

Use of Counseling as an Intervention Against Interdiction and Summarily Dismissal

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Abstract

The production of quality services in any given organization depends solely on how organization handles its employees i.e the hardworking, the lazy, indiscipline, chronic absentees, drunkards and don't cares. Most organizations are finding it extremely difficult to handle the emerging issues in organizations delivery of quality services and products to satisfy customers. Today there is hue and cry all over in the public domain about the delivery of quality services especially in public sectors. Therefore this study sought to determine the best method of dealing with chronic absentees, drunkards, laziness, troublesome workers through counseling so as to reinstate their aspiration to get committed to quality delivery of services rather than interdicting or summarily dismissing them, yet some could be good workers but due to some psychological problems they get derailed. The study sampled one hundred workers in different departments in different organizations such as Finlays, Uniliver, Highlands, sugar co. firms and public sector such as civil servants and teachers. The study revealed that 75% of the organizations both public and private still use the usual method of interdiction and summarily dismissal rather than counseling the offenders and rehabilitate him or her to his or her usual personality. It is only a small percentage of 15% who try to use counseling as a method of rehabilitating these chronic absentees, drunkardness, trouble shooters and Laizfair. The % either apply counseling or dismissal. Hence some of talented workers end up dismissed or interdicted because of their psychosocial problems.

Keywords; *counseling, interdiction, dismissal, rehabilitation, quality service delivery.*

Introduction

The handling of human resources is increasingly becoming a critical issue in the rapidly changing world. Most organizations are facing stiff competition in the production of both “quality services and products” Casco (2010) observes vehemently that when it comes to managing people; managers should be concerned to some degree with the characteristics such as identifying work environment within the organization; determining the number of people and the skills they have ; recruiting, selecting, promoting qualified candidates as well as rewarding; retaining and developing human resources. All these factors may either lead to inspiration; motivation, laziness, frustration or stubbornness. It is believed that conducive environment set by the organization is likely to enhance the production of both quality services and products. It is argued that in money economy the consumer is the king. This is because it is the consumer who dictates what types of services or products that are highly needed in the market demand. Decenzo and Robins (1996) observed that the development of human resource depends on the type of environment that is given to the employees by the organization that if one is found in mistakes; one would realize and either be sorry and ask for forgiveness or take it for granted.

Statement of the Problem

The delivery of quality services and products in any given organization solely depends on the created environment by the management in the organization to satisfy the consumers demands. The delivery of such quality services and products is the result of well laid down system that enables both the management and the employees to interact and share their experiences in handling the highly demanded quality services for the consumer. In case of any shortcoming the organization could look at amiable alternative to help one.

Thus instead of rushing to quick decision of interdicting or summarily dismissing on employees, the management could use counseling to rejuvenate the performance of those who could be either psychological affected various factors in life that may have derailed their performance and delivery of highly demanded services and products.

Purpose of Study

The purpose of this study was to determine whether counseling can be able to assist the workers improve their performance and delivery of quality services and products as demanded by the consumers.

Objectives of the Study

- To determine whether counseling services are used in both public and private organizations to assist workers.
- To examine if counseling in public and private organization can help one reform and perform well in the organization.
- To determine the methods used in both public and private sectors to help their employees who have some psychological problems that cannot make them deliver quality services as demanded by the consumers.

Scope of the Study

The study was consigned to both public and private organizations in Kericho county and Busia county for the employees who work in these organizations.

Research Area and Method Used

This was a descriptive survey study that was carried out in Kericho and busia county. The study sampled one hundred employees randomly. Managers and officers were purposively selected.

Data Collection

Data was collected through structured questionnaires and group focused discussion.

Data Analysis

Data in this study was analyzed by frequencies percentages and kruskaal wallis.

Results

The results in this study show that there are not counseling units in public sectors but have human resource departments which act as counseling units but do not have human personnel that deal with psychological problems. This also applies to private sectors, though some private organizations are trying to start counseling units.

The study also revealed that some of the employees who are chronic absentees, indiscipline, drunkards and don't care attitudes are due to either frustration from families, senior officers, lack of appreciations, stress of the work and lack of promotion. These aspects can be counseled rather than summarily dismissal or interdiction.

The study also revealed that 85 % of the problems that lead to interdiction/ summarily dismissal are either due to some family matters which at times tend to spill over to the working place that need counseling rather than interdicting.

The study also revealed that 65% of the respondents felt that the best way that makes employees open up their inner worlds and improve their productivity is through counseling.

75% of the respondents agreed that counseling brings good relationship between the employees and the management in the organization.

45% noted that fear of the management makes them not open up their individual problems that they have or face, hence at times resulting to unnecessary behaviour that do not allow one to deliver needed quality services/ products.

Results and Discussion

The Role of Counseling in any given Situation

From the results obtained from the study, it clearly shows that both public and private organizations do not use counseling services in their organizations. This failure can be observed in some of the Kenyan parastatals which were very vibrant in 1970s such as Kenya National Assurance company, Kenya cooperative creameries, Kenya farmers association.

Counseling plays a key role in human life. Thus counseling in the organization is meant to play key roles such as careful listening to the employee, developing close relationship with the employees irrespective of the position one holds in the organization, encouraging employees of all levels. But according to these results, it looks like the management in most of these organizations are not close to the employees. (Siege et al 1990). Thus as soon as the management notices an employee trying to underperform in his/her duties or showing behaviours that are not related to the delivery of quality services, then an employee can be taken to the counseling unit for counseling. (Scligman Milton 1979). But in case the organization does not have a counseling unit, it can refer an employee to a well established counseling unit around, Decenzo and Robins (1996). Indeed some of the problems that employees experience at work could be a spill over from the family or socio-economic which can easily be handled by qualified counselors. In fact after psychological counseling one could easily regain his/ her effective delivery of quality services.

Thus some of the behaviours that can bring collision between the employees and the organization such as drunkenness, laziness, indiscipline, can be easily minimized and raise up the morale of the workers through counseling and rehabilitation.

Dealing with an Employee

The results of the study showed that whenever an employee makes a mistake, he/she is dealt with immediately either by serious warning or instant interdiction/ dismissal. But it is becoming very difficult for the modern managers in the organizations to deal with employees. This is also due to what is changing in the technological world. Employees are speaking of their human rights. Thus the best solution to such situation is to look for counseling. This is because as pointed out elsewhere in this paper the individual employee could be having a spillover psychological problems either from the family or socio-economic which cannot be shared freely unless one is taken to a qualified counselor that will make him/her open up his/her “inner world”.

Indeed the respondents were open and revealed that part of the problems that make them underperform emanates from family issues as has been observed by Decenzo and Robins in the study carried out by Nandi (1997.)

and Syallow in unpublished thesis note that before any disciplinary action is taken against an employee, oral reprimand which is in essence counseling should be carried out. As has been pointed by counseling psychologists, counseling is a relationship between a counselor and a counselee. This close relationship makes one open up his or her “inner world” which one cannot share with anybody unless one is convinced that the person he/she is sharing his/her deeper feelings will not leak out. Thus an employee would fear to open up to his/ her superior for fear of being reprimanded but will feel free with a qualified counselor. If this is done, one would see an employee who was termed as a drunkard, lazy, rude, absentee change to the delivery of quality services that are highly needed by the consumers.

The Role Counseling in A Working Place

The study also found out that 65% of the respondents showed that counseling is the best option of helping those who find themselves in problems with the organizations since this will bring good relationships between the management and the employees. The delivery of quality services in the organization depends on the good relationships that exists between the management and the employees. The role played by the counseling is immense. We have pointed out that counseling is good and careful listening to the bereaved part. Thus counseling is meant to change the negative attitudes of the employees who could be having some psychological and social problems as they open up to those they trust that cannot leak what they have shared. Someone feels happy when he/she is listened to and appreciated.

Of course most if not all managers may not have been trained in counseling. Most managers were trained as administrators and may not have taken counseling courses. He/she may not be able to know the role counseling plays. Thus when he/she is dealing with an employee, he/she may not be able to understand the psychological problems of the employee. He/she may take drastic steps against an employee that will paralyze him yet a counselor will listen carefully to the employee and help him/her come out of the deep mess that may distract him/her from delivery of quality services that are highly demanded by the customer.

Fear of Management

In the study, it was found that about 45% interviewed expressed that they fear opening up to the management for fear of being reprimanded. As seen in psychological counseling, a counselee is supposed to open up freely without coercion. It is this free open up that makes one feel relieved on the organization. Why do employees fear to open up in the organization. Various aspects come up as to why employees tend to behave so. One could be that the managers are not accessible, arrogant, not friendly, and harsh and so forth. Yet when it comes to counseling one vomits out all that he/she has in his/her mind. Strict rules in the organization could also make the employees fear. Yet what is needed in any given organization is openness for people to work as a team. Psychologists counselors stress “openness”. Indeed as the study showed, many employees fear opening up for fear of being reprimanded and dismissed. At times openness is mistaken to rudeness. But in counseling openness is accepted as a sign of freedom.

A study by Mutemi (2006) insists that counseling should be installed in a working environment. Indeed this is true observations. Some of the psychosocial problems found in working environment can well be handled by counseling. Some of these which include family issues, lack of confidence in one self, drunkardness and yet one is a performer can easily be corrected through counseling. Thus this fear is the result of employees being free and open. When employees are free and can open up, it will make them remove their psychological dirty thoughts and work effectively. At the same time the management should be friendly and interact with the employees freely so that they learn each others psychological temperamental.

Conclusion

In conclusion the study emphasizes the creation of friendly environment that motivates, stimulates the workers. This can easily be done when and if both parties are free and open to each other. Counseling emphasizes friendliness and openness.

The study recommends that in modern world the best way of helping employees is through counseling so that the psychosocial problems can be solved. As such each organization be it private or public should

establish guidance and counseling unit to help and rejuvenate the energy of the employee. Some psychosocial problems can overcome a good worker until he/she derails. Thus good and qualified counselors should be employed.

The human resource personnel should at least have thorough knowledge of counseling since employees fall under their departments. Thus the human resource should have a masters degree if possible in psychology in guidance and counseling to understand human behaviour that he/she is dealing with.

That interdiction and dismissal should be the last resort in dealing with an employee.

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