THE USE OF PSYCHOLOGICAL COUNSELLING

TECHNIQUES BY

HUMAN RESOURCE MANAGERS.

BY

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DECLARATION

I hereby declare that this project work is the project of an original study conducted by me under the supervision and guidance of Dr. (Mrs.) J. N. Nwasike. I therefore accept responsibility for all errors and omissions therein.



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CERTIFICATION

We Certify that this research project has been carefully read and approved as adequate in scope and quality in partial fulfilment of the requirements for the award of the degree of Masters in Business Administration (MBA) of the Ahmadu Bello University, Zaria.

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D E D I C A T I O N

This project is dedicated to the memory of my late Father Mallam A. A. Gobir and My Mother Mrs. Iya Alake Gobir both of whom made the very first possible and thus laid the foundation for others like this.

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ABSTRACT

This research was designed to find out the extent to which Human Resources Managers feel they have been able to accomplish their counselling function successfully, judging from their perception and that of workers in the area of research.

In order to effectively do this, five research questions and four hypotheses were proposed for this study and these were based on the common problems of workers. Human Resources Managers perception of workers problems, workers and managers perception of need for professional counsellors, reason for poor emphasis on Industrial counselling in Nigeria, and the role of psychological counselling in handling workers problems.

The project contains five chapters. The first chapter deals with the introduction. The second chapter discusses in detail theoretical concepts involved in the study while examining recent developments in industrial counselling. This chapter also looks at the effect of psychological counselling on the troubled worker and stress as well as the danger of just glossing over these problems. It also examines the various counselling strategies used in handling human problems, leadership effectiveness, human motivation and development at work.

The third chapter focuses on the research design and methodology, while the fourth chapter deals with the analysis and interpretation of the data collected by appraising and teeting the hypotheses proposed. Finally, the fifth chapter gives the summary, recommendations and conclusion.

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CHAPTER ONE

1.1 INTRODUCTION AND BACKGROUND OF STUDIES

The desire to conduct this research is motivated by the observation that human resources manages in our milieu are constantly faced with workers problems that range from hostility, over aggressiveness, obsessiveness. compulsiveness, fear, maladjustment, frustration and the like. These problems seemingly result from both poor working conditions stress and external environmental conditions such as family and economic conditions.

While Managers are expected to counsel and manage these situations in order to ensure high productivity and the achievement of corporate objectives, quite often, Managers find themselves in difficult situations of having to cope with both organizational objectives and at the same time giving effective assistance and attention to workers problems.

This conflicting role performance often results in Managers having to gloss over workers problems and even where attempts are made to alleviate such problems, they are crudely done without serious psychological considerations, making the impact of such an assistance less effective.

This lukewarm attitude towards workers problems partly accounts for the rampant cases of low morale and resultant low productivity of workers in most Nigerian industries. Such behaviours by Managers may result from the fact that, they are most times taken up with the desire to exploit workers labour in an attempt to maximise profit in the shortest possible time or that they are to some extent ignorant of the fact that an increased productivity on the side of workers is a product of the degree to which their problems are being attended to and properly managed.

1.2 ***STATEMENT OF THE PROBLEM.***

In recent times, many scholars, professionals, Managers and indeed the Industrial Training Fund (ITF) who appreciate the importance of applying psychological counseling techniques in the management of human problems at work, have made repeated calls through workshops, seminars, conferences and the media to industries to apply these techniques in the management of workers problems. They argued that counselling in industry offers a package of knowledge that if earnestly accepted, and diligently applied will improve organizational behaviour, quality of work and management in our industries and in our milieu. They further posited that counselling in industry for the human side of enterprise keeps the human body of

workers and materials, working in harmony, productively and profitably.

If this seeming emphasis on industrial counselling is of any importance, the question, then is, why is psychological counselling not taken seriously in most Nigerian industries? This is the central problem which this research study intends to address.

1.3 PURPOSE OF THE RESEARCH

This research work is therefore intended to find out whether human resources managers and workers are satisfied with the way workers problems are presently being handled or there is need to employ professional counsellors to apply adequate psychological counselling strategies in order to help in alleviating workers problems and thus ensuring that industries have very efficient and productive workforce.

Furthermore, the study is also intended to establish the extent to which both Managers and workers practically perceive the idea that counselling strategies if accepted and properly applied will improve organisational behaviour, quality and Management in our industries.

1.4 RESEARCH QUESTIONS

In order to give this research proper direction, the following research questions are asked:

a) *What are the common problems that affect workers productivity?*

b) *Are workers and human resources manager satisfied with the way workers problems are being handled?*

c) *How do Managers and Workers react to the need for professional counsellors to assist in the Management of workers problems?*

d) *How can psychological counselling strategies help in the Management of stress and similar problems faced by workers?*

e) *Why is the employment of professional counsellors not taken seriously by Nigerian industries?*

1.5 HYPOTHESIS

The following hypothesis are proposed for this research.

i) *There is no significant difference between Managers and Workers positive perception of workers problems.*

ii) *There is no significant relationship in the way Managers and Workers feel workers problems are being handled.*

iii) *There is no significant relationship between workers and managers perception of the need for professional counsellors to manage workers problems.*

iv) *There is no significant relationship between workers and Managers perception of the reasons for the poor emphasis on professional counselling in Nigerian Industries.*

1.6 SIGNIFICANCE OF THE RESEARCH

It is hoped that at the end of the study, the findings will be of great significance to the following:-

a) **RESEARCHER:**

Apart from being an academic exercise, the findings of the research will enable the researcher identify and make necessary suggestions on counselling in industry for industrial workers.

b) **HUMAN RESOURCES MANAGER.**

The package of knowledge the research shall present on psychological counselling strategies will enable human resources managers to acquire more knowledge on how to handle workers problems and the need for them to give more attention to workers problems in order to improve their productivity.

c) ***MANAGEMENT INSTITUTIONS***

It is also hoped that the research will provide adequate data for Management institutions to include courses in counselling psychology for their trainees so that the damaging effect of having to gloss over workers problems in practical terms, will be alleviated.

1.7 SCOPE AND LIMITATIONS OF THE RESEARCH

The study will be limited to Cotton and Agricultural Processors Ltd. (CAP) and Electricity Meter Company Nigeria Ltd. (EMCON) all in Zaria Kaduna State of Nigeria. This limitation is considered very necessary in view of the financial and other constraints beyond the control of the researcher.

However, the above limitation notwithstanding, proper sampling techniques will be applied to give the findings of the research wider acceptance. Both skilled, unskilled and Managerial employees of the industries will be adequately represented.

1.8 DEFINITION OF TERMS.

a) **PSYCHOLOGICAL COUNSELLING**

It is the face to face interpersonal relationship between the counsellor and the counselee, the intention of which is the provision of a conducive psychological atmosphere by the counsellor for bringing about the counselee's self awareness of the problem situation and how to go about solving the problem.

b) **PSYCHOLOGICAL ATMOSPHERE**

This is the environment through which the counselee feels free to talk, developed confidence in the counsellor and the satisfaction that his problem has been properly taken care of through the counsellor's application of various psychological techniques of behaviour modification, communication skills, attitude change, learning and personality theories etc.

MANAGER

One who ensures changes in other people's behaviour patterns for the purpose of achieving an objective entrusted to him.

STRESS.

A condition of strain on ones emotions through work processes, and physical conditions.

FRUSTRATION.

Behaviour resulting from motivation being blocked to prevent one from reaching a desired goal.

CHAPTER TWO

REVIEW OF LITERATURE

2.1 INTRODUCTION

This Chapter will review related literature to the topic of research. This is very necessary considering the fact that the management of human problems at work relates to so many other administrative matters.

For the benefit of the study, however, special attention and consideration is given to the following:

i) *The troubled worker*

ii) *Stress*

iii) *Counselling strategies in handling human problems.*

iv) *Leadership effectiveness*

v) *Human Motivation at work*

vi) *Human development at work.*

2.2 THE TROUBLED WORKER.

The first question that one is tempted to ask here is, who is the troubled worker? Fulmen (1978) writes that, troubled employees usually display such characteristics as; being excessively sensitive or may be hostile or overtly aggressive. They might be obsessive, compulsive, or irritable. The troubled employee's behaviour according to him is often marked by immaturity, they may be unduly talkative, flighty, selfish, likely to giggle unpredictably, over react to daily situations, or to blame others for his misfortunes. They are overly self protective, jealous, envious, suspicious or greedy. They sometimes lack sympathy for others, are unduly fearful or can lack spontaneity or a sense of humor.

Egungwu (1987) also rightly observed that at work troubled individuals are often overly conscientious about their task and deeply devoted to rules , regulations, and routines. Sometimes they can overwork themselves as a result of the inner tension and stress that plague them. They are too concerned over promotions, demotion, impending job transfers or new assignments. They often exercise fear about issues such as inflation, recession, job lay-off and unemployment and can become obsessive. They sometimes possess such tendencies as, to procrastinate, failing to learn from experiences, difficulty in taking decisions, full of confusion, they may even resent

orders from the authority or may indulge in delusions of grandiose, excessive exuberance and extravagances beyond their means.

Sometimes, troubled individuals may be aware of their short comings which may range from apathy, lack of motivation pessimism, and a feeling of futility, to a loss of self esteem and sense of worthlessness. They often find if difficult to adjust to change whether at home, on the job or in the society.

They may also have difficulty with sleeping, relaxing, playing or enjoying themselves, may suffer from absent-mindedness and mmemor lapses and in the real world they may engage in pretension and dreams of various sorts.

Keith (1981) records a practical case of a young stenographer in an insurance office who became erratic as a result of an emotional conflict she was having with her mother. In a foundry too, a skilled worker asked for a transfer to a semi-skilled job in another department because he wouldn't work for his supervisor whom he described as stupid. These are practical examples of common conditions of troubled workers in most of our industries.

The danger of having to gloss over such problems include, the development of or aggravation of some physical and psychological ailments such as arthritis, diabetes, high blood pressure etc.

Sometimes troubled workers are forced to turn to indulgence such as; excessive smoking, alcoholism, drug addiction etc.

2.3 STRESS

Hans Selve (1960:120) of the University of Montreal, Canada, a leading authority on the subject of "stress describes it as, the none specific response of the body to any demand upon it".

He went further to explain that, stress can be pleasurable when we engage in pleasurable activities like playing tennis, squash, partying or dancing all of which are accompanied by emotional arousal. However, painful stimuli like pains, anger, frustration, anxiety etc. produce the syndrome of oversize stress as we normally know it.

From Hans' explanation above, we can see that a troubled worker is a distressed worker. Though it cannot be claimed that the stress suffered by workers is strictly work related, it cannot however be denied that a distressed worker is a handicapped worker who cannot give his optimum service to his employer; which to some extent is detrimental to the achievement of organisational goals.

The American Institute of Mental Health in one of its studies reported that the major sources of stress for working people are evenly distributed between the job and the environment (Bishop 1978:26).

Furthermore, their study outlined the followings as accounting for both stress from the job and the environment:

a) Work overload

b) Time pressures

c) Poor quality of supervision

d) Insecure political climate

e) Inadequate authority to match responsibility

f) Role ambiguity

g) Difference between Company and employee values

h) Change of any type, especially when it is major or unusual such as temporary lay-off.

i) Frustration.

However, in her analysis of stress and job performance Keith (1987:444) stated that stress can either be helpful or harmful to job performance depending upon the amount of it. She went further to explain that when there is no stress, job challenges are absent and performance tends to increase because stress helps a person's call up resources to meet job requirements. It is a healthy stimulus that encourages employees to respond to challenges. Eventually stress reaches a plateau that corresponds approximately with a person's top day-to-day performance capability. At this point additional stress tends to produce no more improvement.

However, if stress becomes too great, performance begins to decline because stress interferes with it. An employee loses ability to cope because he is unable to make decisions and is erratic in behaviour. If stress increases to a breaking point, performance becomes zero, the employee has a breakdown and becomes too ill to work, and thus is either fired, quits or refuses to come to work to face the stress.

Stress performance relationship could be compared with strings on a violin. When there is either too little or too much tension on the strings, they will not produce suitable music. As with violin strings, when tension on an employee is either too high or low the employee's performance will tend to deteriorate.

Keith (1981:445) further cautioned that in the analysis of stress and job performance, people should understand that stress thresholds differ in people. Thus, people have different tolerances of stressful situation. The level of stresses that one can tolerate before feelings of stress occur is one's stress threshold. Some people are easily upset by the slightest change or emergency. Others are cool, calm and collected, partly because they have confidence in their ability to cope. They feel very little stress unless a stress is major or prolonged.

Explaining further on the reaction of the body to stress Hans (1960:100) stated that, as a result of the body's reaction to stress emotion, a chain of triphasic responses is sparked off in an attempt to contain or adopt to the situation.

The psycho-physiological process that involves the complex interplay of the brain and the automatic nervous system include:

i) Accelerated heart beat.

ii) Contraction of the muscles at the base of hair follicles.

iii) Respiratory change

iv) Nervousness, dryness of the mouth

v) Inhibition of the blood vessel.

vi) Contrition of the blood vessel.

These body symptoms could be further expanded to include all the discomforts people feel when they are distressed.

Furthermore, most workers appear to be regularly in a state of alarm or emergency reaction and give the impression of what is commonly known as being TENSED UP. Even when they slide into the state of resistance during which they get adjusted to the unpleasant experiences, they are still under TENSION as it is generally known.

However, when the situation finally slides into the state of exhaustion, its plasticity is broken and the individual collapses or capitulates in the face of problems. Such a situation is commonly known as "Mental break down: or with a stress related psychological disease.

This alarming situation is responsible for the category of disabling physical diseases known as PSYCHOSOMATIC DISEASES which have emotional bases. Such diseases includes:-

a) Stroke

b) Hypertension

c) Heart Attack

d) Diabetes

e) Rheumatoid Arthritis

f) Migraine

g) Peptic ulcer etc.

While some of the characteristics of troubled workers have been summarised above, Arene (1987:20) observes that workers under psychological stress in the working environment usually manifest some of the following symptoms:

a) *Low motivation to work*

b) *Negative Motivation and hostility*

c) *Depression*

d) *Fearfulness*

e) *Low life and job satisfaction*

f) *Escapist thinking*

g) *Excessive absenteeism*

h) *Low self esteem*

i) *Intention to quit*

j) *Excessive distraction etc.*

Some of such workers who are aware of their problems seek to escape from them by taking to excessive alcohol or euphoric drugs: or by quarrelsomeness or lethargy. Such people can be easily identified through the following manifestations:

a) *Increased nervousness and occasional hand tremors.*

b) *Frequent lapses and carelessness.*

c) *Sloppy and shabby personal appearance*

d) *Unwarranted grandiosity or belligerence*

e) *Frequent use of breath perfumes to cover up drinking during working hours.*

f) *Pronounced swings in the work place.*

g) *Reporting for work drunk or showing signs of hangover early in the morning.*

In addition to the above, the following symptoms are also common among euphoric drug addicts.

a) *Dilated eye (they wear dark goggles to cover this)*

b) *Slurred or incoherent speech*

c) *An unsteady gait.*

d) *Excessive fumbling and clumsiness with hands*

e) *Uncontrollable laughter or crying*

f) *Generally out of tune.*

Explaining further on the economic cost of stress to industrial organisations, the case of a small company in the United States of America was cited by Arene (1987:22). According to her, the Company estimated one hundred thousand and six hundred and fifty dollars as money spent on workers suffering from stress annually.

Furthermore, many companies have over the year been allocating huge amount of money to cover sick leaves. Payment of medical bills, loss of trained manpower through the dearth of alcoholics and drug addicts, unproductivity, damage to company property by frustrated and aggressive workers and the like.

All the huge sums of money spent to combat the side effects of stress can be reduced to the minimum if proper preventive work hard been done by providing such supportive services as psychological counselling and effective welfare services in general. Keith (1981:460) studied job performance in many industries in the United States and concluded that Counselling techniques used by both trained managers and professional counsellors, if adequately used, improves workers productivity, Inter personal relationship, dedication to work and general respect for the organisation.

2.4 COUNSELLING STRATEGIES IN HANDLING HUMAN PROBLEMS AT WORK

Employee counselling as defined by Keith (1987:447) is the discussion of problem that usually have emotional contact with an employee, in order to help him cope with it better. Thus, the improvement of the employee's mental health should be the target of employee counselling.

From the above definition, it is clear that Counselling can be said to have the following characteristics:

a) *It is an exchange of ideas between two people, the counsellor and the counsellee.*

b) *Since it helps employees to cope with problems, it should improve organizational performance.*

c) *Counselling can help organisations to be more human and considerate with peoples problems.*

d) *Since most problems of workers have emotional implications, there is the need for managers to have indept knowledge in psychological counselling strategies.*

Furthermore, Mailumo (1989) defined psychological counselling as the interpersonal relationship between the counsellor and the counsellee in which the counsellor provides the necessary psychological atmosphere through which the counsellee is helped to know the problem and how to go about solving it. He went further to explain that the "psychological atmosphere" mentioned above, refers to the technical use of the psychology of communication, learning, behaviour modification, attitude change and personality theories in bringing about the desireg change.

A close look at the two definitions above will reveal that; they both agree that counselling involves the face to face interaction between the counsellor and the counsellee. However, while Keith feels that both counsellors and managers with or without training in counselling techniques can offer some assistance to troubled

employees, Mailumo seem to emphasis that effective counselling more especially of problems developing from serious emotional situation is best provided by those with enough training in the art of psychological counselling.

In addition to that, though Keith feels that counselling can be performed by both professional and non professionals alike she further stressed that, the extent to which managers can perform counselling effectively is limited. Unless a manager is himself a trained counsellor, functions like re-orientation cannot be effectively performed by him.

However, both authorities agree that counselling is geared towards good mental health of the employee. The mental Health Association (1979:26) outlines that the characteristics of people with good mental health include:

i) Feel comfortable about themselves

ii) Feel right about other people

iii) Are able to meet the demands of life.

The major functions of an employee counsellor as outlined by Keith (1981:449) include the following.

a) Advice giving: telling people what you think should be done.

b) Communication: providing information and understanding

c) *Reassurance: giving people courage and confidence to face a problem.*

d) *Release of Emotional Tension: encouraging more coherent rational thought.*

e) *Re-orientation: encouraging an internal change in goals and values.*

Furthermore, Akinboye (1987:107) summarised the work of a counsellor in these categories:

1) *Helping in changing maladaptive responses*

2) *Helping individuals make satisfactory decisions*

3) *Preventing the occurrence of problems by providing anticipatory programs to counsellees.*

To carry out these functions successfully, counsellors receive training in the use of the following techniques and strategies that have been found very effective in problem solving. They include:

1) *Observations*

2) *Questioning/interview*

3) *Appraisal, Collection and interpretation of data*

4) *Identifying, labelling, clarifying and reflection of feelings.*

5) *Summarizing and reviewing important materials*

6) *Establishing connections*

7) *Emphasising, asserting or underscoring*

8 *Confrontation*

9 *Reassuring, encouraging and supporting*

10. *Presenting alternative*

11. *Giving information and advice.*

12. *Using behavioral analysis and behaviour strategies of:*

    a) *Positive reinforcement*

    b) *Negative reinforcement*

    c) *Discriminative stimulus*

    d) *Aversive stimulus for punishment*

    e) *Extinction*

    f) *Consequence*

    g) *Contigency manipulation*

    h) *Stimulus control*

    i) *Anticipation.*

13. *Communicated focus on client self interest.*

14. *Using clear, concise and meaningful communication skills e.g. eye contact, nod etc.*

15. *Establishing good rapport*

16. *Empathising*

17. *Use emotional catharsis*

18. *Psychological homework*

19. *Persuasion, exhortation, pressurising and sometimes direct prompting.*

In addition to all the above, counsellors are also trained to use broad base techniques derived from personality theories. Such techniques which have been found to be very effective in behaviour modification and problem solving situations, especially those with deep rooted emotional bases, include:

A) *Behaviour Modification and behaviour counselling techniques*

B) *Teleonalytic counselling techniques.*

C) *Cognitive counselling techniques.*

A. *Behaviour modification was developed as a result of the attempt made by many psychologists to use scientific methodology in the analysis, treatment and evaluation of human problems. The strategy or technique is based on some basic assumptions of man's behaviour which include among others:*

a) *That maladaptive behaviours are essentially learned*

b) *That psychological principles, especially learning principles can be extremely useful in changing behaviour.*

c) *That behaviour therapy involves the setting of specific goals.*

d) That methods and techniques are adopted to the clients problems.

e) That programme should be evaluated for effectiveness before they are made available for wider use.

In the use of this technique it is advisable that the formula below be taken into consideration:

S - - R - - K - - C

Where:-

S = Stimulus pattern

O = Cognitive biological mediational process

R = Responses patterns

K = Contingency manipulation

C = Consequence.

Some of the steps involved in the use of behaviour modification are:

i) Observing the broad problem area including client and therapist descriptions of the broad problem categories.

ii) Problem targetting and contraction between client and therapist.

iii) Commitment of client to co-operate with therapist

iv) Specification of problem areas.

v) Establishment of baseline data: generally baseline may include collection of data on the frequency intensity, magnitude, duration and latency of the problem behaviour.

vi) Identification of problem maintaining factors

vii) Assessment of environmental and behavioural resources with particular emphasis on contingencies such as friends, family members, reinforcers, aversive conditions etc.

viii) Specification of therapeutic goals.

ix) Formulation of therapy goals

x) Execution of therapeutic plan

xi) Monitoring of the outcome of the therapeutic plant

xii) Maintenance plan formulation

xiii) Execution of maintenance plan

xiv) Monitoring of the outcome of the maintenance plan

xv) Follow up.

B. The Teleonalytic counselling techniques was developed from the personality theory of Alder and others, they see man as an individual, a social decision making entity.

The basic assumptions of the techniques are:

a) *Human behaviour is best viewed as compensation for inferiority feelings.*

b) *Human behaviour is goal directed and purposeful moving from perceived inferiority to perceived superiority.*

c) *The motivation for the compensation of inferiority explain all human behaviour.*

d) *Human are often dismayed by their imperfection and always try to compensate this by being excellent, great, perfect and supreme.*

e) *Those who try to over compensate feelings of inadequacy develop inferiority complex.*

f) *Inferiority result from three sources:*

   1. *Organ inferiority (innate inferiority feelings)*
   2. *Spoiled pampered children*
   3. *Rejected, unwanted and neglected children.*

g) *Society views femininity as inferior while masculinity as superior, this therefore makes women with inferiority complex to renounce their femininity to assume masculine roles and to compete with men.*

h) *That contrary to psychoanalytic theory, there is no id,*

ego and super ego built, that individuals are holistic organisms.

i) The persons and situations are embedded.

j) That individuals are self consistent organisms.

k) That community interest are to be cultivated first

l) That maladjustment and anxiety arise from the individuals concentration on achieving personal superiority to the exclusion of consideration for others.

m) That the uniqueness of each individual is determined by his life style. People's life styles are categorised into the following:

1. Inferiority complex: This are those who do not feel strong enough to solve life's problems in a socially useful way.
2. Oedipus complex: This are those who have been pampered so much that their mothers are the goals they cannot forego.
3. Proof Complex: This are people who are terrified of community errors and seek to intimidate others by constantly asking for the proof of anything said.

4. Redeemer complex: This are those who go through life trying to save or redeem others from some presumed draw backs.

5. Predestination complex: This are those who fear nothing because they believe that nothing can happen to them or fail to plan because everything is the same in the end.

6. Leader complex: This are those who stick to their guns and cut their own niches in life because they view themselves as "out front".

7. Spectator complex: this are those who want to be near the action of life but not to participate or take the lead.

8. No complex: This are those who oppose all changes because they are conservative and fearful, they feel that they have to contradict whatever is said in their presence.

n) That a man's birth order position tells so much about the type of personality he may eventually develop. The main goals of the teleonalytic counselling strategy are:

1. The reduction of the intensity of inferiority feeling.
2. Correcting the wrong habits of perceived alterations of life objectives and the development of love for others.
3. Helping clients to gain insight into their mistaken life style and confronting their superiority mechanisms and cultivating good social interest.

C) Cognitive counselling techniques are derived from the works of Beeks (1970), ELLIS (1971), Mayer and Gody etc.

The technique assumes that:

1. Cognitive dissonance experienced by individuals may serve as basic prerequisites for other behaviour changes.
2. Man is both rational and irrational.
3. When man is rational, he is effective, happy, forward looking and competent.
4. Mans emotional disturbance results from illogical or irrational thinking.
5. Unhappiness results from within and can be controlled.
6. One can only free himself from emotional disturbance through intellectual power (reasoning).
7. People should not be blamed but held responsible for their actions.

8. Blame and anger are functions of irrational feelings.

The major counselling goals should therefore be:

1) To eliminate or reduce irrational consequences (ics)

2. Helping clients to know that their self verbalization is the source of their emotional disturbance.

3. Helping clients to know that their difficulties results largely from distorted perceptions and illogical thinking.

Some of the counselling process include:

1. Reducing clients to reperceive or rethink life events so that they can modify their illogical thinking.

2. Uncovering clients past and present illogical thinking by:

   a) Bringing them to attention even if it means forcing them to attention.

   b) Showing them how they are causing and maintaining disturbances and unhappiness.

   c) Demonstrating exactly the kind of illogical link that exist in their internalised sentences.

   d) Teaching them to rethink their internalised thought.

3. Dispute the main irrational ideas so that the client does not fall victim of such irrationalities again.

4. Use techniques like desensitisation, operant conditioning, direct teaching, psychological homework, acting as a direct counter propagandist, encouragement, persuasion, cajoling etc. to achieve your goal.

It is therefore clear from the above analysis of the various techniques used by counsellors that, experience and training in the effective use of these techniques counts a lot in ensuring a successful counselling season that will yield fruitful result. Although one cannot dispute the argument that managers weather trained or untrained in counselling technique can counsel to some extent, the fact still remains that deep rooted emotional problems of workers demands more than just situational advise that may not have taken into consideration the psychological and social consequences of such an advise.

Thus convincing advises that can be defended by scientific and practical data like the ones given by professionally trained counsellors in the art should be adopted in order to save our companies and organisations from spending too much money on combating the side effects of stress that have come about as a result of the accumulations of problems not properly or not attended to at all, may be due to ineffective leadership or ignorance of the detrimental effect of such an action.

This leads us to an analysis of other related variables that can contribute to improving workers productivity in succeeding sub-sections.

2.5 LEADERSHIP EFFECTIVENESS

Leadership effectiveness is another determinant factor for the input of the human actors in an industrial enterprise, the character, personality quality, ability, skill and value of the Chief Executive is reflected in the overall industrial organisation. Most of the organisations that do not take into consideration such qualities in the appointment of their Chief Executive may accomplish their primary objective of profit maximisation but are invariably only task oriented. They hardly maintain a conducive emotional or psychological climate f or their workers who are human's flesh and blood and who posses feelings, and a sense of judgement and values.

An effective Chief executive needs to have a sound perception of his calling and post bearing in mind that his task is to manage for the optimal and most productive results and also to lead humans by example in their personal conduct, values and behaviour, he also has to motivate the workers positively to be productive. He should also reward them fairly, promptly and to be seen as the bastion of justice and fairness.

KASHIM

However, many of our executive as observed by Arene (1987:6) "have a myopic and shortsighted perception of their global obligation on the job, while the humans under their care often floor many an executive" She went further to state that many of our Nigerian executives have been indicted of having poor management ability. Furthermore, their failure is not chiefy because they are not brilliant nor qualified for their positions for but because they have stinted views. Such executive end up failing as they take off in a tangent. Such precipitate tangents could be; pursuit of selfish interest as opposed to organizational interest, neglect, abuse and disregard of humans by tyranny, injustice, aggression, manifestation of wickedness and vendetta, pursuit of tribal interest, self interests, power drunkenness, arrogant aloofness, and self-deification, reckless and licentious self-enrichment agenda and abuse of office.

To be successful, Chief Executives need to possess some psychological diagnostic ability. Infact, every manager who supervises people is a human resources manager and a leader of men. This therefore makes it mandatory for every Chief Executive to possess all the positive qualification of good leadership. Kurt Lewin (1951:64) in an effort to describe a good leader describes him as one who "is able and ready to perceive more subtle changes in social atmosphere and is more correct in observing social meaning".

Arene (1987:7) added that, "there is also a spiritual dimension to successful adjustment by a leader, such inner palpable spiritual adjustment helps to produce a leader who exerts positive effects on people". Spiritual rebirth she further stated brings the leader to a personal relationship with God, and makes him repertory of all the concept of God e.g. truth, justice and fairness, peace with himself and others, honest, sincere, innocent and dependable.

2.6 HUMAN MOTIVATION AT WORK

The extent of the sense of belonging expressed by workers determine the quality of the psychological climate of an industrial enterprise (Arene 1987:7). The best organizations operate as a team and as a family while leaders in such organization are received as maternal or paternal figures in their attitude to workers. The leaders are sometimes perceived as teachers and mentors. These parameters denote cordiality, closeness, mutual recognition and respect for each other by workers and their Managers.

In a work place where there is a high level of distrust and strife episodes, the above parameters will be absent, instead there will be rancour and loud criticisms. The attendant woes to such situations results in counter productiveness.

The best managers are positively motivating. They galvanise workers to identify with the organizational mission, objectives and goals. They carry their workers along with them, while on the other hand, worst managers are de-motivating, they irritate, disappoint and frustrate workers, they inspire distrust, generate negative conflicts and the like.

However, it is good to note at this juncture that conflicts are not always negative. Arene (1987:8) stated that there is a growing school of thought from a Japanese industrial organizational success story that deliberately seeks and generates conflicts of view in order to test a decision or proposal with the acid test and fire for its quality.

When conflicts are positive with constructive criticisms, they lead to the best and most qualitative resolutions and decisions. However, when conflicts are mere strifes, that serve as outlet of embedded hostility, jealousy or anger of their generator, they are counter productive and diversionary. Unfortunately the type that is common in our milieu is the negative conflict which is counter productive. Serious steps just therefore be taken to guard against its resultant counter-productiveness.

Welfare and reward system policies in an organisation also denotes the extent to which the human side of the industry has been properly motivated to put in their best. Humans in the industry must not be treated as chattels but be recognised as people made up of flesh and blood.

While industrial organisations count their profits at the end of the year, such profits should filter down to the workers bearing in mind that they are the geese that laid the golden eggs. The companies that neglect fringe benefits and generous medical care always encounter the wrath of workers. Generous welfare programmes should be reflected in catering facilities. Starved workers lack energy, the brain which is the tool of the knowledgeable worker, functions best if well fed and fuelled.

Unfortunately most of our stingy employers have workers in their care for the greatest part of their working + eating hours, but do little or nothing to make arrangements for their feeding. It is a human imperative that such employers should see it as mandatory on them. They are happy with it. They feel a sense of belonging to it and a sense of well being in it. Ashley Montagu (1974:26) stated that "freedom from continuous pressure to service, provide the necessary ingredients for the basic conditions of human survival and achievement".

This therefore emphasis the fact that industrial organizations should take the issue of nourishment of workers seriously if they really expect something good to come out of them.

2.7 HUMAN DEVELOPMENT OF WORK

Management of people at work has relevance for personality development and excellence. The developmental role of organisational management of the individuals at work has been amply highlighted by experts.

Drucker (1974:469) stated that an organisation must be capable of producing tomorrow's leadership from within". The individual at work has to be helped to evolve his highest capacities and properties, and to apply these to productive work and services. An organizational establishment needs to have the ability within its structure to prepare and test an individual at each level for the next level. Furthermore, organisational management essentially needs to be developmental and to help and challenge the individual to attain optimal functioning and the best the individual is capable of doing at the forum of work. However, it is unfortunate that this organisational duty is often neglected in our milieu.

Most people seem to neglect the fact that the performance effectiveness of people at work is a criterion for assessing their degree

of soundness. Blochr (1974:304) in the prescription of competency as an index of soundness of personality, stated that the competent person is an effective problem solver within his environment in both vocational and avocational roles. While adequate work ethics should be demanded from every worker for performance effectiveness, the role of managers in the stimulation; motivation and challenging of the individual at work to be competent and sound, must not be overlooked.

Effective management of people at work is a requirement for assisting individuals to attain successful development, fulfillment and soundness of personality. Management effectiveness from the counselling point of view thus has relevance for the quest for excellence in human personalities of our day. Our workers should be helped to attain their highest functioning level. Work has significant roles in the development, adjustment and condition of the human personality in the following ways:

1. Several years of an individuals life may have been spent in the preparation and acquisition of knowledge, skills and expertise for work and service in the profession or vocation. Work provides the enacting group and forum for the expertise acquired by individuals and its

utilization for achievements. Work is the forum for education on productivity creativeness and usefulness.

2. Several years of the individual's life are spent at work, and the average individual worker makes heavy investment in work as a forum whereby he may attain:

   a) Fulfillment of his aspiration in professional achievement and distinction.

   b) An opportunity for social contribution and recognition.

   c) A means of livelihood and income.

   d) A means of acquiring social status and social esteem among his fellow men.

   e) An avenue for his creative talent.

   f) A divine duty in service to mankind (Arene 1987:15).

It is therefore necessary that, conscious management of people for the stimulation of excellence to be seen as having relevance not only for the organizational mission, but for the individual's emotional happiness, and his personal and ethical development, and self fulfillment. Management effectiveness thus curiously has significance for human reforms and development for excellence.

It is a well known fact that Nigerian made products are continually suspected to fall below standards because of our lack of commitment to excellence (Arene 1987:16).

Furthermore, by performance excellence, a people may acquire a good reputation for industry, pragmatism productivity mindlessness, creative genius, resourcefulness and reliability. The criterion for work performance effectiveness should be considered as an index of personality excellence and lack of it as obtains in our social milieu is tantamount to lack of value for essential development.

Work forum should therefore be viewed as a challenging field for human reform and declamation. This value should also be vested in Management of people with motivation, optimal utilization, supervision and REWARD as KEYS.

2.8 SUMMARY

In this chapter, issues ranging from the troubled worker, stress, counselling strategies, human motivation at work, leadership effectiveness to human development at work, have been reviewed to some extent.

However, the review has clearly outlined the various problems that face people at work, the various causes of such problems which have been attributed to both on the job condition and external environmental forces.

The danger of having to gloss over such problems by Management have also been outlined. The role psychological counselling can play in handling workers problems have also been treated. Thus, this review has to some extent justified the need for applying psychological counselling to improve workers social condition, efficiently and productivity. But what is still not clear is why most Nigerian industries have not taken this call serious. Is it because such provision will not function well in the Nigerian situation?

These questions have therefore justified the need for this research. It is therefore hoped that in succeeding chapters, enough data will be generated to give proper diagnosis to this situation.

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CHAPTER THREE

3.0 RESEARCH DESIGN AND METHODOLOGY

INTRODUCTION

This chapter deals with the analysis of the design and methodology used in conducting this research. The analysis is therefore presented in this format.

(1) (a) Sampling;

(b) Location

(2) Description of instruments:

(a) Questionnaire

(b) Interview

(3) Administration of instruments

(4) Analysis and interpretation of data.

3.1 SAMPLING

The stratified random sampling technique was used in the selection of the required sample. This technique as the name implies, demands the stratification of the research area out of which each strata will be represented in the sample size.

In line with the characteristics of this sampling technique, the total population was stratified according to role functions and seniority. Thus, the following strata were produced:

i) Managers: Comprising both functional and supervisory Managers.

ii) Skilled Workers: Made up of both senior and intermediate workers.

iii) Unskilled Workers: Made up of low level workers.

Out of the first strata twenty subjects were randomly sampled. This figure represent about two thirds of the total population in that strata.

Out of the second strata, forty were randomly sampled. This figure also represents about three quarters of the total population in this strata.

Out of the third strata, eighty subjects were randomly sampled. This figure also represents about half of the total populations.

Table 1 below shows the summary of the total sampled population.

Table (1) Table showing the breakdown of the sampled population.

INDUSTRIES	MG	SW	USW	TOTAL
CAP	15	25	50	90
EMCON	5	15	30	40
TOTALS	20	40	80	140

NB.

MG - Managers

SW - Skilled Workers

USW - Unskilled Workers

CAP - Cotton & Agricultural Processors

EMCON - Electricity Meter Company.

3.1b LOCATION

This research was conducted in Zaria in Kaduna State. This area was specifically chosen for this research because it has a high concentration of industries.

Furthermore, Cotton and Agricultural Processor (CAP) and the Electricity Meter Company (EMCON) were also selected for the research because it was discovered that they both have the various categories of the population required for the research.

3.2 DESCRIPTION OF INSTRUMENTS.

3.2(a) QUESTIONNAIRE

A single questionnaire was designed for both Managers and workers. The questionnaire was divided into two sections (a) and (b). In section (a) a list of various problems were outlined beside which various opinions such as: high, average, low and not existing were stated. Subjects were instructed to indicate by ticking the opinions such as: Strongly agree, Agree, Undecided, Disagree and Strongly disagree were outlined. Respondents were also instructed to tick the option that rightly expressed their feelings on the statement beside which it was stated.

A total of one hundred and forty questionnaires were produced and distributed to the sampled population in the area of research. Table (1) above gives the total breakdown of the population to which the questionnaires were distributed.

3.2(b) INTERVIEWS

Interviews were also conducted to sample the opinion of workers especially those who could not read the questionnaires. Unfortunately, this technique was used mostly with low level workers. Only five of such cases were recorded and this is so because most of the workers are literate.

3.3 ADMINISTRATION OF INSTRUMENTS

As indicated in 3.2 above, the major instruments used in the collection of data for this research were questionnaires and interviews. In the administration of these instruments care was taken to ensure maximum efficiency in terms of suitability of timing, clarity, quick and absolute collection of questionnaires and information.

The distribution of questionnaires was done by the researcher himself. However, where workers sampled for the research were found very busy in the factory and other areas, the assistance of the head of the unit was sought in the distribution and collection of questionnaires.

With maximum co-operation received from both the respondents and those who assisted in the distribution and collection of the questionnaires, there was no problem in the collection of the questionnaires. The returning capacity can therefore be confidently said to be 100%. The table below explains the situation.

Table (2): Table showing rate of questionnaires returned.

INDUSTRIES	NUMBER DISTRIBUTED	NUMBER RETURNED	PERCENTAGE
CAP	90	90	100
EMCON	50	50	100
TOTAL	140	140	100

3.4. ANALYSIS AND INTERPRETATION OF DATA

In this research, percentage tables, graphical illustrations, persons product moment correlational studies (r-distribution), Chi-Square (x2) were used for analysis of data.

The test instrument outlined above have been used to determine the degree to which the various subjects have responded to the hypothesis and question raised in the research process. Furthermore, such degree of responses form the basis of making categorical generalization on major issues in this research. All computations were however based on the frequency of responses.

CHAPTER FOUR

4.0 DATA ANALYSIS AND INTERPRETATION

INTRODUCTION

This chapter deals with the analysis and interpretation of the data collected from the research area. The process emphasized the testing of the research hypotheses and subsequent interpretations based on the statistical inferences obtained. Such inferences also formed the basis for the decisions taken.

In doing this, the responses of the various subjects to the questionnaires distributed and collected have been properly processed through proper coding, scoring and subsequent use of appropriate statistical test.

The details of this process is hereby presented hypothesis by hypothesis.

4.1 HYPOTHESIS ONE

This hypothesis states that, "there is no significant difference between managers and workers positive perception of workers problems."

To test this hypothesis, a sampled population of one hundred and forty was taken from Cotton and Agricultural Processors Limited and Electricity Meter Company Nigeria Limited, and this was made up of:

a) - Twenty (20) Managers

b) - Forty (40) Intermediate workers

c) - Eighty (80) Low level workers.

They were then served with a questionnaire which contained fourteen problems and were instructed to indicate beside each problem the degree to which they perceive the existence of the problem in their respective companies by ticking any one of those level indicated beside each problem;

H - :----------: high
A - :----------: average
L - :----------: Low
NE - :----------: Not existing

The problems presented were:-

1. Work overload
2. Concern over promotion/demotion
3. Concern over impending transfer
4. Fear about being laid off.
5. Failure to lean from experience.
6. Difficulty in taking decision
7. Constant confusion
8. Refusing to abide by simple instructions.
9. Excessive drinking
10. Smoking

11. Extravagance beyond means

12. Absent mindedness

13. Difficulty in adjusting to change

14. Having difficulty sleeping.

Each response was given one score and the total scores under each of the levels was calculated and reduced to percentiles. Table (3) below given a summary of the subjects responses to the problems.

Table (3) (a): Summary of C.A.P. Managers and Workers responses to the fourteen problems.

MANAGERS				WORKERS			
H	AV	L	NE	H	AV	L	NE
8	8	-	4	20	20	-	-
4	16	-	-	2	-	38	-
-	4	8	8	-	4	12	24
4	8	8	-	14	12	10	4
12	4	-	4	16	20	2	2
8	4	4	4	18	15	7	-
4	8	4	4	19	-	-	31
4	4	4	4	21	-	6	13
-	4	12	4	-	12	-	28
4	4	4	8	4	-	2	34

-	-	16	4	5	4	9	22
8	-	8	4	4	5	9	22
8	4	4	4	6	2	2	30
-	8	-	12	-	4	6	30

NB.

C. A. P. = Cotton & Agricultural Processors
H. = High
AV. = Average
L = Low
NE = Not Existing.

Table (3) (b): Summary of EMCON Managers and workers responses to the fourteen problems.

WORKERS	MANAGERS							
	H	AV	L	NE	H	AV	L	NE
1	8	8	-	4	24	16	-	-
2	4	12	-	4	4	2	30	24
3.	-	-	-	20	-	4	14	22
4.	-	-	16	4	14	20	4	2
5.	12	-	4	4	10	24	6	
6.	4	16	-	-	10	22	6	2
7.	4	4	4	8	14	4	2	20
8.	-	-	20	-	12	4	6	18

9	4	-	12	4	8	2	2	18
10	-	8	8	4	2	2	6	30
11	4	-	16	-	6	2	8	24
12	4	-	12	4	6	6	4	24
13	4	-	12	4	18	-	4	18
14	-	-	4	16	-	-	6	34

NB

EMCON = Electricity Meter Company Nig. Ltd.

H = High
AV = Average
L = Low
NE = Not Existing

To extract the appropriate data for the testing of hypothesis one, the average positive responses of managers and workers from the research area is reduced to proportionate population in order to ensure proper comparison, and this is presented in table (4) below.

For the purpose of this analysis, high and average responses are calculated as positive responses while low and not existing responses are seen as negative responses or insignificant data for the test.

Table (4) Total summary of positive responses to the fourteen problems by Managers and workers.

	MG	WK
1	16	20
2	19	2
3	2	2
4	6	15
5	14	18
6	16	16
7	10	9
8.	4	9
9.	4	6
10	8	8
11	2	2
12	6	5
13	8	3
14	4	1
TOTAL	119	114

To find out whether there is any significant difference between the responses of the two groups, person product moment correlation coefficient (Deviation Score Method) is used in order to determine person (r). The formula below is used for the computation: $r = \frac{\Sigma xy}{N / (\Sigma x^2)(\Sigma x^2)}$

Where: X = Managers responses

Y = Workers responses

X = The deviation of any x value from the mean of all the x values.

Y = The deviation of any Y values from the mean of all the values.

> = The sum of.

The calculation is presented in Table (5) below.

Table (5). Table showing the computation of the correlation between managers and workers responses to the fourteen problems using the person product moment correlation coefficient (the deviation scores method).

	MG	WK					
	X	X	X	X	X2	Y2	XY
1	16	20	7.5	11.86	56.25	160.66	88.95
2	19	2	10.5	-6.14	110.25	37.70	64.47
3	2	2	-6.5	-6.14	42.25	37.70	39.91
4	6	15	-2.5	6.86	6.25	47.06	17.15
5	14	18	5.5	9.86	30.25	97.22	54.23
6	16	16	7.5	7.86	56.25	61.78	58.95

7	10	9	1.5	0.86	2.25	0.74	1.29
8	4	9	-4.5	0.86	20.25	0.74	3.87
9	4	6	-4.5	-2.14	20.25	4.58	9.63
10	8	4	-0.5	-4.14	0.25	17.14	2.07
11	2	4	-6.5	-4.14	42.25	17.14	26.91
12	6	5	-2.5	-3.14	6.25	9.859	7.85
13	8	3	-0.5	-5.14	0.25	26.42	2.57
14	4	1	-4.5	-7.14	20.25	50.14	32.13
>x= 119		>X=114	>X=0	>X=0	>X2=413.57	>Y2=548.88	
>XY=410		X=8.5	X=8.14				

Using the formula above (r) was calculated as 0.86, and since the emphasis of this test is to determine whether there is a significant difference between Managers and workers responses, the (r) value need to be converted to t-Value using this formula:

$$T = r \Big/ \sqrt{\frac{N-2}{N \Big/ 1-r2}}$$

Where (r) = Value of coefficient obtained.

N = Number of cases in the two groups.

t - Value was therefore calculated as 8.5% using the degrees of freedom.

N-2 (28-2=26) at .05 and .01 levels of significance, the values are .684 and 2.779 respectively.

This therefore indicates that there is a significant difference between Managers and Workers responses to the fourteen problems since the calculated t-value of (r) is greater than the table value of (t) at both .05 and .01 levels of significance.

Judging therefore from the statistical inference derived from the above test, the following problems were positively seen as very serious problems among workers since they attract high positive percentage responses from Managers;

1. *Work overload = 80%*
2. *Concern over promotion/demotion = 95%*
3. *Failure to learn from experience = 70%*
4. *Difficulty in taking decision = 80%*

While, the following were positively seen as existing but on a lesser degree;

5. *Constant confusion = 50%*
6. *Extravagance beyond means = 40%*
7. *Difficulty in adjusting to change = 40%*
8. *Absent Mindedness = 30%*
9. *Having difficulty with sleep = 20%*
10. *Refusing to abide by simple instructions = 20%*
11. *Excessive smoking = 10%*

However, workers on the other hand perceived only the following as very serious problems with high percentages;

1. *Work overload = 100%*
4. *Fear about being laid off = 75%*
5. *Failure to learn from experience = 90%*
6. *Difficulty in making decisions = 80%*

Furthermore, workers also perceived these problems as positively existing but to a lesser degree;

7. *Constant confusion = 45%*
8. *Refusing to abide by simple instruction = 45%*
9. *Excessive drinking = 30%*
12 *Absent Mindedness = 25%*
11 *Excessive smoking = 20%*
13 *Difficulty in adjusting to change = 15%*
2. *Concern over promotion = 10%*
3. *Concern over impending transfer = 10%*
14 *Having difficulty with sleep = 5%*

Viewed from a total outlook, both Managers and Workers perceived the following as serious problems;

1. *Work overload = 80% and 100% respectively*
5. *Failure to learn from experience = 70% and 90% respectively.*
6. *Difficulty in making decisions = 80% and 80% respectively.*

Furthermore, the test has also practically proved that both Managers and workers agreed that all the problems outlined exist among workers though in different degrees of seriousness and perception.

4.2 ***HYPOTHESIS TWO***

This hypothesis states that "there is no significant relationship in the way workers and Managers feel workers problems are being handled."

To test this hypothesis, both Managers and workers sampled for the research were served with questionnaires in which the following statements were made and they were instructed to indicate by ticking the options that rightly expressed their feelings on the statements made. The options they were asked to choose from include:

SA	-	=	*Strongly Agree*
A	-	=	*Agree*
UD	-	=	*Undecided*
D	-	=	*Decided*
SD	-	=	*Strongly Disagree.*

The statements presented were:

2. *Managers would prefer to get rid of troubled workers, rather than spending much time on their welfare.*
4. *Managers believed in spending enough time and money on workers welfare for better productivity.*
5. *Managers do not seem to have enough time to effectively attend to workers problems.*

The responses were then coded, scored, calculated and reduced to percentiles.

For the purpose of deriving the suitable data for the testing of hypotheses two, the positive responses of both managers and workers to the statements above have been calculated to be used for the test of significance. Responses such as 'strongly disagree' were considered as negative responses.

The contingency x 2 test is considered suitable for the testing of the hypotheses and is therefore used as shown in table (6) below.

The Chi square formula used is $x2 = \frac{(O-E)2}{E}$

Where: O = *The observed frequencies*

E = *the expected frequencies*

$>$ = *the sum of*

Table (6) Table showing the Chi square calculation of the positive responses of Managers and workers to the three statements outlined above.

STATEMENT	MANAGERS	WORKERS	TOTAL
2	28 (27.5)	32 (32.5)	60
4	36 (27.5)	24 (32.5)	60
5	12 (21.1)	34 (24.9)	46
TOTALS	76	90	166

Chi square calculated = *12.1*

degree of freedom = *(c - 1) (r - 1)*

= *(2 - 1) (3 - 1)*

= *1 x 2*

df = *2*

The critical value of the calculated x2 under 0.5 and 0.01 level of significance under 2 degrees of freedom are given as 1.386 and 9.21 respectively.

Since the calculated chi square value of 12.1 is greater than the critical value at both 0.5 and 0.01 levels of significance, it means that there is a significant difference between the positive responses of managers and workers to the statements given. Thus the hypothesis is rejected and an alternative hypothesis that there is a significant difference between the way managers and workers feel workers problems are being handled' is accepted.

This inference therefore indicates that the minor differences in the responses to the statements given was not by chance, but the differences depicts their actual reaction to the statements. It can therefore be categorically said that both managers and workers in the area of study agreed that, though managers believe that the improvement of workers welfare will enhance better productivity, management would not mind getting rid of troubled workers that would demand the spending of much money to help them out of their problems.

This fact is further supported by the 85% positive responses by workers to the fact that managers do not seem to have enough time to effectively attend to workers problems. The summary of the positive responses to the above statements is presented below in percentages.

Table (7) Table showing the calculated responses to the three statements used in testing hypothesis two presented in percentages.

STATEMENT	MANAGERS	WORKERS
2	70	80
4	60	90
5	30	85

However, as can be seen in table (7) above Managers did not agree that they do not seem to have enough time to attend to workers problems, because the 30% positive response to statement (5) means that 70% of the Managers disagreed with the statement. Nevertheless, one would be on the safer side to conclude that managers do not seem to have enough time to effectively attend to workers problems because of the higher percentage of 85% workers whose responses agreed with the statement, over the 70% managers who disagreed since our test of significance reveals that the difference in their responses are significant.

4.3 ***HYPOTHESIS THREE***

This hypothesis states that "there is no significant relationship between workers and managers perception of the need for professional councellors to manager workers problems."

To test this hypothesis, the sampled population of managers and workers in the research area were served with questionnaire in which they were instructed to indicate by ticking the right option that rightly expressed their feelings on the statements beside which they were stated.

The options were:

SA	---	=	*Strongly Agree*
A	---	=	*Agree*
UD	---	=	*Undecided*
D	---	=	*Disagree*
SD	---	=	*Strongly Disagree.*

The statements beside which these options were stated were;

1. *Workers do not seem to feel free when discussing their problems with Managers.*
6. *Workers seem to be satisfied that their problems have been attended to, whenever they complain to Managers.*
7. *There doesn't seem to be need for trained counsellors to handle workers problems.*
8. *The employment of trained counsellors would help in handling workers problems.*

The responses were properly coded, scored and presented as data for the test.

The contingency chi square test is also used for the testing of the level of significance between the responses of managers and workers in order to accept or reject the hypothesis stated.

The formula used in the calculation of the chi square $= > \frac{(O-E)2}{E}$

Where: O = *the observed frequencies*

E = *the expected frequencies*

$>$ = *the sum of*

However, it is good to note that, for the purpose of this test, the calculated positive responses of the two groups are presented as the data for the test. Table (8) below shows the detail presentation of data and chi-square calculation.

Table (8) Table showing the presentation and the calculation of the chi square value of the positive response of Managers and workers to the four statements mentioned above under hypothesis three.

STATEMENT	MANAGERS	WORKERS	TOTAL
1	28 (25.05)	32 (34.94)	60
6	12 (13.36)	20 (18.63)	32
7	8 (10.85)	18 (18.14)	26
8	28 (26.72)	36 (37.27)	64
TOTAL	72	106	182

X2 CALCULATED = 0.936

(df) degrees of freedom = (c - 1) (r - 1)

= (4 - 1) (2 - 1)

= 3 x 1

= 3

The critical value of the calculated x2 value of 0.936 is less than the critical x2 value at both 0.5 and 0.1 level of significance, it therefore means that there is no significant relationship between workers and managers perception of the need for professional counsellors to manage workers problems. Hence the hypothesis above is accepted.

From the above statistical inference, it therefore means that the difference in the Managers and Workers reaction to the statements above under this hypothesis is just by chance. Thus we can now categorically state that both managers and workers in the area of research agreed that:

1. *Workers do not seem to feel free when discussing their problems with Managers, hence there is the need for the organisation to have an independent individual with whom workers can discuss their problems freely.*
2. *Both workers and managers agree that workers are not satisfied with the way managers handle their problems. Hence the need for some one who can handle the problems better. This fact is supported by the low percentage (30%) agreement with statement (6) above, meaning that the (70%) disagreement with the statement*

implies the acceptance of the opposite nature of the statement.

3. *The low percentage acceptance of statement (7) by Managers and workers signifies that they strongly disagreed with it. In other words, they feel that there is the need for trained counsellors to handle workers problems.*

4. *The above fact is supported by the high percentage acceptance of statement (8) by both Managers and Workers (70% and 90% responses respectively). Table (9) below further illustrates the positive reaction of both Managers and workers to the statements indicated above under this hypothesis presented in percentages.*

Table (9)

Table showing the positive responses of Managers and workers to the four statement outlined for the testing of hypothesis three presented in percentages.

STATEMENT	MANAGERS	WORKERS
1	70	80
6	30	50
7	20	45
8	70	90

4.4 ***HYPOTHESIS FOUR***

This hypothesis states that "there is no significant relationship between workers and managers perception of the reasons for the poor emphasis on professional counselling in Nigerian industries".

In order to derive data for the testing of this hypothesis, the sampled population of both Managers and workers were served with a questionnaire in which they were instructed to respond to it by ticking the right option that clearly expressed their feelings on the items provided. The options were provided in this order.

SA	---	=	*Strongly Agree*
A	---	=	*Agree*
UD	---	=	*Undecided*
D	---	=	*Disagree*
SD	---	=	*Strongly Disagree.*

Furthermore, the items presented for reaction include:;

11. *Managers have enough training in the use of psychological counselling technique in problem solving.*
12. *Counsellors may require some knowledge of management to be able to manage workers problems.*
13. *Less emphasis is placed on counsellor employment in industries, perhaps because they are difficult to come by.*

14. Instead of employing full time counsellors in industries, managers could be trained in the art of counselling.

15. Employing full time counsellors will only increase personnel cost with less impact on workers output.

The reactions of the sampled population to the above statements were then coded, scored and summarised to positive and negative reactions.

The strongly agree and Agree responses were then summarised as positive reactions while the responses that strongly disagreed and disagreed were summarised as negative reactions.

For the purpose of testing this hypothesis data collected and summarised as positive reactions to the statements are used for the test.

The contingency chi square test is also used in the testing of the hypothesis. Table (10) below presents the data and the calculation of the x2 value of the responses of both managers and workers to the statements listed above under hypothesis four.

Table (10)

The calculation of the chi square value of managers and workers positive responses to statements; 11, 12, 13 14 and 15 above.

STATEMENT	MANAGERS	WORKERS	TOTAL
11	20 (14.8)	8 (13.2)	28
12	40 (41.4)	38 (36.6)	78
13	36 (33.9)	28 (30.1)	64
14	40 (32.2)	30 (32.9)	70
15	4 (12.7)	20 (11.3)	24
TOTAL	140	124	264

X2 Calculated = *17.163*

(df) degrees of freedom = *(c - 1) (r - 1)*

= *(5 - 1) (2 - 1)*

= *4 x 1*

= *4*

The critical value of the calculated x2 of 17.163 of 0.5 and 0.0 level of significance under 4 degrees of freedom are 3.357 and 13.28 respectively.

Since the calculated x2 value of 17.163 is greater than the critical values of 3.357 and 13.28 and 0.5 and 0.01 levels of significance respectively, it means then that there is a significant relationship between the positive responses of Managers and workers to the statements 11, 12, 13, 14 and 15 above.

Hence the hypothesis is rejected and an alternative hypothesis "that there is a significant relationship between the workers and managers perception of the reasons for poor emphasis on professional counselling in Nigeria industries."

From the above statistical inference, it can be categorically stated that;

1. *Both Managers and workers responded positively with very high percentage of responses of 100% and 95% respectively, that though the services of professional counsellors are needed to handle workers problems they still require some knowledge of Management to be able to function properly in industries.*
2. *Both Managers and Workers also recorded high percentage of positive response of 100% and 75% respectively, to the fact that in the absence of qualified counsellors to work in industries. Managers could be trained in the art of counselling so that they can counsel effectively.*

However, the positive responses of Managers and workers are divided to a greater extent on;

a) *Whether Managers have enough training in counselling in order to carry out counselling effectively. While about 50% of Managers feel they have the training to carry out counselling. The 20% positive response to item (11) means that about 80% of the sampled workers disagreed with this view.*

b) *Opinion is also divided on whether the employment of full time counsellors to work in industries is a waste of money. The 10% positive response to this idea by Managers means that about 90% of the managers agreed that the employment of full time counsellors to handle workers problems is not a waste of money.*

However, workers on the other hand have not taken a clear stand on the issue because 50% feel that it is a waste of money, only 5% were undecided while 45% feel that it is not a waste of money. One may not be suprised at this outcome, because most of the workers have only a vague idea of counselling and are further confused with the fact that such services do not practically exist in their industries.

Nevertheless, as a helping profession, counselling as seen in the preceding analysis will help in solving workers problems, thereby improving their output and the psychological confidence of belonging to an organization that cares very much about individual workers' welfare.

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CHAPTER FIVE

5.0 SUMMARY, RECOMMENDATIONS AND CONCLUSION

INTRODUCTION.

This Chapter basically deals with the recapitulation of the major issues raised at the beginning of this research, the major findings as a result of the research and suggestions made as a result of the findings. This also involves the summary of the whole research in order to bring back to memory all that has been said and done in the preceding chapters.

5.1 SUMMARY

This research was designed to find out the extent to which Human Resources Managers feel they have been able to accomplish their counselling function successfully judging from their perception and workers perception of the matter. A sampled population from some selected industries in Zaria, Kaduna State was used for the research. The research also tried to find out whether professional counsellors should be employed to carry out personnel counselling in industries in Nigeria and if it is necessary, why has there been little or no emphasis on professional counselling in most industries inspite of the clarion calls made by both experienced human resources managers and the Industrial Training Fund?

In doing this, the following research questions and hypothesis were raised;

1. *What are the common problems that affect workers productivity?*
2. *Are workers and human resources managers satisfied with the way workers problems are are being handled?*
3. *How do managers react to the need for professional counsellors to assist in the management of workers problems?*
4. *How can psychological counselling strategies help in the management of stress and other similar problems of workers?*
5. *Why is the employment of professional counsellors not taken seriously by Nigerian Industries?*

HYPOTHESIS:

i. *There is no significant difference between Managers and workers positive perception of workers problems.*

ii. *There is no significant relationship in the way managers and workers feel workers problems are being handled.*

iii. *There is no significant relationship between workers and managers perception of the need for professional counsellors to manage workers problems.*

iv. *There is no significant relationship between workers and managers perception of the reasons for the poor emphasis on professional counselling in Nigerian industries.*

Data for the testing of the above hypotheses were collected through the use of questionnaires and interviews. Appropriate statistical tests were also used in testing the hypotheses and the inferences derived from the statistical calculations formed the basis for the categorical statements and decisions taken.

5.2 MAJOR FINDINGS

Some of the major findings of this research include;

1) *The common problems of workers that were outlined for the test were also discovered to be common problems among Nigerian workers with the following as very serious problems;*
   - i. *Work overload*
   - ii. *Failure to learn from experience*
   - iii. *Difficulty in making decisions*
   - iv. *Concern over promotion*
   - v. *Fear about being laid off.*

2) *Both Managers and workers agreed that managers do not have enough time to satisfactorily handle workers problems, as such there is the need for experienced and professionally qualified counsellors to handle workers problems in industries. This idea was supported with a very high percentage positive response of 70% and 90% by managers and workers respectively to the statement that "the*

employment of trained counsellors will help in handling workers problems.

3) The literature reviewed also clearly revealed that the use of psychological counselling strategies can definitely help in handling workers problems in industries most especially if we consider the fact that the serious problems identified in the area of research have deep emotional and psychological background that requires the application of proper psychological therapy which counselling provides.

4) Both workers and managers strongly agreed that the employment of professional counsellors to handle workers problems will not be a waste of money but because of the scarcity of such professionals most industries would prefer a situation where trained human resources managers also receive further training in psychological counselling techniques so that they can function as counsellors with enough management skills and orientation in an industrial setting.

5.3 RECOMMENDATIONS

On the basis of the research findings above, it becomes very necessary to make the following recommendations, so that counselling in industries for the human side of enterprise will receive the proper attention it deserves.

1) *That the Industrial Training Fund (I.T.F.) and the Counselling Association of Nigeria should continue to mount enlightenment campaigns on industrial counselling for improving the human side of enterprise to both top management personnel and functional managers so that the detrimental effects of having to gloss over workers problems and still live with them can be avoided.*

2) *Counsellors and their mental health counter parts should produce convincing research findings on how the good mental health of workers can improve the productivity of workers thereby aiding the maximization of corporate profits.*

3. *It is also high time, our universities expand the scope of their curriculum for the training of both counsellors and Managers to integrate industrial Management and psychological counselling strategies in the training of the two cadre of officers so that their functions can be diversified.*

4. *Part time programmes should also be organised for human resources managers so that they can acquire the required professional expertise in Counselling, in order to fill up the gap created by the lack of qualified counsellors to function in both schools and corporate organisations.*

5. *In the absence of trained counsellors, human resources managers or any other persons who are directly connected with workers welfare can use his experience to give reasonable advice on cases within his area of supervision.*
In addition, human relation principles and interpersonal skills should be properly used to prevent incidences of serious emotional and psychological problems that would require professional assistance.

5.4 CONCLUSION

Quite a lot has been said and done in the discussions above. The need for counselling in industry for the human side of enterprise has been supported by data presented in the literature review and the subsequent findings in this research. The dangers associated with the lukewarm attitude to workers problems have also been highlighted.

This research has also proved that the clarion calls by experts and the Industrial Training Fund (ITF) for the institutionalization of industrial and psychological counselling strategies in Nigerian Industries should be treated with urgent consideration by the government and the organized private sector in order to smoothen the part to the desired industrial growth and development in Nigeria.

It is also hoped that the findings, or this research and the recommendations made will be accepted in good faith and used as a source of reference to further justify the need for the institutionalization of industrial and psychological counselling in Nigeria.

5.5 SUGGESTIONS FOR FURTHER STUDY

Inspite of the fact that this research has come up with some reasonable findings supporting the institutionalization of professional counselling in our industries, the fact still remains that the data used for this research analysis came from one out of the thirty states and the Federal Capital Territory in Nigeria. There is therefore the need for similar researches to be conducted in other states of the Federation.

Another research area which this study seems to have unveiled is the need to study the effects of psychological and emotional stress on the life of Nigerian Workers after retirement.

Furthermore, the role and relevance of mental health counselling in industrial development in Nigeria, is another area that needs further study.

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APPENDIX (1)

Chi - Square Calculation of Table (6)

$$x2 = \frac{>(0 - E)2}{E}$$

$$1:1 = \frac{(28 - 27.5)2}{27.5} = 0.009$$

$$1:2 = \frac{(32 - 32.5)}{32.5} = 0.008$$

$$2:1 = \frac{(36 - 27.5)2}{27.5} = 2.627$$

$$2:2 = \frac{(24 - 32.5)2}{32.5} = 2.223$$

$$3.1 = \frac{(12 - 21.1)2}{21.1} = 3.924$$

$$3.2 = \frac{(34 - 24.9)2}{24.9} = 3.325$$

$$\frac{>(0 - E)2}{E} = 12.1$$

$X2 = 12.1$ (Calculated x2 value).

APPENDIX (2)

Chi - Square Calculation of Table (8)

$$x2 = \frac{\geq (0 - E)2}{E}$$

$$1:1 = \frac{(28 - 25.05)2}{25.05} = 0.347$$

$$1:2 = \frac{(32 - 34.94)2}{34.94} = 0.247$$

$$2:1 = \frac{(12 - 13.36)2}{13.365} = 20.138$$

$$2.2 = \frac{(20 - 18.63)2}{18.63} = 0.100$$

$$3.1 = \frac{(20 - 26.72)2}{26.72} = 0.061$$

$$3.2 = \frac{(36 - 37.279)2}{37.27} = 0.043$$

$$\frac{\geq (0 - E)2}{E} = 0.936$$

$X2 = 0.936$ (Calculated x2 value)

APPENDIX (3)

Chi - square calculation of Table (10)

$$X2 = \frac{>(0 - E)2}{E}$$

$$1:1 = \frac{(20 - 14.8)2}{14.8} = 1.827$$

$$1:2 = \frac{(8 - 13.2)2}{14.8} = 2.048$$

$$2.1 = \frac{(8 - 13.2)2}{13.2} = 0.047$$

$$2.2 = \frac{(38 - 36.6)2}{36.6} = 0.053$$

$$3.1 = \frac{(36 - 33.9)2}{36.6} = 0.130$$

$$3.2 = \frac{(28 - 30.1)2}{30.1} = 0.053$$

$$4.1 = \frac{(40.37.2)2}{37.2} = 0.211$$

$$4.2 = \frac{(30 - 39.2)2}{32.9} = 0.256$$

$$5.1 = \frac{(4 - 12.7)2}{12.7} = 5.959$$

$$5.2 = \frac{(20 - 11.3)2}{11.3} = 6.698$$

$$\frac{>(0 - E)2}{E} = 17.163$$

$x2 = 17.163$ (Calculated x2 value)

Appendix 4

SCHOOL OF POST GRADUATE STUDIES
DEPARTMENT OF BUSINESS ADMINISTRATION
AHMADU BELLO UNIVERSITY, ZARIA.

RESEARCH TOPIC

THE USE OF PSYCHOLOGICAL COUNSELLING TECHNIQUES BY HUMAN RESOURCE MANAGERS.

Dear Respondent,

This research is designed to assess the extent to which managers perform their counselling roles effectively with or without the use of some psychological counselling strategies when dealing with workers problems. Some industries and organizations in Zaria, Kaduna State have been selected for this purpose, you are therefore fully assured that every information given to this effect, will be used only for the purpose of this research. Your objective and sincere approach to the items in this questionnaire, will be highly appreciated.

Thank you for your anticipated co-operation.

GENERAL INFORMATION:

INDUSTRY/ORGANIZATION:----------

YEARS OF EXPERIENCE:----------

(RANK) MANAGER:---------- SENIOR WORKER:----------

INTERMEDIATE WORKER:----------JUNIOR WORKER:---------

NB: For Rank above tick the appropriate box for you rank

SECTION (A) I N S T R U C T I O N

Please indicate by ticking the option that rightly describes your perception of the existence of the proble beside which it is indicated in your organization/industry.

NB: H = High, AV = Average, L = Low
NB = Not Existing

PROBLEM	OPTION				
	H	AV	L	NE	CODE
Work Overload					
Concern over promotion/Demotion					
Concern over impending transfer					
Fear about being laid off					
Failure to learn from experience					
Difficulty in making decisions					
Constant confusions					
Refusing to abide by simple instructions					
Excessive drinking					
Extravagance beyond means					
Excessive smoking					
Absent-mindedness					
Difficulty in adjusting to change					
Having difficulty with sleeping					

SECTION (B) I N S T R U C T I O N

Please indicate by ticking the box that contains the opinion that rightly expresses your feeling on the statement beside which it is stated.

NB. SA = Strongly agree, A = Agree
UD = Undecided

SD = Strongly disagree D = Disagree

STATEMENT	OPTION					
	SA	A	UD	D	SD	CODE
Workers do not seem to feel free when discussing their problems with managers						
Managers would prefer to get rid of trouble workers, rather than spending much time on their welfare.						
Workers productivity seem to be affected by the inadequate attention given to them when they have problems.						
Managers believe in spending enough time and money on workers welfare for better productivity.						
Managers do not seem to have enough time to effectively attend to workers problems.						
Workers seem to be satisfied that their problems have been attended to, whenever they complain to managers.						
There doesn't seem to be need for trained counsellllors to handle workers problems.						
The employment of trained counsellor would help in handling workers problems.						
A professional advice that identifies and provides satisfactory options for solving them can improve workers productivity even when less monetary assist.						
Lack of training in counselling techniques seem to account for managers poor attention to workers problem.						
Managers have enough training in the use of psychological techniques in problem solving						

STATEMENT	SA	A	UD	D	SD	CODE
Counsellors may require some knowledge of management to be able to manage workers problems.						
Less emphasis is placed on Counsellor employment, maybe because they are difficult to come by.						
Instead of employing full time counsellors, managers could be trained in the art of counselling.						
Employing full time counsellors will only increase spending on personnel manpower with less impact on workers out put						