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PAPER- INDUSTRIAL PSYCHOLOGY (405)

UNIT-V

TOPIC: FUNCTIONS OF EMPLOYEE COUNSELLING

❖ **FUNCTIONS OF EMPLOYEE COUNSELLING:**

The Employee Counselling Functions are the activities that can be done by counselling. The **6 Main** Functions are:

- 1. Advice**
- 2. Reassurance**
- 3. Communication**
- 4. Release of Emotional Tension**
- 5. Clarified Thinking**
- 6. Reorientation**

The basic objective of counselling is to help the employee attain a better mental, emotional and physical health and develop self-confidence, understanding, self-control and ability in employees for better job performance. This objective can be achieved by performing various counselling functions.

This objective may be achieved through different functions of counselling which are as follows:

Function 1. Advice:

One of the important functions of counselling is offering advice “to the counselee.” The counsellor has to understand the problem of the counselee completely, before offering advice and suggesting a course of action.

The simplest function in counselling is to provide advice to counsellee on the matter because of which he is feeling the sense of mal-adjustment. Though giving an advice appears to be a simple function, in actual practice, it presents numerous problems.

For a meaningful advice, the counsellor must be fully aware about the problem of the counsellee and he must be able to diagnose its root causes so that the advice is relevant for removing those causes of the problem. Another problem in tendering advice emerges in the form of counsellor-counsellee relationship in which the latter may develop the feeling of inferiority if the former has not tackled the problem on the basis of equality.

Function 2. Reassurance:

Counselling has to provide reassurance to the employee that he or she is progressing well and moving towards achieving the desired goal. Reassurance here can be meant as encouragement also. This is mostly in the case of the mid career managers where counsellor can only reassure that everything will work out. Employees' Counselling fine and also encourage him or her to work as the desired goal is within reach.

In order to give courage to face a problem confidently, counselling provides employees with reassurance. Normally reassurance is not acceptable to the counselee. However, it is useful in some situations.

Reassurance involves giving a person courage and confidence to face a problem adequately. Many times, problems are over-emphasized out of proportion. As a result, the counselee perceives himself unable to overcome these problems. In such a situation, he loses his self-confidence. This works as a vicious circle.

A problem emerges, the person loses his confidence; the problem gets magnified, he loses his confidence further; and so on. Through reassurance, the counsellor can break this vicious circle. At the initial stage, he may counsel the counselee to break the impasse at outer level and gradually move to the centre of the problem. At each stage, the counselee can develop self-confidence.

Function 3. Communication:

Counselling is mostly about proper communication. A proper communication is required to pass the employee problems to the management and also to air the views of the management to the employees. Communication skills such as listening, providing feedback and so on are required for an effective counselling session.

Counselling helps improve both upward and downward communications. In an upward direction, it is a key for employees-to make the management know their feeling. Counselling initiates an upward signal. Another part of the counsellor's job is to discover emotional problems relating to company's policies and to interpret those problems to top management.

Function 4. Release of Emotional Tension:

Counselling gives a scope to the employees to release their emotional tension. Emotional outbursts help the employee to release one's anger and frustration to a sympathetic listener, which in turn helps in subsiding the tension.

Releasing emotional tension is an important function of counselling. People feel emotional release from their frustration after counselling. Release of tension may not solve the entire problem, but it removes mental blocks to the solution.

Counselling provides an outlet for releasing emotional tension. This release of emotional tension is known as emotional catharsis which is the process of purification of emotions. Tension generates when a person feels dissatisfaction and finds himself helpless to remove the dissatisfaction.

Sometimes, this feeling may be based on unjustified grounds. When the person gets an opportunity to convey his feelings to a sympathetic listener, he releases his tension and frustration. To the extent, the counsellor shows sympathetic and helpful attitudes to the counsellee, the latter is able to release his emotional tension.

Function 5. Clarified Thinking:

Another function of counselling is that of clarified thinking. As emotional blocks to straight thinking are relieved while narrating the problems to the counsellor, one begins to think more rationally. Clarified thinking tends to be a normal result of emotional release, but a skilled counsellor can act as a catalyst to bring about clear thinking more quickly. The client begins to accept responsibility for his own problems and strives to be more realistic in solving them.

Discussing one's problem with someone helps the person to see those points and facts which have been overlooked earlier due to emotional involvement with the problem. The counsellor is not required to guide the person in such a case, as only listening to the outpouring will help. Once the counselled person starts speaking very soon many facts are clarified as the counselled starts thinking aloud which in turn results in rational and logical thinking and helps in solving the problems, real or imaginary.

Counselling functions to develop clarified thinking in the mind of counsellee. Clarified thinking tends to be a result of emotional release. However, a skilled counsellor can aid this process. In order to clarify the counsellee's thinking, the counsellor serves as an aid only and refrains from telling the counsellee what is right.

He merely puts forward the various alternatives with the likely implications of each alternative. This helps the counsellee to appreciate the problem in right perspective which helps him develop right thinking.

Function 6. Reorientation:

Another function of counselling is reorientation which involves a change in the counsellee's psychic self through a change in basic goals and values. Perhaps this is the most critical function of counselling as it involves a change in basic goals and values which is a gradual and painful process. When the problem of an employee increases beyond a certain proportion, he requires the help of a professional counsellor.

Reorientation is a result of clear thinking which helps an employee to assess oneself - one's potential and limitation and in accordance to them set new goals and values. Reorientation leads a person to have a better self-image and it also helps to treat the patients of depression. A clear self-image leads to be a more confident person and also a more effective worker.

It involves a change in the employee's psychic self through a change in basic goals and values. Mostly, it needs a revision of the employee's level of aspiration to bring it more in line with actual attainment. It is largely a job of the professional counsellor.