



Counselling Needs of Employees in Selected Organizations in Lagos State

Abstract

Employee counselling has become an important Human Resources strategy for attracting and retaining top talent and enhancing workforce quality. In today's fast-paced corporate environment, stress affects nearly every organization and employee. This study assessed the counselling needs of employees in various firms across three local governments in Lagos, using descriptive statistics with a sample of 50 employees. Data were gathered through structured questionnaires and face-to-face interviews. Findings indicated that high physical workload and repetitive tasks are the most significant stressors, affecting 21.6 percent of respondents. Counselling related to mental and emotional health, time management, and workload allocation was identified as the highest need, with over 70 percent of employees expressing interest. For personal and family needs, work-life balance strategies had the greatest impact, cited by 45.1 percent of participants. The study recommended that organizations address these stressors by providing professional counselling services for mental, emotional, personal, and family concerns. Additionally, the implementation of structured benefits such as employee assistance programs (EAPs) was advocated.

Keywords: Employee counselling, integrative theory, employee assistance programme, workshops.

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Introduction

Workplace counselling serves as an essential strategic tool for talent management and performance enhancement. As occupational stress remains a near-universal driver of workplace inefficiency, providing psychological intervention has become imperative for modern organisation. The employees can be stressed, depressed, suffering from too much anxiety arising out of workplace related issues like managing deadlines, meeting targets, lack of time to fulfill personal and family commitments, or bereaved and

disturbed due to some personal problems (Ismail, 2008).

Employees often lose their emotional balance in executing their assignments and jobs, and hence commit decisional errors. Helping them to be rational by clarifying their way of thinking, puts them back into the realities and enables them to achieve the results. Workers are human beings and at every moment of their life they face these realities since they cannot run away from them. Consequently, employees need to be assisted, when they are besieged with multifarious challenges which emanate

from personal, social, emotional, domestic and educational issues (Nyutu, P.N. 2007).. These issues interfere with the individual's ability to cope and function under normal circumstances. If these challenges are not resolved, he or she may be unable to adjust academically, socially and emotionally.

Counselling is related to educational and vocational guidance but it also deals with emotional disturbance and behavior problems as well as total wellbeing of the individual. Counselling are needs of an individual that call for gratification in order to ensure appropriate resolution of his/her problems which he/she confronts in daily life experiences so as to guarantee personal and job satisfaction (Purwanto, 2021). Counselling needs are more personal and intimate to specific individuals and their satisfaction may be essential for the individual's further involvement in various activities and events (Nayak & Rao, 2004).

It is widely accepted that individuals need counselling support. In regards to workers, helping them to identify and meet their counselling needs at various phases of life, is essential for optimal performance and efficiency in carrying out their counselling functions as well as fulfilling the demands of employment, marital and social obligations.

Workplace psychiatry is an important factor in building a healthy organizational environment. The pressures to succeed, conflicts that might occur with one's superior or co-workers, and personal problems that inhibit performance can become

overbearing for some individuals. Furthermore, the rise of social media has introduced new risks, such as employees using these platforms to bully or target their colleagues. This adds another layer of complexity and underscores why workplace counseling is essential to an organization's success.

Statement of the Problem

Individuals try to handle their daily challenges which may stem from their personal, emotional, academic, social needs at various stages of life. This calls for a continuous needs assessment with respect to guidance and counselling programmes that are congruent to their needs. While colleague seem capable to offer advice in regard to work-related, personal, social, emotional, and family issues, they may not have the absolute skills necessary to offer counselling to handle the challenges emanating from the needs of workers as they try to make preferences regarding various trade-offs between career pursuit and family satisfaction. Therefore, there is the need to cater for the wellbeing of the employees that care so much about the welfare of their clients.

Hypotheses

- iv. H_0 : There is no significant counselling needs of employees in selected organizational institutions in Lagos state
- v. H_1 : There is significant counselling needs of employees in selected organizational institutions in Lagos state

Gap in the Literature

This section identifies areas for improvement which will be covered in this literature, based on theoretical, empirical and conceptual reviews of previous research. The following inadequacies have been observed:

Contemporary literature is heavily skewed toward large scale multinational corporations in western developed economies. Consequently, there is a scarcity of empirical evidence evaluating how structured employee counselling functions within small to medium enterprises across various industry.

The links between organizational counselling policies and specific occupational triggers remains under-theorized.

The absence of a unified theory that systematically describes the underlying factors responsible for employees' workplace behaviour and performance.

Review of Related Literature

Conceptual Review

Counselling is a form of professional "talk therapy" where a trained therapist or expert listens to an individual, couple, or family to help them navigate life challenges, emotional distress, or psychological issues (Sakar, 2025). It provides a confidential, non-judgmental space to gain new perspectives and develop practical coping strategies (Mohar, 2021).

Counselling Methods by Approach

Directive Counselling: The counsellor takes charge, gives clear advice, and tells the employee what steps to take. Best for quick fixes or urgent rule issues.

Non-Directive Counselling: The counsellor listens closely without judging or giving orders. This helps workers talk through feelings and find their own answers.

Participative Counselling: A shared process where the worker and counsellor talk equally to build a practical fix together.

An employee is an individual hired by an organization or person to perform specific tasks or services. In exchange for their labor, employees receive agreed-upon compensation—such as a salary, hourly wages, or commissions—and are typically subject to their employer's direction and control regarding how the work is completed.

Theoretical Review

2.2.1 Integrative theory

It was in 1972 that Richard G. Erskine emerged as a foundational figure in the formal development of integrative psychotherapy. In 1972, as a professor at the University of Illinois, Erskine developed the initial concepts of integrative psychotherapy. The integrative model of counseling presented here contains supportive (alliance), behavioral (behavior), cognitive (cognitions), psychodynamic (dynamics) and existential elements (existentials) – therefore it can be called ABCDE model of counselling. It allows consideration of the client's current concerns and problems from different

and mutually complementary theoretical perspectives, and it provides for a comprehensive understanding of human experience, thinking, feeling and acting as well as for associated restrictions (Holm-Hadulla, Rainer Matthias *et al* 2011).

Empirical Review

Fungki Irmayanti *et al* (2022) assessed the effect of employee counselling approach in measuring employee loyalty. He concluded that work counselling has an effective influence on employee's loyalty.

Debra Chepchumba *et al* (2025) examined effect of employee counselling programs on employee performance of tea factories in Kericho County, Kenya. He indicated a positive and statistically significant effect that that employee counselling programmes have on employee performance.

Result and Discussion

Maletlatso Motsomotso (2025) examined the impact of work place counselling on employee performance. He affirmed that the workplace counselling positively affects employees through financial stability, reduced emotional disorder and so on.

Methodology

This study used a qualitative case study design. The population for this study was fifty employees from three local government in Lagos state namely Kosofe, Ajeromi and Eti-Osa. The sample for this study was selected by the use random sampling approach. A total of 50 employees consisting of 25 male and 25 female in order to avoid gender biasness. A combination of a structured questionnaire and a semi structured face-to-face interviews were used to collect data and to best understand the counselling need of the employees in the workplace.

Table 1.0. Which of the following job factors contribute most to your stress?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	High physical workload or repetitive tasks	11	21.6	22.0	22.0
	Noise, temperature, or working environment conditions	10	19.6	20.0	42.0
	Shift rotations or long working hours	9	17.6	18.0	60.0
	Machine safety concerns or workplace hazards	6	11.8	12.0	72.0
	Tight production deadlines / targets	4	7.8	8.0	80.0
	Lack of job security or career growth opportunities	2	3.9	4.0	84.0

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Communication gaps with supervisors/management	1	2.0	2.0	86.0
Interpersonal conflict with co-workers	7	13.7	14.0	100.0
Total	50	98.0	100.0	
Missin System g	1	2.0		
Total	51	100.0		

Table 1.0 above shows the percentages of job stressors faced by the employees. The result depicts that most stressors evaluated showed a considerable significance of factors contributing to the stress of workers with high repetitive task topping the list with 21.6 percent. This is indicated with the aid of graph in figure two (2).

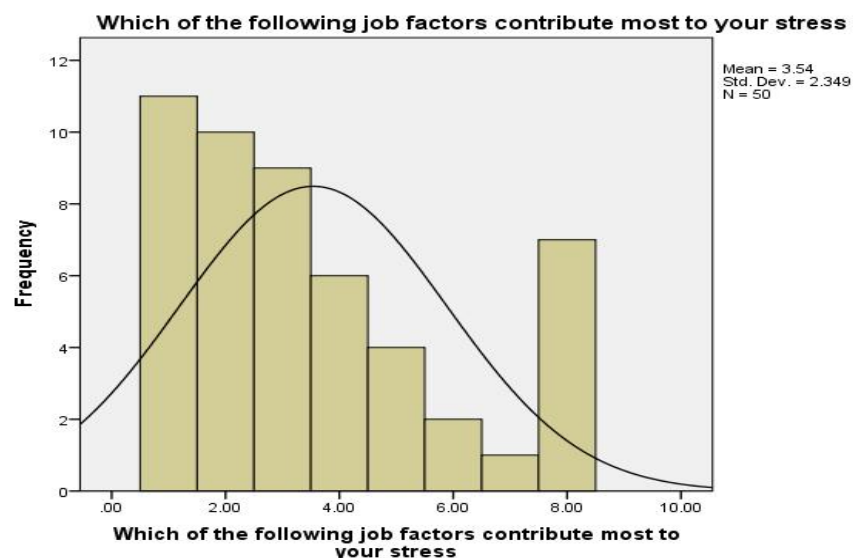


Table 2.0. professional counselling or training workshops need relating to mental and emotional health

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Time management and workload allocation	36	70.6	72.0	72.0
Conflict resolution and communication skills	10	19.6	20.0	92.0
Coping with shift work and fatigue management	4	7.8	8.0	100.0
Total	50	98.0	100.0	
Missi System ng	1	2.0		
Total	51	100.0		

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Table 2.0 above shows the percentages of professional counselling need relating to mental and emotional health by the employees. The result indicated that the most professional counselling need of employees is coping with Time management and workload allocation with 70.6 percent with other counselling needs are also significant.

Table 3.0 professional counselling or training workshops need relating to personal and family life

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Work-life balance strategies	23	45.1	46.0	46.0
	Financial literacy and debt management	13	25.5	26.0	72.0
	Marital, family, or relationship guidance	9	17.6	18.0	90.0
	Substance abuse or addiction support	5	9.8	10.0	100.0
	Total	50	98.0	100.0	
Missing	System	1	2.0		
Total		51	100.0		

Table 2.0 above shows the percentages of professional counselling need relating to personal and family life by the employees. The result indicated that the most professional counselling need of employees is coping with Work-life balance strategies with 45.1 percent with other counselling needs are also significant.

Summary of findings

The study established that understanding employees' counselling needs and providing professional or workshop training on those identified needs will help achieve maximum returns in employees' performance in the organisation. Previous studies have shown a positive relationship between employee counselling programmes and employee performance (Archmedes & Dr Weldon, 2022).

The study identified several stressors, including high physical workload, repetitive tasks, and challenging working conditions, that contribute

significantly to employee stress. Proper management of these stressors is essential to maintain employee well-being and productivity.

The study tested various professional training programmes with participating employees. Counselling and training workshops focused on mental and emotional health were identified as important needs. Time management and workload allocation were the most requested topics, cited by 70.6 percent of employees, while other training needs also showed significant relevance.

Also, professional counselling or training workshops related to personal and family life showed a significant

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level of need among employees having Work-life balance strategies, with a significant percentage of 45.1 percent with others showing some level of relevance to this study.

Recommendations

This study recommended that organizations should manage the stressors identified in this research to help reduce the psychological stress experienced by employees, such as work overload and long working hours. These stressors may be more prevalent in some firms than others. Effectively managing them can help maximize employee productivity by promoting psychological well-being.

It is also recommended that employers establish a functioning counselling department that handles some of the counselling needs shown in this study and beyond, ranging from personal, mental, and family needs, which is lacking in most organizations today as noted by (Aluede, McEachern & Kenny, 2005) and (Nayak, 2007).

This study also suggested that employers enact the National Mental Health Act 2023, which protects workers from discrimination and unlawful termination based on mental health conditions. Employers are also encouraged to provide counseling support through structured benefits, such as employee assistance programs (EAPs).

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