



UNIVERSITY OF NAIROBI
DEPARTMENT OF SOCIOLOGY AND SOCIAL WORK

**DETERMINANTS OF THE USE OF PROFESSIONAL COUNSELLING SERVICES
WITHIN FORMAL ORGANIZATIONS IN KENYA: A CASE OF SAFARICOM PLC**

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DECLARATION

This research project is my original work and has not been submitted for examination in any institution other than the University of Nairobi.

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This research project has been submitted for examination with my approval as the University Supervisor.

Signature _____ Date: _____

PROF. EDWARD MBURUGU

DEDICATION

I would like to dedicate this research project to my Late Grandfather Simeon Chengo who encouraged me to always further my studies. I would also want to dedicate this work to my dear family (My husband Eng. Geoffrey Mutai, children; Barrack, Gideon and Neema).

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ABBREVIATIONS AND ACRONYMS

BAC	The British Association for Counseling
AIPC	Australian Institute of Professional Counselors
BABCP	British Association for behavioral and cognitive psychotherapies
CBT	Cognitive Behavioral Therapy
CIPD	Chartered Institute of Personnel and Development
DRC	Disability Rights California
EAPS	Employee Assistance Programs
GTO	Good Therapy.org
HIV/AIDS	Human Immunodeficiency Virus Infection and Acquired Immune Deficiency Syndrome
KI	Key Informant
KPMG	Klynveld Peat Marwick Goerdeler
NBGH	National Business Group on Health
UNESCO	United Nations Educational, Scientific and Cultural Organization
WGI	William Glasser Institute

ABSTRACT

The research intended to investigate determinants of the use of professional counseling services within formal organizations in Kenya, with specific reference to Safaricom PLC. The research was guided by five specific objectives. These objectives were; to identify types of counseling services offered in the Safaricom, to ascertain the extent to which employees in Safaricom use professional counseling services, to establish employee's perceptions of counseling services in Safaricom, to show how employees perception of counseling services affect its use and to examine key social and economic factors that influences the decision to use counseling services in Safaricom PLC. The study adopted a descriptive survey design, where participants answered questions administered through questionnaires and interviews. Based on the research findings, the main determinants of employee counseling use were observed to be substance abuse, work pressure, financial challenges and family conflicts. The other factors observed were injury at work, grief in times of bereavement and career challenges. Also, according to the findings of this study, employee counseling is effective for all employee ranks and leads to satisfaction, and that counselling is important in addressing employee work related and personal challenges. However, the study findings showed that despite the consensus by the respondents that employee counseling is effective, the use of the facility is still minimal, and that employees mostly seek employee counseling when faced with a challenge or when recommended by employer. The study concluded that counseling is important in addressing employee work related and personal challenges. This reflected a positive perception to the facility but it has not been embraced fully. The study recommends that there should be mandatory trainings on the use of employee counseling services quarterly, and that the employee counseling services should be demystified during all staff functions like strategy cascades, team buildings and staff parties. In addition, the study recommends that the counseling facility offices be incorporated openly within the workplace premises for easy awareness and access. The Kenyan government should make it compulsory for all employers to provide employee counseling services for free so that major issues affecting employee productivity can be addressed in organizations.

CHAPTER ONE: INTRODUCTION

1.1 Background of the Study

Counselling refers to the principled and skilled use of relationship leading to emotional acceptance, self-awareness and developing optimal personal resources. The goal is to enable living resourcefully and satisfyingly (BAC, 1986). According to the counselling dictionary, counselling relationship is characterized by application of many psychological theories, known communication skills guided by experience, intimate concerns, concerns of clients and aspirations. The main purpose of counselling is to promote normal functioning in the formal organizations employee lives.

A formal organization is established when detailed plans are organized to bring together the activities of a group in the interest of reaching set objectives (Blau, 1968:297-298). Therefore, to achieve these objectives, employees must function normally and thus the need for counselling. Workplace counselling decreases stress, absence and sickness from work as employee satisfaction is improved. Employee satisfaction is part of the prestigious target of major business organizations like Safaricom. External employee assistance programs (EAPs) in Britain, provide counselling services to an estimate of 2.26 million workers which is approximately 10 percent of the number of employees in 1137 organizations. These businesses are valued at £22.53 million (EAPA UK 2001).

Counselling organizations are increasingly offering these employee services in addition to other types of counselling and we find organizations referring their staff to them or outsourcing them on contract basis. In Kenya, we have Amani counselling centre and training institute, Kenya association of professional counsellors, Oasis Africa and religious institutions. Internationally, British counselling association for counselling and psychotherapy (BACP) provide private practice employee counselling or through employee assistance programs (EAPs). They promote and support the formal employee counselling, develop good working relations and behaviours, offer crisis support in the workplace, wellbeing of employee, workplace mental health, and evaluation results, counselling for high risk tasks, effective policy development and establishment of grief therapy modules working with Employee Assistance Programs (EAP).

Formal organization form part and parcel of daily human living and it's almost impossible to live without them. Their role is critical in shaping every facet of the society. They are an enigma. Organizations are made up of the management, owners and employees all brought together by different needs and goals but bonded by the organizational goals and targets which may surpass or overlook individual needs. For the success of meeting organizational goals, care must be given to individuals to enable maximum participation. Professional counselling developed in a quest to improve employee care. Individuals within organizations deal with occupational stress, bereavement, career choices difficulties, sexual harassment financial concerns etc. thus need for professional counselling. This study seeks to understand how this facility has been used or the extent to which it's not being fully utilized to restore organizational dysfunctionality.

1.1.1 Employee Challenges at the Workplace

Employee challenges at the workplace could include bullying by fellow employees, strict unachievable targets, unclear career development thus stagnation, lack of transparency in promotions and rewarding, Gender and sexual harassment and frequent downsizing/retrenchment. These challenges cause a lot of emotional and physical discomfort leading to poor performance at work and affecting individual families. If counselling is not fully accepted, then these difficulties may not be solved, rather, they will continue leading to many physical and psychological consequences.

These consequences include industrial actions, high staff turnover, stress related ailments, depression and in the worst scenarios suicide. Organizations offering these services are; the Kenya association of Professional Counsellors, Build and Restore Counselling Services and the Amani Centre. This has not been fully embraced and its usage has been minimal thus employees continue to suffer in silence and some leading to strikes/industrial actions. The concept of professional counselling has been viewed as a western concept and its development in Kenya has been so slow.

Counsellors have to consider how counselling in organizations is being used by the same organizations to avoid their responsibilities (Carroll and Walton, 1997:3). This perception by staff has further encouraged the slow embrace of these services and as a result continues to suffer in silence. Therefore, the study seeks to determine factors influencing the success and use of

professional counselling services in formal organizations sighting the case of Safaricom which has installed this facility.

1.1.2 Professional Counselling at Safaricom

This facility is currently provided by Build and Restores Counselling Services Company. The services have been outsourced and the contacts are readily available for all staff members who are encouraged to call and book appointment at no fee. It covers staff and their dependents covered under the staff medical scheme. The service is also available on 24-7 basis. The employee determines where they want the session to be conducted. It can either be within Safaricom PLC premises or at the counselling provider office. The other provider is the AON KENYA who can also be accessed online with assured confidentiality and contacts provided on staff medical cards. Counselling has always also been offered indirectly through career coaching in groups and life counselling during team buildings. Special skilled speakers are welcomed to address staff.

1.2 Problem Statement

There is limited research globally existing on work place counselling (McLeod, 2001). This is because of the sensitivity and confidentiality accompanying counselling (Janine, 1997). Tong (1998) did a research on employee counselling programs in the Malaysian work place. He concluded that workplace counselling should be holistic incorporating the needs of the employee, their families, employer and the professional counselling institution standards. In Britain, workplace or employee counselling grew from occupational welfare services towards the 19th century (Mrisha *et al.*, 2015).

Kimiru (1998) did research on the role of professional counselling associations in professional counselling practise in Kenya while the very nearest to this study was a research on the factors affecting implementation of work place counselling services a case of Nairobi university (Akoth, 2014). Akoth concluded that there was need for workplace counselling at the University though staff had various misconceptions about it. Most studies related to counselling have been on guidance and counselling in high schools and that of HIV/AIDS voluntary counselling services. Mrisha *et al.* (2015) analyzed employee counselling theories, a contingent model for companies in Kenya.

Apart from Safaricom, Kenya Airways, Kenya police and Kenyan banks are some of the organizations that offer employee counselling services currently in Kenya. The banks offering these services are Barclays bank, Kenya Commercial Bank and Co-operative Bank among others (Siagi, 2014). Locally, there are few if any previous studies which investigated the factors that influence the use of general counselling services in Kenyan formal organizations. Therefore, this study sought to bridge this gap.

1.3 Research Questions

- i. What types of counselling services are offered in the Safaricom Company?
- ii. How do employees view counselling services in the Safaricom Company?
- iii. What key factors influence the decision to seek counselling services in the organization?
- iv. Has the counselling facility been effective in tackling employee challenges?
- v. Has management influenced the use or non-use of the facility?

1.4 Study Objectives

1.4.1 General Objective

The primary objective behind this study is to look into the factors that influence the use of professional counselling services in organizations using Safaricom limited as an illustrative case.

1.4.2 Specific Objectives

The main objectives of this study are:

- i. To identify types of counselling services offered in the Safaricom Company.
- ii. To ascertain the extent to which employees in Safaricom use professional counselling services.
- iii. To establish employee's perceptions of counselling services in Safaricom.
- iv. To show how employees perception of counselling services affect its use.
- v. To examine key social and economic factors that influences the decision to use counselling services in Safaricom.

1.5 Justification of the Study

As observed under problem statement, no empirical data exists on the determinants influencing the use of professional counselling services within formal organizations in Kenya. Hence this study attempts to fill this gap. The findings of this study could be used as a guideline by formal organizations in understanding the need, use and hindrances to the success of this vital facility,

Employee counselling is important in handling employee workplace challenges which have been proved to distort normal functioning as well as affecting productivity. Employers also need to establish platforms for emotional feedback from employees (Mrisha *et al.*, 2015). Employee counselling facility is an important facility and thus this research intends to understand the factors influencing the use of this service in Kenyan organizational sector. There isn't any direct recent study on this area and the result can inform both the learning fraternity and the employers on the influencing factors to this facility.

1.6 Scope and Limitations of the Study

The research covered Safaricom limited divisions. The study however limited its study to customer operations division staff which number slightly over 1000. The study will look at factors influencing the use of professional counselling services in formal organizations; the case of Safaricom Limited. This will be within the business organization in the aspects of attitudes towards counselling, expectation after accessing it and hindrances to its success in curbing employee challenges.

The limitation to this study was the accuracy of information. This is because of sensitivity and confidentiality accompanying counselling (Janine, 1997). There was also fear that management may use the results against participants. To correct this limitation, the researcher used questionnaires which had no identities. The facts that the purpose of the study was for academic use was emphasized on the letter of introduction to the respondents.

The purpose of the study was well clarified as well as confidentiality assured before the administration of the questionnaire. The other limitation was the lack of enough literature on workplace counselling as stated earlier on the problem statement and much of the literature used was from developed nations and the near related researches done in Kenya.

CHAPTER TWO: LITERATURE REVIEW

2.1 Introduction

This chapter looked at literature related to workplace counselling and factors discouraging or encouraging its use. The key areas to be reviewed earlier stated on objectives summarized are; Professional counselling services in formal organizations, factors that influence its use and non-use as well as extent to which this facility is being utilized. This chapter will also look at the theoretical and conceptual frame work of the study. Literature review involves wide reference to related research and theory in the research field (Ridley, 2012).

2.2 Professional Counselling Services in Formal Organizations

Counselling refers to the principled and skilled use of relationship leading to emotional acceptance, self-awareness and developing optimal individual resources. The goal is to enable living resourcefully and satisfyingly (BAC, 1986). Counselling is becoming increasingly professional (Manthei, 1997). This is the ethical use of certain practical skills within the finding-solutions to problems model of counselling. Professional counselling services in formal organizations can also be simply referred to as workplace counselling.

Employee counselling refers to a psychological health care help which may take different forms (PGA GROUP, 2016); it aims to help employee and employer by arbitrating with current problems through active problem-solving techniques. This counselling service meant to provide support to the employee is usually for a short period providing independent, special resource for employees, giving them access to workplace counselling which is free and confidential. The service is part of an employer's duty of care to the employees (Hughes, 2015).

Therefore, employers have provided this facility as part of their care/welfare for employees and also to improve productivity for their own benefit. (Tong, 1998) also defines employee counselling as a process initiated by the counsellor with the objective of providing knowledge to the worker. Counselling services maybe in the form of telephone Counselling, face-to-face counselling, psychological debriefing, group support and advice on legal and debt issues (Ekpang, 2015). The history behind workplace counselling is unclear, logical and cannot be easily determined (Coles,

2003). It may have started because of differing pressures as a result of social, political, economic, institutional/ organizational, individual, practitioner and client sources.

Previous studies done indicate that this counselling facility is very important and that a larger percentage of employees would embrace it if well implemented (Akoth, 2014). In her study on factors influencing implementation of work place counselling at the University of Nairobi, it was found that 81.0 % of the respondents indicated that they supported the counselling services at work place. Internationally, the study by Peter Tong on the employee counselling programs in the Malaysian workplace also indicated a positive response by employees where slightly over 89% of the subjects indicated a positive attitude towards counselling programmes. The results clearly showed that the employees understood the significance of counselling and its benefits towards the organization.

2.3 Reasons for Employee Counselling

According to study, the employers who see counselling as a caring facility are 76%, 70% believe that counselling can manage change while 57% believe that counselling can manage stress (Ray, 2011). He further says that introduction of counselling in the organization means that problems can be solved quickly and at their initial stages where they emerged. Therefore, the main reasons for counselling facility in professional organizations are; Need for performance improvement, Employee care and personal development, to reduce absenteeism, change management and substance abuse management.

2.3.1 Performance and Productivity Improvement

Counselling is employed by organizations with the major aim of improving company performances. Counselling is a significant instrument in improving workplace performance within an organization (Ekpang, 2015). Problems such as poor performance in an organization as a result of individual issues which render them incapable of functioning optimally thus employers have to ensure the employees are well holistically. Organisations that do not place any emphasis on employees' welfare will likely face decline in productivity (Hughes and Kinder, 2007). The personal issues capable of affecting performance are stress/depression at home or at work, substance abuse, bullying, sexual harassment and even economic challenges.

According to McLeod (2001) there is a positive correlation between organization provision of workplace counselling and the benefits resulting in the workplace. This is in agreement with findings by Hughes and Kinder (2007), where they related employees' performance to the counselling and support offered by the organization. Poor performance is portrayed in the form of substandard performance, inability to meet duties of your position as an employee, inability to comply with workplace policies and unprofessional conducts within the workplace that negatively affects co-workers (Ekpang, 2015). All these issues are handled through professional counselling which can either be self-referral by employee or referred by senior managers. Through effective counselling, absenteeism caused by sicknesses or reluctance to work has been minimized further helping in improving productivity. Studies have shown that counselling reduces absenteeism rates due to illness in clients by 25-50 per cent.' (McLeod, 2001) and Organizational demands can also cause stress and depression thus counselling can be able to address this. Challenges of unrealistic goals/work-load, pressure to meet the set goals, career challenges, frictions with workmates and problems related to change are well handled through counselling (Akoth,2014). Counselling Decreases costs related to turnover, burnouts, absenteeism and accident-related disability (Navare, 2008).

2.3.2 Employee Care and Personal Development

Professional counsellors offer help in addressing the following issues which cause emotional stress (Navare, 2008): 'Anxiety, depression, and other mental and emotional problems and disorders; Family and relationship issues; Substance abuse and other addictions; Sexual abuse and domestic violence; Absenteeism; Career change and job stress; Social and emotional difficulties related to disability and illness; Adopting to life transitions; The death of a loved one. Appropriate referrals after assessment. All the above involve care of the individual employee as a person. Providing employees with access to workplace counselling that is free and confidential is a service offered by employer in their duty of care (Hughes, 2015).

2.3.3 To Reduce Absenteeism

Absenteeism refers to an employee's intentional or habitual absence from work (Aitchison, 2014). Studies have shown that counselling reduces illness related absence in clients by 25-50 per cent (McLeod, 2001). Work place counselling helps individuals manage their personal challenges and in return the need to be absent from work reduces. Research into work place counselling (McLeod,

2001) reported reduction in absenteeism and more positive attitude to work. Employers can minimize absenteeism, lost productivity and other significant cost by understanding what causes absenteeism in the organization and put in place strategies to (Morneau, 2015). Absence affects not only the individuals absent but others as well (Coughlan, 2004). Those employees absent together with their dependants are affected by decline in income as well as other expenses such as medical bills.

2.3.4 Change Management

Employers turn to counselling as a way of managing mammoth changes taking place in organizations (Carroll, 1996). It's natural for people to resist change beside the good intentions to transform the organization by the management workers feel threatened (Levine, 2015). There is therefore need to manage change and counselling is one of the methods used. Changes in organizations can cause anxiety and disruption to workplace as well as personal lives. It's not the changes itself, but rather the way in which they are managed that causes negative experiences (Kieta *et al.*, 2003).

2.3.5 Substance Abuse Management

It is common to hear cases of substance abuse in the workplace and the cost of mitigating is usually high for the employer. The statistics carried out in 2007 which classified 20 million adults as those with issues with drug and substance abuse, approximately 12 million (60%) was employed full time (NBGH, 2009). Management have come up with some interventions to help workers with drug and substance abuse problems. The three common interventions include, special counselling programs, disciplinary actions and seeking help from healthcare practitioners (CIPD, 2007). Myriad types of drugs are abused by employees but the most abused is alcohol. Alcohol use can be particularly serious within the workplace, as it has an impact on human performance that can affect, for example, productivity, accident rates, working relationships and absenteeism (Henderson *et al.*, 1996). Therefore, counselling can help manage this aspect. Other areas handled by employee counselling are home and workplace stress, problems in relationships and families, workplace harassment and bullying, loss of loved ones, anxiety, depression and Post traumatic stress.

2.4 Extent of Employee Counselling Services Usage

This is the degree to which counselling is used or sought within an organization that already offers it. psychotherapy and counselling has place much concentrated on family relationships ignoring the dynamics of work and relationships within workplace (Coles, 2003). This points to the fact that employee counselling has not been widely embraced. The existence of a counselling facility in an organization can be sought after by employees maximally or minimally depending on the following factors; Social stigma, gender, awareness and nature of employment.

2.4.1 Gender

The rates at which men seek help and consultations is significantly low as compared to those of women especially with emotional issues and depressive symptoms (Möller, 2002). The presence of a counselling facility can be used more by women than by men mostly because of cultural reasons. Men view therapy seeking as being weak and womanly thus affecting the degree of use.

It is a common experience for men to be unwilling to seek help when experiencing difficulties with living. Popular stereotypes have portrayed men with having issues such as unwillingness to ask for directions when lost, having difficulty with sharing inner feelings with family and friends, as well as consulting professionals (Addis & Mahalik, 2003). Therefore, counselling at workplace services can remain underutilized because of gender and cultural reasons.

2.4.2 Nature of Employment

Employment patterns have been changing drastically. Standard employment models are changing completely. Standard employment models involved full time employment with salaries and generally stable jobs with full benefits. Currently, half of the global employment is represented by wage and salaried employment and only covers 20 percent of workers in the sub-Saharan Africa and South Asia (ILO, 2015). ILO findings in 2014 shows that global unemployment is estimated at 201 million a figure that is 30 million higher than before the 2008 global financial crisis. As a result of the above changes, employers are maximizing their profits by offering contract jobs based on individual performance with no benefits like counselling or general employee assistance programs. Therefore, in a formal organization with both permanent and contract staff, permanent staff will access the counselling facility alone. The provision of the counselling facility is an additional cost to the company and in the advent of desperation and joblessness, employees can

just work without this service after all those who exhibit challenges are terminated from employment which is contractual.

2.4.3 Stigma

Stigma is an attribute associated with widespread social disapproval-a discrediting social difference that yields a "spoiled social identity"(Pryor *et al*, 2014). There is a perceived negativity on seeking therapy by humans especially of African descent. Culture and the social set up contribute to this where one would rather die in silence than being labelled incapable of handling his or her own issues. There is also a perceived fear that the counsellors are just human and may share off the problems shared to them. Therefore, the presence of a counselling facility may be sought for minimally because of this fear.

2.5 Factors Inhibiting the Seeking of Counselling Services amongst Employees

The studies related to workplace counselling and employee support focused aspects such as resistance to change by individuals, stigma relating to seeking help, perceived negative career repercussions, and precise benefits accruing from seeking help (Torun,2013). The barriers towards workplace counselling was lack of sensitization on the benefits of workplace counselling, fear and stigma towards workplace counselling and lack of professional counsellors (Akoth, 2014).

2.5.1 Stigma about Seeking Help

Stigma can refer to attitudes or beliefs that lead to rejection of those assumed to be different (DRC, 2016). Employees do not want to be stigmatized and labelled as not able to sort their own personal issues. Some do not want to be seen as having challenges and therefore failure to seek help despite difficulties. Social stigma refers to an individual's fear of negative judgment by others as a result of seeking help for a problem (Deane & Chamberlain, 1994). This therefore, means that most individuals have a negative perception on the act of seeking counselling or psychotherapy as dilemma. The thought of seeking help which is perceived to be worse than the problems of negative emotion, interpersonal and psychological issues (Vogel *et al.*, 2007).

Social stigma linked with seeking mental health services has been negatively perceived that one who seeks psychological treatment is undesirable or unacceptable in the society. Self-stigma is the internalization of social stigma or the belief that if one needs psychological treatment he or she is inferior (Hobson, 2008). In a university of Nairobi study on work place counselling

implementation (Akoth, 2014), there was limited utilisation of the facility and this was perceived to be due to lack of information and stigma associated with counselling.

2.5.2 Individuals' Tendency to Accept or Reject Change

Changes are always accompanied by feelings of uncertainty and anxiety at first (Erkmen, 2006). The introduction of counselling facility in organizations can either be accepted or rejected. Change should be the primary objective of each counselling session. If change is not the primary objective of the session, there is no reason to counsel (Varnak, 2008). The acceptance of the facility can be low hindering the success of the counselling facility. The change carried by the counselling process can be rejected making counselling unsuccessful (Baker, 1989).

2.5.3 Perceived Negative Repercussions

Counsellors have to consider how counselling in organizations is being used by the same organizations to avoid their responsibilities (Carroll & Walton, 1997:3). This perception by staff has further encouraged the slow embrace of counselling services and as a result discourages the uptake or use. Counselling may be offered internally by a professional counsellor or externally, perhaps by an EAP. Some organisations try to get around this by using local community services from a company referral directory (Buon, 2005). When offered internally employees may fear that their secrets will be spilled to the management and used against them e.g. during layoffs or appraisals. Referrals also bring in the connotation of 'my privacy shared' and this further discourages the use of the counselling facility. The culture of the funding host organization pervades workplace counselling because, either we like it or not, the impact of that organization's culture will intrude imperceptibly, and perceptibly, into the counselling room (Carroll et al, 1997).

2.5.4 Financial Constraints

Companies may question the benefit of the counselling facility, whilst the introduction of the EAP may generate improved company performance, saying that the EAP has directly contributed to the improvement is open to challenge, given that there are likely to be other variables that could create an effect within the organization (Hughes *et al.*, 2007). On this view companies may not give the counselling facility the necessary funds for its success.

2.5.5 Precise Benefits of Getting Help

Employees feel that counselling is a waste of resources because it is used by managers as a way of suppression and torture of vibrant employees in the name of disciplinary Counselling (Nyasha *et al.*, 2013). Therefore, this view discourages the embrace of the counselling facility. Employers may not see the value of counselling too.

2.6 Theoretical Framework

The theoretical framework is the structure that can hold or support a theory of a research study. The theoretical framework introduces and describes the theory that explains why the research problem under study exists (Swanson, 2013). A theory is a general proposition, or logically-connected system of general propositions, which establishes a relationship between two or more variables (Abend, 2008).

2.6.1 Psychoanalytic Theory Sigmund Freud (1856-1939)

This theory believes that all actions /behavior are controlled by the unconscious. Psychoanalytic theory proposes that personality characteristics are a copy of the unconscious part of the human mind. Freud's theory of human development, proposed both an ego development and a libido development (Benveniste, 2015). Psychoanalysis offers a distinctive way of thinking about the human mind and of responding to psychological distress (Bondi, 2007). Psychoanalysis further believes that the human mind is divided into id, ego and super ego. The conflicts between id, ego and super ego lead to different behavior reactions which may be positive or negative like rationalization, displacement, reaction formation and denial. These reactions can lead to conflicts in relationships or at workplace.

Sigmund Freud based his arguments on libido which when it fixates at a certain stage can bring later conflicts in life. This can be used to understand the different challenges experienced by employee at work namely drug abuse, bullying, low self-esteem and poor performance. Psychoanalysis further believes that personality development goes through 6 stages namely oral, anal, phallic, latent and genital stage. Libido controls all these stages and has to be resolved before the next level otherwise life conflicts like messiness, drug use and sexual dysfunction occur later.

Human behavior at formal organizations and any other setup can be understood in terms of Sigmund Freud theory of personality that behavior is controlled by the unconscious mind though people do not know that their behavior is stemming from the unconscious. People know they are conscious. They experience their actions as stemming from conscious choices. Almost by definition, they are unaware of unconscious influences on their behaviour (Baumeister & Bargh, 2014).

The ego's purpose is to balance id with reality, the super ego is always fighting with the demands of id (Freud, 2018). According to this theory, antisocial behaviours in later life stem from early childhood unresolved conflict. In the case of workplace interactions; this can cause family conflicts, bullying, low self-esteem and lack of balance between work and private life. When the employer has this background of Sigmund Freud, challenges affecting employees would be addressed amicably without punitive actions like job losses. This is where forms of employee counselling like coaching development and referrals to see a professional counsellor come in. Psychoanalytic theory applied in counselling becomes psychoanalysis therapy. Freud believed that people could be cured by making conscious their unconscious thoughts and motivations, thus gaining insight (Jayathilake & Padmasiri, 2017). Psychoanalysis can be applied to manage human behavior in organizations (Swarte, 1998). Human resource management practitioners can apply different counseling techniques in employee counselling to change the human behavior and to improve employees' well-being and psychoanalysis from psychoanalytic theory can be one of the techniques.

2.6.2 Adlerian Theory - A Sense of Belonging

The theory was created in the early 1900's by Alfred Adler. The theory posits that human beings as individuals should be valued as a whole as this helps them improve their lives. This theoretical viewpoint created the holistic view of a human psyche inseparable from the many external factors and tasks of life (Aslinia *et al*, 2011). Humans have the desire to belong and feel important according to this theory. Adlerian theory further believes that when people feel encouraged, capable and appreciated, the resulting action will be acceptable. When they are discouraged, they act in an unacceptable manner. Most determinants of employee counselling are negative in nature. The theory can be applied by the employer to make employees feel valued thus stopping negative behaviour that result from inferiority feelings. This has been practised by many formal

organizations through rewards and acknowledgement of positive performances by staff. Basing on Adlerian theory, negative behaviour can also be managed by valuing all staff equally. This theory can be vital in resolving personal challenges at work place like poor performances. When an individual is understood as a whole and valued, it raises self-esteem as well as confidence and in return improved organizational wide performances. Adlerian theory applied by management can also foster employer employee positive relationships. Adlerian theory further believes that human beings are creative and can choose what they want. The theory believes that all humans were born with an innate social interest which needs to be nurtured in a family set up. When Adlerian theory is applied in counselling, the person's yearning for success, relationship with others as well as societal contribution is seen as the basis for mental health (Carlson, 2005). This is seen in the four stages of Adlerian therapy creating a relationship, assessment, insight, and reorientation. Adlerian theory cultivated within an organizational set up can foster positive attitude or energy.

2.2.3 Reality Therapy

Reality therapy was developed by William Glasser, a psychiatrist (Berger, 2005). Reality therapy is the method of counselling that Dr. William Glasser has been teaching since 1965 (WGI, 2010) and it focuses on here and now rather than the past or unconscious mind. It also focuses on client's ability to focus on his/her future as well as making good decisions. It applies to all types of relationships; Therapy, teaching, managing, marriage, parenting, family, friendship and professional consultation among others (Wubbolding, 2002). According to this therapy, establishing a relationship with the client is considered paramount. Secondly it focuses on actions as it believes that it affects feelings of bad or good.

The focus of the practitioner of Reality Therapy is to learn what needs to be learned about the past but to move as quickly as feasible to empowering the client to satisfy his or her needs and wants in the present and in the future (Berger, 2005). The client is encouraged to evaluate the current behaviour and its effects which many a times has negative effects otherwise therapy would not have been sought. Therapist then encourages the client to make positive changes and all these must come from the client. These changes involve making positive choices where the client must make a commitment to action them. If they fail, then must choose something else which must be positive.

The process of reality therapy first involves understanding what the client wants. According to the tenants of Reality Therapy, we all have fundamental needs for belonging, freedom, power, fun and survival (LoFrisco, 2013). The therapist can then try to understand what the client is doing to meet these needs. If what the client is doing doesn't help, then the client is helped to plan behaviours which will better meet these needs.

This theory applied in the formal employee set up can help motivate employees, pointer to career direction as well as encouraging employee good performance leading to increased productivity. This type of therapy has also been shown to be successful at helping family members, colleagues, and other peers to better understand difficult situations (GTO, 2016).

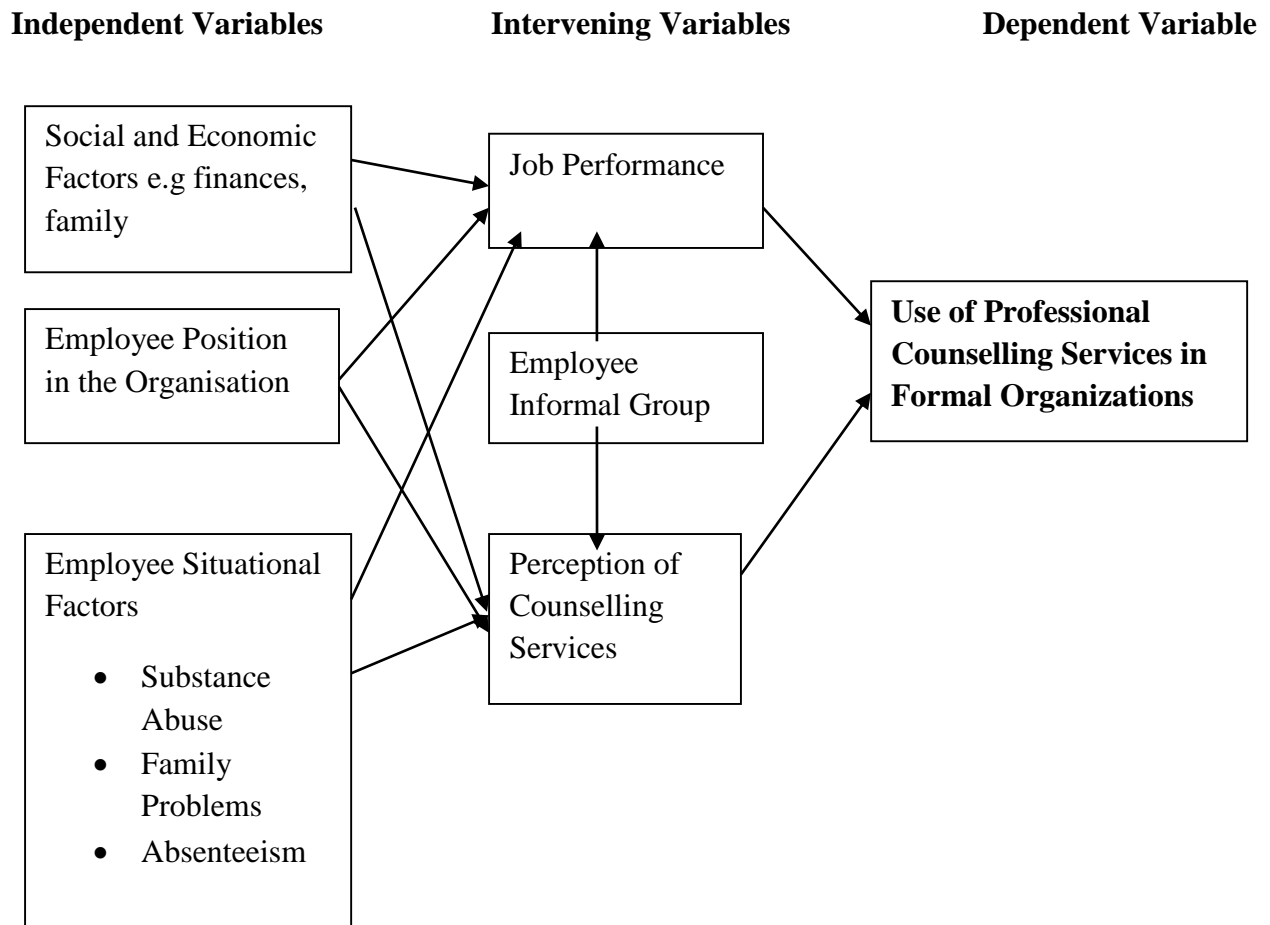
2.3 Conceptual Framework

The conceptual framework is used to represent the relationship between the independent and dependent variables (Akoth, 2014). The independent variables determine the outcome of the dependent variable. The dependent variable is the use of professional counselling services in Formal Organizations. The manipulation of the independent variables affects the outcome of use or non-use of professional counselling services. The conceptual framework (Figure 2.1) is used to show the connection between the independent and dependent variables. Intervening variables mediate between dependent and independent variables. Intervening variables are caused by independent variables but affect the dependent variable.

In a mediational model, it is hypothesized that there is no direct relationship between the dependent and independent variables (Namazi & Namazi, 2016). The independent variable first influences the mediator variable, and then the mediator influences the dependent variable. Social economic factors like, financial challenges, workplace relationships can determine the use or non-use of employee counseling from its effect on the intervening factors. When there are financial challenges or poor workplace relationships, job performance (intervening variable) is positively or negatively affected leading to the need for employee counseling. Employee position in an organization and employee situational factors can affect the perception of counseling services either positively or negatively. When the higher job designation which refers to the management support the counseling facility, this means that they will encourage as well as cascade its use within the organization. At the same time if management does not perceive counseling positively, its

usage will not be encouraged. Employee situational factors can impact job performance, employee informal group as well as employee perception either positively or negatively. This can determine the use or non-use of employee counselling.

Figure 2.1: A Conceptual Framework Showing Linkage between Independent, Intervening and Dependent Variables



CHAPTER THREE: RESEARCH METHODOLOGY

3.0 Introduction

This chapter presents the research methodology that was utilized in carrying out this study. The sections presented in this chapter are inclusive of site description, research design, unit of analysis, and units of observation, target population, sample size, sampling procedure and data collection methods, research instruments, data analysis as well as ethical considerations.

3.1 Site Description

The site of the study refers to setting at which it was carried out. It briefly describes the organisation, agency or community in which study is to be conducted (Kumar, 2011). In this case, the formal organization to be studied is Safaricom PLC. Safaricom PLC is the leading mobile service provider in Kenya, with market coverage of more than 23 million subscribers (KPMG, 2015). It has branches all over the country. The departments are headed by directors and overall headed by Chief Executive Director Bob Collymore. The departments are financial services, customer operations, corporate affairs, strategy and innovation, internal audit, technology and Enterprise Business Unit (Safaricom, 2015).

Safaricom has its Headquarters in Safaricom House westlands and other branches all over Kenya namely Nairobi CBD, Mombasa, Kisumu, Eldoret, Daadab, Garissa, Kitale, Kapsabet and other areas represented by a great network of dealership. Safaricom being such a large organization, it employs more than 4 000 people (KPMG, 2015). The study will focus on the largest department in Nairobi which is Customer operations. It has the biggest number of employees slightly over 1000 permanent and temporary, all inclusive. It's located in Mombasa Road, Mlolongo.

3.2 Research Design

Research design refers to the methods used in carrying out research. It involves the collection, recording and interpretation of data (Kothari, 2004). Additionally, it lays down the data requirements, data collection methods, interpretation of data and the methods used to answer the research question of the study as well as analysis of collected data (Wyk, 2017). This study adopted descriptive survey research design. This is a method which describes behaviour, and has two main categories; including surveys & observational studies. Descriptive survey was preferred in this study because in such a design, data is collected for the purpose of answering questions about the

current status of research subject. In addition, the study adopted a descriptive study design as it allowed collection of both quantitative data and qualitative information from respondents of Safaricom PLC.

3.3 Unit of Analysis and units of Observation

Units of analysis refer to the entities from which data is collected and interpreted collecting for making appropriate inferences (Brewer *et al*, 2006) and they mainly include the objects or persons whom the researcher collects data about (Smith *et al.*, 1988). In this study, the unit of observation is Safaricom's customer operations department. A unit of observation, on the other hand is the object or person from whom information is collected (Lavrakas, 2008). This study's units of observation will include customer experience executives, support staff and senior management staff at the customer operations division located in Mombasa Road, Mlolongo.

3.4 Target Population

Target population refers to the entire group of individuals that are to be studied. It comprises of all set of units from which data can be collected and inferences drawn (Lavrakas, 2008). This study targeted Safaricom PLC. Safaricom PLC has staff all over Kenya fitted to its 13 divisions. The largest of these divisions is the Customer Operations Division. This study targeted the Customer Operations Division, which was selected because it has the largest number of employees who are located in one place, unlike in the other divisions where employees are spread all over Kenya. The Customer Operations was also selected because a large percentage of staff in the other divisions started at the Customer Operations, which is the entry level. Hence, the researcher believed that these were the people who were well versed with the information required in this study. Based on that selection, this study's target population comprised of the entire staff working at the Customer Operations Division in Mombasa Road, Mlolongo, which has slightly over 1000 employees (Safaricom Ltd, 2017). Therefore, the target population of this study was 1000 respondents, among them being 10 senior staff, 100 middle level staff and 890 lower level staff. The target population was shown in the Table below;

Table 3.1: Target Population

Category	Target Population
Senior Level	10
Middle Level(Support)	100
Lower Level	890
Total	1000

3.5 Sample Size and Sampling Procedure

3.5.1 Sample Size

A sample is a fraction of the population chosen for experiment or for study. In this study, the sample that was drawn from the target population to represent the entirely targeted Safaricom staff. Following time and resource constraints for the study, only a sample size of 100 staff was selected.

3.5.2 Sampling Procedure

Sample procedure refers to the method used to choose the sample from the population. It determines the target population, sampling frame and coverage, sampling technique that included stages of sampling, probabilities of selection, sample units or size and execution of the sampling process (Cooper & Schindler 2011). The study used stratified sampling method to select respondents from the target population presented in table 3.1 above. According to Kothari (2009), a sample size of as low as 10% of the targeted population is capable of generating research results in a study. Owing to the large number of the targeted respondents in this study, the researcher selected a sample size of 10%, which is considered adequate for the generation of results. Therefore, the study's sample size was 100 respondents. For the selection of the 100 individuals from 1000 targeted respondents, the researcher randomly picked the staff until the required number of participants was obtained. The sample size of the study was presented in Table 3.2;

Table 3.2 Sample size

Category	Target Population	Sample Size	Percentage (%)
Senior Level	10	1	1
Middle Level(Support)	100	10	10
Lower Level	890	89	89
Total	1000	100	100

3.6 Data collection methods

Data was collected through survey and interview methods from the selected respondents.

3.6.1 Survey method

Survey method was used to collect desired information about the features of interests from the sample population through clear concepts, methods and procedures. Survey involves collecting data from the respondents in order to gather required data in any study and on phenomena that cannot be directly observed. The researcher used the questionnaire to collect primary data in the survey. The survey enabled the researcher to get data which cannot be directly observed like feelings, facts, opinions, attitudes, beliefs and characters of the respondents.

A questionnaire is a data collection tool with a set of questions and other prompting issues for the purpose of accumulating information from the respondents. The questionnaires assess different variables using questions that are aggregated into index or scale. They consist of open ended and close ended questions that require straight forward answers. The use of questionnaires was advantageous in that; they enabled the researcher to gather information from the desired sample in selected areas, they are less costly to administer, and the researcher consumed minimal time in the administration process. This is because, once the questionnaires were distributed, the researcher agreed with the respondents on which time they would be through, after which she came back to collect, unlike in the interviews where the researcher had to meet the key informants in person at their most appropriate time; hence; had to visit and revisit the facility several times. Questionnaires had the limitation of the compulsory ability of respondents to read and respond to questions. The close-ended questions enabled the researcher to administer without elaborating the questions. The questionnaires were administered to customer operations staff of Safaricom PLC in Kenya.

3.6.2 Key Informants' Interview method

Significant interviews were carried out with well informed and key resourceful individuals in Safaricom PLC, who had valuable insights and resourceful specialized knowledge on the topic of study. Interviews were carried out with 6 key people including a support analyst, team leader, operations manager, shift manager, customer experience executive and a peer counsellor. For this study, the researcher was concerned with determinants of the use of professional counselling services within formal organizations in Kenya: a case of Safaricom PLC. Interview was coordinated by the researcher using KI interview guide to get information from the key Informants on the demographic information, conceptualization of the study topic and on obtaining solutions to the problem study.

An interview guide is a research instrument and was administered on respective key informants. KI interview guide had a series of questions for the key informants used to gather information. It enables them to fill the information gaps that a research may have identified in the course of the field study observations. The KI interview guides helped the researcher to gather neutral information in the study topic. The key informants provided first-hand knowledge on the counselling services within Safaricom. Interviews are advantageous in that; the respondents have a chance of providing honest information, sensitive and confidential issues which could not be discussed in the questionnaires. Hence, the interviews filled information gaps that could have occurred in the course of the research.

3.9 Data Analysis

Data analysis refers to the process of transforming raw data into a meaningful form (Mugenda & Mugenda, 2003). Data analysis involves the process of interpreting and presenting information that can be easily understood by the research audience (Akoth, 2014). This study adopted both qualitative and quantitative analysis to achieve its objective. Descriptive statistics method was employed which uses frequencies, percentages and means to present findings. Data was first coded then input into the Statistical Package for Social Sciences (SPSS). The qualitative data from the key informant interviews and the secondary sources of data were presented in prose so as not to distort meanings.

CHAPTER FOUR: DATA PRESENTATION, ANALYSIS AND INTERPRETATION

4.0 Introduction

This chapter presents the demographic information, the counselling services offered in the Safaricom Company, extent to which employees in Safaricom use professional counselling services, employee's perceptions of counselling services in Safaricom, how employee's perception of counselling services affect its use and key social and economic factors that influences the decision to use counselling services in Safaricom. Further the chapter provides a summary of the findings and conclusion of the chapter. A total of a hundred (100) questionnaires were given out to the respondents, 79 were filled and collected back presenting a response rate of 79%. The high response rate was achieved because of easy to understand questions, introduction letters, as well as constant follow ups to remind the respondents.

4.1 Respondents Demographic Information

The study undertook to identify certain socio-demographic characteristics of respondents that could have the effect of understanding the subject of determinants of the use of professional counselling services within formal organizations in Kenya. These included gender, age bracket, and education level and job designation of respondents.

4.1.1 Distribution of respondents by gender

The study keenly endeavoured to describe the gender of the respondents and analysed the results as seen in Figure 4.1.

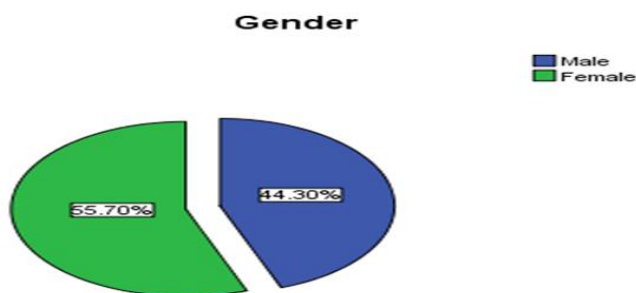


Figure 4.1: Respondents Distribution by Gender (N=79)

The study found out that 55.7% of the respondents were females while 44.3% were males. These findings show that female respondents dominated the population in the customer operations

Division in Safaricom. The fact that female respondents outnumbered male respondents confirms the social demographic reality in Kenyan society; that the female population surpass male population in Kenya. This is supported by results of Kenya population census of 2009. This may also support the fact that females are able to share openly than males in relation to employee counselling.

4.1.2 Distribution of respondents by age

The study sought the age of the respondents. The age distribution is shown in Table 4.1 below.

Table 4.1: Distribution of the respondents by their age

Age of respondents	Frequency	Percentage
25-29	4	5.1
30-34	32	40.5
35-39	34	43
40 and above	9	11.4
Total	79	100

The found out that 43% of the respondents were aged between 35-39, 40.5% of the respondents were aged between 30-34, 11.4% of the respondents aged 40 and above while 5.1% of the respondents were aged between 25-29. The results imply that majority of staff were between the ages of 30-39 which is the most productive age of a person. This is the age also where individuals are dealing with various challenges in the area of family, financial and career progress.

4.1.3 Distribution of academic qualification of the respondents

The study required to determine the academic qualification of the respondents. The results are shown in Table 4.2 below.

Table 4.2: Distribution of academic qualification of the respondents

Academic Level	Frequency	Percentage
PhD	1	1.3
Masters	21	26.6
First Degree	48	60.8
Diploma	6	7.6
Others(Form Four)	3	3.8
Total	79	100

The study found out that most of the respondents (60.8%) were first degree holders, 26.6% of the respondents had attained master’s level of education, 7.6% had diploma, and 3.8% did not specify their level of education while 1.3% had PhD. These results show that the minimum education qualification required for the majority of the staff in Safaricom is a bachelor’s degree. This implies that most respondents were knowledgeable on the issues affecting them at workplace as well as being in a position to read and understand the research tools.

4.1.4 Distribution of employee job designation of the respondents

The study aimed in determining employee job designation of the respondents. The findings from the study are shown in Table 4.3 below.

Table 4.3: Distribution of Employee Job Designation

Job Designation	Frequency	Percentage
General Staff	70	88.6
Mid-Level	7	8.9
Senior Level	2	2.5
Total	79	100

The study established that 88.6% of the respondents were lower level (general staff), 8.9% were in mid-level while 2.5% were in senior level. The lower level (general staff) forms the largest percentage of the respondents; this forms the largest population of employees at the customer operations department. The least was senior level which is common characteristics of any organizational structures of formal organizations.

This implies that a larger number of the employees who do the work would be interviewed and therefore will give a clear picture of employee counseling use or non-use. The results from the lower level staff will be representative because most employees are at this level. It is the entry level and even staff at senior level and other divisions started here.

4.2 Study Variables

The study investigated determinants of the use of professional counseling services within formal organizations in Kenya: a case study of Safaricom LLC. The variables looked at generally were social economic factors, employee situational factors as well as perception of counseling services

by Safaricom staff. This is also depicted on the conceptual framework. According to the questionnaire and interview guide, the variables were broken down in accordance with research questions in the following categories: Employee counseling availability, Factors influencing the decision to seek counseling, Employee counseling services preferred, Employee perception on counseling benefits and effectiveness, Employee counseling use and Hindrances to the use of employee counseling facility.

4.2.1 Employee Counseling Availability

The study looked at substance abuse, career, grief management and health management. The objective was to identify types of counseling services offered in the Safaricom Company. The degree of agreement or disagreement on their availability will confirm the availability of the counseling facility. This section sought to answer the question on the type of counseling services offered by Safaricom to its staff.

4.2.1.1 Substance Abuse

The study examined in order to identify if counseling services for substance abuse are available in the Safaricom Company. The results are shown in Table 4.4 below.

Table 4.4: Strength of agreement whether counselling services for substance abuse are available

Level of Agreement	Frequency	Percentage
Strongly Disagree	1	1.3
Disagree	2	2.5
Not Sure	10	12.7
Agree	33	41.8
Strongly Agree	33	41.8
Total	79	100

The study findings indicated 41.8% for both agree and strongly agree on on the availability of substance abuse counseling, 12.7% were uncertain, 2.5% disputed while 1.3% strongly disputed. The largest percentage of respondents agreed on the availability of substance abuse counseling. This indicated their awareness of the facility availability too.

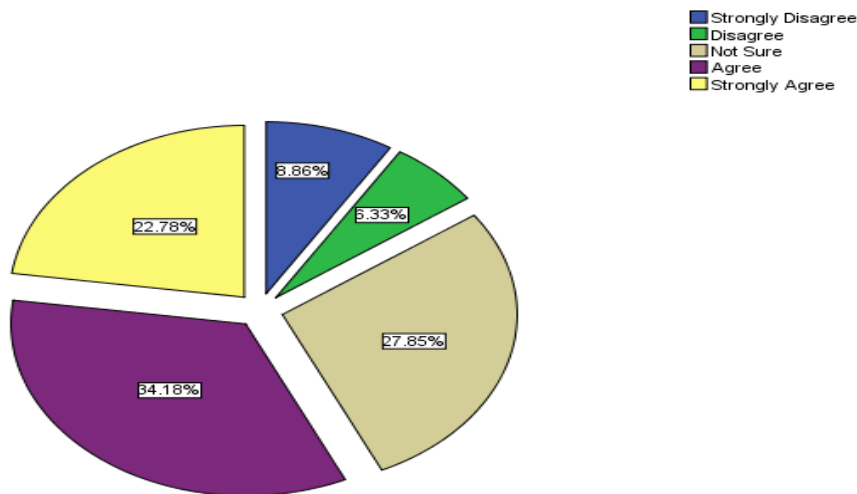
In addition, qualitative data showed that employee counselling is available at a cost incurred by the company. The study interviewed key informants so that they could provide additional information in relation to whether employees seek counselling services from the counselling facility at the Safaricom PLC. From the findings of the study, it was evident that the majority of the key informants informed the study that most of the employees seek counselling services. Particularly, the peer counsellor stated that;

“Yes, employees seek counselling facility when in need and the facility is a cost that the company incurs every year by paying a premium.”

4.2.1.2 Career Counseling

The respondents were asked to state if counseling services for career development are available in Safaricom Company. The results are shown in Figure 4.2 below.

Figure.4.2: Strength of agreement whether counseling services for career development are Available(N=79)



The study established that 34.2% of the respondents agreed on the availability of career counseling, 27.8% not sure, 22.8% strongly agreed, 8.9 % strongly disagreed, while 6.3% disagreed. These findings imply that though career counseling is available, the level of awareness is low. This would be because career counseling comes in different forms like performance coaching and motivational

talks during team buildings. Many employees may not recognize this as a form of counseling. More awareness needs to be done by the company as only slightly above half of the respondents were aware of its existence, yet it plays a major role in career progress and satisfaction.

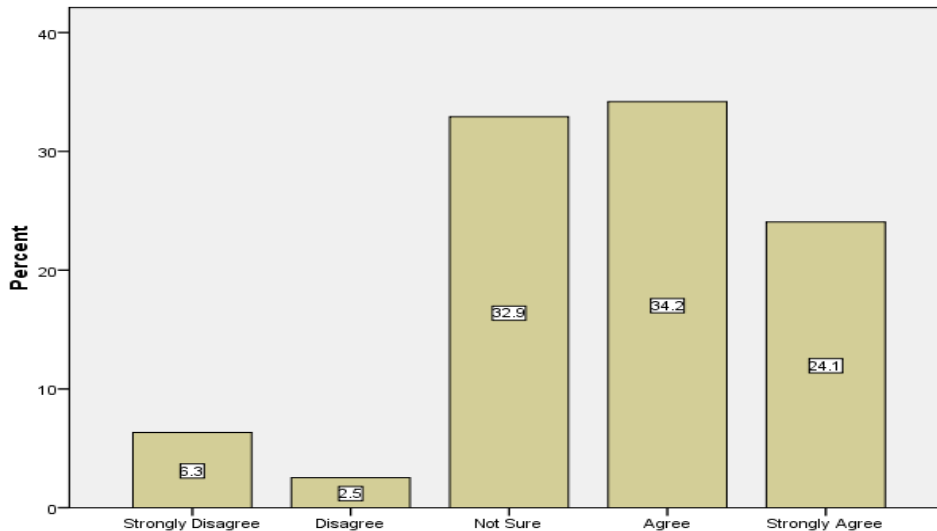
Additionally, the qualitative data from the interview guide suggested the use of those employees who have accessed counseling in reaching out to those who have never used the service. The findings of the study from the key informants showed that the employees who had accessed the counselling facility loved it and recommended it to the other employees. The peer counselor stated that;

“Those who have used it love it and recommend it to others. Employees are knowledgeable on the benefits of counselling and there is good report from those who have used it.”

4.2.1.3 Grief Management Counseling

The respondents were asked to state if counseling services for grief management are available in Safaricom Company. The results are shown in Figure 4.3 below.

Figure 4.3: Strength of agreement whether counselling services for Grief Management are Available(N=79)



The study confirmed that 34.2% of the respondents agreed on the availability of grief management counseling, 32.9% not sure, 24.1% strongly agree, 6.3 % strongly disagreed, while 2.5% disagreed.

This means that a large number of the respondents do not know about the existence of grief management counseling.

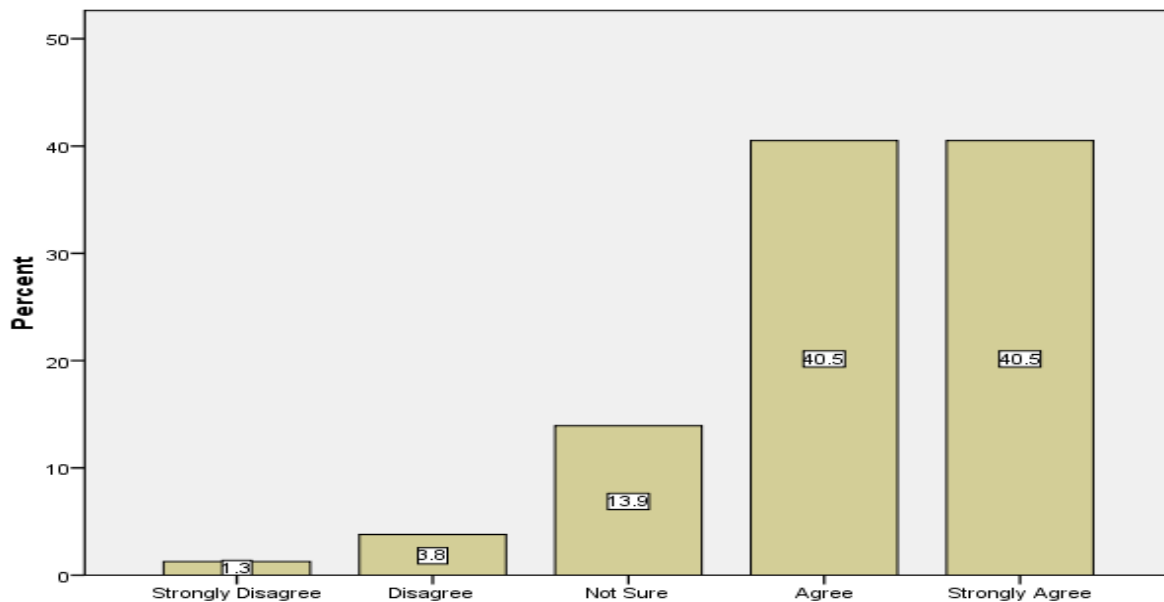
Further, qualitative data from the interviews conducted with the key informants indicated that staff who are grieving are normally referred to a counselor. Particularly, the Customer Experience Executive stated that;

“Yes there is communication that is shared indicating the availability of counselling services through the counsellors who may address the staff during times like death.”

4.2.1.4 Health Management

The respondents were asked to state if counseling services of health management are available in Safaricom Company. The results are shown in Figure 4.4 below.

Figure 4.4: Strength of agreement on whether counselling services for Health Management are available(N=79)



The findings from the study shows that that 40.5% of the respondents strongly agreed on the availability of this facility, 40.5% also agreed, 13.9% were not certain, 3.8% disapproved while 1.3% strongly disapproved. This means that majority of the respondents are aware of the health

management counseling. This would be because of the yearly health checks which are well advertised and done at the work areas making it possible for staff to see as well as attend. Compared to other forms of counseling, the agreement was higher.

From the interviews conducted on key informants, the study findings showed that the counseling types available are substance abuse, career counselling, Grief Management and Health Management. It was observed that the respondents were aware of the availability of counseling services as shown by the high agreement levels; however, there is need for more awareness to be created among the employees. Further, the study indicated that more awareness is needed as it has been a hindrance to counseling use facility. More specifically, the operations manager indicated that;

“More awareness on counseling by scheduling time for awareness across all the company divisions. Stress management counselling and marital counselling is also available to our employees.”

4.2.2 Factors Influencing the Decision to Seek Employee Counseling

This section sought to answer the question on key determinants of seeking counseling services in the organization. The objective was to examine key social and economic factors that influence the decision to use counseling services in Safaricom. The respondents were asked to agree or disagree on work pressure; financial challenges, substance abuse and employers work demands.

4.2.2.1 Work Pressure

The study sought to find out whether Employees seek counseling due to work pressure. The results are shown in Table 4.5 below.

Table 4.5: Strength of agreement on whether Employees seek counseling due to work pressure

Level of Agreement	Frequency	Percentage
Strongly Disagree	6	7.6
Disagree	1	1.3
Not Sure	2	2.5
Agree	31	39.2
Strongly Agree	39	49.4
Total	79	100

The study established that 49.4% of the respondents strongly agreed that they seek employee counseling because of work pressure, 39.2% agreed, 7.6% strongly disagreed while 1.3% disagreed. The researcher found out that 88.6% of the respondents agreed that work pressure is a factor that causes them to seek employee counseling. Therefore, work pressure is a determinant of seeking employee counseling. This would be because of the very competitive work environment characterized by high demand to achieve the set targets. Safaricom PLC runs on the platform of results achievement or one loses the job

Data collected through interviews from key informants supported these findings. The findings showed that the key informants indicated that employees would seek employee counseling when their job security is threatened, and when personal issues affect performance. The shift manager indicated that;

“When personal issues are affecting performance, therefore requiring documented proof of assistance, counselling is sought.” and that;

“Employees seek counseling when the problem threatens job security”

4.2.2.2 Financial Challenges

The study sought to find out whether employees seek counseling due to financial challenges. The results are shown in Table 4.6 below.

Table 4.6: Strength of agreement on whether Employees seek counseling due to Financial Challenges

Level of Agreement	Frequency	Percentage
Strongly Dispute	3	3.8
Not certain	5	6.3
Certain	42	53.2
Strongly Agree	29	36.7
Total	79	100

The findings show that 53.2% the respondents agreed that they seek counseling because of financial challenges, 36.7% strongly agreed, 6.3% were not certain while 3.8% strongly disapproved.

Financial challenge therefore influences many Safaricom staff to seek employee counseling. The agreement level is 92.3%. This showed that financial issues among employees are paramount and drives many to seek employee counseling. It is a major factor. The demographic data on age indicated that the majority of the respondents were at a productive age of 35-39 years at 43.0%. This is where employees have families to support both nuclear and extended because this is an African set up. The pressure to live a decent life is also part of the challenge thus the need for finances increase against the incoming amounts. Therefore, the research findings confirmed that employees seek counseling because of financial challenges.

4.2.2.3 Substance Abuse

The study sought to find out whether employees seek counseling to control substance abuse. The results are shown in Table 4.7 below.

Table 4.7: Strength of agreement on whether Employees seek counselling to control Substance Abuse

Level of Agreement	Frequency	Percentage
Strongly Dispute	4	5.1
Dispute	3	3.8
Not Sure	5	6.3
Agree	33	41.8
Strongly Agree	34	43.0
Total	79	100

The study established that 43.0% of the respondents strongly agreed that they seek counseling because of substance abuse, 41.8% agreed, 6.3% were not sure, 5.1% strongly disagreed while 3.8% disagreed. Further, the study found out that the majority of the respondents seek counseling because of substance abuse related issues. Among the 20 million adults grouped in the substance abuse category in 2007, about million (60%) was employed full time (NBGH, 2009). Therefore, this finding corresponded to NBGH, 2009 report.

Additionally, from the interviews carried out with the senior management in regard to factors encouraging employees to seek counselling services, the qualitative data from the key informants

showed that alcohol and drug abuse are the major reasons why counseling is sought. Particularly, the study findings from the support analyst showed that the most sought counseling services are drug addiction rehabilitation, accident counseling and grief counseling. This implies that substance abuse is a major reason as to why employees at Safaricom Plc seek counselling services. The support analyst stated that;

“The most sought counseling services are drug addiction rehabilitation, accident counseling and grief counseling.”

4.2.2.4 Employer's Work Demands

The study sought to find out whether employees seek counseling due to employer's work demands. The results are seen in Table 4.8 below.

Table 4.8: Strength of agreement on whether Employees seek counseling due to Employer's Work Demands

Level of Agreement	Frequency	Percentage
Strongly Disagree	6	7.6
Disagree	3	3.8
Not Sure	10	12.7
Agree	32	40.5
Strongly Agree	28	35.4
Total	79	100

The study established that 40.5% of the respondents agreed that they seek counseling due to employer's work demands, 35.4% strongly agreed, 12.7% were not sure, 7.6% strongly disagreed while 3.8% disagreed. The results indicate that employer's work demand is a major factor in determining if to seek counseling or not. This is where employer demands that the employee be counseled through referral as well as work pressure which also cause employees to seek counseling especially in a high achieving company like Safaricom Plc. This referral aspect confirmed that giving employees access to counseling is employer's duty of care (Hughes, 2015).

4.2.3 Employee Counseling Services Preferred

The study sought to ascertain which form of counseling services is preferred by employees in times of emotional and physical challenges. This was related to the research question on effectiveness of the counseling facility in tackling employee challenges. The objective was to confirm the scope to which employees in Safaricom use professional counseling services. The results are shown in Table 4.9 below.

Table 4.9: Distribution of Employee Counseling Services Preferred

Services Preferred	Frequency	Percentage
Peer Advice	20	25.3
Supervisor Advice	4	5.1
Work Place Counseling	21	26.6
Prayer	34	43.0
Total	79	100

From the findings, majority (43%) of the respondents were of the opinion that they preferred prayer as counseling services, 26.6% workplace counseling, 25.3% peer advice while 5.1% supervisor advice. The preference for work place counseling is higher compared to peer advice. Most preferred prayer and this indicates that the company needs to do more awareness on the importance of workplace counselling. Despite this slightly low preference of employee counselling at 26.6%, the qualitative data response indicated that Safaricom communicates its availability especially during times of grief. Overall respondents agreed that more awareness should be done intentionally.

From the interview data obtained from the selected key informants, it was evident that the senior management gave different views in regard to employees' Counselling Services Preferred. Information obtained from the Team Leader showed that the employee counseling facility has not been maximized because of shyness and stigma. This shows that as much as the employees stated their preference for prayer, stigma and shyness usually draw them away from seeking professional counselling from the counselling facility. Further qualitative data from the study established that most employees in most case are worried about the confidentiality of their information. Data obtained from the operations manager showed that most employees are worried about the

confidentiality of information divulged, while others believe they are able to solve their own issues themselves with the help of friends and relatives. This implies that the counselling facility at the Safaricom PLC has not been fully utilized despite the desire of the management that the employees could fully utilize the facility. The team leader indicated that;

“Employee counseling facility has not been maximized because of shyness and stigma.”

While the Operations manager indicated that;

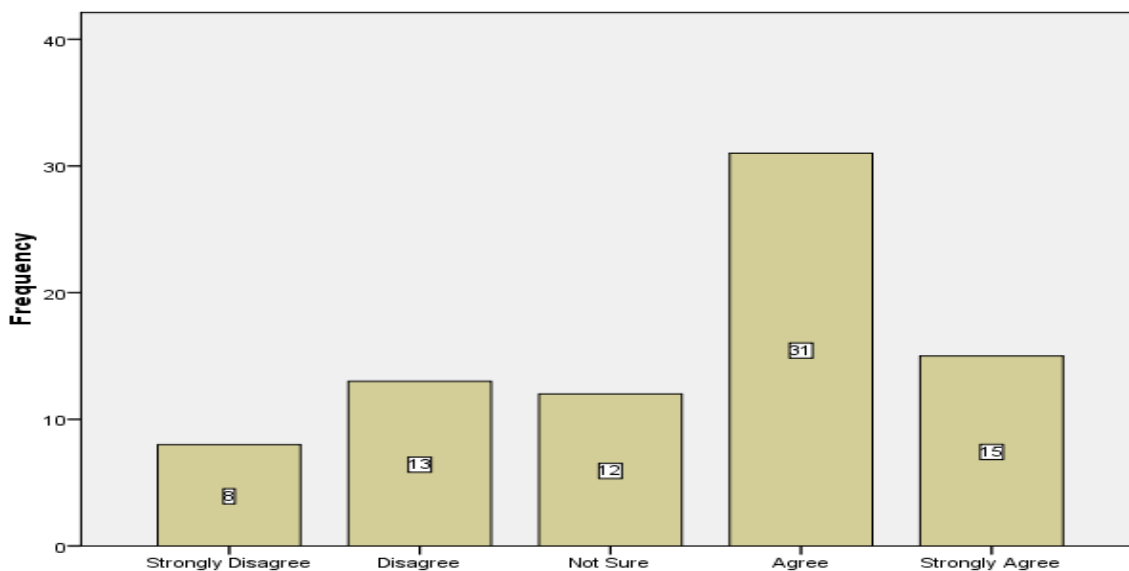
“I think most employees are worried about the confidentiality of information divulged. Others believe they are able to solve their own issues themselves with the help of friends and relatives.”

4.2.3.1 Workplace Counseling

The study sought to find out whether employees can prefer workplace counseling. The results are shown in Figure 4.5 below.

Figure 4.5: Strength of agreement on whether employees can prefer Workplace Counseling

(N=79)



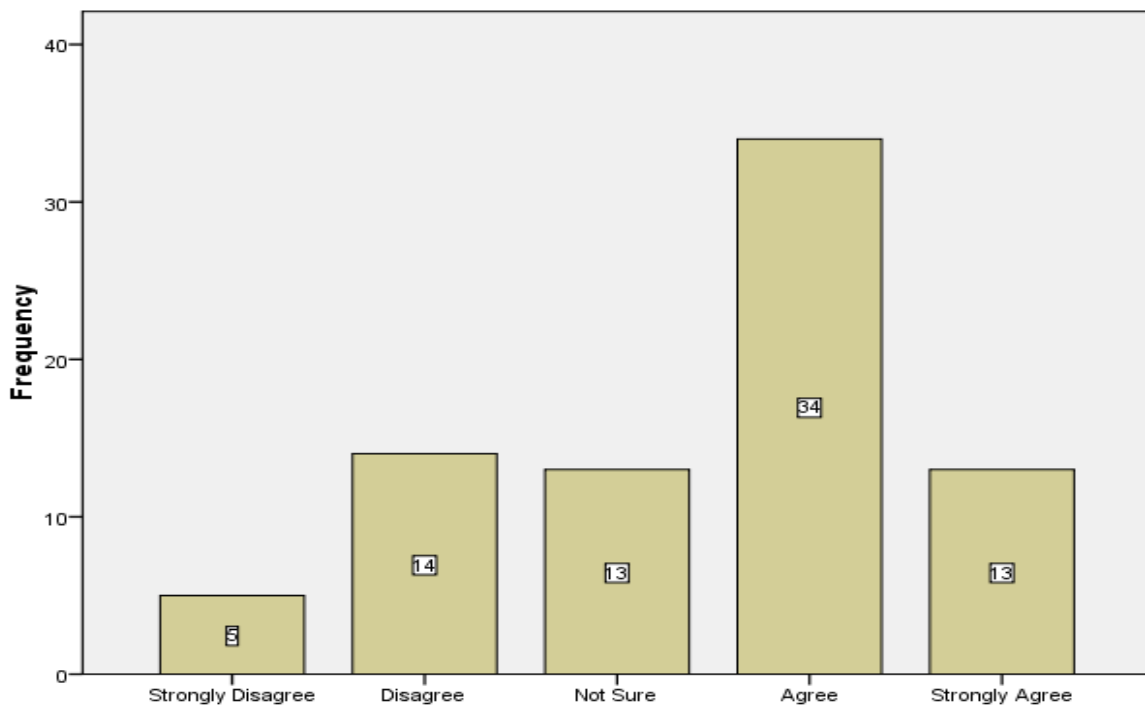
The study found out that 39% of respondents agreed that they would prefer workplace counseling, 19% strongly agreed, 16.5% disagreed, 15.5% were not sure, while 10% strongly disagreed that

they will use workplace counseling. The study therefore indicated that 58% of Safaricom staff preferred workplace counseling and 26.5% do not support. This confirmed the fact that workplace counseling has hindrances to be addressed (Caroll & Walton, 1997:3), Counsellors have to consider how counseling in organizations is being used by the same organizations to avoid their responsibilities as this poses a challenge on the facility uptake.

4.2.3.2 Peer Advice

The study sought to find out whether employees can prefer peer advice as form of counseling. The results are shown in Figure 4.6 below.

Figure 4.6: Strength of agreement on whether employees can prefer Peer Advice as form of Counselling (N=79)



The study found out that 43% of respondents agreed that they would prefer peer counseling, 17.7% disagreed, 16.5% were not sure, and also 16.5% strongly agree while 6.3% strongly disagreed that they will use workplace counseling. Therefore 59.5% would seek peer advise compared to workplace counseling at 58.2%. This would be because employees do not want to be stigmatized

and labeled as not able to sort their own personal issues. Some do not want to be seen as having challenges and therefore failure to seek help despite difficulties.

From the interviews conducted with the senior management in relation to whether employees prefer peer advice as a form of counselling, the findings of the study, particularly from the shift manager showed that most of the employees are not sure if their secrets would remain with the counselor, and that most prefer to deal with individuals they are familiar with. This means that though the counselling facility is available, it is evident that most of the employees may not fully utilize it due to concerns relating to confidentiality of the information they provide, hence, most of them prefer professional counselling provided outside their workplace. More specifically, the Shift Manager stated that;

“Employees are not sure if their secrets would remain with the counselor and employees want to deal with individuals they are familiar with.”

4.2.3.3 Supervisor’s Advise

The study sought to find out whether employees can prefer supervisor advise as form of counseling. The results are seen in Table 4.10 below.

Table 4.10: Strength of agreement on whether employees prefer Supervisor Advise as form of counseling

Level of Agreement	Frequency	Percentage
Strongly Disagree	6	7.6
Disagree	26	32.8
Not Sure	15	19.0
Agree	19	24.1
Strongly Agree	13	16.5
Total	79	100

The study established that 32.8% of the respondents disagreed that they would seek supervisor advice, 24.1% agreed, 19.0% were not sure, 16.5% strongly agreed while 7.6% strongly disagreed. Supervisor advise is a form of employee counseling (Ekpang, 2015). Those who will seek supervisor advice and those who would not are almost equal as per these findings. This form of

employee counseling is readily available but stigma and fear of how the management would use employee's information may have hindered its maximization.

Also, information in relation to whether employees can prefer supervisor advise as form of counseling was sought from the senior management. According to a key informants of the study, most employees do not trust their managers with their problems for fear of exposure. Specifically, the findings of the study from the data obtained from the peer counsellor showed that most employees do not use supervisor services due to either fear of exposure or acceptance that there is a problem. The findings also showed that some employees are aware of the counselling services but prefer silence rather than share with a supervisor. This implies that most employees do not utilize counselling facilities provided at Safaricom PLC as it would be expected. Particularly, the peer counsellor had this to say;

“Most employees do not use supervisor services due to either fear of exposure or acceptance that there is a problem. Some employees are aware of the counselling services but prefer silence rather than share with a supervisor.”(Participant 6)

4.2.3.4 Prayer

The study sought to find out whether employees can prefer prayer as form of counseling. The results are shown in Table 4.11 below.

Table 4.11: Strength of agreement on whether employees prefer Prayer as form of counseling

Level of Agreement	Frequency	Percentage
Strongly Disagree	2	2.5
Disagree	2	2.5
Not Sure	5	6.3
Agree	23	29.1
Strongly Agree	47	59.6
Total	79	100

The study found out that 59.6% strongly agreed that they prefer prayer as form of counseling, 29.1% agreed, 6.3% were not sure, 2.5% strongly disagreed and also 2.5% disagreed on the use of

prayer. The agreement level on prayer is at 88.7% probably because it doesn't involve sharing to fellow human being therefore the hindrances of confidentiality and stigma is avoided. This implies that awareness of employee counseling should be improved so that employees can maximize professional counseling services at the same level as prayer.

In addition, data was obtained from the senior management in regard to whether employees prefer prayer as a form of counselling as opposed to other methods. From the study findings according to information provided by the team leader, employees are aware of the professional counselling service, but are sceptical about it therefore prefer silence or prayer. This would mean that most employees do not share their concerns with the counsellors, and that most prefer to pray when facing challenges as opposed to sharing. Information from the team leader was as follows;

“Employees are aware of the professional counselling services but sceptical about it therefore prefer silence or prayer.”

4.2.4 Employee Perception on professional Counseling at Work Place

This section sought respondent's perception on counseling services in Safaricom. These services are substance abuse, career, grief management and health management counselling. This section also seeks the respondent's views on the need to maintain the different types of employee counseling services or not. Majority of the respondents supported the existence of the counseling facility and that it should be compulsory for every employer to have it. The research revealed that the use of the counseling service has not been maximized because of lack of awareness but those employees who have used it like it. According to key informants of the study, the existence of the counselling facility is assuring and comforting to employees.

The study as well sought information from the senior management through interviews in regard to employee perception on professional counselling at work place. From the study findings, data obtained from the support analyst showed that for most employees, it is comforting to know that the service is available when needed. The support analyst indicated that those who have used it love it and recommend it to others, while viewed it as a support mechanism to one's life while others were sceptical. The information obtained from the interview conducted with operations manager showed that the counselling facility is something good as employees are cared for, despite the low levels of its usage by the targeted people. In particular, the support analyst stated that;

“It is comforting to know that the service is available when needed. Those who have used it love it and recommend it to others. Some view it as a way of support mechanism to one’s life while others are sceptical.”

In addition, the support analyst stated that;

“Ni kitupoa,Its something good as employees are cared for.”

4.2.4.1 Substance Abuse

The study intended to find out whether employees support the existence of substance abuse counseling. The results are shown in Table 4.12 below.

Table 4.12: Strength of agreement on whether employees support the existence of Substance abuse Counseling

Level of Agreement	Frequency	Percentage
Strongly Disagree	2	2.5
Disagree	1	1.3
Not Sure	3	3.8
Agree	25	31.6
Strongly Agree	48	60.8
Total	79	100

From the findings, majority (60.8%) of the respondents strongly agreed that substance abuse counseling should be maintained, 31.6% agreed, 3.8% were not sure, 2.5% strongly disagree while 1.3% disagree. Majority of the respondents supported the retention of substance abuse counseling. This is a positive response implying that employees can fully utilize this facility to their benefit with assurance of their confidentiality. Safaricom insures its employees for rehabilitation in cases of drug addiction (Safaricom). These results imply that if employee counseling awareness is increased, the facility use would also increase.

Qualitative data was as well carried out through interviews conducted with the senior management at Safaricom PLC. The findings of the study showed that counseling services are free at the facility for those who may need them. Specific findings from the information obtained from the shift manager showed that employees seek counselling services facility when in need and the facility is a cost that the company incurs every year by paying a premium. This has the implication that

despite the low levels of usage of the facility, the employees have access to free counselling services. Most importantly, the shift manager indicated that;

“Yes employees seek counselling facility when in need and the facility is a cost that the company incurs every year by paying a premium.”(

4.2.4.2 Career Counseling

The study intended to find out whether employees support the existence of career counseling. The results are seen in Table 4.13 below.

Table 4.13: Strength of agreement on whether employees support the existence of Career Counseling

Level of Agreement	Frequency	Percentage
Strongly Disagree	2	2.5
Disagree	2	2.5
Not Sure	3	3.8
Agree	24	30.4
Strongly Agree	48	60.8
Total	79	100

From the findings, majority (60.8%) of the respondents strongly agreed on the retention of career counseling, 30.4% agreed, 3.8% were not sure, 2.5% disagreed, and also 2.5% strongly disagreed. The study showed that the majority of the respondents support the existence and retention of employee career counseling. This is because progress career wise is motivational in nature. Everybody would be eager to embrace anything that encourages their career growth.

4.2.4.3 Grief Management Counseling

The study intended to find out whether employees support the existence of grief management counseling. The results are shown in Table 4.14 below.

Table 4.14: Strength of agreement on whether employees support the existence of Grief Management Counseling

Level of Agreement	Frequency	Percentage
Strongly Disagree	1	1.3
Not Sure	7	8.9
Agree	22	27.8
Strongly Agree	49	62.0
Total	79	100

The study established that 62% of the respondents strongly agreed on the retention of employee grief counseling, 27.8% agreed, 8.9% were not sure while 1.3% strongly disagreed. Majority of the respondents support the existence of grief counseling. Grief affects every human being and therefore the study revealed a positive perception on its existence and the need to maintain it.

4.2.4.4 Health Management

The study intended to find out whether employees support the existence of health management counseling. The results are seen in Table 4.15 below.

Table 4.15: Strength of agreement on whether employees support the existence of Health Management Counseling

Level of Agreement	Frequency	Percentage
Strongly Disagree	2	2.5
Not Sure	4	5.1
Agree	21	26.6
Strongly Agree	52	65.8
Total	79	100

From the findings, majority (65.8%) of the respondents strongly agreed that health management counseling should be maintained, 26.6% agreed, 5.1% were not sure while 2.5% strongly disagreed. Majority of the respondents agreed that health management counseling should be maintained. This implies that employers should always include compulsory counseling to manage health issues.

4.2.5 Employee Perception on Counseling Benefits and Effectiveness

This section sought to answer the research question of whether employee counseling has been effective in tackling employee challenges. The areas examined were improved work productivity, career progress, improved work life balance, family stability, improved work place relationships and substance abuse management.

4.2.5.1 Improved Work Productivity

The study sought to find out whether employee counseling has led to improved work productivity. The results are seen in Table 4.16 below.

Table 4.16: Strength of agreement on whether employee counseling has led to Improved Work Productivity

Level of Agreement	Frequency	Percentage
Strongly Disagree	2	2.5
Disagree	4	5.1
Not Sure	17	21.5
Agree	29	36.7
Strongly Agree	27	34.2
Total	79	100

The study established that 36.7% of the respondents agreed that employee counseling leads to improved work productivity, 34.2% strongly, 21.5% were not sure, and 5.1% disagreed while 2.5% strongly disagreed. This confirmed that employee counseling improves work productivity according to the research. Agreement level is on 70.9%. This confirmed research finding reported by Hughes and Kinder (2007), which showed that counseling support can have a significant positive impact on employees' performance.

4.2.5.2 Career Progress

The study sought to find out whether employee counseling has led to improved career progress. The results are shown in Table 4.17 below.

Table 4.17: Strength of agreement on whether employee counselling has led to improved Career Progress

Level of Agreement	Frequency	Percentage
Strongly Disagree	6	7.6
Disagree	11	13.9
Not Sure	26	32.9
Agree	23	29.1
Strongly Agree	13	16.5
Total	79	100

The study found out that 32.9% of the respondents were not sure if employee counselling can lead to career progress, 29.1% agreed, 16.5% strongly agreed, 13.9% disagree while 7.6% strongly disagreed. The study revealed that 45.6% of the respondents agreed that employee counseling led to career progress in Safaricom. Those who did not agree that employee counseling leads to career progress were 54.4%. The slightly lower agreement rate would be attributed to the fact that most organizations attach career growth to achieving of the set targets. In this case, those who do not achieve are punished in form of loss of jobs or punitive development programs. As a result of this, more career targeted programs are mostly viewed negatively by staff thus the lower rate.

4.2.5.3 Improved Work Life Balance

The study sought to find out whether employee counseling has led to Improved Work Life Balance. The results are shown in Table 4.18 below.

Table 4.18: Strength of agreement on whether employee counseling has led to Improved Work Life Balance

Level of Agreement	Frequency	Percentage
Strongly Disagree	2	2.5
Disagree	9	11.4
Not Sure	18	22.8
Agree	35	44.3
Strongly Agree	15	19.0
Total	79	100

The findings indicated that 44.3% of the respondents agreed that employee counseling leads to improved work life balance, 22.8% were not sure, 19% strongly agreed, 11.4% disagree while 2.5% strongly disagreed. Majority perceived that work place counseling improved work life balance. This confirmed the overall aim of workplace counseling of providing an opportunity to work towards more satisfyingly and resourcefully (Manthei, 1997).

4.2.5.4 Improved Health

The study sought to find out whether employee counseling has led to improved health. The results are seen in Table 4.19 below.

Table 4.19: Strength of agreement on whether employee counseling has led to Improved Health

Level of Agreement	Frequency	Percentage
Strongly Disagree	2	2.5
Disagree	8	10.1
Not Sure	16	20.3
Agree	37	46.8
Strongly Agree	16	20.3
Total	79	100

The findings indicated that 46.8% of the respondents agreed that employee counseling leads to improved health, 20.3% strongly agreed, and also 20.3% were not sure, 10.1% disagreed while 2.5% strongly disagreed. The study revealed that majority of the respondents at 67.1% agreed that employee counseling leads to improved health. Employee counseling is a psychological health care intervention which can take many forms (PGA GROUP, 2016); its aim is to assist both the employer and employee by intervening with an active problem-solving approach to tackling the problems at hand.

4.2.5.5 Family Stability

The study sought to find out whether employee counseling has led to improved family stability. The results are shown in Table 4.20 below.

Table 4.20: Strength of agreement on whether employee counseling has led to Improved Family Stability

Level of Agreement	Frequency	Percentage
Strongly Disagree	2	2.5
Disagree	12	15.2
Not Sure	22	27.8
Agree	31	39.2
Strongly Agree	12	15.2
Total	79	100

From the findings, the study shows that 39.2% of the respondents agreed that employee counseling leads to improved family stability, 27.8% were not sure, 15.2% strongly agreed, and also 15.2% disagreed while 2.5% strongly disagreed. The majority at slightly over 50% supported the view that employee counseling leads to improved family stability. This agreement level is lower compared to improved work productivity which is slightly over 70%. Employee counseling purpose is to provide a solution to all challenges experienced by the employee and employer. The lower agreement response on counseling leading to family stability could be attributed to confidentiality fears. This further confirmed (Janine, 1997) that that there is limited information relating to counseling because of the confidentiality and sensitivity accompanying it.

4.2.5.6 Positive Work Place Relationships

The study sought to find out whether employee counseling has led to improved work place relationships. The results are shown in Table 4.21 below.

Table 4.21: Strength of agreement on whether employee counseling has led to Improved Work Place Relationships

Level of Agreement	Frequency	Percentage
Strongly Disagree	2	2.5
Disagree	5	6.3
Not Sure	17	21.5
Agree	35	44.3
Strongly Agree	20	25.3
Total	79	100

The study established that 44.3% of the respondents agreed that employee counseling results to positive work place relationships, 25.3% strongly agreed, 21.5% were not sure, 6.3% disagreed while 2.5% strongly disagreed. This confirmed the research into work place counseling (McLeod, 2001) which reported a reduction in absenteeism and more positive attitude to work.

4.2.5.7 Substance Abuse Management

The study sought to find out whether employee counseling has led to improved substance abuse management. The results are shown in Table 4.22 below.

Table 4.22: Strength of agreement on whether employee counselling has led to Substance Abuse Management

Level of Agreement	Frequency	Percentage
Strongly Disagree	4	5.1
Disagree	10	12.7
Not Sure	22	27.8
Agree	24	30.8
Strongly Agree	19	24.1
Total	79	100

The findings indicated that 30.8% of the respondents agreed that employee counseling leads to Substance abuse management, 27.8% were not sure, 24.1% strongly agree, 12.7% disagreed while 5.1% strongly disagreed. The researcher observed that 55% of the respondents agreed that employee counseling leads to substance abuse management. Myriad types of drugs are abused by employees but the most abused is alcohol. Alcohol use can be particularly serious within the workplace, as it has an impact on human performance that can affect, for example, productivity, accident rates, working relationships and absenteeism (Henderson *et al*, 1996). Therefore, counseling can help manage this aspect as per the observed level of agreement. The employer needs to do a lot of cascading on the benefit of employee counseling when faced with drug issues to its staff as the level of agreement is slightly lower.

Further, the study sought information from the senior management through interviews. From the study findings, it is evident that the facility was perceived positively by the employees. This means that employees have accepted it as observed from qualitative response that apart from referrals, there are always requests to attend the sessions. The qualitative data established that employees seek to attend counseling. Most importantly, from the interview information obtained from the customer experience executive, the employee counseling has been used because employees have always requests to attend, despite the low levels of usage of the facility reported in the previous sections. This means that even if some employees have not yet used the facility, they believe it is a good one that can help them in times of need. Most importantly, the Customer Experience Executive stated that;

“I believe employee counseling has been used because employees always requests to attend.”

4.2.6 Employee Counseling Use by Rank

This section sought to know the perception of the respondents on the effectiveness of employee counseling at all staff designations. This is the use by employee rank or position. The objective being addressed here is still on employee perception towards the counselling facility offered by the company and its benefits as perceived by the employees. The question being addressed is how employees view counseling services in the Safaricom Company. The results as indicated below show that respondents agreed that counseling is effective and needed by all employees irrespective of the designation. This aligns to reality therapy of counseling. This theory applied in the formal employee set up can help motivate employees, pointer to career direction as well as encouraging employee good performance leading to increased productivity. This type of therapy has also been shown to be successful at helping family members, colleagues, and other peers to better understand difficult situations (GTO, 2016).

4.2.6.1 Senior Level

The study sought to find out whether employee counseling is effective for senior level staff. The results are shown in Table 4.23 below.

Table 4.23: Strength of agreement on whether employee counseling is effective for Senior Level Staff

Level of Agreement	Frequency	Percentage
Strongly Disagree	2	2.5
Not Sure	15	19.0
Agree	27	34.2
Strongly Agree	35	44.3
Total	79	100

The study findings established that 44.3% of the respondents strongly agreed that employee counseling for senior staff is effective, 34.2% agreed, 19.0% were not sure while 2.5% strongly disagreed. The majority agreed on the effectiveness of employee counseling for senior staff. The perception is positive implying that employee counseling should target senior level staff equally as general level staff. This further confirms (Hughes, 2015) that employee counseling is a resource that provides specialist independent support for people working across all sectors and all working environments, and it is part of employee duty of care.

4.2.6.2 Middle Level

The study sought to find out whether employee counseling is effective for middle level staff. The results are shown in Table 4.24 below.

Table 4.24: Strength of agreement on whether employee counseling is effective for Middle Level Staff

Level of Agreement	Frequency	Percentage
Strongly Disagree	2	2.5
Not Sure	14	17.7
Agree	26	32.9
Strongly Agree	37	46.8
Total	79	100

The findings from the study indicated that 46.8% of the respondents strongly agreed that employee counseling is effective for Middle Level Staff, 32.9% agreed, 17.7% were not sure while 2.5% strongly disagreed that middle level staff need employee counseling.

4.2.6.3 General Staff Level

The study sought to find out whether employee counseling is effective for general staff level. The results are shown in Table 4.25 below.

Table 4.25: Strength of agreement on whether employee counseling is effective for General Staff Level

Level of Agreement	Frequency	Percentage
Strongly Disagree	2	2.5
Not Sure	13	16.5
Agree	26	32.9
Strongly Agree	38	48.1
Total	79	100

From the findings, a majority (48.1%) of the respondents strongly agreed that employee counseling is effective for general staff level, 32.9% agreed, 16.5% were not sure while 2.5% strongly disagreed. The response for middle level staff and general level staff implies that employee counseling is effective for all staff though higher ranking employees may be hesitant to fully embrace.

4.3 Use of the Employee Counselling Facility

This section sought to ascertain the extent to which employees in Safaricom use professional counseling services. This was to also answer the research question of how the counseling facility has been effective in addressing employee challenges as well as influence of management on use. The study provided options on the frequencies of seeking counseling as once a year, thrice a year, on recommendation and when faced with a challenge. The results are shown in Table 4.26 below.

Table 4.26: Distribution on Use of the Employee Counselling Facility

Counselling Facility	Frequency	Percentage
When faced with a challenge	16	20.3
Counseling on Recommendation	43	54.3
Counseling thrice a year	7	8.9
Counseling once a year	13	16.5
Total	79	100

The study found out that most of employees (54.3%) seek counseling on recommendation, 20.3 % seek counseling when faced with a challenges, 16.5% seek counseling once a year while 8.9% seek counseling thrice a year. This alludes to the fact that counseling is yet to be embraced wholly as part of day to day development. This implies that though the counselling services are used at Safaricom PLC, they are used to small extent as most people seek the services once a year, and mainly through recommendations, not because of challenges being faced. This means that there are employees who do not seek the services when challenges arise, and may choose to be silent.

Moreover, data was sought from the senior management through interviews on the extent to which employees in Safaricom use professional counselling services. Qualitative responses showed that the facility is utilized by employees to a low extent, which they attributed to fear of exposure, failure to accept that there is a problem and peer pressure. The findings of the study from data obtained from qualitative questions showed that employee counseling has not been fully embraced because of different reasons. Data obtained from the peer counsellor showed that stigmatization is a major reason as to why counselling services are not fully used as most fear that their problems will be known. Another major reason is beliefs, where most employees especially men believe that counseling is a sign of weakness as was indicated by data obtained from the peer counsellor. More specifically, the Peer Counsellor stated that;

“Stigmatization-Most fear that their problems will be known; beliefs-Mostly especially men believe counseling is a sign of weakness.”

4.3.1 Use of Employee Counseling Once a Year

The study sought to find out whether employee use counseling once a Year. The results are shown in Table 4.27 below.

Table 4.27: Strength of Agreement on whether employees use counseling Once a Year

Level of Agreement	Frequency	Percentage
Strongly Disagree	21	26.6
Disagree	16	20.3
Not Sure	29	36.7
Agree	7	8.9
Strongly Agree	6	7.6
Total	79	100

The study indicated that 36.7% of the respondents were not if they can seek counseling once a year, 26.6% strongly disagreed, 20.3% disagreed, 8.9% agreed while 7.6% strongly agreed. The majority of the respondents do not seek counseling once a year. Only 16.45% agreed to this.

Further, qualitative data was obtained from interviews conducted with the senior management in relation to use of employee counselling once a year. From the study findings in relation to the data obtained from the support analyst, it was evident that the counselling facility has not been accessed widely because of lack of knowledge and shyness. This means that despite the importance attached to the counselling facility, most employees do not seek the services of the counsellors, even at least once in the year. Particularly, the Support Analyst stated that;

“The counselling facility has not been accessed widely because of lack of knowledge and shyness.”

4.3.2 Use of Employee Counseling Thrice a Year

The study sought to find out whether employee uses counseling thrice a year. The results are shown in Table 4.28 below.

Table 4.28: Strength of Agreement on whether employees use counseling Thrice a Year

Level of Agreement	Frequency	Percentage
Strongly Disagree	23	29.1
Disagree	18	22.8
Not Sure	31	39.2
Agree	4	5.1
Strongly Agree	3	3.8
Strongly Agree	79	100

The study established that 39.2% of the respondents were not sure if they can seek counseling thrice a year, 29.1% strongly disagreed, 22.8% disagreed, 5.1% agreed while 3.85 strongly agreed. Therefore, these results show that many employees still do not seek counseling thrice a year. Those who seek are slightly over 8%.

From qualitative data obtained from the senior management through interview in relation to employee counseling thrice a year; the study findings showed that there is low response in seeking counseling thrice a year, maybe due to the fact that employees do not accept that there is a problem. Most importantly, data obtained from the team leader showed that employees are discouraged from seeking counseling by lack of acknowledgement that there is a problem that needs to be addressed. This has the implication that; despite the availability of free counselling services at the counselling facility, employees do not seek them, hence; the low usage. Specifically, the team leader indicated that;

“Employees are discouraged from seeking counseling because of lack of acknowledgement that there is a problem.”

4.3.3 Use of Employee Counseling on Recommendation

The study sought to find out whether employee uses employee counseling on recommendation. The results are shown in Table 4.29 below.

Table 4.29: Strength of Agreement on whether Employees use Employee Counseling on Recommendation

Level of Agreement	Frequency	Percentage
Strongly Disagree	6	7.6
Disagree	6	7.6
Not Sure	23	29.1
Agree	28	35.4
Strongly Agree	16	20.3
Total	79	100

From the findings the study shows that 35.4% of the respondents agreed that they seek counseling on recommendation, 29.1% were not sure, 20.3% strongly agreed, 7.6% disagreed while another 7.6% strongly disagreed too. A majority of the respondents agreed that they seek counseling on recommendation at 54.7%. According to study, the employers who see counselling as a caring facility are 76%, 70% believe that counselling can manage change while 57% believe that counselling can manage stress (Ray, 2011).

From the data obtained from the interviews with the senior management relating to the use of employee counseling on recommendation, the findings of the study showed that recommendation for counselling is done by the employer. Most important is that the information obtained from the support analyst which showed that there is communication that is shared, indicating the availability of counseling services at times when employees lose their loved ones. Particular information from the support analyst was that;

“There is communication that is shared indicating the availability of counseling services during times of death.”

This finding concurred with that from Hughes (2015) study which shows that giving employee’s access to a free, confidential workplace counseling service can potentially be viewed as part of an employer’s duty of care.

4.3.4 Use of Employee Counseling when Faced with a Challenge

The study sought to find out whether employees use counseling when faced with a challenge. The results are shown in Table 4.30 below.

Table 4.30: Strength of Agreement on employee counseling use when faced with a challenge

Level of Agreement	Frequency	Percentage
Strongly Disagree	6	7.6
Disagree	6	7.6
Not Sure	19	24.1
Agree	19	24.1
Strongly Agree	29	36.7
Total	79	100

The study shows that 36.7% of the respondents strongly agreed that they seek employee counseling when faced with a challenge, 24.1% agreed, 24.1% were not sure, 7.6% disagreed and another 7.6% strongly disagreed. Slightly over 60% of the respondents seek counseling when faced with a challenge. Compared to recommendation reason for seeking counseling, challenges compel employees more to seek employee counseling. This confirmed the findings of a study by Ray (2011) which asserts that; making counseling 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.

4.4 Hindrances of Counselling Facility Use

This section sought to know the factors that discourage the respondents from seeking employee counselling service. The research question was to know the key factors that influence the decision to seek counselling services in the organization. This is related to the objective of social and economic factors that influence the decision to use counselling services in Safaricom.

4.4.1 Lack of Confidentiality

The study sought to find out whether lack of confidentiality hinders use of employee counseling. The results are shown in Table 4.31 below.

Table 4.31: Strength of Agreement on whether Lack of Confidentiality Hinder Use of Employee Counseling

Level of agreement	Frequency	Percentage
Strongly Disagree	17	21.5
Disagree	19	24.1
Not Sure	15	19.0
Agree	15	19.0
Strongly Agree	13	16.5
Total	79	100

The study findings indicated that 24.1% of the respondents disagreed that lack of confidentiality hinder the use of counseling facility, 21.5% strongly disagreed, 19.0% agreed, and also 19.0% were not sure while 16.5% strongly agreed. Most of the respondents at slightly over 45% did not agree that lack of confidentiality hindered them from seeking counseling. Therefore 45.6 % of the respondents did not align with a study done by Carroll *et al* (1997), who believed that organization's culture will intrude imperceptibly, and perceptibly, into the counselling room. Therefore, the respondent's agreement on lack of confidentiality was only slightly over 35%.

4.4.2 Counselor Gender

The study sought to find out whether counselor's genders hinder use of employee counseling. The results are shown in Table 4.32 below.

Table 4.32: Strength of Agreement on whether counsellor's Gender Hinder Use of Employee Counseling

Level of Agreement	Frequency	Percentage
Strongly Disagree	16	20.3
Disagree	27	34.2
Not Sure	16	20.3
Agree	12	15.2
Strongly Agree	8	10.1
Total	79	100

The study indicated that 34.2% of the respondents disagreed that the gender of the counselor would hinder them from seeking employee counseling, 20.3% strongly disagreed, and also 20.3% were

not sure, 15.2% agreed while 10.1%strongly agreed. Therefore, the research indicated that gender of the counselor may not be a hindrance to seeking employee counseling for a majority of the respondents. This could be attributed to the fact that the target population is multicultural as well as of a higher academic qualification which generally dilutes culture. The Hindrance is on the employee gender as seen in Table 4.37. This confirms (Moller, 2002) that consultation rates and help seeking patterns in men are consistently lower than in women.

4.4.3 Perception of other Employees

The study sought to find out whether employees perception hinder use of employee counseling. The results are shown in Table 4.33 below.

Table 4.33: Strength of Agreement on Whether Employees Perception Hinder Use of Employee Counseling

Level of Agreement	Frequency	Percentage
Strongly Disagree	16	20.3
Disagree	19	24.1
Not Sure	11	13.9
Agree	21	26.5
Strongly Agree	12	15.2
Total	79	100

The findings show that 26.5% of the respondents agreed that perception of other employees would hinder them from seeking employee counseling, 24.1% disagreed, 20.3%, 15.2% strongly agreed while 13.9% were not sure. Despite stigma being a challenge to seeking employee counseling the study revealed that a higher percentage at slightly over 44% are not affected by others in seeking counseling

4.4.4 Cultural Reasons

The study sought to find out whether cultural reasons hinder use of employee counseling. The results are shown in Table 4.34 below.

Table 4.34: Strength of Agreement on Whether Cultural Reasons Hinder Use of Employee Counseling

Level of Agreement	Frequency	Percentage
Strongly Disagree	23	29.1
Disagree	24	30.4
Not Sure	17	21.5
Agree	11	13.9
Strongly Agree	4	5.1
Total	79	100

The study found out that 30.4% of the respondents disagreed that cultural reasons do not hinder majority of the employees from seeking counseling, 29.1% strongly disagreed, 21.5% were not sure, 13.9% agreed while 5.1% strongly agreed. This would imply that cultural reasons in formal organizations do not deter one from seeking counseling professionally. This could be attributed to the level of education and the fact that employees have come out of their closed cultures. They have mixed up with different backgrounds. The targeted population is a representation of all Kenyan communities working together for a common goal.

4.4.5 Counselor Located at the Workplace

The study sought to find out whether counselors' location at workplace would hinder use of employee counseling. The results are shown in Table 4.35 below.

Table 4.35: Strength of Agreement on whether Counselors' location at workplace would Hinder Use of Employee Counseling

Level of Agreement	Frequency	Percentage
Strongly Disagree	18	22.8
Disagree	17	21.5
Not Sure	10	12.7
Agree	18	22.8
Strongly Agree	16	20.3
Total	79	100

The study established that 22.8% of the respondents agreed that the location of the counselor would not hinder them from seeking counseling, and also 22.8% strongly disagreed, 21.5% disagreed,

20.3% strongly agreed while 12.7% were not sure. The study revealed that counselor being resident at work place can discourage the respondents from seeking counseling at slightly over 42%. The respondents who disagreed that the location of the counselor would not hinder them from seeking counseling were at slightly over 44%.

4.4.6 Counselor not located at Workplace

The study sought to find out whether Counselors' Location outside workplace would hinder use of employee counseling. The results are shown in Table 4.36 below.

Table 4.36: Strength of Agreement on Whether Counselors' Location Outside workplace would Hinder Use of Employee Counseling

Level of Agreement	Frequency	Percentage
Strongly Disagree	18	22.8
Disagree	17	21.5
Not Sure	10	12.7
Agree	18	22.8
Strongly Agree	16	20.3
Total	79	100

The findings show that 22.8% of the respondents agreed that they would not seek counseling because the counselor is not within workplace premises, and also 22.8% strongly disagreed, 21.5% disagreed, 20.3% strongly agreed while 12.7% were not sure. The researcher found out that respondents' decision to seek counseling is not majorly affected by the counseling facility location. This implies that the availability of a counselor at the workplace or not cannot influence the respondent to seek counseling. It further implies that employers should do more awareness on employee counseling use and benefits in addition to the location of the counselor.

4.5 Other Factors Determining Use of Employee Counselling

This section asked the respondents the extent to which they agree on the listed factors determining the use of employee counseling services. These factors were gender, nature of employment, employee rank and stigma from other employees.

4.5.1 Gender

The study sought to find out whether employee gender affects use of employee counseling. The results are seen in Table 4.37 below.

Table 4.37: Strength of Agreement Whether Employee Gender Affect use of Employee Counselling

Level of Agreement	Frequency	Percentage
Strongly Disagree	16	20.3
Disagree	20	25.3
Not Sure	5	6.3
Agree	25	31.6
Strongly Agree	13	16.5
Total	79	100

The findings indicated that 31.6% agreed that gender would determine the use of employee counseling, 25.3% disagreed, 20.3%, strongly disagreed, 16.5% strongly agreed while 6.3% were not sure. The findings indicated that gender influences employee decision to seek counseling at slightly over 48%. The majority of the respondents agreed that gender of both parties affect the decision to seek counseling or not. Men are often characterized as unwilling to ask for help when they experience problems in living.

4.5.2 Nature of Employment

The study sought to find out whether nature of employment affects use of employee counseling. The results are shown in Table 4.38 below.

Table 4.38: Strength of Agreement Whether Nature of Employment Affect use of Employee Counseling

Level of Agreement	Level of Agreement	Percentage
Strongly Disagree	5	6.3
Disagree	9	11.4
Not Sure	9	11.4
Agree	40	50.6
Strongly Agree	16	20.3
Total	79	100

The study established that majority (50.6%) of the respondents agreed that the nature of employment affects the need to seek employee counseling, 20.3% strongly agreed, 11.4% disagreed, and also 11.4% were not sure while 6.3% strongly agreed. On nature of employment,

those on contractual basis and higher targets which determine the job sustenance are prone to more work pressure than the permanent and pensionable staff. Some job descriptions are prone to injuries than others too.

4.5.3 Employee Rank

The study sought to find out whether employee rank affect use of employee counseling. The findings are seen in Table 4.39 below.

Table 4.39: Strength of Agreement Whether Employee Rank Affects use of Employee Counseling

Level of Agreement	Frequency	Percentage
Strongly Disagree	7	8.9
Disagree	10	12.7
Not Sure	15	19.0
Agree	28	35.4
Strongly Agree	19	24.1
Total	79	100

From the findings, the study shows that 35.4% of the respondents agreed that the employee rank affects the need to seek counseling or not, 35.4% Agreed, 24.1% strongly agreed, 19% were not sure, 12.7% disagreed while 8.9% strongly disagreed. This implies that the level of employee in a company’s organizational structure determines whether one will seek counseling or not. The response may also confirm the fact that those at higher ranks do not seek employee counseling compared to lower level staff.

4.5.4 Stigma from other Employees

The study sought to find out whether stigma from other employees affects use of employee counseling. The results are seen in Table 4.40 below.

Table 4.40: Strength of Agreement whether Stigma from other Employees Affect use of Employee Counseling

Level of Agreement	Frequency	Percentage
Strongly Disagree	6	7.6
Disagree	9	11.4
Not Sure	5	6.3
Agree	30	38.8
Strongly Agree	29	36.7
Total	79	100

From the findings, the study indicated that 38.8% of the respondents agreed that stigma influences the use of employee counseling, 36.7% strongly agreed, 11.4% disagreed, 7.6% strongly disagree while 6.3% were not sure. This implies that fear of others judgment is a major determinant of employee counseling use. This confirmed the findings by Akoth (2014), that there was limited utilization of the facility and this was perceived to be due to lack of information and stigma associated with counselling.

4.6 Determinants of Employee Counseling Use in Urban Areas

The respondents were asked to agree or disagree on the listed determinants of employee counseling use in cities like Nairobi. These determinants were substance abuse, career, grief, work pressure, financial challenges, injury at work and family conflicts. The research question being addressed was the key factors influencing the decision to seek counseling services in the organization. The objective being to examine key social and economic factors that influences the decision to use counseling services in Safaricom.

4.6.1 Substance Abuse

The study sought to find out whether substance abuse affects the use of employee counseling. The findings are seen in Table 4.41 below.

Table 4.41: Strength of Agreement whether Substance Abuse Affect use of Employee Counseling in Urban Areas

Level of Agreement	Frequency	Percentage
Strongly Disagree	1	1.3
Disagree	3	3.8
Not Sure	6	7.6
Agree	28	35.4
Strongly Agree	41	51.9
Total	79	100

The study indicated that, majority (51.9%) respondents strongly agreed that substance abuse is a major factor that encourages one to seek employee counseling, 35.4% agreed, 7.6% were not sure, 3.8% disagreed while 1.3% strongly disagreed. This confirmed (NBGH, 2009) report that substance abuse is common and the cost to employers is high. It implies that employees seek counseling because of substance abuse related issues.

4.6.2 Career

The study intended to find out whether career affects use of employee counseling in urban areas. The results are seen in Table 4.42 below.

Table 4.42: Strength of Agreement whether Career Affect use of Employee Counseling in Urban Areas

Level of Agreement	Frequency	Percentage
Disagree	5	6.3
Not Sure	6	7.6
Agree	36	45.6
Strongly Agree	32	40.5
Total	79	100

The study found out that 45.6% of the respondents agreed that career plays a major role on decision to seek employee counseling, 40.5% strongly agreed, 7.6% were not sure while 6.3% disagreed. The majority of the respondents agreed that career plays a major role on decision to seek employee counseling or not. This would be related to the nature of employment and the issue of career

stagnation. Lack of growth and doing the same thing over and over again can really be distressful to an employee thus the reason for career counseling which come in form of employee coaching and personal development. This includes mentorships, which Safaricom has fully embraced.

4.6.3 Grief

The study sought to find out whether grief affects use of employee counseling in urban areas. The results are seen in Table 4.43 below.

Table 4.43: Strength of Agreement whether Grief Affect use of Employee Counseling in Urban Areas

Level of Agreement	Frequency	Percent
Disagree	3	3.8
Not Sure	6	7.6
Agree	35	44.3
Strongly Agree	35	44.3
Total	79	100.0

The study established that 44.3% of the respondents strongly agreed that grief is a major factor in deciding to seek employee counseling, and also 44.3% agreed, 7.6% were not sure while 3.8% disagreed. Grief affects every human being. Majority of the respondents at slightly over 88% agreed that grief is a major factor in deciding to seek employee counseling. It encourages most of the respondents to seek counseling. Qualitative data also indicated that employees are referred for counseling in times of grief.

4.6.4 Work Pressure

The study sought to find out whether work pressure affects use of employee counseling in urban areas. The results are shown in Table 4.44 below.

Table 4.44: Strength of Agreement whether Work Pressure Affect use of Employee Counseling in Urban Areas

Level of Agreement	Frequency	Percentage
Disagree	3	3.8
Not Sure	6	7.6
Agree	35	44.3
Strongly Agree	35	44.3
Total	79	100

The study findings indicated that 44.3% of the respondents strongly agreed that work pressure encourages one to seek employee counseling, and also 44.3% agreed, 7.6 were not sure while 3.8% disagreed. This implies that when the work environment is competitive and not relaxing to the employee, it leads to physical and emotional challenges which lead to employee counseling. Employment sustained on meeting competitive employer targets also leads to challenges/work pressure ending up to seeking employee counseling.

4.6.5 Financial Challenges

The study sought to find out whether financial challenges affect use of employee counseling in urban areas. The results are seen in Table 4.45 below.

Table 4.45: Strength of Agreement whether Financial Challenges Affect use of Employee Counseling in Urban Areas

Level of Agreement	Frequency	Percentage
Strongly Disagree	1	1.3
Disagree	2	2.5
Not Sure	9	11.4
Agree	28	35.4
Strongly Agree	39	49.4
Total	79	100

The study established that 49.4% of the respondents strongly agreed that financial challenges affect use of employee counseling in urban areas, 35.4% agreed, 11.4% were not sure, 2.5% disagreed while 1.3% strongly disagreed. Financial challenges encourage Safaricom staff to seek employee counseling as per the study. In relation to the determinants of employee counseling use, the negative effects of poor financial management lead to emotional challenges which can affect

employee performances. This can imply also that employee counseling can be used to educate on financial management.

4.6.6 Injury at Work

The study sought to find out whether injury at work affects use of employee counseling in urban areas. The results are shown in Table 4.46 below.

Table 4.46: Strength of Agreement whether Injury at Work Affect use of Employee Counseling in Urban Areas

Level of Agreement	Frequency	Percentage
Strongly Disagree	2	2.5
Disagree	9	11.4
Not Sure	8	10.1
Agree	31	39.2
Strongly Agree	29	36.7
Total	79	100

The findings indicated that 39.2% of the respondents agreed that injury at work causes employees to seek employee counseling, 36.7% agreed, 11.4% disagreed, 10.1% were not sure while 2.5% strongly disagree. Injury at work is a major cause for employee counseling among the respondents. This implies that employees will seek employee counseling when they have been affected by injuries physically at work place. Many times, this is through referrals by the senior management.

4.6.7 Family Conflicts

The study sought to find out whether family conflicts affect use of employee counseling in urban areas. The results are shown in Table 4.47 below.

Table 4.47: Strength of Agreement whether Family Conflicts Affect use of Employee Counseling in Urban Areas

Level of Agreement	Frequency	Percentage
Strongly Disagree	1	1.3
Disagree	2	2.5
Not Sure	16	20.3
Agree	36	45.6
Strongly Agree	24	30.4
Total	79	100

The study shows that 45.6% of the respondents agreed that family conflicts affect use of employee counseling in urban areas, 30.4% strongly agreed, 20.3% were not sure, 2.5% disagreed while 1.3% strongly disagreed. The research findings indicated that employees seek counseling because of family conflicts at slightly over 75%. This implies that employee counseling seeking behavior is affected by whether there are family conflicts or not. The study confirmed that family conflict is a major determinant to use of professional counseling service.

CHAPTER FIVE: SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.0 Introduction

This chapter presents the summary of the findings, conclusions and recommendations as drawn from the study and future study area.

5.1 Summary of the Findings

This is the research findings based on the study objectives of to identify types of counseling services offered in the Safaricom Company, to ascertain the extent to which employees in Safaricom use professional counseling services, to establish employee's perceptions of counseling services in Safaricom, to show how employees perception of counseling services affect its use and to examine key social and economic factors that influences the decision to use counseling services in Safaricom PLC.

5.1.1 Counseling Services Offered in Safaricom

The study established that Safaricom offers counseling services in the areas of substance abuse, career growth, grief and health management. There was a holistic kind of counseling fully insured by the company. The contacts of counselors are frequently shared by the human resource management team for staff to access. The study confirmed the existence of the counseling services and staff were aware of their availability with the most known being substance abuse counseling followed by health management counseling. The others were mentioned but the awareness on their existence is lower. Further the study however revealed that not all employees are aware of the existence especially those who have not encountered serious distressing challenges.

5.1.2 Extent of Employee Counseling Use

On the extent of employee counseling use, a good number of the respondents agreed that all employees need employee counseling and companywide awareness on the availability and use of the facility. Despite these, the study observed that majority respondents seek counseling on recommendation meaning that they do not do it on their own volition. Majority prefer divine intervention. The study therefore concluded that the use of the facility hasn't been maximized because peer pressure was also preferred. Basing on the study findings, employee counseling use is determined by emotional, social, economic and financial factors.

5.1.3 Employee's Perceptions of Counseling Services in Safaricom

Majority of the respondents supported the existence of the counseling facility and that it should be compulsory for every employer to have it. All the forms of substance abuse, grief management, health management and career development counseling is viewed positively and if companywide cascade is intentionally done, many employees would start using the facility. The study indicated an agreement among respondents that employee counseling is effective for all staff levels of general staff, middle level staff and senior level. The respondent's positive perception was because of perceived benefits that it leads to improved work productivity, substance abuse management, improved work life balance, improved health, positive work relationships and family conflicts management.

5.1.4 Key Social and Economic Factors Determining Counseling Services Use

The study observed that the major determinants to seeking employee counseling were substance abuse, grief and workplace pressure. Other factors were financial challenges, injury at work and family conflicts. Surprisingly against the expectation, the study revealed that cultural reasons did not influence the decision to seek employee counseling. This could be attributed to staff level of education which has detached them from cultural subjective. The decision to seek counseling according to the respondents is also influenced by gender, employee designation and the location of the counselor. The major hindrances to employee counseling use were observed to be stigma, lack of awareness and confidentiality fears. Respondents perceive employee counseling as important in addressing employee challenges in areas of work productivity, career progress, and grief and family conflicts.

The study established that gender of the counselor, employee perception, culture, lack of confidentiality and counselor location can affect the decision to use counseling but majority of the respondents would not be discouraged by these factors. The decision to further see a counselor or not was influenced by the nature of employment.

5.2 Conclusion

Based on the findings of this study, employee counseling is effective for all employee ranks and leads to satisfaction. The respondents agreed that counseling is important in addressing employee work related and personal challenges. Some respondents had never used the facility while others were not aware of its availability but still they agreed that employee counseling service should be availed and is vital in addressing employee challenges. The findings proved a positive perception to the facility but it has not been embraced fully. Further the study revealed that employees mostly seek employee counseling when faced with a challenge and when recommended by employer.

Though counseling facility is available, the researcher observed that the extent of use has been minimal. The respondents who have accessed the facility were very optimistic about its benefits and therefore the company should incorporate them in increasing employee counseling use awareness. Despite confidentiality and stigma hindrances, the respondents reflected a very positive perception on the employee counseling facility.

5.3 Recommendations

The study recommends that there should be mandatory trainings on the use of employee counseling services quarterly. This could be aimed at creating awareness on the importance of counselling services for employees, which would lead to more of them seeking the services when in need.

In addition, the study recommends that the employee counseling services should be demystified during all staff functions like strategy cascades, team buildings and staff parties.

Also, the study recommends that the counseling facility offices should be incorporated openly within the workplace premises for easy awareness and access. This would go along in enhancing the level of usage of the facility by the employees.

Lastly, the study recommends that the Kenyan government should make it compulsory for all employers to provide employee counseling services for free so that major issues affecting employee productivity can be addressed in organizations.

5.4 Area of Further Research

The research focused on the determinants of the use of professional counseling services within formal organizations in Kenya: a case of Safaricom limited. The research was limited to identifying the counseling services available, ascertaining the extent of use, establishing employee perceptions and identifying the factors that influence use or non-use of the facility. There is a need to further study the effects of employee counseling both to the employer and employee in Kenya. This would be useful as it will further confirm the need for employee counseling establishment in Kenya.

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APPENDICES

Appendix I: Introduction Letter to the Respondents

MAURINE JEPKORIR,
P.O. Box 66827-00800,
Nairobi, KENYA

Dear Respondent,

RE: DATA COLLECTION

I am a student at the University of Nairobi pursuing Master of Arts in Sociology (Counseling). I am conducting a research on the topic:” ***DETERMINANTS OF THE USE OF PROFESSIONAL COUNSELLING SERVICES WITHIN FORMAL ORGANIZATIONS IN KENYA: A CASE OF SAFARICOM LIMITED***” to fulfill the requirements of the award of the above mentioned degree program.

Kindly respond to the questions in the questionnaire honestly and accurately as possible. The information in the questionnaire will be treated as confidential and it’s for academic purposes only. Your co-operation is highly appreciated. Thank you in advance

Yours Sincerely.

Maurine Jepkorir

Appendix II: Questionnaire

I am a student at the University of Nairobi, carrying out research for my Master of Arts (MA) project. My area of study concerns uses of professional counseling by employees in Kenya: A case of Safaricom Limited. The information in the questionnaire will be treated as confidential and it's for academic purposes only.

Your co-operation is highly appreciated.

This questionnaire consists of 5 sections. It seeks to investigate the determinants of the use of professional counselling services within formal organizations in Kenya. Please indicate your opinion by ticking (√) in the appropriate box, on one of the options. Kindly respond to all the questions. The information in the questionnaire will be treated as confidential and it is for academic purposes only.

SECTION A: GENERAL DEMOGRAPHIC INFORMATION

1. Gender: (Tick as applicable)

Male:

Female:

2. What is your age bracket?

22-24

25-29

30-34

35-39

40 and above

3. What is your highest level of education?

PhD Level

Masters Level

First Degree Level

Diploma

Others (Please indicate)

4. Please indicate your designation

Senior Level

Middle Level

General Staff

SECTION B: EMPLOYEE COUNSELLING

1. What is your understanding of workplace counseling? Briefly explain.

.....
.....
.....

2. Are you aware of any counseling services in this Organization?

Yes

No

3. If your answer is Yes above, kindly indicate how strongly you agree or disagree with the availability of the counseling services as shown in the table below.

Type of counseling	SD	D	NS	A	SA
Substance abuse					
Career					
Grief management					
Health Management					

KEY

SD-Strongly Disagree

D-Disagree

NS-Not Sure

A-Agree

SA-Strongly Agree

4. Do you support/use employee counseling? Answer yes or no.

Yes

No

5. If your answer was Yes above, kindly explain how employee counseling has helped you.

.....

7. In your own words, briefly explain why you would seek employee counseling.

.....

8. a) Do you agree that there are compelling reasons to seek workplace counseling?

Yes

No

b) Explain the answer above.

.....

.....

.....

9. There are reasons for seeking employee counselling. Refer to the statements in the table below and indicate the extent to which you agree or disagree.

Reason for counseling	SD	D	NS	A	SA
Work pressure					
Financial challenges					
Substance abuse					
Employer's work demands					

KEY

SD-Strongly Disagree

D-Disagree

NS-Not Sure

A-Agree

SA-Strongly Agree

10. Do you think seeking counseling at work may help you become more productive?

Yes

No

11. Is employee counseling better than other forms of psychosocial help in managing my life challenges? (These other forms are sharing with friends, spiritual counseling etc).

Yes

No

12. If your answer is No above, briefly explain in your own words why you would avoid counselling at work place.

.....

.....

.....

13. In case of personal/emotional and physical challenges, I seek the following forms of psychological assistance to normalize myself. Kindly indicate the extent to which you agree or disagree with these statements as indicated in the table below.

Type of counseling	SD	D	NS	A	SA
Counseling at work					
Peer advise					
Speak to my manager					
Pray					

KEY

SD-Strongly Disagree

D-Disagree

NS-Not Sure

A-Agree

SA-Strongly Agree

SECTION C: EMPLOYEE PERCEPTION

1. In your own words, what do you think of employee counseling? Briefly explain.

.....

.....
.....
2. Should it be compulsory for every employer to provide employee counseling services?

Yes

No

3. If your answer is NO above, briefly explain in your own words why. Briefly explain.
.....
.....

4. The types of counseling services indicated in the table below should be maintained in our organization. Kindly indicate the extent to which you agree or disagree with the services listed.

Type of counseling	SD	D	NS	A	SA
Substance abuse					
Career					
Grief management					
Health Management					

KEY

SD-Strongly Disagree

D-Disagree

NS-Not Sure

A-Agree

SA-Strongly Agree

5. Would you seek employee counseling provided by your employer?

Yes

No

6. If your answer is NO above, kindly explain briefly why you would not use employee counseling.

.....
.....

7. Employee counseling in its different forms has helped improve my life in areas indicated in the table below. Kindly indicate to what extent you agree or disagree with the under listed areas.

Effects of EC	SD	D	NS	A	SA
Improved work productivity					
Career Progress					
Improved work life balance					
Improved Health					
Family Stability					
Positive work place relationships					
Substance abuse Management					

KEY

SD-Strongly Disagree

D-Disagree

NS-Not Sure

A-Agree

SA-Strongly Agree

EC-Employee Counseling

8. Do you agree that employee counseling should be accessible to all employees

Yes

No

8. If your answer is No, explain why.

.....
.....

9. Counseling service is effective for all level employees. Kindly indicate to what extent you agree or disagree with this statement as indicated in the table below

Staff Level	SD	D	NS	A	SA
Senior Level					
Middle Level					
Lower Level					

KEY

SD-Strongly Disagree

D-Disagree

NS-Not Sure

A-Agree

SA-Strongly Agree

10. I believe that a counselor is not a good adviser in solving my problems.

Yes

No

11. If your answer is No, explain why.

.....

12. If your answer is yes, explain why.

.....

SECTION D: USE OF THE COUNSELLING FACILITY

1. Do you seek counseling when faced by life Challenges?

Yes

No

2. If your answer is No above, briefly explain why.

.....

.....

.....

3. How often do you seek employee counseling? On a scale of 1-5 where 5 is (Strongly agree) 4 (Agree), 3(not sure), 2 (Disagree) and 1 (strongly disagree), kindly indicate to what extent you agree or disagree with the statements indicated in the table below.

Frequency of seeking employee counselling	SD	D	NS	A	SA
Once a Year					
Thrice Year					
On Recommendation					
When faced with a Challenge					

KEY

SD-Strongly Disagree

D-Disagree

NS-Not Sure

A-Agree

SA-Strongly Agree

4. Have you ever sought employee counseling services?

Yes

No

5. If your answer is No, explain why.

.....
.....
.....

6. If your answer is yes, explain why.

.....
.....

7. I feel ashamed and shy to discuss my problems with the counselor because of the reasons indicated in the table below. Kindly indicate to what extent you agree or disagree with these reasons.

Reason for Not Seeing a Counselor	SD	D	NS	A	SA
Lack of confidentiality					
Counselor Not my Gender					
Perception of other employees					
Cultural reasons					
Counselor located at the work place					
Counselor not located at work place					

KEY

SD-Strongly Disagree

D-Disagree

NS-Not Sure

A-Agree

SA-Strongly Agree

8. In your own opinion, what major reasons hinder the use of counseling?

.....

.....

SECTION E: FACTORS DETERMINING USE OF EMPLOYEE COUNSELING

1. Gender influences my decision to seek employee counseling

Yes

No

2. If your answer is Yes above, briefly explain why.

.....

.....

3. The decision to seek employee counseling is influenced by more than one factor. Do you agree?

Yes

No

4. On a scale of 1-5 where 5 is (Strongly agree) 4 (Agree), 3(not sure), 2 (Disagree) and 1 (strongly disagree), kindly indicate to what extent you agree or disagree with the following factors influencing the decision to use employee counseling as indicated in the table below.

Factors	SD	D	NS	A	SA
Gender					
Nature of Employment					
Employee Rank					
Stigma from other employees					

KEY

SD-Strongly Disagree

D-Disagree

NS-Not Sure

A-Agree

SA-Strongly Agree

5. Do you agree that the cultural set up affects the ability to seek counseling or not?

Yes

No

6. If your answer is yes, explain

.....
.....
.....

7. I prefer to discuss my problems with my friends rather than consulting a counselor. Do you agree?

Yes

No

8 (a). If your answer is Yes above, briefly explain why.

.....
.....
.....

(b).If your answer is No above, briefly explain why.

.....
.....
.....

9. A number of key factors in cities like Nairobi can encourage one to seek employee counseling services. On a scale of 1-5 where 5 is (Strongly agree) 4 (Agree), 3(not sure), 2 (Disagree) and 1 (strongly disagree), kindly indicate to what extent you agree or disagree with the following factors as Indicated In the table below.

Factor	Strongly Disagree	Disagree	Not sure	Agree	Strongly Agree
Substance abuse					
Career					
Grief					
Work pressure					
Financial challenges					
Injury at work					
Family conflicts					

12. Do you believe in the confidentiality of employee counseling?

Yes

No

13. If your answer is Yes, explain.

.....

.....

.....

14. If your answer is No explain

.....

.....

.....

Appendix III: Key Informant Interview Guide

I am a student at the University of Nairobi, carrying out research for my Master of Arts (MA) project. My area of study concerns use of professional counseling by employees in Kenya: A case of Safaricom Limited. The information in the questionnaire will be treated as confidential and it's for academic purposes only.

Your co-operation is highly appreciated.

- 1. Tell me about yourself and how long you have been working for Safaricom.

.....
.....

- 2. Are you aware of any counseling services in your Organization? Please elaborate.

.....
.....

- 3. Which counseling services are accessed mostly by employees? Please elaborate.

.....
.....

- 4. In your own opinion, do you think that the use of employee counseling Service has been maximized by employees? Briefly explain your answer.

.....
.....
.....

- 5. What encourages employees within your organization to seek employee counseling services? Please elaborate.

.....
.....

- 6. Which factors discourage employees from using employee counseling service? Briefly explain your answer.

.....
.....
.....

7. Do you think employees in your organization are fully aware of employee counseling service availability? Please elaborate.

.....
.....
.....
.....

9. In your own words, how do employees view workplace counseling services in your organization? Please elaborate.

.....
.....

10. Briefly explain how employee counseling perception has affected counseling seeking behavior? Please elaborate.

.....
.....

11. In your own opinion, do you think employees are knowledgeable on the benefits of employee counseling? Please elaborate.

.....
.....

12. What do you recommend on improving employee counseling awareness? Please elaborate.

.....
.....

13. Briefly elaborate the social factors that hinder an employee from seeking employee counseling.

.....
.....
14. Briefly elaborate the economic factors that hinder an employee from seeking employee counseling.

.....
.....

15. In your own opinion, briefly elaborate how employee counseling seeking behavior can be encouraged.

.....
.....