

UNIVERSITY OF NAIROBI

DEPARTMENT OF SOCIOLOGY AND SOCIAL WORK

**FACTORS INFLUENCING IMPLEMENTATION OF WORKPLACE
COUNSELLING SERVICES: A CASE OF UNIVERSITY OF NAIROBI**

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**A RESEARCH PROJECT REPORT SUBMITTED IN PARTIAL
FULFILLMENT FOR THE MASTER OF ARTS DEGREE IN COUNSELLING**

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DECLARATION

DECLARATION BY STUDENT

I declare that this research project is my original work and has not been submitted for any other degree of the University of Nairobi or any other University.

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

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DEDICATION

All efforts into the development and publication of this research project has been made possible through the support of my dear family (My husband, Mahaga, children; Tuzinde, Fabian, Mathias and Pauline).

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ABBREVIATIONS AND ACRONYMS

APA American Psychological Association

EAPs Employee Assistance Programs

SPSS Statistical Package for Social Sciences

UK United Kingdom

UoN University Of Nairobi

ABSTRACT

The study sought to investigate the factors affecting the implementation of workplace counselling at the University of Nairobi. The study was guided by four specific objectives namely: to identify staff perception of workplace counselling at the University of Nairobi; to identify benefits of workplace counselling among staff at the University of Nairobi; to determine the rationale for workplace counselling at the University of Nairobi and to establish barriers to execution of workplace counselling at the University of Nairobi.

The study adopted the descriptive research design using the mixed method approach. This involved the use of quantitative and qualitative data collection and analysis approaches. The study used the questionnaires to gather information from academic staff and administrative staff and interview guides for the key informants from the health services and human resource departments. The researcher was able to administer and collect 84 complete questionnaires for the analysis and conduct two key informant interviews.

The study concludes that there was a positive attitude towards workplace counseling among staff at the University of Nairobi. That benefits of workplace counseling were the creation of a good environment among staff by improving workplace relationships and that the barriers towards workplace counseling was lack of sensitization on the benefits of workplace counseling, fear and stigma towards workplace counseling and lack of professional counsellors. Work-related issues facing staff at the University of Nairobi were inadequate allocation of resources, poor recruitment policies and career progression procedures and policies.

That education and training on the benefits of workplace counselling among university of Nairobi staff should entail stress coping strategies and also sensitization of counseling in order to reduce fear and stigma towards workplace counseling. The Human Resource Department should conduct a needs assessment in all departments, colleges and schools of the University of Nairobi in order to identify staff issues and workplace problems which would be addressed by the workplace counselling policy.

CHAPTER ONE: INTRODUCTION

1.1 Background of the Study

Higher education is becoming increasingly competitive in terms of students, staff and resources. Because of the increasing demand for access to education by the masses, it has shifted from being the service of elite that it was, to a service open to the masses (Bunoti, 2011). Yizengaw (2008) cites staff shortage as one of the challenges facing higher education institutions particularly technical, administrative, and management staff. This situation is amplified by brain drain, retirements, unattractive working conditions.

According to Altbach (2005), there are many factors affecting public universities which include poor physical facilities that affect staff innovativeness and staff welfare management. An administrative staff is involved in students' registration, potential student applications, student fee payments and coordination of services between faculty and students not forgetting the human resource aspect of the teaching staff and the general administrative duties. Due to increase in number of students there has been an increase in administrative staff recruitment where physical facilities and infrastructure are inadequate. This working environment could exact tremendous pressure on the workers with possible negative consequences on productivity.

Indeed, workplace counselling has long been a positive tool for maintenance of sanity at the workplace. Workplace counselling is a strategy to help workers who have problems that affect their productivity at work. Some of these problems may range from work related stress, loss and grief, restructuring and organization of the institution, internal and

external transfers, relationships (both formal and informal), trauma which make many employees unhappy today due to lack of promotions, lack of incentives in the form of money, lack of recognition, and are less empowered in decision making in organizations (Balakrishanan, 2003).

Briner (1997) defines counselling as a tertiary level intervention that aims to assist individuals who are experiencing problems (work or home related) and high levels of distress. Employee counselling entails the provision of help and support to employees in a way that helps them to face and sail through the difficult times in life. Nyasha et al. (2013) speak out that workplace counselling is a way of relating and responding to an employee or colleague so that he or she explores his or her thoughts, feelings, and behaviour to reach a clear self-understanding. Counselling in the workplace helps to reduce symptoms of anxiety and depression, improve mental health, lower levels of sickness and increase job satisfaction and commitment (McLeod, 2001).

Although counselling is commonly used to tackle stress, it has been reported that in some organizations, employees may be concerned that going for counselling will be viewed as a weakness and will have a negative effect upon career advancement (Carroll, 1996). Workplace counselling is fast becoming the epicenter of counselling elsewhere (Oramah, 2013; Orlans, 1996), its emergence within the Sub Saharan African context requires a serious consideration of its problems which include conflict of values, counsellor competency problem, workplace counselling as a victimization tool, management of client information, and workplace counselling as an excuse or escape route.

Work pressure and stress causes physical illness such as heart disease, hypertension, and headache. The stress also causes impairment of the employee's performance within the organization. Managers or supervisors should be sensitive to signs of mental or physical illnesses or negative behaviour and provide assistance in the form of counselling so that the diseases do not increase. These psychological realities that are present in the workplace context include projections, transference, counter-transference, low self-esteem, anger, depression, anxiety, stress, negative behaviour and burn-outs. The aims of counselling largely rest on solving the diverse problems of people which include gaining insight, achieving self-awareness, self-acceptance, self-actualization, acquisition of social skills, achieving cognitive and behaviour change, empowerment and possible systemic change (Geldard & Geldard, 2010).

Workplace counselling is often used to help workers become more productive and be good performers in the organization. Managers of human resources could use counselling to assess the job performance of employees in the organization as well as use other variety of methods to prevent problems becoming worse if and when they occur. Management of effective counselling can help employees avoid the fall in personal problems, family, colleagues and interpersonal relationships. Counselling services developed within the organization can also help different organizations to improve their personal development and productivity at work (Geldard & Geldard, 2010).

Mayor (2006) found organizations that make workplace counselling available, 6.5 % of employees make direct personal use of the service each year. The vast majority, that is, more than 90 % of employees who use workplace counselling, are highly satisfied with

the service they received, thus increased their work performance. It was noted that levels of absenteeism, drunkenness, and sicknesses also fell by 25 %, which was a significant positive effect on the level of job commitment, work functioning, job satisfaction, and drop out in substance misuse and work performance improved (Mayor, 2006). Similarly, Cooper et al. (1990) found that in terms of sickness, absenteeism, the average number of days lost decreases after counselling. Generally, there is growing awareness that it makes practical, humane and economic sense to provide some counselling forum where employees can deal with their personal and professional problems.

As organisations, universities are finding that there is need to cater for the well-being of their staff. The human resource is evolving as the most significant factor in improving organization performance. The public universities in Kenya are experiencing a burgeoning student population which also places stresses on the universities' staff to deliver services as outlined in the services charter. The problem is exacerbated by the lack of space to provide employees, more so administrative staff, with the conducive environment to perform their tasks.

1.2 Statement of the Problem

According to a study by Sifuna (1998), the rapid expansion of university education starting from mid 1980s was never planned. This was due to the increasing demand for higher education. This has seen a consistent increase of student enrollment over the years which has also led to the increase in number of faculty and staff which exceeded the capacity of public universities. This has been observed at the University of Nairobi which is the first public university in Kenya and is situated in the city of Nairobi, Kenya. This

state of affairs has often led to remuneration issues for public staff which is dependent upon the government and public funds. Further, this has led to congestion in the facilities that had initially been designed to accommodate only a few students. The rising student numbers has also led to poor working conditions in public universities in the country. The large number of students exerts a lot of pressure on the existing facilities such as lack of lecture halls for classes and office spaces for both academic and administrative staff.

Studies have reported a wide range of pressures experienced by workers, including work overload, perceived lack of control over work tasks, poor work environment, difficulties in relationships with colleagues and managers, frustration around career development and achievement, the effect of oppressive organisational culture and norms, and dilemmas in balancing the home-work interface (Dewe & Cooper, 2004).

The working environment has been compromised as large spaces are converted into smaller spaces in order to accommodate more staff. Due to the inadequate number of administrative staff and the rising student population, there have been reports of poor service delivery in public universities which have also been influenced by unrealistic demands for employee performance from top university administration (Sifuna, 1998). Among the issues are personal growth in others; many situations that cause emotional stress; anxiety, depression leading to mental and emotional problems and disorders; family and relationship issues, absenteeism, career change and job stress and substance abuse such as alcoholism (Dewe & Cooper, 2004). There has also been a rapid increase in hospital compensation claims in recent years within the University.

Looking at the Institution as it is, there are quite a number of observable behavior that one may want to look at and get a feeling that help in terms of counselling may be of great necessity. Some of the areas include; High levels of lateness in reporting to work and or duty station is an area of great concern. People have made a habit and found it normal to be late to work unless there is an important and prior arrangement of a particular activity that will necessitates the coming to work early or on time. This is also observed in the number of days in terms of absenteeism from work place and/or work station, by staff as being late can easily lead to not appearing at all. There is also the habit of story-telling long the corridors which end up taking a lot of time for the organization.

Alcoholism as a habit is very addictive and very dangerous to one's health at the same time. Cases of colleagues coming to work drunk are taken to be usual thing along the corridors of work with nobody bothering to know if there is any destruction course behind the habit. People who are drunk are not stable physically, mentally and emotionally and continuous taking of a lot of alcohol leads to accidents at workplace and medical conditions results to more expenditure to the institution and also the staff being not on duty (absenteeism) (Dewe & Cooper, 2004). In an environment that is highly stressful, staff are more likely to complain about frequent illness, poor relationship with colleagues and supervisors, higher incidence of office romance and times wastage through spending most time on the internet and taking long breaks during working hours.

These challenges have a potential for work-related stress among employees which are more likely to affect their performance and their productivity leading to inefficiency in public universities services. Employees are also bound to transfer the work-related stress to their social and family life and therefore affect their interpersonal relationships. Presently, the University of Nairobi does not have a counselling department to deal with the above mentioned issues (the University is now in the process of drafting a Human resources management policy). The counselling available is related to medical issues and is based at the University Health Services and also student counselling through the office of Dean of Students. These two types of counselling are not focused on workplace issues (human resource Management) in the organization and therefore an employee feels lonely when needs arises.

1.3 Research Questions

The study sought to answer the following questions;

1. What are the staff perceptions of workplace counselling at the University of Nairobi
2. What are the benefits of workplace counselling among staff at the University of Nairobi?
3. What are the work-related issues in need of counselling that are common among staff working at the University of Nairobi?
4. What are the barriers to implementation of workplace counselling services at the University of Nairobi?

1.4 Objectives of the Study

The general objective of the study was to explore the factors influencing the uptake of counselling services at the workplace with specific reference to the University of Nairobi.

The specific objectives of the study were;

1. To identify staff perception of workplace counselling at the University of Nairobi
2. To identify benefits of workplace counselling among staff at the University of Nairobi
3. To determine the rationale for workplace counselling at the University of Nairobi
4. To establish barriers to execution of workplace counselling at the university of Nairobi

1.5 Justification of the Study

The study is significant as it provides information and knowledge on the challenges and issues facing staff. The study is significant as it seeks to encourage proactive utilization of counselling services from employees. The study is to significant to the Department of Human Resource Administration at the University of Nairobi as it may provide insight on the factors and expectations of counselling services by staff. Information from the study provide knowledge on the mitigating factors of counselling uptake among staff which will advise the counselling department and university on the work-related issues that affect them in their workplace. The study may provide assistance to the various parties, particularly in dealing with employee problems that often occur in the organization. First the study is to significant to top management officials in the organization to better care

for their employees' wellbeing thereby improving their job satisfaction which will improve their productivity.

Employment practices in the Kenya are changing, with more people on short-term contracts, working part-time and with less job security. An added burden for employees, employers and the economy as a whole is the large number of employees absent from work, sick or retired because of ill health. Although under-recognized, medical issues such as anxiety and depression but also some other forms of disorders and substance misuse account for a growing proportion of these absences. The study may be helpful in providing insight and information for the employer and employee to develop an environment that provides a conducive environment or limits the employee health and wellness.

There is also need to undertake a study on workplace counselling services to promote the well-being of staff in higher education in order to improve on service delivery of public universities to provide access to quality education to the growing number of students seeking higher education. The vast literature available on workplace counselling showed little of evidence of research on the concept of workplace counselling among the university staff occupational group. The study also contributes to the ongoing process of drafting the University of Nairobi Human Resources management policy.

Workplace counselling offers the employer a service that is valued by employees, has the potential for savings by reducing sickness absence, takes pressure off managers through the availability of a constructive means of dealing with 'difficult' staff or situations, and

contributes to its reputation as a caring employer. Workplace counselling is often viewed by employers as an insurance policy against the threat of compensation claims made by employees exposed to work-related stress.

1.6 Scope of the Study

The research site for the study was the University of Nairobi, specifically the Main Campus, Lower Kabete and Kikuyu Campus who have the high number of students and staff. The study focused its investigation to administrative and academic staff in the above identified campuses of the university who have workstations in the vicinity of the campus. This helped to relate the findings to the other Colleges within the University of Nairobi. The study was confined to workplace counselling among university staff and was also confined to the academic staff (lecturers) and administrative staff. The study was further confined to their attitudes, beliefs and perception of workplace counselling.

1.7 Limitations of the Study

A limitation of the study was the accuracy of information provided by the study participants. There is a great deal of sensitivity around confidentiality; the fear that 'management' may learn that a person has received counselling has made many clients and counsellors reluctant to complete research questionnaires. There was fear of respondents' that they were under investigation and therefore were very free to give information assuming as it may be used against them. The researcher every attempt and efforts to make the respondents comfortable in the process by providing adequate information on the purpose of the study, confidentiality of the information provided. The questionnaires administered did not require any identification information to be provided.

It was important to recognize the limitations of the existing research base for workplace counselling in Kenya. As such, much of the material for the study was literature from developed countries and a few developing countries literature.

1.8 Definition of Key Terms and Concepts

Constraints – These refer to the mitigating factors to workplace counselling in the University of Nairobi.

Employee – These are the individuals who perform the day-to-day work duties on behalf of an organization in different capacities.

Workplace – This refers to the environment in which employees perform their duties and roles in an organization.

Work-related issues – These refer to the problems that employees face in their place of work that may require counselling services.

CHAPTER TWO: LITERATURE REVIEW AND THEORETICAL FRAMEWORK

2.0 Introduction

This chapter reviews key thematic issues that revolve around work place counselling and the key objectives of the study. Thematic areas reviewed include: workplace counselling, rationale for workplace counselling and barriers to implementation of workplace counselling. The chapter also presents the theoretical and conceptual framework for the study.

2.1 Workplace Counselling

The provision of counselling services has represented a major organisational response to the psychological and mental health problems reported by employees. Several studies and reports on workplace counselling (Kirk & Brown, 2003; McLeod, 2001; Reynolds, 2000; Van der Klink et al., 2001) reflect favourable evidence for the effectiveness of workplace counselling interventions. According to McLeod (2010) counselling is an intervention that is (a) voluntarily chosen by the client; (b) responsive to the individual needs of the client or group; and (c) primarily intended to bring about change in an area of psychological/behavioural functioning.

According to Rosmala (2005), counselling is a systematic process of helpful knowledge based on psychological principles and carried out by a professional counsellor towards helping clients to understand themselves and their environment, and thus be able to make decisions, solve their life problems and adapt themselves well during their lifetime. In

general, counselling is a learning process when an individual is learning about himself, about the personal relationships and behaviours that can promote the development itself.

Employee counselling services can be classified into two major categories namely; dealing with personal problem and dealing with career development (Peter, 1998). The employees counselling programs that deal with personal problem focus on employees' mental and physical health and deal with personal problems that might, even indirectly, affect job performance. Those employees deal with career development programs, will use assessment, counselling planning and training to help individual make and act on career decisions within context of the organization human resources plans. Each of the two approaches is built on the theory that individual and organizational needs can be compatible (Lewis & Lewis, 1986).

2.2 Implementation of Workplace Counselling

Workplace counselling may be defined as the provision of brief psychological therapy for employees of an organization, which are paid by the employer. It also includes workshops, short training sessions, days on specific topics, alcohol awareness, stop smoking campaigns, stress management, taking care of your health (McLeod & Handerson, 2003). Also, counselling service helps employees in dealing with problems efficiently (Ertekin, 1993:93).

The psychological counselling at workplace can be provided by either internal or external services. An "external" service is a way of outsourcing the counselling service from a service provider company. In an in-house service, counselors are directly employed by the organization. He/she is a permanent part of the company. This is also called internal

provision. Some organizations prefer to take the counselling from the internal service (Lee & Gray, 1994). Continuous but short time periods are recommended in workplace counselling services (Carroll & Walton, 1999). Similarly McLeod (2010) distinguishes between counselling provided or paid for by the employer, either through in-house (internal) or externally contracted counselling services. Externally delivered services are typically described as Employee Assistance Programmes (EAPs).

According to Newstrom and Dewis (1997) an employee may require workplace counselling services to deal with the problems they face in the organization. One of the significant roles of personnel management in the organization is to provide workplace counselling services to create employee job satisfaction and enhance employee performance in the organization. Management of effective counselling can help employees avoid the fall in personal problems, family, colleagues and interpersonal relationships. Counselling services which are developed within the organization can also help the public and other organizations in improving their personal development to achieve productivity and quality of productive work.

Sieberhagen (2008) distinguishes between three types of interventions to address employee problems in the workplace namely; primary, secondary and tertiary, each with a different purpose. Where primary interventions focus on altering stressors in the work situation, secondary interventions focus on helping employees who are already showing signs of stress from getting sick for example, by increasing their coping capacity. Tertiary prevention is concerned with treatment activities for employees with serious stress-related health problems (Kompier & Cooper, 1999).

Workplace counselling is perceived to be a tertiary means of dealing with employee problems as it seeks to address the visible problems that are associated to the workplace environment (Sieberhagen, 2008). Cole (2003) opines that, co-workers, supervisors and managers counsel their own staff at the workplace. However, other special staff members such as the human resources managers and the training managers are obliged to provide counselling to any staff member because of the uniqueness of their positions.

According to Summerfield and Van Oudtshoorn (1995) the personnel and human resource managers as the ones who have workplace counselling skills integrated into their existing roles. This gives them the credibility to offer such services. There is also room for professional employee counsellors to set up and maintain therapeutic working alliances with the workers in an organization (Carroll and Walton, 1999).

2.3 Rationale for Workplace Counselling

Workplace health promotion and wellness programs have widely proliferated over the past few decades (Pelletier, 1999) and are considered beneficial approaches to reducing absenteeism, controlling health care costs, improving productivity, and retaining workers (Heaney & Goetzel, 1997). According to Jackson (2013) counselling is offered for different cases observed among workers and employees and include those of depression, anxiety, post-traumatic stress disorder, panic attacks, phobias, compulsive or impulsive behaviours, addictions or substance misuse, complex grief, abuse effects (sexual, emotional, physical, historic), self-esteem, performance anxieties, dissociative disorders, self-harming, suicidal thoughts, and relationship problems.

A study by Friery (2006), looking at more than 200 companies that offered workplace counselling found that a whole variety of reasons were behind such a decision to provide the service. The reasons given were as providing additional support for workers (100 %); duty of care (68 %); support employees through major changes (63 %); stress alleviation (60 %); enhancing welfare package (58 %); support work of human resource (48%); protection from litigation (38 %); improve retention (35 %) and improve sickness absence (29 %). According to Tham (1998), every organization has on an average about 10% of the employees incapacitated by acute or chronic personal problems such as family and marital problems, financial difficulties, legal problems, drug and alcohol abuse, emotional upsets or career problems.

The vast evidence of the impact of workplace counselling are attributed to McLeod (2001) with little new research gaining as much publicity as the 2001 results did. This evidence showed that absence of sickness was reduced by 25 % following counselling; symptoms reduced to normal in more than half of those who underwent counselling; and significant improvements in depression and anxiety were observed in up to 75 % of those undergoing counselling. Other subjective but positive, results in those undergoing counselling included improvements in other organisational factors, such as fewer accidents, better performance and happier attitudes towards their work.

Studies into workplace counselling have often considered particular issues such as stress (Firth-Cozens & Hardy, 1992; Reynolds, 2000), or depression (Preece, Cayley, Scheuchl, & Lam, 2005), or attitudes to work (Firth-Cozens & Hardy, 1992) and measured how effective counselling might be in leading to positive change in these areas. This section of

the literature review presents the case for workplace counselling services in the modern working environment. These and other previous studies is that therapy delivered in the workplace 'is generally effective in alleviating symptoms of anxiety, stress and depression in the majority of workplace clients' (McLeod, 2010). Apart from their personal problems, there are various reasons which can create stress for the employees at the workplace like unrealistic targets or work-load, constant pressure to meet the deadlines, career problems, responsibility and accountability, conflicts or bad interpersonal relations with superiors and subordinates, problems in adjusting to the organizational culture. Counseling helps the employee to share and look at his problems from a new perspective, help himself and to face and deal with the problems in a better way (Sharma, 2012).

2.3.1 Improve employee relations

Counselling is often used to help workers become more productive and have a good performance in the organization as manager of human resources to assess the performance of employees in the organization as well as used as a variety of methods to prevent problems become worse is occur (Kassim, 2010). Kassim (2010) notes that problems faced by workers in the organization also occurs in the organization environment uncomfortable and often cause pressure workers guilty of discipline within the organization, such as delays in travel to work, the problem of sexual harassment among workers, bullying and often not present in the organization.

Similarly, the efforts of counselling are geared towards providing a positive relationship between the employee and the organization. Patterson & Einsenberg (1983) define

counselling as "interactive process is unique relationship between the counsellors with the client ". Therefore if workplace counselling is conducted within the organization, then it should happen that there will be bilateral relations based on mutual respect and acceptance among managers and employees. Morrison and Noran (2007) qualitative study on the negative relationship in the workplace found that several aspects of the work environment directly exacerbated or created negative relationship which in turn negatively impacted on respondent experiences of work. Studies (Guppy & Marsden, 1997; Hiatt, Hargrave & Palmertree, 1999) show improvements in supervisor-rated work performance have been reported.

2.3.2 Employee Productivity

Kassim (2010), confirmed the trend in Malaysia is concerned with the management of the counselling needs of the organization for employees who have problems in achieving effectiveness and to improve productivity. A study by Islam and Ismail (2008) in Malaysia found that there was a significant increase in employee performance and productivity in relation to accessing workplace counselling. Research has been carried out into the effect of workplace counselling on other aspects of work behaviour, such as staff retention (Blaze-Temple & Howat, 1997), productivity and frequency of accidents (Chandler, Kroeker, Fynn, & MacDonald, 1998) and improved self-rating of work performance have been reported (Philips, 2004; Rost, Smith, & Dickinson, 2004).

2.3.3 Employee Well-being

The literature shows that workplace counselling has been associated with enhancing and improving employee well-being. Parks and Steelman (2008) in a meta-analysis found that

participation in organizational wellness programs was linked to reduced stress levels, lower absenteeism, higher job satisfaction and increased productivity. Working pressure or stress triggered when the elements of the ability to deal with urgent resolve (Kassim, 2010). Collins et al. (2012) found that individual counselling interventions were effective in improving psychological well-being both for clients and non-client employees in the same work area.

According to statistics from the American Psychological Association (APA), a startling two-thirds of Americans say that work is a main source of stress in their lives – up nearly 15 % from those who ranked work stress at the top just a year before. Roughly 30 % of workers surveyed reported “extreme” stress levels (APA, 2007, 2008). Stressed workers tend to be fatigued, prone to mistakes and injuries, and are more likely to be absent. Barkhuizen and Rothmann (2004) study showed high levels of physical and psychological ill health at work, amongst others in academic and support staff of higher education institutions.

Rose (2000) found that regardless of their stress levels, people with higher levels of social integration, report greater mental well-being Seligman (2002), work on positive psychology has identified many of the drivers of well-being, found that engagement is a key element needed to achieve more lasting happiness (Seligman, 2002). Several studies including Van der Klink et al (2003); Gardner et al. (2005) found a positive impact of workplace counselling on psychological symptoms and stress (McLeod, 2010). Similarly, Harris et al. (2002) Masi and Jacobson (2003) also reported positive impacts of workplace counselling on psychological symptoms and stress.

2.3.4 Employee Absenteeism

Studies by McGregor, Cunningham and Eaverly (2008) revealed that factors in absenteeism and pre-absenteeism (reporting to work while ill) are predominantly related to life events and health events. The results showed that over 30 % of respondents indicated different health risks that required counselling intervention and support. Willingham (2008) estimated one million workers miss work each day because of stress, costing companies an estimated \$ 602 per employee per year. Absenteeism is to blame for 26 % of health-related loss of productivity in business.

The American Association of Psychology (APA) introduces the concept of Presenteeism, as the term used to describe the opposite of absenteeism, “Presenteeism” is the phenomenon of employees coming to work yet not functioning up to their capabilities on the job. In one survey, 60 % of workers reported losing productivity due to stress while at work during the past month (APA, 2008).

Workplace stress is increasing (Palmer, Thomas & Clarke, 2003) estimated that work-related stress, depression, and anxiety account for the loss of approximately thirteen million working days per year in Britain. Environmental factors that may be sources of stress are called stressors, and the individual’s response to the stressors is called strain (Cooper, Dewe & Driscoll, 2001). According to McLeod (2010) one of the areas of work behaviour extensively studied is employee absence from work. Further, several studies (Rost et al., 2004; Van der Klink et al., (2003) have found that participation in counselling has resulted in reduced sickness absence.

2.3.5 Personal Issues

Millar (2002) found that the majority of participants were convinced that the counselling had helped them to overcome their personal issues and, in some cases, had prompted them to seek further help. The learning processes they underwent during the counselling sessions was also helpful and provided useful reflections. Personal factors such as alcohol dependency, family problems or financial worries can cause employees to lower the quality of their work (Buon & Compton, 1990). However, Buon (1992) cautions that Problems in an employee's private life that do not affect their work performance are not the business of the employer.

2.3.6 Career Development

In their study, Graham and Messner (1998) found that employees were less satisfied with the income and opportunity to grow in their careers. Likewise, responses in terms of experience showed that workers with 4 to 8 years' experience (47.8%) were less satisfied with chances for promotion and opportunities to grow in their careers. Many employees are unhappy today due to the nature of promotions, incentives in the form of money, recognition, and being less empowered in decision making in organizations (Balakrishanan, 2003).

Performance of employees in the organization of an organization plays an important role to make the organization efficient organizations. Effectiveness of an organization is measured in terms of survival and development. Poor performance and career development are two concepts that are associated or attributed to lack of appropriate environmental motivation, personality problems, giving assignments that are not

appropriate, inappropriate supervision, lack of training and failure to determine the level of the assignment (Balakrishanan, 2003).

2.4 Factors Affecting Workplace Counselling Implementation

Cooper and Cartwright (1997) suggest that stress management interventions are unlikely to be effective unless environmental stressors are prevented or reduced. There are several factors in the literature that were identified as determinants of workplace counselling implementation. These include the organisational factors, working conditions, employee awareness and knowledge, counselling profession and demographic factors.

2.4.1 Organisational Factors

According to Jackson (2013) workplace counsellors usually have a good understanding of the organisational cultures and workplace issues that can impact upon workers' well-being, and they have the option of referring the client onwards if they feel further specialist input is needed. Today's organisations today has to make many decisions regarding the allocation of resources among its employees and business processes. The allocation of resources towards counselling services and employee assistance programs in the developed countries is much more evidence as compared to those in the developing countries. Nteng'a et al. (2014) opine that most organisations in Kenya leave the function of counselling and assisting employees to the close friends and family to provide support for the troubled employee. Successful implementation of workplace counselling will critically depend on sincere cooperation of internal organizational resources from various infrastructures such as the top management, human resources practitioners, and employee representatives (Cheng, 2012).

2.4.2 Working Conditions

The workplace environment that is set in place impacts on employee morale, productivity and engagement - both positively and negatively. It is not just a coincidence that new programs addressing lifestyle changes, work/life balance, health and fitness, previously not considered key benefits are now primary considerations of potential employees (Chandrasekar, 2011).

Many managers and supervisors labor under the mistaken impression that the level of employee performance on the job is proportional to the size of the employee's pay packet. Although this may be true in a minority of cases, numerous employee surveys have shown by and large this to be untrue. In fact, salary increases and bonuses for performance, in many instances, have a very limited short-term effect. The extra money soon comes to be regarded not as an incentive but as an "entitlement". It is the quality of the employee's workplace environment that most impacts on their level of motivation and subsequent performance (Chandrasekar, 2011).

The American Society of Interior Designers (2009) found that additional on-the-job stressors included lack of participation in decision-making, ineffective management style and unpleasant work environments that includes disruptive noise levels. In fact, nearly 60 percent of workers in one study reported that noise such as coworker conversations enhanced by open offices caused added distraction and stress, and a study at Cornell University showed that even low-level office noise increased stress hormone levels

2.4.3 Employee Awareness and Knowledge

The lack and poor awareness provided by organisations in terms of the workplace counselling and wellness programs for employees in the developing countries is risky. In South Africa, Terblanche (1992) conducted a study focusing on the Employee Assistance Programs (EAPs) and found that majority of the organisations do not actively market their EAPs to internal customers. The most commonly used techniques are orientation courses, posters and newsletters. Among the organisations in the sample, 8% did not undertake any kind of marketing. It was also determined that only 19% of union representatives are informed about the EAPs in their organisations.

2.4.4 Counselling Profession

Counselling is viewed as a relatively new profession in the developing countries as compared to developed countries. As such, workplace counselling is used rather loosely as a term when, often, it means advising. There is a dearth of professionalism and professionals in the field of psychology and psychotherapy in developing countries where counselling is often performed or done in a rather haphazard manner. According to Rosemary (2002) organizations used counselling in a variety of ways, such as career counselling, redundancy counselling and the kinds of counselling associated with appraisal system and disciplinary procedures. It is used, mainly, to help employee solve their own problems or makes their own decisions. Problem that need professional help, such as alcohol and drug abuse, depression and serious personal and domestic problem, should always be referred to specialists who is trained to give advice and help in these

and other matters. It is potentially dangerous and damaging for an untrained person to attempt to intervene in such cases (Rosemary, 2002).

The theoretical knowledge of counselling is important because it shows how counsellors conceptualize client problems based on past behaviour, present and future. According to Sharf (2010) working without a theory, implies performing meaningful work without a platform for practice which is not based on a logical framework. This produces irregular intervention and subjective results. Counsellors need a theory as a frame of reference. Theory acts as a navigator in the counselling process. The practice can reduce the complexity of the theory of the therapeutic situation and provide a way to understand and find solutions to emotional reactions in the counsellor-client relationship (Lovinger, 1992).

2.4.5 Demographic Factors

Demographic variables more focus on the respondent profile such as age, gender, education level, position and working tenure that effect job performance through workplace counselling approach. Davey, Obst and Sheehan (2010) study indicate that gender, age and marital status are individual risk factors for problem drinking as has been showed in previous the job and being on operational officers also emerged as significant predictor of at risk alcohol consumption patterns.

2.5 Constraints Facing Workplace Counselling

2.5.1 Resources

Collins et al. (2012) argue that the effectiveness of workplace interventions is often questioned, especially by those who hold the purse strings in their organisations. Employers rightly want to know whether the investment they are making by supporting their workforce in this particular way is justified by its results.

2.5.2 Lack and Poor Uptake of Services

Although counselling is commonly used to tackle stress, it has been reported that in some organisations employees may be concerned that going for counselling will be viewed as a weakness and will have a negative effect upon career progress (Carroll, 1996). Gyllensten, Palmer and Farrants (2005) qualitative study of finance organizations' perceptions of stress found that some organisations have negative views of counselling and consequently do not use it to tackle stress.

2.5.3 Politicization of Workplace Counselling

A criticism of workplace counselling in organization is that it can be too easily used by organization to shelve its responsibilities towards employees especially regarding stress. For instance, Kassim (2010) found that the London Hazard Centre reported that workplace counselling is being used to get companies off the hook over organisational factors which are the root source of stress. Similarly, McLeod (2010) notes that the negative outcomes of workplace counselling albeit small are often associated to the desire of organisations to underplay the levels of stress experienced by their staff.

2.5.4 Client Satisfaction

McLeod (2010) reviewed literature on the level of client satisfaction in workplace counselling study's findings that there is substantial evidence that workplace counselling clients are generally satisfied with the service they have been offered. A number of studies of workplace counselling, reflecting a wide range of organisational settings, have reported more than 80 % of clients as being 'satisfied' or 'highly satisfied' (Millar, 2002; Philips, 2004). No studies reported low levels of client satisfaction with workplace counselling (McLeod, 2010).

2.5.5 Negative Impact

Studies (Highley-Marchington & Cooper, 1997; Dulebohn et al, 2009) show evidence that workplace counselling programs have been found to improving the mental health of organization members, these schemes also provide benefits for the organization such as reduced rates of sickness absence (Torun et al., 2009). However, Studies in the wider counselling and psychotherapy research, however, Lambert & Ogles (2004) have established that 5-10 % of those who receive therapy report deteriorations in their condition over the course of treatment. Similarly, Worrall (2005) found a negative outcome of counselling rate of 8 % in a large sample of clients receiving counselling from a United Kingdom (UK) employee counselling service.

2.6 Theoretical Framework

According to Kassim (2010) a theory is the assumption that contains several ideas to explain an event or a phenomenon and the function of that theory is to explain an event, control of certain conditions and forecast.

2.6.1 Reality Therapy

Reality therapy is a relatively new form of therapy in counselling. Reality therapy was founded by William Glasser a psychologist in California in 1965. Reality therapy refers to the client's phenomenal world and emphasizes the subjective way the client will see and interact with their surrounding world through internal control assessment. Glasser (1998) emphasizes that people see the world through the five basic needs of genetics (survival, love and belonging, power, freedom and fun) and not the real world as it is the locus of evaluation. Reality therapy argues that people have freedom, can make responsible choices and options. Reality Therapy focuses on the present and helps people to understand that they can choose a better present and future. This is based on Choice Theory that states, regardless of what has been occurred in the past, to be happy and effective we must live and plan in the present. Because of this, it is an effective short - term therapy. To practice reality therapy, we create warm, trusting relationships with people. From these relationships, we are usually able to help them evaluate both what they want and the behaviours that they are presently choosing to satisfy their needs.

According to Glasser, all people have five basic needs: survival, love and belonging, power, freedom and fun. He believes that people need to accept personal responsibility for their own lives and stop blaming other people for their problems, complaining about their negative life situations or dwelling on what happened to them in the past. Reality-oriented behaviour therapy as a whole that involves components of doing, thinking, feeling and physiology this means that the client is responsible for choosing not only

what they do, but whatever they think, feel, and experience it physically. In other words therapy focuses on the behaviour and thinking.

In general, the goal of reality therapy is to provide an environment that can help clients to build psychological strength (Psychology strength) to assess the current behaviour or values. It can be used in therapy or individual counselling, social work, education, group therapy, family counselling, rehabilitation counselling, institutional management, and development and progress of society. Kottler and Brown (2004) state that reality therapy is an approach to teaching that emphasizes problem solving, personal responsibility and the need to address or eliminate the need for 'reality' of an individual. He said the reality therapy is based on the assumption or assumptions that individuals need to build the identity of either succeed or fail.

Pietrofesa (1984) holds that reality therapy is based on the assumption of behaviour that can either help or hinder the efforts to meet basic human needs. Such a requirement is the need for love and caring for others and the need to feel valued and to appreciate others. Behaviour that can be fulfilled is held responsible and the failure is the opposite. Irresponsible behaviour will fail to build identity and then lead to a failure. Then the counsellor is to build the individual's identity to the success.

Majority of organisations have found that incorporating the ideas of Choice Theory, Reality Therapy and Lead Management into the workplace has resulted in increased performance levels amongst staff, decreased levels of stress between managers and teams and increased knowledge for the benefit of productive relationships. These programs assist businesses to align practices and procedures within a theoretical knowledge base.

Reality Therapy is a communication model committed to empowering people to make successful and effective choices based on evaluation, responsibility and planning. Top management focuses on the principles of effective change either at the organizational level or with the individual employee.

2.6.2 Transactional Model of Stress

The Transactional Model defines stress as arising from the appraisal that particular environmental demands are about to tax individual resources, thus threatening well-being (Holroyd & Lazarus, 1982). The Transactional Model of Stress and Coping is a framework for evaluating the processes of coping with stressful events. Stressful experiences are construed as person-environment transactions. These transactions depend on the impact of the external stressor. This is mediated by firstly the person's appraisal of the stressor and secondly on the social and cultural resources at his or her disposal (Lazarus & Cohen, 1977; Antonovsky & Kats, 1967; Cohen 1984).

Stressors are demands made by the internal or external environment that upset balance, thus affecting physical and psychological well-being and requiring action to restore balance (Lazarus & Cohen, 1977). Beginning in the 1960s and 1970s, stress was considered to be a transactional phenomenon dependent on the meaning of the stimulus to the perceiver (Lazarus, 1966; Antonovsky, 1979). When faced with a stressor, a person evaluates the potential threat (primary appraisal). Primary appraisal is a person's judgment about the significance of an event as stressful, positive, controllable, challenging or irrelevant. Facing a stressor, the second appraisal follows, which is an assessment of people's coping resources and options (Cohen, 1984). Secondary

appraisals address what one can do about the situation. Actual coping efforts aimed at regulation of the problem give rise to outcomes of the coping process.

The transactional model is appropriate for the study as it applies to the evaluation of the stressors in the organisations that may influence employee wellbeing. The study seeks to identify the work-related issues according to employees that are likely to cause psychosocial harm. The evaluation of these stressors will inform the action that the individual employee will take. The lack of a workplace counselling program, the researcher will also seek to establish the coping strategies that employee undertake in order to deal with workplace situations that are likely to cause stress.

2.6.3 Social Efficacy Theory

Self-efficacy theory suggests that increasing the self-efficacy of employees will boost motivation and performance. The basic idea behind this theory is that motivation and performance are determined by how successful people believe they can be (Bandura, 1982). This is extremely useful in the workplace because employers can develop and improve self-efficacy beliefs in their employees by focusing on the four primary sources of performance outcomes, vicarious experiences, verbal persuasion, and emotional arousal (Bandura, 1977; Gist & Mitchell, 1992). Utilizing the sources of self-efficacy can improve employee's effort, persistence, goal setting, and performance on specific tasks. Applying vicarious experiences can be as simple as a waitress shadowing another experienced server or an apprentice learning his trade. Verbal persuasion can be used by showing praise for a job well done or by giving positive feedback on a specific task. Verbal persuasion can be used at any time and requires almost no effort.

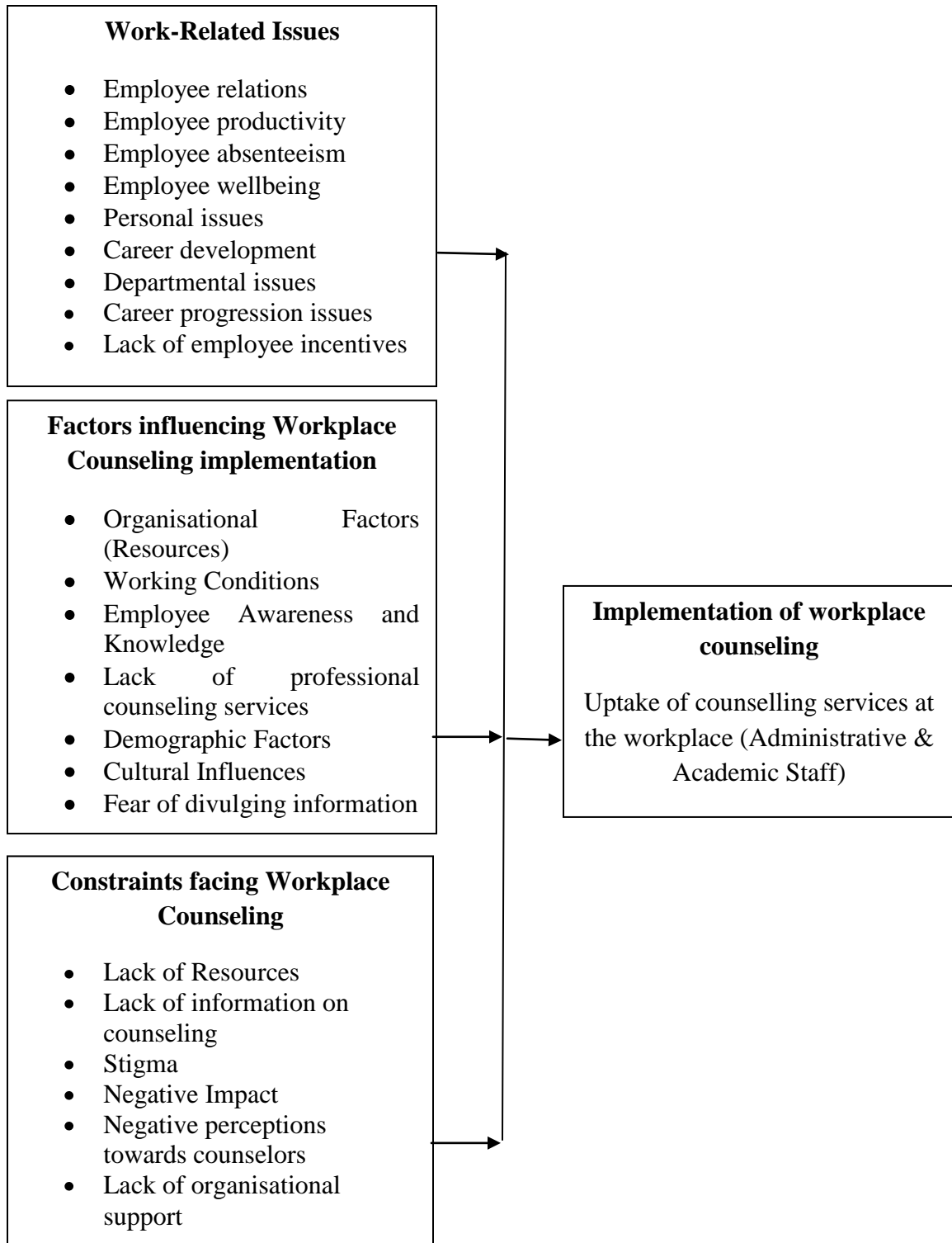
Redmond (2010) has shown that high self-efficacy individuals persist longer in the face of difficulty and are extremely resilient in the face of failure; are generally more content with their work and lives; set higher goals for themselves; are more committed to their goals (Redmond, 2010). The Social Cognitive Theory is composed of four processes of goal realization: self-observation, self-evaluation, self-reaction and self-efficacy. Each component is interrelated and affects motivation and goal attainment (Redmond, 2010).

Self-efficacy theory is therefore more relevant to workplace counselling since individuals with high efficacy are more often satisfied with their work and their lives. Through workplace counselling, employees who are under pressure in their work and personal life can find a balance through which they can be more satisfied and motivated in their work and contribute positively to an organization's objectives. Workplace counselling can provide an avenue through which individuals can be able to attain their high self-efficacy through private consultations with counselling professionals. Workplace counselors can provide insightful strategies to deal with stressors in the work environment.

2.7 Conceptual Framework Description

The conceptual framework (Figure 1) is used to represent the relationship between the independent and dependent variables. The independent variables of the study include the work-related issues in the workplace, factors affecting workplace counselling and the constraints mitigating the workplace counselling process and their perceived influence on the dependent variable which include the uptake of these services among staff in terms of the frequency of consultations, forms of workplace counselling implementation in the University of Nairobi.

Figure 1: Conceptual Framework



Source: Researcher (2014)

CHAPTER THREE: RESEARCH METHODOLOGY

3.1 Introduction

This chapter highlights the different research techniques that were adopted in the study in order to achieve the study objectives. These include the research design, target population, sample size, data collection methods, data collection tools, validity and reliability, ethical considerations and data analysis procedures.

3.2 Research Design

Gilham (2000) defines a research design as the methods to be used in gathering relevant and adequate data that will answer a researcher's questions. There are three research designs from which a researcher can choose from which are the causal design, exploratory and descriptive research design. Exploratory research design is used in order to discover new insights and ideas. Causal research design on the other hand is adopted in order to examine the cause-and-effect of variable relationships. Descriptive research is usually concerned with describing a population with respect to important variables. The major emphasis in descriptive research is to determine the frequency with which a particular phenomenon occurs or the extent to which two variable influence each other.

A descriptive research is concerned with conditions, practices, structures, differences or relationships that exist, opinions held and processes that are going on or trends that are evident. The study adopted the descriptive research design. The design was appropriate for the study as it sought to select respondents from a larger population to be measured for the study variables. The design was also appropriate as it is cross-sectional in nature;

this implies that the study was conducted at one particular point in time where data was collected once from the sample.

3.3 Target Population

Welman and Kruger (2004) define a population as a study object, which may include individuals, groups, organisations, events or conditions to which they are uncovered. The study however limited its investigation to staff in the Main Campus, Kabete and Kikuyu Campuses. Table 1 provides a summary of the target population which is 1,310.

Table 1: Target Population

Campus	Academic staff	Administrative staff	Total
Main Campus	395	353	748
Kabete Campus	108	64	172
Kikuyu Campus	183	207	390
Total	686	624	1310

Source: www.uonbi.ac.ke (2014)

3.4 Sampling and Sample Size

Sampling is the act, process, or technique of selecting a suitable sample, or a representative part of a population for the purpose of determining parameters or characteristics of the whole population. Mugenda and Mugenda suggest that a sample size of 10 % to 30 % of the population is adequate for social research. The researcher chooses a sample of 10 % of the population which means the sample for the questionnaires was 110 study participants. These included 31 personnel from the Main

campus, 33 from the Kikuyu Campus and 20 staff from the Kabete Campus. These respondents were chosen using a random sampling technique from the staff list in each of the respective campuses. The researcher was able to collect 86 questionnaires and further interviewed 2 key informants (these include 1 Personnel from the Human Resources Department and 1 Health Officer from the University Health Services) which translates to a sample size of 86.

3.5 Data Collection Methods

The researcher adopted a mixed method approach to data collection. This involved the use of both qualitative and quantitative approaches to data collection. Quantitative research provides the fundamental connection between empirical observation and mathematical expression of quantitative relationships. Quantitative data is any data that is in numerical form such as statistics, percentages. The qualitative technique on the other hand provides a researcher with information that is more in-depth and rich. Qualitative data is more associated with specific experiences of individuals and individual stories which provide much more insight into the phenomenon under study. The researcher adopted the survey questionnaire as the quantitative tool for data collection and adopt key informant interviews to provide qualitative data collection. There are two distinct sources of data collection which are the primary sources of data and the secondary sources.

3.5.2 Primary Sources

These sources of data refer to the collection of information directly from the field or from the respondents. Primary sources of data also imply that this is a first-hand involvement of the researcher in gathering information for their study. The tools for primary data

collection were the questionnaire and the interview guide. The primary source of data was gathered from 84 staff and 2 key informants.

3.5.3 Secondary Sources

Secondary sources refer to the use of information that was gathered prior to the current study. This refers to information that a researcher collects from other sources which are related to their research but were gathered by others external to the current investigation. Secondary sources include published and unpublished academic works, information on the internet and available in the print media. These include research projects on the concept of workplace counselling and newspapers and magazine articles on the issue facing university of Nairobi staff.

3.6 Data Collection Tools

The study adopted the survey questionnaire and the key informant interview guide as the tools for data collection.

3.6.1 Questionnaire

A questionnaire is a tool for data collection that requires respondents to answer predetermined questions in an objective to get the maximum number of respondents to answer (response rate) and to collect accurate information in terms of the study research questions (Leung, 2001). The researcher developed a questionnaire that was based on the research questions of the study. The questionnaire comprised of five sections, these include the background information of respondents, use of workplace counselling

services; work-related issues in need of counselling; factors affecting workplace counselling and barriers facing workplace counselling services.

There are different approaches through which a researcher can construct their questionnaire tool. First, open-ended questions allow the respondent to provide more information by providing the opportunity for them to explain their responses. Close-ended questions limit the respondents to certain pre-coded responses. Likert scale questions on the other hand are often used in order to observe the consistency of the study participant responses. Leung (2001) suggests that in order to maximize our response rate, we have to consider carefully how we administer the questionnaire, establish rapport, explain the purpose of the survey, and remind those who have not responded

3.6.2 Key Informant Interview Guide

The key informant interview technique is a qualitative approach that is similar to a conversation between the interviewer and interviewee. Key informant interviews involve interviewing a select group of individuals who are likely to provide needed information, ideas, and insights on a particular subject (Kumar, 1989). The advantage of using the key informant interview is that they provide the researcher with insightful information on the phenomenon under study and are quick to conduct depending on the availability of the respondent. There are three forms of interviews which are; structured interviews where the interview is conducted according to some preplanned questions. The unstructured interviews comprise of questionnaires or discussions undertaken in an open manner where topics that arise can be further discussed.

Semi-structured interviews follow a discussion on a flexible approach where the interviewer can probe for more information. The researcher adopted the semi-structured approach to interviewing where the researcher developed a key informant interview guide which was based primarily on the study research questions but allowed the researcher to probe for more information on arising topics that may be important for the study but were not considered during the tool development process. The key informant interview guide was used among the Human Resource Personnel and health centers' staff at the University of Nairobi.

3.7 Validity and Reliability of Research Instruments

According to Bowling (2009) reliability in quantitative research is synonymous to dependability, consistency, reproducibility or replicability over time, over instruments and over groups of respondents. Indeed, for a research to be reliable, it must demonstrate that if it were to be carried out on a similar group of respondents in a similar context, similar results would be obtained. In order to establish the reliability of the research instrument (questionnaire) the researcher will undertake a pilot study.

A pilot study is done to pre-test or 'try out' of a particular research instrument (Baker, 1994). An advantage of conducting a pilot study is that it might give advance warning about where the main research project could fail, where research protocols may not be followed, or whether proposed methods or instruments are inappropriate or too complicated. In the pilot, the researcher will seek to test the wording and the order of the questions and the range of answers on multiple-choice questions. The researcher administered the questionnaire to 20 members of the population who were not included in

the final study so as to avoid study participant contamination (Teijlingen van and Hundley, 2001).

Whiston (2005) views validity as the degree to which evidence and theory support the interpretation of test scores entailed by proposed uses of tests. This implies that validity is the extent to which meaningful and appropriate inferences or decisions are made on the basis of scores derived from the instrument used in a research. In order to establish validity of the research instrument the researcher was in constant consultation with the university supervisor on the appropriateness of the questionnaire items in addressing the variables and constructs of the study. Rubio et al. (2003) recommends that researchers should consult experts in the field of the research to rate each item in the instrument in terms of its match or relevance to the content.

According to Oluwatayo (2012) there are several threats to validity and reliability in research. These are conceptual bias, design bias, sampling bias and process bias. However, Oluwatayo suggests that researcher can avoid this if the researcher clearly defines his or her research problem, uses the appropriate research design, selects representative and unbiased sample, uses valid and reliable instrument for data collection, and employs the appropriate statistical tools for analysis.

3.8 Ethical Considerations

In any research, the researcher is confronted by ethical issues which need to be addressed. These include the informed consent of the respondents, anonymity and confidential nature of the information provided and the voluntary nature of participation in the study.

In order to address these issues the researcher will take several procedures and cautions which are elaborated in this section of the study.

The researcher acquired a letter of authorization from the University of Nairobi specifying that the information collected was purely for academic research and the researcher is the sole individual who has access to the data. Further, the researcher attached an information sheet on the questionnaire elaborating the purpose of the study and confirming the anonymous and confidential nature of the exercise. The researcher guaranteed the anonymity and the confidentiality of the study participant as they were not required to indicate any identification for their participation.

3.9 Data Analysis Procedures

Data analysis refers to the process of making sense and meaningful inferences of raw data collected from the field. Data analysis also involves the process of interpreting and presenting information that can be easily understood by the research audience. The first step of the data analysis process was data coding. According to Kitchenham and Pflieger (2003) it is often necessary in research to convert nominal and ordinal scale data from category names to numerical scores prior to the data's being input into electronic data file. The data was be input into the Statistical Package for Social Sciences (SPSS). The researcher performed descriptive statistical analysis which included frequencies, percentages and means. These data was able to show the trends of the perceptions of staff towards workplace counselling. The data was presented in charts, graphs and tables and was complemented by the researchers own interpretation. The qualitative data from the key informant interviews and the secondary sources of data will be presented in prose as

they provided more in-depth information on workplace counselling this was done in verbatim so as not to distort the meanings as explained by the respondents.

CHAPTER FOUR: DATA PRESENTATION AND ANALYSIS

4.1 Introduction

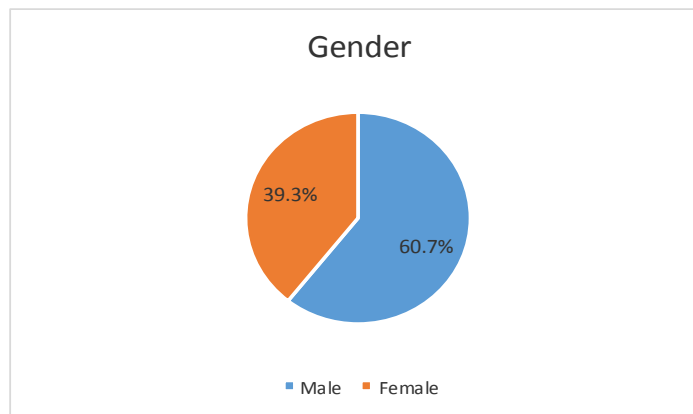
The chapter presents the outcome of the data generated through the study in the form of tables, figures and charts and the subsequent analysis of the same data. Both quantitative and qualitative data have been presented and analyzed in the chapter.

4.2 Respondents' Biographic Information

4.2.1 Gender

Table 2 shows that the male population was larger at 60.7 % (51) than the female population at 39.3 % (33). These findings indicate that the University of Nairobi is a male dominated institution.

Figure 1: Percentage Distribution of Respondents by Gender

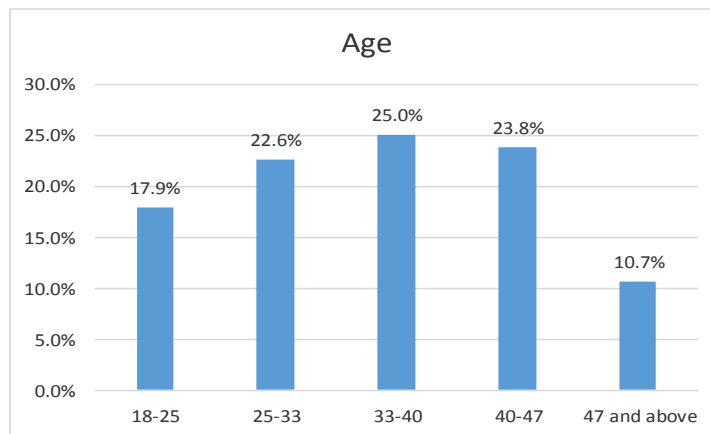


4.2.2 Age of Respondents

In terms of their age distribution, 25.0 % (21) were in the 33-40 years age bracket, 23.8 % (20) were 40-47 years, 22.6 % (19) were 25-33 years, 17.9 % (15) were 18-25 years

and 10.7 % (9) were in the age bracket 47 and above as shown in Table 3. The results imply that majority of staff were between the ages of 25-47 which is the most productive age of a person.

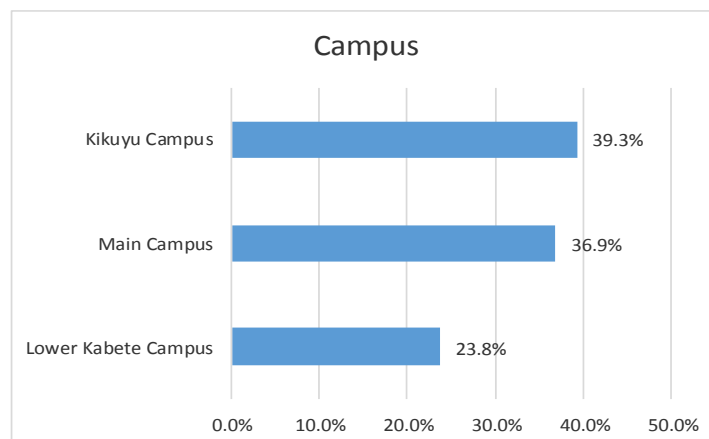
Figure 2: Percentage Distribution of Respondents by Age



4.2.3 Campuses

As depicted in Table 4, the response rate was higher at the Kikuyu Campus with 39.3 % (33) of the sample, 36.9 % (31) were from the Main Campus and 23.8 % (20) were from the Lower Kabete Campus.

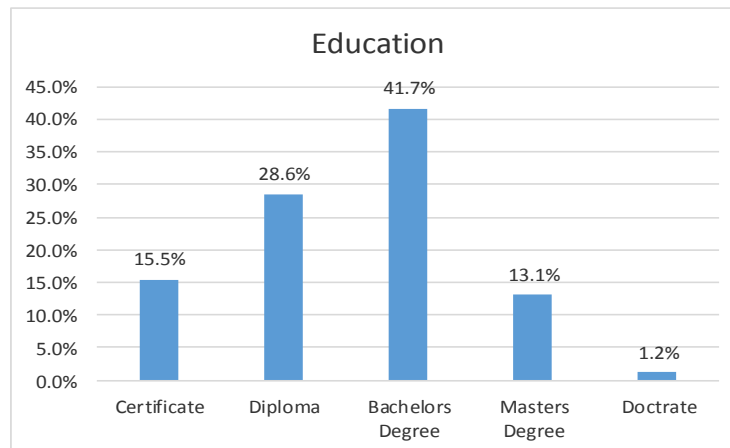
Figure 3: Respondent's Distribution and Response Rate



4.2.4 Education Level of Respondents

Table 5 shows the education qualifications of the respondents where 41.7 % (35) had a bachelor's degree holders, 28.6 % (24) were diploma holders, 15.5 % (13) were certificate holders, 13.1 % (11) were master's degree holders and 1.2 % (1) were doctorate holders. These results show that the minimum education qualification required for the majority of the staff in the University of Nairobi is a bachelor's degree. The results could also explain that the majority of the staff were administrative staff as there are different educational qualifications level such as certificate and diplomas for entry level jobs.

Figure 4: Distribution of Respondents by their Highest Education Qualification

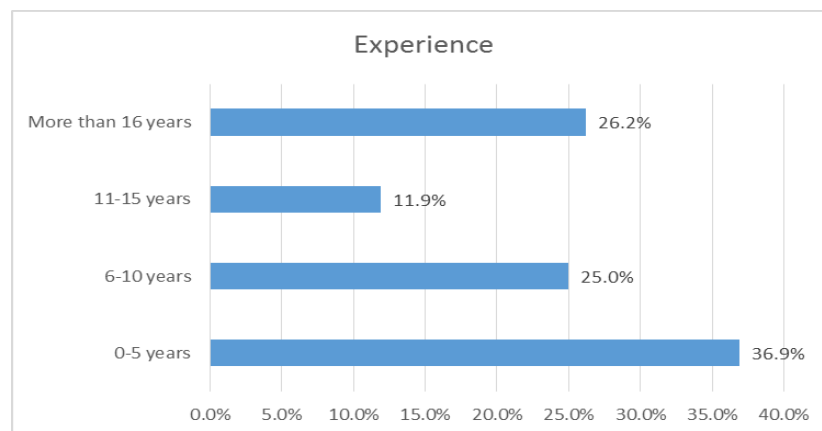


4.2.5 Work Experience

In regard to their work experience, 36.9 % (31) had less than 5 years' experience, 26.2 % (22) had more than 16 years' work experience, 25.0 % (21) had 6-10 years' work experience and 11.9 % (10) had 11-15 years of work experience at the University of Nairobi as depicted in Table 6. The majority of staff with less than 5 years working

experience at the University of Nairobi is associated to the expansion of the institution which has seen the recruitment of new staff in the departments to complement the amount of work which increase with a burgeoning student population. Similarly, the relatively larger population of staff with more than 16 years' work experience in the institution enhance the validity of the findings as they have more knowledge of organisational factors, work-related issues and procedures. This means that they would provide information on their own experiences in regard to the workplace counseling phenomenon.

Figure 5: Distribution of Respondents by Work Experience



4.3 Staff Perception of Workplace Counselling at the University of Nairobi

The study sought to gain insight into the perception of staff on workplace counseling. This entailed asking staff questions that were related to their knowledge of workplace counseling, their understanding of the concept of workplace counseling and their comprehension on what workplace counseling entails.

4.3.1 Understanding of Workplace Counselling among staff at University of Nairobi

The study sought to identify the perception of workplace counselling among staff at the University of Nairobi. There were several perceptions by staff on the concept of workplace counselling. However, the researcher identified those that were more reflective

of the concept of workplace counselling which are presented in prose in this section. Selected samples of these responses of workplace counseling, was understood as;

This involves psychological therapy for employees in an organization which is affecting their health and wellbeing of employees

This is where employee issues are heard and they are helped to manage them

It is counselling provided to people working in a given organization

Psychological and emotional guidance given by a competent person to workers of a particular employer aimed at increasing productivity of staff

It involves helping people reduce work stress

It is a way of improving and solving the problems which affect the members of staff on a daily basis

The results above exhibit similarity to the rationale of workplace counselling as evidenced in the literature. According to McLeod (2001) counselling in the workplace helps to reduce symptoms of anxiety and depression, improve mental health, lower levels of sickness and increase job satisfaction and commitment. Counselling provides an effective method for understanding behavioural discipline and offers a supportive remedy. Moreover, counselling requires managers to identify employees who are not performing as effectively as they previously did.

However, the content analysis of the responses also revealed some misconceptions about workplace counselling among the sample of staff at the University of Nairobi. These included perceptions that workplace counselling was a form of employee development

program which is related to their performance. Selected samples of these responses are highlighted in this section.

Workplace counselling is the process of talking while distributing duties to staff around the workplace

To improve a good understanding in the organization leading to good performance of the organisations function

Workplace counselling helps the staff to gain motivation; maintain a good and healthy relationship with fellow workers hence improving service delivery

A situation whereby a member of staff of an organization are being talked to or advised on certain issues in as far as the work environment is concerned

According to a key informant, workplace counselling was perceived as;

.....a strategy that is put in place by an organization to help employees facing social, psycho-social, emotional and relationships to manage them better before taking a toll on them (Participant 1).

The results here show that there is a misconception of workplace counselling where some believe it is a means through which an organisation seeks to improve the performance of the organization. Workplace counselling contributes to the overall performance of the organization but its purpose is to safeguard and to improve the wellbeing of the employee as far as the workplace is concerned. However, the literature shows that some indirect benefits of workplace counselling could indeed be an increase in employee productivity and employee job satisfaction. Nyasha et al. (2013) argues that employing a counsellor to help deal with stress and pressure can help to cut sickness levels in the work place. This in turn leads to higher levels of efficiency and productivity. In addition, it increases and

improves job satisfaction. Counselling also helps to increase staff morale, boost confidence and self-esteem and improvements in productivity and efficiency.

4.3.2 Staff Expectations of Workplace Counselling at University Of Nairobi

The study participants were also asked to indicate their perception as to what workplace counselling should include. This section highlights a sample of responses:

An independent section dealing with staff matters

Health counselling; financial counselling, work attitude counselling

Qualified staff to counsel the employees; a good conducive room for counselling sessions

Workplace counselling should include all people in the organization but not a few

Should include issues of security of staff and issues that affect staff in general

Psychological therapy to the workers; trained and skilled counselors

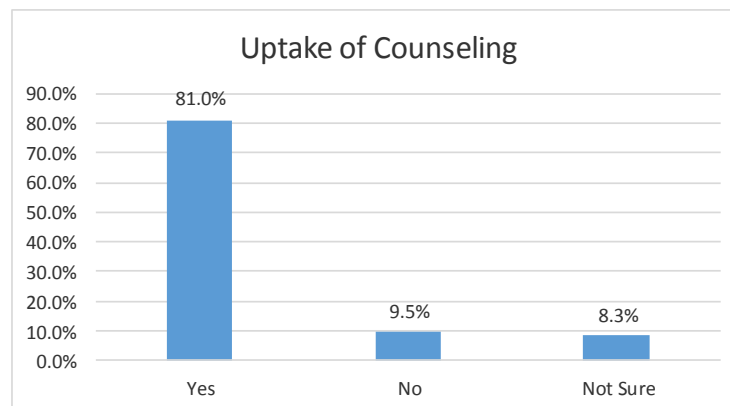
It should include psychosocial therapy; a trained and skilled psychological counselor

These responses show similarity with what researchers identify as workplace counselling. In their paper, “does workplace counselling work?” McLeod and Henderson (2003) see workplace counselling as a service that offers employees a facility that is confidential, easily accessed, provides a properly qualified and supervised practitioner, does not raise the threat of a diagnosis of psychiatric disorder, and promises to alleviate distress within a reasonably short period of time.

4.3.3 Uptake of Workplace Counselling

Table 7 shows staff responses in terms of utilization and uptake of counselling services if they were implemented at university of Nairobi. The results show that 81.0 % (68) indicated they would avail themselves for workplace counseling while 9.5 % (8) would not. Handful of the respondents 8.3 % (7) were not sure whether they would avail themselves or not. This indicates that staff has a positive attitude towards workplace counselling and would utilize the services if they were introduced in the institution.

Figure 6: Uptake of Counselling if Implemented at the University of Nairobi



A key informant of the study indicated that staff was likely to use workplace counselling services if implemented at the University of Nairobi;

The services are currently being executed at the university health services but at the moment are being used at a minimum because they are not specific to workplace counselling but focus on HIV/AIDS intervention (Participant 1)

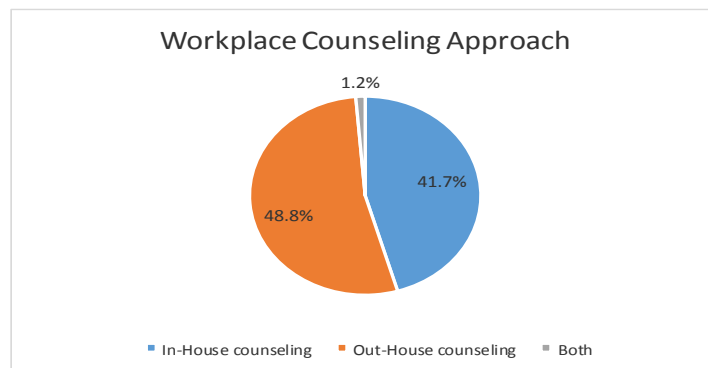
4.3.4 Approach of Workplace Counselling Preferred

McLeod (2010) distinguishes between counselling provided or paid for by the employer, either through in-house (internal) or externally (out-house) contracted counselling

services. In terms of the counselling approach that staff would prefer to be adopted at the University of Nairobi. Table 8 shows that the 48.8 % (41) would advocate for or would utilize out-house counselling services while 41.7 % (35) would prefer using in-house counselling services. A small sample of the respondents 1.2 % (1) indicated they would use both out-house counselling services in-house counselling services. The study findings show that there was preference for out-house counselling. These findings imply that staff would utilize counseling session from without the organization environment. This would indicate that they perceived that it would be easier to interact with counselors who are not part of the organization environment. In house counseling wasn't preferred because it is part of the environment of which already causes stresses or issues for staff.

However, the mix of both internal and external workplace counseling would indicate that staff would prefer having both approaches whereby they would have an option of which service to utilize. The researcher argues that by providing both options for in-house and out-house workplace counseling would motivate staff to use workplace counseling as they would have a choice to make. This is a form of employee empowerment where they are involved in their own decision making rather than restricting them to one option.

Figure 7: Distribution of Respondents by Workplace Counseling Preferred



The study asked respondents to indicate the reason why they would preferred either of the two workplace counselling services approaches. There were different responses in support or in decline of the other approach which are summarized in Table 4.1.

Table 9: Staff Preference for Workplace Counselling Approaches

Out-house counselling services	In-house counselling services
People will feel free to air their problems	it will be able to capture issues that affect the organisations in more detailed manner
One can open up without fear of intimidation hence acquire the benefit of counselling wholesomely	because in-house counselors are familiar with the work environment and are better placed to help
Because one is ease with people whom they don't interact with daily	they would ensure that time is not wasted and at the same time less interruption of work activities
A new place creates a new experience where on can be free to express their issues	organisational interests can be guarded and issue can be handled internally
It is more private because expressing oneself in the workplace is difficult	to enhance efficiency to all level of staff
counselling should be confidential and carried out by qualified personnel	different organisations have different issues and can only be solved internally

4.3.5 Perceptions of Workplace Counselling

There are perceptions of workplace counselling that were identified from the literature review. These perceptions were listed for staff to indicate to what extent they agreed or disagreed. Table 10 shows these responses where as indicated in their means, it is an important service for our organization (M = 8.46) and it is a service for staff with issues and problems (M = 6.81) were the highest rated perceptions of a workplace counselling programme. The results indicate that staff perceives workplace counselling as an important component for the University of Nairobi. The results also suggest that staff identify that workplace counselling services are there to serve employees having or facing any problems and challenges in the workplace.

Table 10: Staff Perceptions of Workplace Counselling

Perception (Percent distribution)								Mean	n
	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree				
It is a symbol of good working conditions	7.1	9.5	8.3	40.5	33.3	4.98	84		
It is a service for staff with issues and problems	9.5	19.0	10.7	38.1	19.0	6.81	84		
It is a sign of a caring organization	2.4	10.7	7.1	41.7	35.7	6.26	84		
It is an important service for our organization	4.8	4.8	13.1	41.7	31.0	8.46	84		

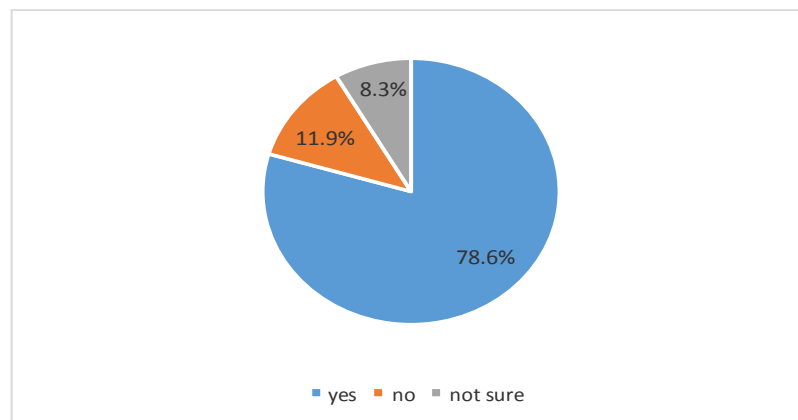
4.4 Benefits of Workplace Counselling

According to the literature review, there were several benefits identified for workplace counseling. The study sought to explore the respondent's' perceived benefits of workplace counseling which are thereby presented and discussed in this section.

4.4.1 Staff Perception of Benefits of Workplace Counselling

The researcher asked staff to indicate whether they were familiar with the benefits of workplace counselling. Table 11 shows that the majority of respondents 78.6 % (66) believed that workplace counselling has benefits whereas 11.9 % (10) disagreed that workplace counseling had any benefits. A handful of the participants 8.3 % (7) were not sure whether workplace counseling had any benefits. The results indicate that although majority of staff perceive workplace counselling to have benefits. There is still need for education and awareness on workplace counselling among staff at university of Nairobi.

Figure 8: Staff Perception of Benefits of Workplace Counselling



In terms of the benefits of workplace counselling, the results show in Table 12 show that 31.8 % (13) believed that workplace counseling contributed to the improvement of productivity of the staff, 24.4 % (10) indicated that workplace counseling promoted a

good and positive environment for employees in the institution. Workplace counseling promoted an understanding and contributed to building of moral support among the staff as indicated by 14.6 % (6). A portion of the respondents 9.8 % (4) agreed that workplace counseling provided a good relationship between the staff and the organization and also provided a chance for employees to express themselves on matters and issues affecting them in the institution. These findings agree with Islam and Ismail (2008) finding that there was a significant increase in employee performance and productivity in relation to accessing workplace counselling. Similarly, Hiatt, Hargrave and Palmertree (1999) found evidence that workplace counselling showed improvements in supervisor-rated work performance.

Table 12: Benefits of Workplace Counselling

Benefits of workplace counselling	Frequency	Percent
Employees get the sense of care from the institution	1	2.4
A good relationship between the staff and the organization	4	9.8
Helps staff deal with issues and problems in the workplace	1	2.4
Builds and enhances staff wellbeing in the institution	1	2.4
Provides a chance for employees to express themselves	4	9.8
Improve the productivity of staff	13	31.8
It motivates the employees	1	2.4
Promotes understanding and morale support among staff	6	14.6
Promotes a good working environment for staff	10	24.4
Total	41	100.0

The study provided a list of perceived benefits of workplace counselling where the respondents were required to indicate to what extent they agreed or disagreed with these

statements. As shown in Table 13, interpersonal relationships (M = 7.38), employee productivity (M = 7.49), personal well-being (M = 8.55), work-life balance (M = 7.12), clarity of career goals (M = 9.42) and develop effective coping skills (M = 8.56). The results suggest that staff perceive benefits of workplace counselling as contributing to employee development, developing effective coping skills and personnel wellbeing.

Table 13: Staff Rating of Benefits of Workplace Counselling

Benefits of workplace counselling (Percent distribution)	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Mean	n
Interpersonal relationships	4.8	6.0	4.8	51.2	29.8	7.38	84
Employee Productivity	3.6	6.0	7.1	40.5	39.3	7.49	84
Personal well-being	1.2	4.8	11.9	50.0	27.4	8.55	84
Work-life balance	2.4	10.7	16.7	48.8	17.9	7.12	84
Clarity of career goals	3.6	9.5	20.2	34.5	26.2	9.42	84
Develop effective coping skills	1.2	4.8	11.9	48.8	28.6	8.56	84

4.4.2 Barriers to Uptake of Workplace Counselling

The literature review revealed that there are different factors that limit the utilization and uptake of workplace counselling in organisations. These barriers were listed for respondents to indicate to what extent they agreed or disagreed. As presented in Table 14, negative attitude towards counselling (M = 8.29), confidentiality of information (M = 7.23), stigma/discrimination of seeking help (M = 7.00), manipulation (M = 6.90) and

negative career repercussions (M = 6.67). Greenwood (2006) supports this finding agreeing that the issue of confidentiality of information is a significant determinant of utilization of workplace counselling. Staff’s perceptions of the services confidentiality are crucial and if employees remain unconvinced, it will not gain the trust necessary to success. Whether provided internally or externally, the boundaries between counselling and other functions – such as human resources and occupational health should be clearly defined.

Table 14: Staff Perceptions of Barriers to Uptake of Workplace Counselling

Barriers to uptake of workplace counselling (Percent distribution)	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Mean	n
Stigma/discrimination	10.7	13.1	9.5	34.5	28.6	7.00	84
Confidentiality of information	4.8	11.9	7.1	44.0	28.6	7.23	84
Negative career repercussions	7.1	21.4	17.9	40.5	9.5	6.67	84
Negative attitude	7.1	8.3	9.5	46.4	23.8	8.29	84
Manipulation	9.5	14.3	14.3	35.7	22.6	6.90	84

The respondents also provided other perceived barriers to uptake of workplace counselling at the University of Nairobi. Table 15 shows that 24.1 % were fear of being laid off incase shared information leaks, 20.7 % (6) were lack of exposure and motivation for counselling, and 13.8 % (4) were lack of qualified personnel & commitment for counselling and staff negative attitude toward counselors. Gossip among staff members

and tribalism and gender insensitivity were cited by 10.4 % (3) and 3.4 % (1) were time factor and lack of trust to counselors on confidentiality issues.

According to a key informant of the study, there are several barriers to the implementation of workplace counselling which include;

Lack of proper sensitization of staff on the use of such a facility; Lack of trust between the counselor and counselee; Stigma and the psychotherapy is very expensive to implement and sustain (Participant 1)

There are counselling services offered at the IEEC but staff does not utilize these services. In my opinion, is that most of them do not know about the services which have not been well communicated to staff (Participant 2)

Table 15: Perceived Barriers of Workplace Counselling at University of Nairobi

Barriers for workplace counselling	Frequency	Percent
Fear of being laid off incase shared information leaks	7	24.1
Gossip among staff members	3	10.4
lack of exposure and motivation for counselling	6	20.7
Lack of qualified personnel & commitment for counselling	4	13.8
Lack of trust to counselors on confidentiality issue	1	3.4
Negative attitude toward counselors	4	13.8
Time factor	1	3.4
Tribalism and gender insensitivity	3	10.4
Total	29	100.0

4.5 Work Related Issues

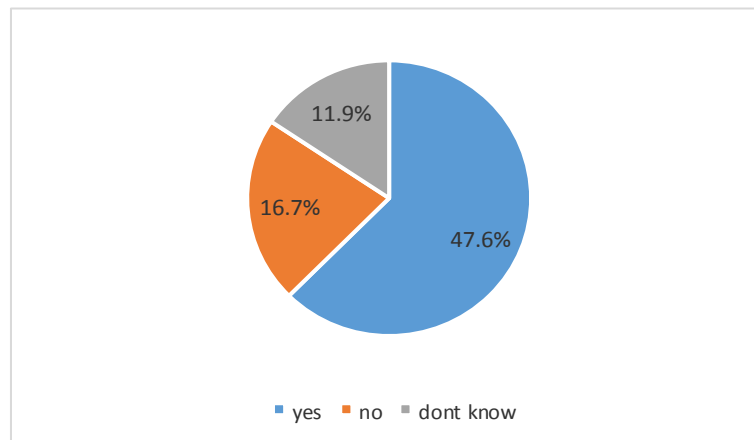
The primary objective of workplace counselling is to support staff with problems or issues they may be facing in the workplace or in their personal lives which may be

attributed to their work. This section of the study presents the findings on work-related issues facing staff at the University of Nairobi.

4.5.1 Work Related Issues at the University of Nairobi

Staff were required to indicate whether there were work related issues at the university of Nairobi where the response option were yes, no and don't know. As shown in Table 16, 47.6 % (40) identified that there work-related issue in the institution whereas 16.7 % (14) did not believe there were work-related issues in the workplace. A small sample of the respondents 11.9 % (10) indicated that they did not know whether there were work-related issues in the institutions.

Figure 9: Work Related Issues at the University of Nairobi



4.5.2 Work-related Issues at the Workplace

The study presented a list of the perceived work related issues that staff in every organization may face in their day to day duties. The respondents were required to indicate to what extent they agreed or disagreed with these issues. As Table 17 shows, majority of staff indicated that the poor allocation of resources was the most severe work-

related issue facing staff as indicated by a mean score of 10.52, this was followed by career-related issues with a mean score of 10.51. The working conditions and the work environment were also cited as work-related issues facing employees in organisations as indicated by a mean score of 9.38. The other work-related issues facing staff were personal problems (M = 9.35), poor staff relations (M = 9.27), and unrealistic deadlines and targets (M = 8.00).

Table 17: Workplace Related Issues

Work-related issues in the workplace (Percent distribution)	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Mean	n
Working conditions & environment	9.5	4.8	10.7	47.6	21.4	9.38	84
Unrealistic deadlines and targets	6.0	14.3	22.6	35.7	16.7	8.00	84
Poor staff relations and support	10.7	10.7	7.1	42.9	22.6	9.27	84
Poor allocation of resources	6.0	7.1	13.1	47.6	19.0	10.52	84
Personal problems	6.0	7.1	15.5	47.6	19.0	9.35	84
Career-related issues	6.0	6.0	15.5	47.6	19.0	10.51	84

4.5.3 Work-related Issues at University of Nairobi

Table 18 presents the work-related issues facing staff at the University of Nairobi. The results show that 30.0 % (9) indicated that there was corruption, nepotism and tribalism in the recruitment and employment of staff, 16.7 % (5) cited that there was poor allocation of resources between departments in the institution whereas poor morale from the management was a work-related issue facing employees as cited by 13.3 % (4). The other work-related issues facing staff in the University of Nairobi were found to be Poor

management of employees in job placements cited by 10.0 % (3), 6.6 % (2) were lack of incentives for employees and lack of positive relationships between managers with their juniors respectively.

As shown in Table 18, corruption, bribery and nepotism in recruitment and hiring were some of the work-related issues staff highlighted. Poor relationships between the senior employees and junior employees were also cited as a work challenge which led to poor morale from management to the junior staff. According to a key informant of the study, work-related issues facing employee at the University of Nairobi were;

Table 18: Work-related Issues that may necessitate workplace counseling at the University of Nairobi

Work-related issues at UoN	Frequency	Percent
Corruption, nepotism & tribalism in recruitment and hiring	9	30.0
Governance and leadership problems	1	3.3
Lack of incentives for employees	1	3.3
Lack of team building activities for staff	1	3.3
Late payment of school fees	2	6.6
Managers do not have a good relationship with their juniors	2	6.6
Poor allocation of resources in departments	5	16.7
Poor management of employees in job placements	3	10.0
Poor morale from the management	4	13.3
Too much gossip among staff members	1	3.3
Workers / colleagues being jealous of you	1	3.3
Total	30	100.0

Pressure of work due to strict deadlines and targets; Poor relationships with supervisors at times lead to conflict; Lack of timely promotions and or career progression; Inter-group colleagues conflicts from day to day interactions due to varying personalities (Participant 1)

The career related issues experienced by staff included the career progression procedure which was not satisfactory among the staff. There were responses that indicated that there was nepotism and corruption in the manner in which individual staff were awarded promotions in their career. Other work-related issues highlighted were lack of incentives for employees, lack of team building activities for staff, too much gossip among staff members, workers / colleagues being jealous of you and governance and leadership problems.

4.6 Staff Coping Strategies

In identifying the workplace issues facing staff, the study went further to identify the strategies that staff use to deal with these challenges. There were several responses observed from staff which included seeking counsel from colleagues, praying and coping with the challenge, working long hours to meet their targets, submitting complaints through their unions. The study also found that strikes were seen as a coping strategy among staff. The University of Nairobi has seen staff go on strike a number of times to protest such issues as late payments.

According to a key informant in the study:

Confiding in colleagues about challenges being faced; sharing with supervisors; a few cases engage in alcoholism to escape reality (Participant 1)

In promoting a healthy work-life balance the study found that there were several measures suggested by the human resource department from the key informant interview schedule which included:

Encouraging staff to utilize their leave days and carrying forward only under exceptional circumstances; Staff have been sensitized on work-life balance; Staff are encouraged to work from 8:00 A.M to 5:00 P.M so that they have time to link up to their personal life and development (Participant 2)

In terms of the support given by the human resource department to the staff on the work-related issues, the study found the following:

The department investigates the root cause of the problem; The department has put in place a conducive work environment for all staff to enjoy in order to reduce stress; Critical job analysis and evaluation done to avoid task overload; Staff are encouraged to participate in team building as a way of growing confidence and trust in each other (Participant 1)

4.7 Suggestions for Workplace Counseling among Staff of University of Nairobi

In terms of staff suggestion on a workplace counselling programme in the University of Nairobi, there were a number of suggestions provided by the staff which are presented in Table 19. Majority of staff 32.5 % (26) identified that there was need for University of Nairobi employee sensitization and communication on workplace counseling. The results also show that 26.3 % (21) indicated that workplace counseling should be a service that is available to all cadre of staff in the institution. The findings showed that staff agrees that workplace counseling should be provided by a professional counselor as cited by 11.2 %

(9) of the respondents and there was need to implement proper measures, policies and procedures for the implementation of workplace counseling as indicated among 20.0 % (16) study participants. A handful of staff 10.0 % (8) indicated that workplace counseling should be implemented externally. The findings suggest that staff is not aware and knowledgeable on workplace counselling and as such would require sensitization in suing such facilities if availed to them. Terblanche (1992) agrees that the lack and poor awareness provided by organisations in terms of the workplace counselling and wellness programs for employees in the developing countries is risky. This includes putting in place measures and policies through which the University of Nairobi would implement a workplace counselling programme. The results also indicate that staff is more willing to engage in an outside counselling programme. McLeod (2010) refers to externally delivered services are typically described as Employee Assistance Programmes (EAPs).

Table 19: Staff Suggestions for Workplace Counselling in University of Nairobi

Suggestions for Workplace Counselling	Frequency	Percent
It should be a service available for all staff	21	26.3
Should be provided by a professional counselor	9	11.2
Sensitization & communication on workplace counselling	26	32.5
proper measures and policies to implement to counselling	16	20.0
It should be implemented externally	8	10.0
Total	80	100.0

CHAPTER FIVE: SUMMARY OF FINDINGS, CONCLUSION AND RECOMMENDATIONS

5.1 Introduction

This chapter presents the summary of the study findings, conclusions and recommendations drawn from the study as well as suggestions for areas for further research.

5.2 Summary of Findings

The study sought to investigate on the factors affecting the implementation of workplace counselling at the University of Nairobi. The study was guided by four specific objectives. These were; to identify staff perception of workplace counselling at the University of Nairobi; to identify benefits of workplace counselling among staff at the University of Nairobi; to determine the rationale for workplace counselling at the University of Nairobi and to establish barriers to execution of workplace counselling at the University of Nairobi. The researcher was able to administer and collect 84 complete questionnaires for the analysis and conduct two key informant interviews.

The study results showed that staff perception of workplace counselling was not true to the concept of workplace counselling. However, there was a mix of accurate perceptions of workplace counselling and also misconceptions. The study found that the majority of staff in the organisation would utilise workplace counselling services if implemented at the University of Nairobi with the majority indicating they would prefer out-house

counselling over in-house counselling. Majority of staff indicated that workplace counselling was an important service for the institution.

In terms of the benefits of workplace counselling in the University of Nairobi, the results showed that majority of staff agreed that workplace counselling had benefits. These benefits included promoting a good working environment for staff, improving, providing employees with clarity of career goals, assisting staff to develop effective coping skills and personal well-being.

The study sought to identify the barriers to implementation of workplace counselling at the University of Nairobi. According to staff, the barriers included lack of exposure and motivation for counselling, fear of being laid off incase shared information leaked, lack of qualified personnel, commitment for counselling and negative attitude toward counselors.

Majority of staff indicated that there were work-related in the organization which required workplace counseling to assists employees in overcome these issues. In regard to what work-related issues affect the organization, poor allocation of resources, career-related issues, working conditions and environment and personal problems. The work-related issues experienced by staff at the University of Nairobi were corruption, nepotism & tribalism in recruitment and hiring poor allocation of resources in departments, poor morale from the management and poor management of employees in job placements and promotions.

In terms of the strategies adopted by staff to deal with work related issues, responses were not sufficient to have any analysis as most of the study participants did not respond. However, some of the responses highlighted included seeking counsel from colleagues, praying and coping with the challenge, working long hours to meet their targets, submitting complaints through their unions.

5.3 Conclusion

The findings show that staff had a positive attitude towards workplace counselling. The study therefore concludes that there is need for workplace counselling at the University of Nairobi. However, the results show that there are misconceptions about workplace counselling which was attributed to lack of knowledge and awareness of what workplace counselling entails. Staff shows preference for an external workplace counselling service. This is supported due to the issue of confidentiality as in-house services are viewed as within the work environment and information divulged through the counselling may surface in the organisation. Stigma and discrimination is a barrier to implementation of workplace counselling. The study found that there were counselling services offered at the Integrated Counselling and Education Centre (ICEC) which is located at the University Health Service under Voluntary Counselling and Test (VCT). However, there was; limited utilisation of the facility and this was perceived to be due to lack of information, stigma associated with counselling. In terms of the work related issues affecting staff, career progression was found to be the most important to staff as well as pressure from workloads with unrealistic deadlines. Stress among employees is influenced by the amount of work that one has and the duration that they can be able to

accomplish the task. These deadlines are a stressor to staff at the University of Nairobi. The study concludes that the coping strategies adopted by staff were not adequate to deal with the work related issues, these strategies included strikes, confiding in colleague, turning to alcohol to escape the reality and praying to cope with the challenges. There is need for a workplace counselling service for staff to effectively deal with workplace stressors at the University of Nairobi.

5.4 Recommendations

Based on the study findings, the researcher makes the following recommendations;

1. Education and training on the benefits of workplace counselling among university of Nairobi staff. This training should include educating the staff on coping with stress, counselling skills and handling stress. This sensitisation would assist in de-stigmatising issues of psychological stress in the workplace.
2. Introduction of workplace counselling services at the University of Nairobi. The study found that the Human Resources Department is in the process of developing a workplace counselling policy to be implemented by the human resources department. The findings of the study would assist the Human Resources Department by providing information on the perceptions of staff on workplace counselling in order to determine which approach to adopt for workplace counselling for the University of Nairobi.
3. That the human resource department should conduct a needs assessment in all departments, colleges and schools of the University of Nairobi in order to identify staff issues and workplace problems which would be addressed by the workplace

counselling policy. This approach would show the different challenges and issues facing staff in each of the colleges and departments as this may vary given the scope of work and activities staff may be involved in.

5.5 Areas of Further Study

The study focused its investigation to the factors influencing the implementation of workplace counselling in organisations focusing on the University of Nairobi. The study was limited to identifying the staff perceptions, benefits, barriers and rationale for having workplace counselling services in the institution. However, there is need for further study to establish the coping strategies that staff can adopt to deal with personal and work-related problems that are brought about by the workplace. This research would provide useful as it would identify whether staff productivity is indeed affected by stress and pressure brought about by the environment.

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APPENDICES

APPENDIX 1: QUESTIONNAIRE FOR STAFF

My name is Annmaria Akoth. I am a student at the University of Nairobi pursuing a Master of Arts in Arts in Rural Sociology and Community Development). As part of the fulfilment for this program I am conducting a research on “**Factors Influencing Implementation of Workplace Counselling Services: A Case of University of Nairobi**”. I would appreciate if you kindly fill in this questionnaire. The information provided will be treated with the utmost confidentiality and anonymity and will only be used for the purpose of this research and the information will only be accessed by the researcher

Section A: Background information

1. Gender

Male ()

Female ()

2. Age

18-25 ()

25-33 ()

33-40 ()

40-47 ()

47 and above ()

3. Campus

Kabete campus ()

Main campus ()

Kikuyu campus ()

4. Education qualifications

Certificate ()

Diploma ()

Bachelor's degree ()

Master's degree ()

PhD ()

5. Work experience in years served at UoN

Less than 5 years ()

6-10 years ()

11-15 years ()

More than 16 years ()

Section B: Staff Perceptions of workplace counselling at the UoN

6. What is your understanding of workplace counselling?

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

7. In your view, what should workplace counselling include?

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

8. Would you seek workplace counselling services if implemented at the University of Nairobi?

Yes ()

No ()

Not sure ()

9. If you were to choose workplace counselling, what approach would you prefer?

In-house counselling service (within the organization) ()

Out-house counselling service (outside the organization) ()

10. What is the reason for choosing the above option of workplace counselling?

.....

.....

.....

11. The table below shows various statements that refer to workplace counselling.

Please indicate to what extent you agree or disagree with the statements

Perception of workplace counselling	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
It is a symbol of good working conditions					
It is a service for employees with issues & problems					
It is a sign of a caring organization					
It is an important service for our organization					

Please specify any other perceptions of workplace counselling

.....

.....

.....

Section C: Benefits of Workplace Counselling

12. Are there benefits of workplace counselling?

Yes ()

No ()

Not sure ()

If yes, please specify

.....

.....

.....

13. Below are the perceived benefits of workplace counselling. Please indicate to what extent you agree or disagree that workplace counselling can improve?

Benefits of workplace counselling	Strongly disagree	Disagree	Neutral	Agree	Strongly agree
Interpersonal relationships					
Employee Productivity					
Personal well-being					
work-life balance					
clarity of career goals					
Develop effective coping skills					

Please specify other benefits of workplace counselling

.....

.....

14. Below are some factors that would limit staff use of workplace counselling.

Please indicate to what extent you agree or disagree with the statements.

Barriers to uptake of workplace counselling	Strongly disagree	Disagree	Neutral	Agree	Strongly agree
Stigma / discrimination about seeking help					
Confidentiality of information					
Negative career repercussions					
Negative attitude towards counselling					
Manipulation					

Please specify other factors that limit staff use of workplace counselling

.....

.....

Section D: Work-Related Issues

15. (a) Do you believe staff experience of work-related issues in the UoN?

Yes ()

No ()

Don't know ()

If yes, specify

.....

.....

.....

16. Below are some work-related issues that staff faces in the work-life environment.

Please indicate to what extent you agree or disagree.

Work-related issues in the workplace	Strongly disagree	Disagree	Neutral	Agree	Strongly agree
Working conditions and environment					
Unrealistic deadlines and targets					
Poor staff relations and support					
Poor allocation of resources					
Personal problems					
Career-related issues					

Please specify other work-related issues in the UoN

.....

.....

.....

17. How do employees deal with these work-related issues at the University of Nairobi?

.....

.....

.....

18. What suggestions would you make for the implementation of a workplace counselling service at the University of Nairobi?

.....

.....

.....

Thank you for your participation

**APPENDIX 2: KEY INFORMANT INTERVIEW GUIDE FOR HUMAN
RESOURCE PERSONNEL**

1. In your view, what is workplace counselling?
2. What are the barriers facing the implementation of workplace counselling services at the University of Nairobi?
3. What are some of the work-related issues staff at the university of Nairobi experience?
4. What strategies does staff use to deal or cope with these issues?
5. What support does the human resource department provide for staff with work-related issues?
6. How do you promote a wok-life balance for staff at the University of Nairobi?
7. Do you think staff would utilize workplace counselling services in the University of Nairobi if implemented?
8. What would you recommend for the implementation of workplace counselling services in the University of Nairobi?

**APPENDIX 3: KEY INFORMANT INTERVIEW GUIDE FOR HEALTH
PERSONNEL**

1. What are some of the work-related health issues facing staff in the University of Nairobi?
2. What are the factors contributing to employee work-related health issues?
3. What are the strategies you use as a health professional to deal with employee work-related health issues?
4. What hat are some of the coping strategies adopted by staff to deal with work-related issues?
5. What is your understanding or perception of workplace counselling?
6. What suggestions would you make for implementation of workplace counselling services in the University of Nairobi?