enormous. A significant proportion of the Gross National Product of industrialized countries is lost each year through ill-health, particularly in respect of stress-related illness. These costs increase substantially when lost productivity resulting from stress-related inefficiency and incompetence is taken into account. Stress-related incompetence is not

inevitable though.

It is an employee support intervention that is usually short term in nature and provides an independent, specialist resource for people working across all sectors and in all working environments. Giving all employees access to a free, confidential, workplace counselling service can potentially be viewed as part of an employer's duty of care. 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.

Employee counselling entails the provision of help and support to employees in a way that helps them to face and sail through the difficult times in life. At many points in time, in life or career people come across problems either at work or in their personal lives. However, these problems influence and affect their performance thereby exacerbating the indiscipline levels of the individual. Therefore, counselling guides, consoles, advises, shares and helps in resolving employee problems whenever the need arises.

Employee counselling can do much to prevent the negative effects of stress at an individual level and ultimately at an organizational level. No organizations can now afford to ignore the consequences associated with employees' psychological health. Employee counselling gives individuals a valuable opportunity to work through problems and stresses in a strictly confidential and supportive atmosphere. Counselling provides access to several basic forms of helping: giving information, direct action, teaching and coaching, advocacy, and providing feedback and advice.

Employee counseling can be explained as providing help and support to the employees to face and sail through the difficult times in life. At many points of time in their life or career, people come across problems either in their work or in their personal life, which starts influencing and affecting their performance by increasing the stress levels of the individual. Counseling is guiding, consoling, advising and sharing and helping the employees to resolve their problems whenever the need for the same arises. Technically, Psychological Counseling, a form of counseling is used by the experts to analyze the work related performance and behaviors of the employees to help them cope with it, resolve the conflicts and tribulations and re-enforce the

desired results.

Deadlines, targets managing crisis at workplace, assignments... this is what an employee thinks of while sleeping, eating, walking or doing any daily chores giving no rest or peace to its mind as a result cases of stress, depression are on rise.

Deliverables? Deadlines? Favoritism at work? Household chores? How much is it that an employee can handle?

Counseling becomes an integral part for maintaining healthy working environment in an organization and growth. Counseling helps the employee share and look at their problems from a different perspective and to deal with it in an effective way. Counseling at the workplace is a way for the organization to care about its employees. Counselling sessions should be done to address the performance and disciplinary roadblocks which employees face at the workplace. These sessions should have open discussions where the organization should try to gauge the difficulty or inadequacies an employee faces. The discussion helps people come out with their personal and professional worries.

### **Need of Employee Counseling**

Many firms today realize the importance of attracting and retaining highly skilled, quality employees as a necessary component of their competitive advantage. One of the reasons that a quality workforce along with innovative tools for attracting and retaining has become so important is because previous sources of competitive advantage have become less important overtime.

For example, previously, a firm's success was attributed to an emphasis on product and process technology, access to financial markets, developing economies of scale & learning curves, patents, protected and regulated markets & individual attractiveness. Recently, however, some scholars have noted that these traditional sources of success are less important than in the past and emphasize that the selection and management of a quality workforce has become an

increasingly critical factor to organizational success. Today, HR practitioners are busy developing new and innovative tools to attract and retain quality workforce.

One such tool that soon is likely to gain popularity in the corporate world is Employee Counselling. Organizations that care for their employees are perceived as more meaningful and purposeful. Every organization has economic and social goals. Here, it is worthwhile to note some observations made by the Chairman of Infosys in this regard. He states, “The task of leadership is to make people believe in themselves, the organization, in the aggressive targets the organization sets. Belief comes from trust: the trust that this organization isn’t about making one set of stakeholders better off; it is about making every one of us better off...”

A firm may gain competitive advantages from Employee Counselling activities especially if its reputation and image is valuable, rare and not easily imitated. Employee Counselling therefore is a very powerful tool in the hands of companies in attracting and retaining quality workforce.

### **Employee counseling involves**

Employee counseling gives individuals a valuable opportunity to work through problems and stresses in a strictly confidential and supportive atmosphere. Counseling provides access to several basic forms of helping: giving information, direct action, teaching and coaching, advocacy, and providing feedback and advice, for example. Typically, counseling involves the individual employee meeting with a psychological adviser, usually on a one-on-one basis. It is not uncommon for the individual employee and counselor to meet once or twice a week for several weeks. However, the number and frequency of meetings required will depend upon the nature of the perceived difficulty and the nature of the intervention needed.

The focus of counseling sessions is to encourage discussion of personal and work-related difficulties. This is often followed by the adoption of an active problem-solving approach to tackle the problems at hand.

The specific aims of employee counseling are to:

- Explore and find the key sources of.
- Review the individual’s current strategies and styles of coping.

- Implement methods of dealing with the perceived problem, thereby alleviating the issue. Often, this step may involve also improving interpersonal relations at work and/or improving personal performance.
- Evaluate the effectiveness of the chosen strategies.

### **Ingredients of Employee Counseling**

Counseling of staff is becoming an essential function of the Managers. The organization can either take the help of experienced employees or expert, professional counselors to take up the counseling activities. Increasing complexities in the lives of the employees necessitates addressing various aspects like:

- **Performance counseling:** Ideally, the need for employee counseling arises when the employee shows signs of declining performance, being stressed in office-hours, bad decision-making etc. In such situations, counseling is one of the best ways to deal with them. It should cover all the aspects related to the employee's performance like the targets, responsibilities, problems faced, employee aspirations, inter-personal relationships at the workplace, et al.
- **Personal and Family Well-being:** Families and friends are an important and inseparable part of the employee's life. Many a times, employees carry the baggage of personal problems to their workplaces, which in turn affects their performance adversely. Therefore, the counselor needs to strike a comfort level with the employees and, counseling sessions involving their families can help to resolve their problems and getting them back to work- all fresh and enthusiastic.
- **Other Problems:** Other problems can range from work-life balance to health problems. Counseling helps to identify the problem and help him / her to deal with the situation in a better way.

### **Objectives of Employee Counseling**

The general objective of the manager in counseling sub-ordinates is to help the individual remain effective in his job and performance of his duties in the organization. The main purpose of counseling in industry is to help employees in overcoming their neurotic or emotionally based illness that accounts for a substantial part of employee absenteeism and turnover.

According to Dr. Samir Parikh, Consultant Psychiatrist at Max Healthcare, "HR initiatives only look at the organizational perspective, but the well-being of the workforce depends just as much on the individual's well-being. And stress, from home or from the routine of work affects not just the individual, but the workplace in turn."

According to Eisenberg & Delaney, the aims of counseling 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. Effective solutions to personal and interpersonal problems
6. Coping with difficult situations
7. Controlling self-defeating emotions
8. Acquiring effective transaction skills
9. Acquiring 'positive self-regard' and a sense of optimism about one's own ability to satisfy ones basic needs.

Whatever may be purpose of counseling, objectives/functions of counseling can be categorized into six major areas which are detailed as follows:

1. Rendering advice

It is the function of coaching by the counsellor, who may be the immediate boss or a professional. Here the counsellor listens to the problems of the employees and then guides them to the right direction. Reassurance it is the function of restoring the confidence of the employees, helping them to feel courageous, to gain strength, and to develop positive thinking. In cases, where employees are entrusted with challenging assignments, reassuring them is very important, to help them realize that they can achieve the results.

2. Clarifying the thinking

It is the function of encouragement to the employees to be rational and realistic. Employees often lose their emotional balance in executing their assignments and jobs, and hence commit decisional errors. Helping them to be rational by clarifying their way of thinking, puts them back into the realities and enables them to achieve the results.



### 3. Release of emotional tension

It is the process of relief from frustration and stress. The counsellor allows the employees to share their grief. In the process of sharing, employees get relief from their emotional tensions. This does not lead to a solution by itself, but it breaks the ice, allowing the counsellor to understand the possible ways for solution.

### 4. Communication

It is a process of sharing the information and understanding, through upward and downward communication. Upward communication flows from the employees, who bring their feelings and emotional problems to the notice of the management. Downward communication flows from the counsellors, who help the employees get an insight into the activities of the organization.

### 5. Reorientation

It is a process of encouragement to bring internal changes in goals, values, and mental models, helping employees to leverage their strengths and guarding against their weaknesses.

### 6. Employee Counseling Services Strengthen Organizational Performance

Organizations have realized the importance of having a stress-free yet motivated and capable workforce. Therefore, many companies have integrated the counselling services in their organizations and making it a part of their culture. Organizations are offering the service of employee counselling to its employees.

The biggest bottleneck in employee counselling at the workplace is the lack of trust on the employee's part to believe in the organization or his/her superior to share and understand one's problems and also the confidentiality that the counsellor won't disclose his personal problems or issues to others in the organization. Time, effort and resources required on the part of the organization are a constraint.

## **Importance of Employee Counselling**

Employee counseling has emerged as the latest HR tool to attract and retain the best employees and increase the quality of the workforce. In today's fast-paced corporate world, there is virtually no organization free of stress or stress-free employees. The employees can be stressed, depressed, suffering from too much anxiety arising out of workplace related issues like managing

deadlines, meeting targets, lack of time to fulfill personal and family commitments, or bereaved and disturbed due to some personal problems.

Organizations have realized the importance of having a stress-free yet motivated and capable workforce. Therefore, many companies have integrated the counseling services in their organizations and making it a part of their culture. Organizations are offering the service of employee counseling to its employees.

Modern employers introduce counseling into the workplace for various reasons. As per research, 76% of employers see counseling as a caring facility; 70% employers think that counseling can help employees deal with workplace change; and 57% of employers take counseling as a way of managing stress. In fact, employees spend about one quarter of their lives in work settings; that here some important relationships blossom and grow and become part of their life and work. Most importantly, personal identity is often bound up with profession. Employees also integrate personal and professional lives to a great extent. Making counseling as a facility in the organization means problems can be dealt with much more quickly and can be solved in the very set up from which they have often emerged. There are professional counselors or psychotherapists who are trained and paid for their counseling services in the organization. There are also para-professional counselors; people trained in basic counseling skills and who use their skills as part of their jobs yet do not have any formal counseling qualification.

Interpersonal and communication skills which are often regarded as counseling skills are part and parcel of all interactive situations in the organizations. For this, the managers are required to undergo a brief training in counseling skills which will help them to recognize signs of disturbance in employees. Here, the distinction should be made to indicate what managers can and cannot do while considering counseling with employees. Managers must understand the limitations of what they can offer within the counseling parameter. They have to understand that counseling is a process which does not take place accidentally. It is effective when it is properly planned and organized. The manager's lack of time or skill can impede the counseling process. The manager has to be inclined to extend help proactively for the development of his team. The manager helps the employees to develop clear objectives, to form their own plan of action with

his support of what can be achieved. Thus the manager helps the troubled employee help himself. For severe cases, he can arrange a professional psychotherapist to deal the problem much more astutely.

Workplace counseling can be defined as the provision of brief psychological therapy for employees of an organization, which is paid for by the employer. An 'external' service, such as an Employee Assistance Program (EAP), typically comprises face-to-face counseling, a telephone helpline, legal advice and critical-incident debriefing. In an 'in-house' service, counselors may be directly employed by the organization.

Workplace counseling offers employees a facility that is confidential, easily accessed (initial appointment normally within 2 weeks), provides a properly qualified and supervised practitioner, does not raise the threat of a diagnosis of psychiatric disorder, and promises to alleviate distress within a reasonably short period of time (most services allow a limited number sessions in any one year).

Workplace counseling offers the employer a service that is valued by employees, has the potential for savings by reducing sickness absence, takes pressure off managers through the availability of a constructive means of dealing with 'difficult' staff or situations, and contributes to its reputation as a caring employer. Workplace counseling is often viewed by employers as an insurance policy against the threat of compensation claims made by employees exposed to work-related stress.

Counseling in the workplace helps to reduce symptoms of anxiety and depression, improve mental health, lower levels of sickness and increase job satisfaction and commitment. Counseling provides an effective method for understanding behavioural discipline and offers a supportive remedy. Employing a counsellor to help deal with stress and pressure can help to cut sickness levels in the work place. This in turn leads to higher levels of efficiency and productivity. In addition, it increases and improves job satisfaction. When employees enjoy their job, they tend to perform better and more efficiently, which from a business owner's point of view is highly desirable.

### **Role of Employee Counsellor at Workplace**

Workplace counsellors enjoy a long-established relationship with allied professionals, often working closely with HR representatives, trade unions, health and safety practitioners, and those working in the areas of people management and people development. Many HR practitioners are choosing to learn counselling skills. This can help them better engage with employees with problems, develop skills in empathy, demonstrate a more open and transparent manner, and build a closer trusting relationship with the staff member. However, it is important to remember that receiving introductory counselling training does not equip someone with sufficient knowledge to provide an employee with full counselling.

The greatest advantage of staff having workplace counselling skills is that they can help to better identify when it is time to refer an employee to a specialist workplace counsellor, and can provide the crucial “bridge” into such a referral. Managers have found counselling skills training to be hugely helpful in terms of how they manage people. Poor people management skills are often cited in dysfunctional workplace relationships.

Workplace counsellors have a specialist viewpoint and skillset, as they essentially have two clients – the employee in front of them and the organisation, as a peripheral client. Workplace counsellors are mindful of the context in which the employees work and have a crucial understanding of the environment to which the employees will be returning. Workplace counsellors besides using core therapeutic approach have skills in other areas like cognitive behavioural therapy (CBT), transitional analysis, gestalt therapy, solution-focused therapy, or one of several other disciplines.

Workplace counsellors offer support to people in organisations across all sectors, locations and sizes. Some organisations pay for counselling by recruiting a workplace counsellor either full time or part time, or on an ad hoc basis, depending on the size of the workforce. Other companies choose to invest in an employee assistance programme (EAP). EAPs are standalone packages that include counselling support provision, often from a nationwide pool of vetted affiliate counsellors.

### **Success Rate of Workplace Counselling**

It has been established that workplace counselling has resulted in significant increases of about 15% of compensation claims of work-related stresses in the United States and in Australia. At least 35% of costs of compensation payouts were paid to government workers following work-related stress claims according to the Labour Research Department (1994).

A 2010 systematic study by McLeod of the research evidence, showed that workplace counselling interventions have been found to reduce sickness absence rates in organisations by as much as 50%. This fact alone demonstrates the cost-effective nature of counselling, and the positive impact it can have on an organisation's productivity.

### **Emergence of Employee Assistance Programs**

In Western countries, employee assistance programs concept had emerged from scattered attempts during the last forty years to establish alcoholism rehabilitation programs in a few industries. These programs were essentially alcohol-only treatment programs in the major industries. Over the years, their development had broadened to include employees whose work efficiency has been reduced by other personal problems. Most employee assistance programs today offer a variety of services for the employee for everything from marital problems to financial management. Other specific problems upon which the 1980s model employee assistance programs focus include: depression, stress, anxiety, domestic trauma, and serious psychiatric and medical problems.

Employee Assistance Programs (EAPs) are worksite-based programs and/or resources designed to benefit both employers and employees. EAPs help businesses and organizations address productivity issues by helping employees identify and resolve personal concerns that affect job performance. Through prevention, identification, and resolution of these issues, EAPs enhance employee and workplace effectiveness and are a vital tool for maintaining and improving worker health and productivity, retaining valued employees, and returning employees to work after illnesses or injuries.

Employee assistance program is a system for identifying and treating a variety of medical or

behavioral problems that might be responsible for an employee's poor job performance. Its main objective is to restore an employee to normal work behavior and productivity. By offering an alternative to being fired, employee assistance programs can help the employee to be a better producer for his employer as well as to function better as an individual.

### **Categories of employee counseling:**

In general, counseling services for employees can be divided into two major categories, namely, those dealing with personal problems and those dealing with career development. The employee counseling programs that deal with personal problems will focus on employees mental and physical health and deal with personal problems that might, even indirectly, affect job performance. Those that deal with career development programs will use assessment, counseling, planning, and training to help individuals make and act on career decisions within the context of the organization's human resources plans.

EAPs have been shown to contribute to:

- Decreased absenteeism
- Reduced accidents and fewer workers compensation claims
- Greater employee retention
- Fewer labor disputes
- Significantly reduced medical costs arising from early identification and treatment of individual mental health and substance use issues.

EAP services to individuals include:

- Mental health-related services and referrals
- Drug and alcohol-related services and referrals
- Services and referrals related to personal issues such as divorce and parenting
- Information on work/life supports, such as caregiving for elderly parents and financial planning
- Wellness and health promotion services, such as smoking cessation and weight reduction
- Work-related supports like career counseling.

EAP services to organizations include:

- Education on handling mental health, stress, and addictions in the workplace
- Addressing workplace violence
- Safety and emergency preparedness
- Guidance on communicating in difficult situations, such as mergers, layoffs, or when employees die on the job
- Absence management
- Meeting needs of specific workers, such as returning veterans

### **Employee Counselling in 21<sup>ST</sup> Century Workplace**

Online counselling makes use of a number of technological tools to connect therapists and therapeutic content with clients. These include:

1. Virtual reality/graphical multiuser environments: Some chat rooms use a computer generated representation of an individual, called an avatar. The avatars are able to move around in a virtual environment and interact with other avatars. One-to-one virtual therapy sessions are also possible with a therapist's avatar. They can provide a sense of anonymity and safety for an individual. They can also encourage fantasy and dis-inhibition. They are therefore full of potential but need careful management.
2. Websites: These are made up of a collection of pages to deliver information about a specific subject or theme. Search engines like Google have made it easier to research particular issues online. These can also be used to deliver pre-prepared therapeutic courses direct to clients.
3. Email: Therapists and clients can work together using the written word via email. This is 'asynchronous' communication because there is a time delay between responses. This gives the client and therapist time to think about and structure questions and responses. It also provides some space and distance to explore themes and issues from the comfort of their home.
4. Forums: Forums manage user-generated content by its members. They generally contain threads (topics) around particular themes. They can provide a sense of community and support for its participants but may not involve qualified therapists.
5. Chat rooms/instant messaging: These are real-time Internet based conversations between a number of users at the same time using instant messaging technology or Internet Relay Chat (IRC). They are often monitored by volunteers to maintain a code of conduct and safety.

6. Online cameras (webcams): These are increasingly used with instant messaging and for a video connection between participants over the Internet (such as Skype). Tools such as Skype are now used by therapists to connect with clients remotely. It can be via secure video, text only or audio only (like a phone conversation). This can be useful if it is not geographically possible to work together face to face or if the client prefers to work with the counselor from the comfort of their home.

7. Social networks: Such as Facebook, Whats up,Linkedin, and Twitter also provide online communication between users in a chat room environment, allowing for real time and asynchronous interactions between individuals and groups.

### **Challenges of Counselling in 21<sup>st</sup> Century**

People still face significant societal problems that affect millions of citizens. There is a realization that only treatment cannot solve societal problems. Only prevention has the prospect for diminishing the number of potential victims of nearly all those socially ill.

New trends evolve according to the needs of mankind. According to the rapidly changing societies they need to be adopted for counseling to remain the helping profession.

- Ever-increasing AIDS epidemic
- The continuing addiction of millions to drugs & alcohol
- The alarming number of abused children & spouse
- Suicides
- Criminal activities among teenagers
- The persistent school drop-outs
- The disgraceful numbers of homeless
- The resurfacing of various forms of prejudice
- A bankruptcy of values in all areas ranging from the political to the private sector

Professional Challenges: Psychodynamic (first force), cognitive- behavioral (second force) and existential- humanistic (third force) theories were all developed by well-educated, middle-class. Critics describe by show how the unexamined biases linked to these theorists social conditioning



(including their gendered and economic class conditioning) are reflected in the values, assumptions, goals, and therapeutic techniques associated with these traditional forces.

**New Societal Challenges:** The sociopolitical changes occurs in the society are largely fueled by an unprecedented religious, cultural/racial transformation of the demography of the population. In such cases traditional helping theories are known not only to be ineffective but are also potentially harmful when used in multicultural helping situations.

**Advances in Technology:** Unprecedented advances in technology are having a substantial effect on the helping professions. Initially, technology was used to facilitate record keeping, manipulate data, and do word processing. More attention is now being placed on factors affecting technology and client interactions, especially on the Internet. The number of network-based computer applications in counseling has been increasing rapidly. E-mail is also used in counselor-to-counselor and counselor-to-client interactions. Websites are maintained by a broad range of mental health organizations and individual counselors and therapists. There are also many online journals available that focus on a broad range of issues related to counseling and psychotherapy theories and practices. However, the practice of online counseling and psychotherapy is fraught with ethical and legal risks such as (a) assurances related to confidentiality, (b) handling emergency situations, (c) the lack of access to nonverbal information, (d) the legal implications of offering online services across state judicial lines, (e) the lack of outcome research on the effectiveness of online counseling, (f) technology failures, and (g) the difficulties of establishing rapport with a client who is not visually seen.

### **Recent Trends in Counselling**

In 21st century, the counseling profession is impacted by globalization and technology. In the late 1980s and early 1990s, counseling extended to various new directions:

1. Outreach services for the poor & homeless
2. Outplacement services or middle-aged workers and senior executives
3. Prevention and early intervention programs for alcohol and drug abusers
4. Emerging concerns with retirees
5. Stress management

6. Sports & leisure counseling
7. Multi-cultural counseling
8. Globalization and technology

### **Conclusion**

Employee counselling can be a vehicle to provide help in an effective, practical way. It is through such help that individuals are motivated to understand and realize their own career potential, thus maximizing the chances of functioning in the best interests of the organization.

Counselling can go a long way in helping the employees to have better control over their lives, take their decisions wisely and better charge of their responsibilities; reduce the level of stress and anxiety. Counselling of employees can have desirable consequences for the organization. It helps the organization when the employees know that the organization cares for them, and build a sense of commitment with it. It can prove to be of significant help to modify the behavior of the employees and more so to re-enforce the desired behavior and improve and increase the employee productivity. If employees are to function at an optimum level of well-being and competence, it is vital that they feel supported and valued.

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