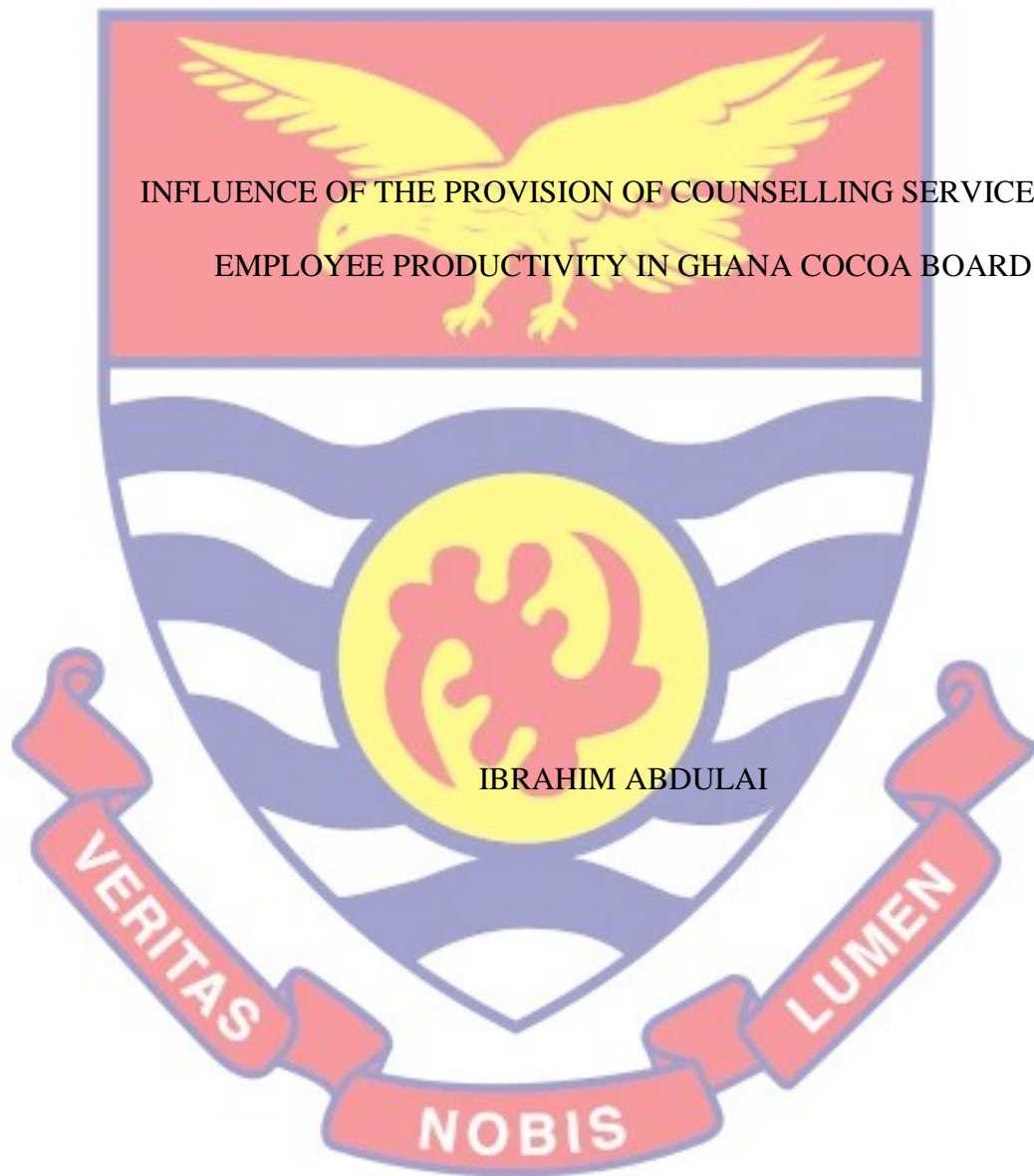


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2023

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INFLUENCE OF THE PROVISION OF COUNSELLING SERVICES ON
EMPLOYEE PRODUCTIVITY IN GHANA COCOA BOARD

BY

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This thesis submitted to the Department of Guidance and Counselling of the
Faculty of Educational Foundations, College of Education Studies, University
of Cape Coast, in partial fulfillment of the requirements for award of Master of
Philosophy degree in Guidance and Counselling

JANUARY 2023

DECLARATION

Candidate's Declaration

I hereby declare that this thesis is the result of my own original research and that no part of it has been presented for another degree in this university or elsewhere.

Candidate's Signature..... Date.....

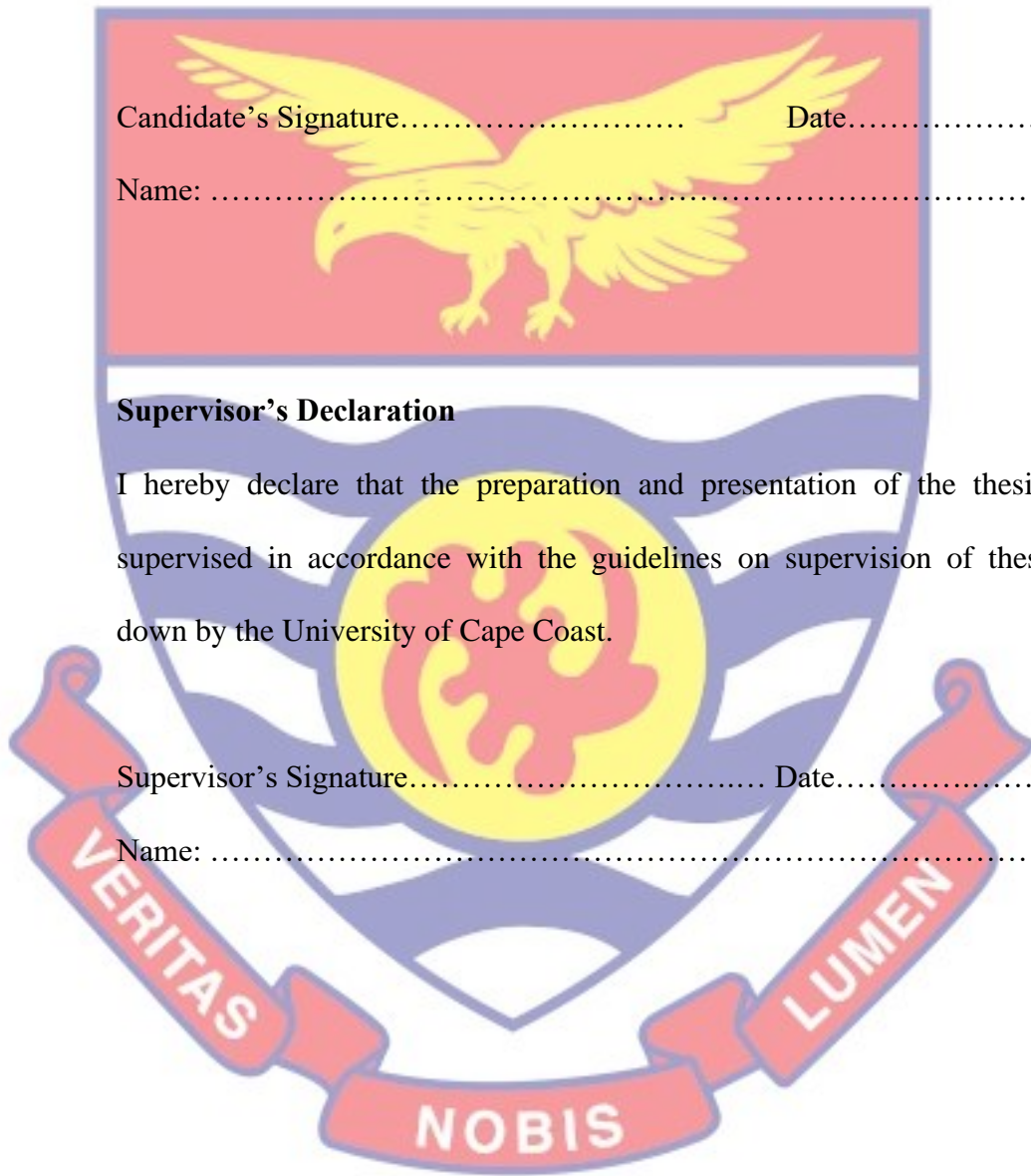
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Supervisor's Declaration

I hereby declare that the preparation and presentation of the thesis were supervised in accordance with the guidelines on supervision of thesis laid down by the University of Cape Coast.

Supervisor's Signature..... Date.....

Name:



ABSTRACT

The purpose of this study was to investigate the influence of the provision of counselling services on employee productivity in Ghana Cocoa Board. Descriptive research design was adopted for this study. Proportional stratified method of sampling was used to select 311 participants from a population of 1630 employees in the Ghana Cocoa Board. The data were collected through the use of an adapted questionnaire, and both descriptive and inferential statistics were utilized in the analysis. The results of the study showed that, counselling was rarely provided for employees at Ghana Cocoa Board. Also, it was revealed that the respondents perceived counselling to be important at the workplace. The respondents also had the perception that workplace counselling is a sign of a caring organisation and also a symbol of good working conditions. Further, results showed that the respondents saw workplace counselling to be beneficial for employees and the organisation as a whole. In terms of challenges, the study found that the lack of professional counsellors, lack of awareness of counselling among employees and lack of resources needed for counselling were the main challenges hindering the provision of counselling. Finally, the findings showed that because counselling was rarely provided counselling service did not significantly affect productivity. From the findings, recommendations were made that authorities of the Ghana Cocoa Board should set up vibrant Counselling Units (Employee Assistant Programme) across all their offices to help employees resolve their issues at the workplace.

KEYWORDS

Ghana Cocoa Board

Influence

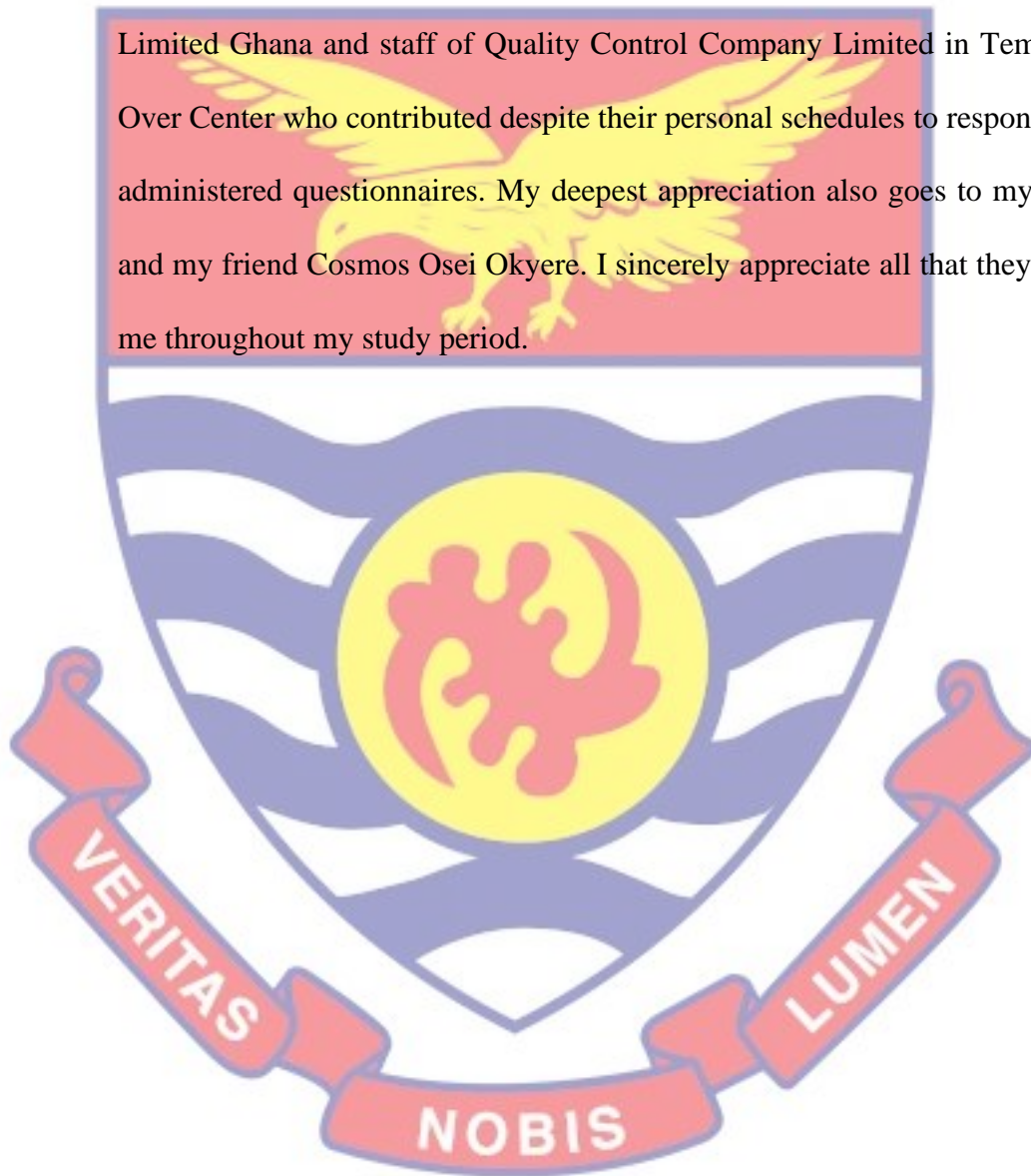
Productivity

Workplace counselling



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DEDICATION

To my family.



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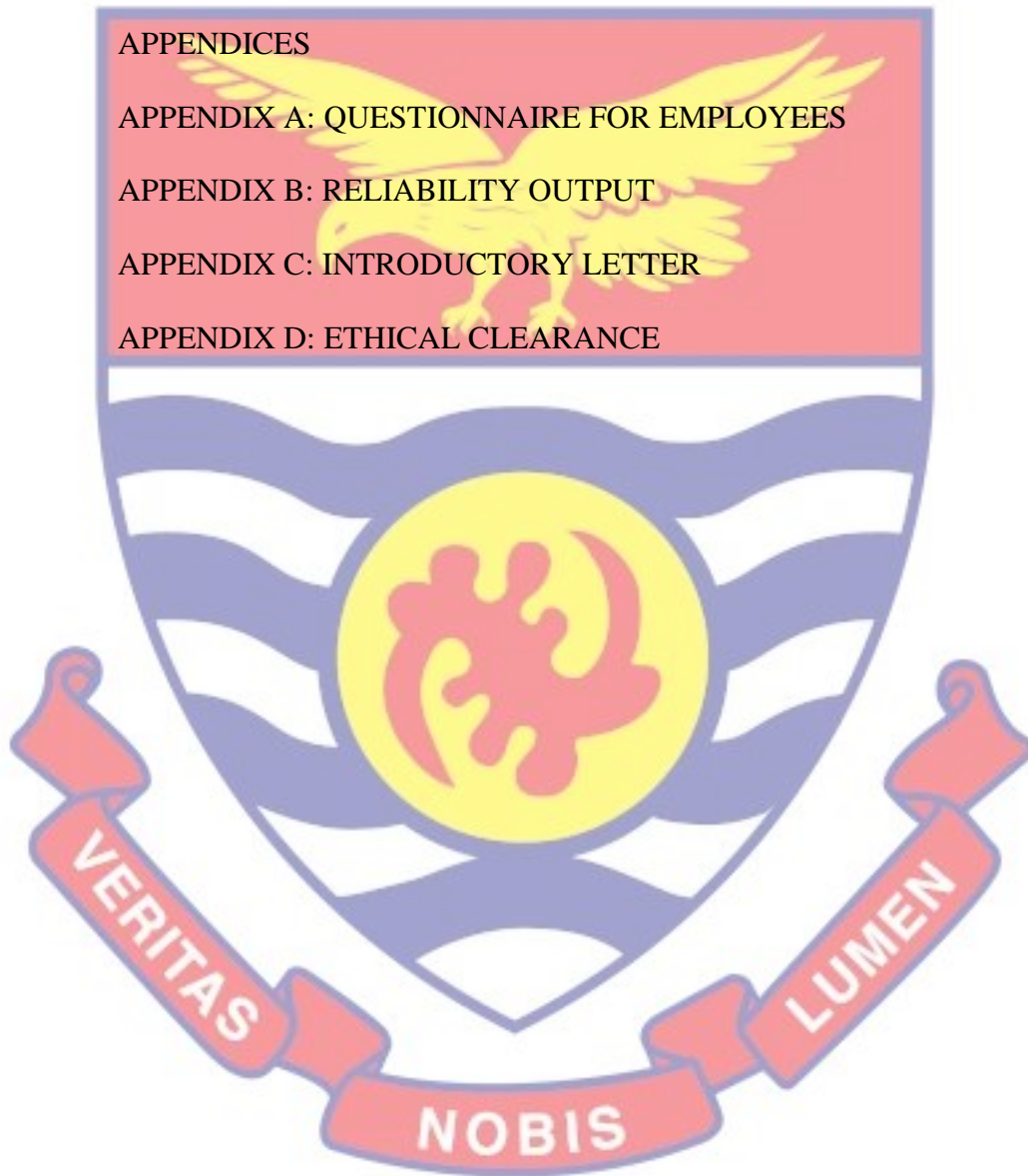
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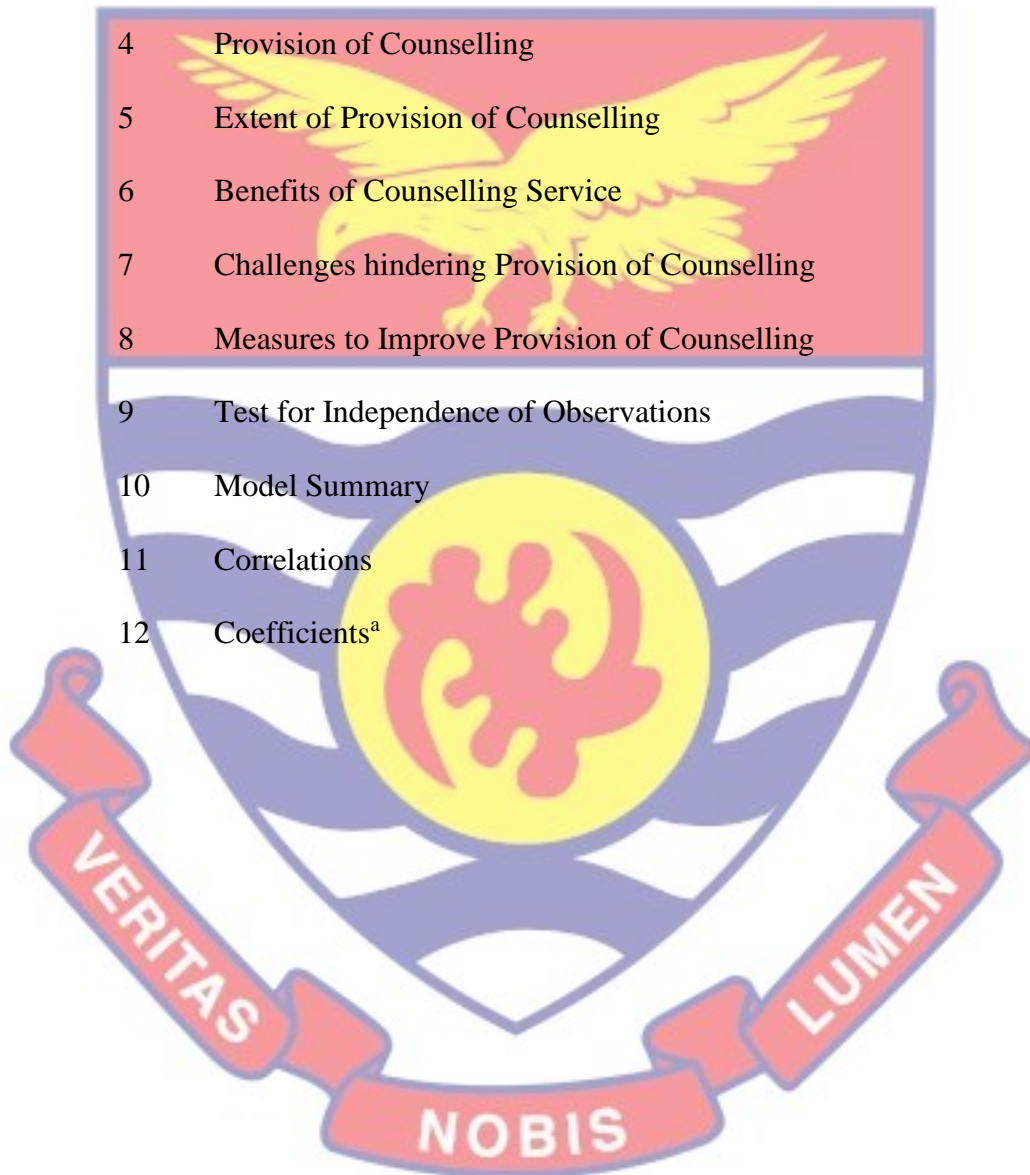
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LIST OF ACRONYMS

IWCQ	Influence of Workplace Counselling Questionnaire
RT	Reality Therapy
SCT	Social Cognitive Theory



CHAPTER ONE

INTRODUCTION

There is almost no firm in today's fast-paced world that does not have much nervousness stemming from job troubles such as handling timelines, reaching goals, and an inadequate time to fulfill individual/family obligations.

This is because of the nature of the modern world (Mwenzwe, 2018). However, employees need to be healthy to be able to contribute their best towards the productivity of their organisations (Seton, 2019). Due to this, several companies have integrated counselling services into their welfare programmes for their employees (Kim, 2009). As a result, the purpose of this study is to investigate the influence that offering counselling services has on the level of productivity achieved by Ghana Cocoa Board employees.

Background to the Study

The development of trustworthy outcomes within a working environment constitutes efficient job performance. Productivity at the workplace may be increased if people are able to achieve the desired outcomes in their job (Clark, 2000). On the other hand, according to Strebler (2004), bad output is a circumstance in which an employee's behaviour for productivity may fall below the standard that is necessary. According to Strebler, poor performance can be exhibited in a variety of ways, including: failing to perform duties; performing below the standard required; failing to comply with workplace policies, rules, or procedures; engaging in unacceptable behaviour while on the job; and engaging in disruptive or negative behaviour that has an impact on coworkers. In order to prevent any of these things from

occurring, businesses place greater emphasis on the health and safety of their workforce (Ekpang, 2015).

Workers are an organization's most valuable resource, regardless of the type of business. Nevertheless, these workers face challenges in their personal life and in their places of employment, which significantly impact their well-being (Tuvulla & Byaruhanga, 2017). The significance of this reality cannot be overstated in any way. It is vital that companies realize that workers have a strong commitment to their jobs, and that when employees are dealing with personal issues or issues relating to their jobs, their performance and productivity in the office suffer as a result. Therefore, in order for any organization to realize its objectives, its workers need to be cared for economically, politically, and socially, so that they can perform up to the standards expected of them (Matolo & Mukulu, 2016). Counselling workers at their places of employment is one method of providing for their welfare.

Counselling is an intervention that is voluntarily chosen by the client and responsive to the individual needs of the client or group (McLeod, 2010). It has been opined by Ekpang (2015) that counselling is the act of assisting a client to have a positive perception about things. Counselling thus involves services specifically provided by trained personnel in order to address the needs of individuals. Counselling can be conducted in a variety of settings including the workplace.

Workplace counselling started in the form of externally contracted Employee Assistance Programmes (EAPs) provided by large commercial firms for employees in organisations (McLeod & McLeod, 2001). This has progressed to the point where organisations employ staff counsellors within

occupational health or welfare departments so as to provide services to employees. Some of the early authors on workplace counselling are Carroll and Walton (1997) and Oher (1999). These early authors saw counselling at the workplace not be very much emphasized but was seen as just a part of the support given to workers. However, it was not seen as a major field of interest.

Counselling in the workplace has developed into a fully mature and established subfield of specialty counselling practice, complete with its own professional organizations, training programmes, periodicals and publications (McLeod & McLeod, 2001). Workplace counselling covers issues such as utilisation rates, attitudes towards counselling, the expenses associated with counselling, the availability of referral systems, the steps involved in the counselling process, and the qualities possessed by counsellors (McLeod, 2001).

According to Makinde (2008), workplace counselling is an integral process that takes place between a worker who is fragile and needs resources and a therapist who is trained and taught to offer such an aid. The employee is the one who is vulnerable. Counselling in the workplace, therefore, refers to the process of providing guidance and support to employees in a manner that enables them to confront and successfully navigate through stressful situations that they may face in their lives and at the workplace. Brammer and Snowstorm cited in Mwenze (2018) stressed that workplace counselling involves helping employees so that they think through their emotions, actions as well as thoughts to achieve the act of comprehending one's being.

Even though employees receive some form of counsel and assistance from their colleagues and supervisors, they may sometimes need professional

assistance (Cole, 2013). As a result, one of the most important strategies is to make sure that workers have access to face-to-face counselling and counselling kept private and this is a medium through which organisations provide staff support (McLeod & McLeod, 2001). Most organisations are now using workplace counselling as a means to getting and keeping its most effective workers and again ensuring the firm has as high quality of staff as per Chepkilot (2018). In essence, workplace counselling has become fundamental in human resource management in organisations because of how it can affect overall performance of employees.

Globally, the relevance of workplace counselling has been vastly documented. Kassim (2012) revealed that in Asia, workplace counselling leads to effectiveness and an improvement in productivity at the workplace. Similarly, Islam and Ismail (2008) confirmed high boost in the output and efficiency of staff after an improvement in the provision of counselling services. There is also efficiency regarding employee performance and a reduction in workplace errors when counselling is effectively provided (Chandler, Kroeker, Fynn, & MacDonald, 2008). These are based on the view that choosing or recruiting a therapist/counsellor to aid employees handle stress can help avoid errors and injuries at the workplace (Brammer & Shostrom, cited in Mwenze, 2018). This ultimately results in increased levels of efficiency and productivity.

In Africa, even though the subject of workplace counselling has not been greatly explored, there has been some attention in recent years. For instance, Matolo and Mukulu (2016) reported that organisations are beginning to pay attention to workplace counselling in Africa. This was very common in

Kenya. Mwenze (2018) also indicated that workplace counselling is gradually gaining roots in some organisations in Africa. In Ghana, Blankson (2010) indicated that institutions are beginning to realise that without paying attention to the wellbeing of employees, productivity will suffer. This has necessitated some interest in workplace counselling.

Counselling in the workplace seeks to help employees generate good attitudes, experiences, and behaviours at work while also assisting employees in gaining an understanding things from a new perspective that will help them function more effectively in their jobs. The goals of workplace counselling are primarily focused on assisting individuals in resolving a variety of issues, including those pertaining to gaining insight, taking one's being into consideration, and acquiring skills for social interaction (Geldard & Geldard, 2012). Geldard and Geldard added that workplace counselling also seeks to help people achieve self-awareness, become self-actualized, grow in their thoughts and actions, become empowered and impact on dynamic systems. Roy (2011) concluded that as a direct consequence of this, services related to counselling are made available to employees within the company mostly to deal with some personal problems which may affect their output at work.

Summerfield and Van Oudtshoorn (2015) argued that even though counselling is seen as important at the workplace, most organisations put counselling as a responsibility of the human resource manager. This means that workplace counselling is not mostly provided by professional counsellors. Considering the importance of counselling, there is the need for organisations to have professional counsellors at the workplace to provide professional counselling for employees (Carroll & Walton, 1997). In this regard, Jackson

(2013) stressed that workplace counsellors should be highly knowledgeable of the organisational cultures as well as factors which can affect workers' overall satisfaction. Therefore, the allocation of resources toward counselling services in organisations should be a priority.

Mandera (2013) argued that counselling at the workplace is usually less effective because of the inadequacy of resources devoted to the practice as well as the poor perception about it. There is the perception that it is an extra cost to invest in providing counselling for employees (Matolo & Mukulu, 2016). In spite of these, there is still some recognition that workplace counselling helps workers to tackle and minimize stress associated with the job and their personal and family stresses or pressures (Tehrani, 2007). In most situations, work-related stress had reduced through the provision of counselling at the workplace. Workplace counselling also increases and enhances satisfaction of the work that one does. Workers are likely to do their duties effectively, when they register their pleasure with what they do. In essence, if employees can cope with the stress and strain they experience, it is likely that they would improve in their line of work and thus ultimately perform at a higher level (Brammer and Snowstorm cited in Mwenze, 2018).

The Ghana Cocoa Board's goal is to stimulate and assist the cultivation, processing, and selling of coffee, cocoa and sheanut in many forms in the way that is most cost efficient and viable. In seeking to achieve this, the wellbeing of employees is very vital. This makes the provision of counselling at the Ghana Cocoa Board a necessity. This investigation is conducted based on this backdrop.

Statement of the Problem

Success or failure of a firm is mainly dependent on the quality and wellbeing of staff (Matolo & Mukulu, 2016). In this sense, all attempts should be made to ensure that employees are at their best at the workplace. One tool gaining popularity in the corporate world as effective for assisting employees is workplace counselling. According to Akoth (2014), employees whose personal issues interfere with their professional performance may benefit from receiving psychotherapy at their place of employment. Several of these concerns may include stress associated with job, loneliness and depression, institutional restructuring, social interactions, a lack of financial incentives, an absence of appreciation, and a diminished ability to participate in the judgement process within agencies (Balakrishanan, 2003). Workplace psychotherapy has thus become an innovative tool of retaining employees and getting the best out of them.

Even though workplace counselling has gained recognition in other parts of the world, it is not the same in Africa (Oramah, 2013; Orlans, 1996). In spite of this, there are several reports of increasing workplace stress leading to several health issues e.g., diseases affecting the heart, hypertension, and headaches (Akoth, 2014). Additionally, the stress produces a decline in efficiency on the part of the worker inside the firm. These imply that the call for workplace counselling is not misplaced.

There have been several studies in different countries exploring how workplace counselling affects performance and productivity. Matolo and Mukulu (2016) investigated how counselling affects the output of workers in state-owned tertiary institutions with Kenyatta University as a case in Kenya

and concluded on a positive association between counselling and the output of workers. Mwenze (2018) sought to find out how employee counselling affects organisational output at the Agility Global, Kenya and revealed that employees' workplace counselling improved performance and enhances positive attitude of employees.

The studies of Matolo and Mukulu (2016) and Mwenze (2018) both focused on the impact of workplace counselling. They did not examine the effectiveness of workplace counselling and the challenges which were encountered in the provision of workplace counselling. The current study would examine these along with the impact of workplace counselling.

In Ghana, a search through the literature showed that the subject of workplace counselling has largely been ignored. It appears to be a completely new subject in counselling research. In spite of this, Asiedu-Appiah, Dufie-Marfo and Frempong (2013) have revealed that employees are consistently stressed and experiencing difficulties at the workplace and as such, may need support to cope with their issues and give off their best at work. The study of Asiedu-Appiah et al. only focused on the stress and difficulties of workers at the workplace but did not examine the issue of workplace counselling. The current study however addressed issues related to workplace counselling.

Since counselling helps employees cope with problems it can improve both organizational performance and the employee performance since the employee becomes more cooperative, worries less about personal problems or improves in other ways (Kaila, 2005). This study thus investigates the impact of the provision of counselling services on employee productivity in Ghana Cocoa Board.

In recent years the Ghana Cocoa Board has also seen a rapid rise in claims for hospital compensation. There is also high level of reporting to work late. Aside lateness, absenteeism is common among the workers of Cocoa Board. Alcoholism has also been recognised as a common behaviour observed among the employees. Presently, it appears the counselling department of the Ghana Cocoa Board is being neglected in dealing with the above mentioned issues. The provided counselling addresses concerns pertaining to medical conditions and is housed under the organization's wellbeing operations. This type of psychotherapy is not focused on workplace issues in the organisation. This necessitated the need to conduct the present investigation into the provision of counselling services and how it affects productivity.

Purpose of the Study

The purpose of this study was to investigate the influence of the provision of counselling services on employee productivity in Ghana Cocoa Board. Specifically, the study sought to:

1. Examine the perceptions of employees about counselling services provided at the Ghana Cocoa Board,
2. Ascertain the effectiveness of counselling service provided at the Ghana Cocoa Board,
3. Explore the benefits of counselling services provided at Ghana Cocoa Board,
4. Examine the challenges hindering the provision of counselling services at the Ghana Cocoa Board,
5. Identify the measures which can help improve the provision of counselling services at the Ghana Cocoa Board and

6. Identify the impact of counselling services on the productivity of employees at the Ghana Cocoa Board.

Research Questions

The following research questions served as the basis for the investigation:

1. What are the perceptions of employees about counselling service provided at the Ghana Cocoa Board?
2. To what extent is counselling service provided effectively at the Ghana Cocoa Board?
3. What are the benefits of the provision of counselling services at the Ghana Cocoa Board?
4. What are the challenges hindering the provision of counselling services at the Ghana Cocoa Board?
5. Which measures can help improve the provision of counselling services at the Ghana Cocoa Board?

Hypothesis

H₀: There is no significant impact of counselling service on employee productivity at the Ghana Cocoa Board.

H₁: There is a significant impact of counselling service on employee productivity at the Ghana Cocoa Board.

Significance of the Study

The results of this investigation would be important to management of Ghana Cocoa Board by giving them insight into issues relating to counselling at the workplace. With such insight, management of Ghana Cocoa Board can put in measures so as to enhance counselling at the firm. Secondly, the

outcome of the investigation would bring out the need for workplace counsellors to effectively provide counselling to employees.

Further, the results of the study would enlighten employees at Ghana Cocoa Board on the need to access counselling services. When employees know the benefits of receiving counselling, it is highly probable that they will patronise counselling services. In conclusion, the findings of the study would contribute to the existing body of knowledge on workplace issues and employment of counselling in Ghana.

Delimitations

The investigation was delimited to the effectiveness of counselling service provided at the Ghana Cocoa Board, the perceptions of employees about counselling service provided at the (GCB) and the benefits of the provision of counselling services at the (GCB). Also, the investigation covered the challenges hindering the provision of counselling services at the Ghana Cocoa Board and the impact of counselling services on the productivity of employees at the Ghana Cocoa Board. With the sample for the investigation, the study looked at employees at the Ghana Cocoa Board in Tema take-over center, specifically employees of Cocoa Marketing Company Ghana and Quality Control Company Limited, subsidiaries of Ghana Cocoa Board.

Limitations

The investigation was constrained in some instances. Firstly, using questionnaire limited the extent to which in-depth information may be obtained. Compared to using instruments like interview guide, questionnaire provides large amount of information but less depth. Secondly, the results cannot be generalised beyond the Ghana Cocoa Board.

Definition of Terms

This section outlined the most important terminologies that were used as they appeared throughout the study:

Employee productivity: This refers to the level of output of employees as measured against expected standards of performance.

Workplace counselling: This refers to the provision of counselling for employees to assist them to deal with their personal and work issues so that they can contribute their best to their organisations.

Organisation of the Study

The study was organised into five chapters. Chapter one dealt with the introduction of the study. It included the background to the study, statement of the problem, purpose of the study, significance of the study, delimitations of the study, limitations of the study, definition of terms and organisation of the study. Chapter two is concerned with the review of related literature is made up of theoretical framework, conceptual perspective and empirical literature. Chapter three dealt with the research methods used in the study. It takes into consideration the research design, study area, population, sampling procedure, data collection instrument, data collection procedures and data processing and analysis. Chapter four was concentrated on results and discussion of the study. Finally, chapter five dealt with the summary, conclusions and recommendations of the study. Implications for counselling and suggestions for further research are also provided in the fifth chapter.

CHAPTER TWO

LITERATURE REVIEW

Introduction

The purpose of this study was to investigate the influence of the provision of counselling services on employee productivity in Ghana Cocoa Board. This chapter presents the literature review of the study. The following subheadings were discussed in the review:

Theoretical Framework

- Reality Therapy
- Social Cognitive Theory and Self-Efficacy

Conceptual Framework

Conceptual Review

- Counselling concept
- Counselling at one's place of employment
- Benefits of counselling at one's place of employment
- Challenges of counselling at one's place of employment

Empirical Review

Theoretical Framework

The theories relevant to the present investigation are assessed in this part of the work. These are Reality Therapy and Social Cognitive Theory and Self-Efficacy.

Reality Therapy

William Glasser introduced the concept of reality therapy (RT) in the year 1965. The theory was founded on the principles of choice theory and has developed into a widely recognized form of therapy (Mason &

Duba, 2009). According to Kassim (2010), reality therapy refers to the client's phenomenal world and emphasizes the subjective way the client will see and interact with their surrounding world through internal control assessment. According to Nunez (2020), (RT) is a type of counselling that takes the stance that behaviours are a result of a person's choices. According to this theory, people experience psychological symptoms not because they have a mental disorder but rather because they make irresponsible choices in order to satisfy their desires. The primary objective of reality therapy is to assist clients in acknowledging personal responsibility for undesirable behaviours and selecting alternate courses of action.

The practise of reality therapy places an emphasis on the here and now, and it teaches patients that they have the power to alter both the present and the future. This is based on Choice Theory, which claims that regardless of what has happened in the past, in order to be happy and successful, we must live in the present and prepare for the future in this moment. As a result of this, it is an efficient kind of treatment for the short term. In order to put reality therapy into practise, we cultivate friendly and trustworthy connections with other people. Because of these interactions, we are typically in a position to assist them in evaluating not just what it is that they want but also the behaviours that they are currently selecting in order to achieve their requirements.

In wholeness, the purpose of (RT) is to create an atmosphere in which patients may work on improving their psychological fortitude in order to more accurately evaluate their own behaviours or values (Akoth, 2014). According to Kottler and Brown (2004), (RT) is a kind of education

that places an emphasis on the addressing of problems, taking personal responsibility, and the requirement to either fulfil an individual's desire for 'reality' or get rid of that need altogether. According to Pietrofesa, Hoffman, and Splete's (1984) interpretation, (RT) is predicated on the premise that one's actions may either facilitate or obstruct one's efforts to satisfy fundamental human requirements. A necessity of this kind is the need for love and care for one another, as well as the desire to feel valued oneself and respect one's relationships with others. Behaviour that can be completed is deemed accountable, while the reverse of this is failure to fulfil the behaviour. Unresponsible behaviour will not result in the successful development of an identity and will instead lead to failure. The role of the counsellor at that point is to assist the individual in constructing an identity conducive to achievement. A person seeking treatment is encouraged to use therapy to address any behaviours that may prevent them from finding a solution to the problems that they are currently facing.

(RT) places more of an emphasis on the current problems that a person is experiencing as opposed to the problems that the person has experienced in the past (Akoth, 2014). This kind of therapy emphasises problem resolution and is based on the premise that individuals suffer mental anguish when their basic psychological needs have not been addressed. The idea behind this sort of treatment is that people may learn from their mistakes and grow from the experience. Glasser (1998) emphasised that humans experience the world through the five fundamental wants of genetics, which are survival, love and belonging, power, freedom and enjoyment, and that the real world is not the centre of

evaluation; rather, it is the lens through which people view the world.

These requirements are further upon as follows:

- Power is a feeling of having won, of having accomplished something, or of having a sense of one's own worth.
- Love and a sense of belonging, whether to a family, a group, or other people who are dear to you.
- Freedom is the ability to be independent, to preserve one's own space, and to act autonomously.
- To have fun means to accomplish the goals of obtaining satisfaction, enjoyment, and a feeling of pleasure.
- Basic requirements, include a safe place to live, enough nutrition, and sexual satisfaction.

The concept of (RT) revolves around the idea that everyone is always making an effort to fulfil these fundamental requirements (Prout & Fedewa, 2015). Reality therapists believe that the reason a person is experiencing negative emotions is because one of their five basic needs has not been met. According to the tenets of (RT), changing an individual's actions may have a positive effect on the way that individual feels and on that individual's ability to achieve their desires. People who participate in reality therapy may learn ways to be more aware of any negative thoughts and actions that may be preventing them from meeting their needs.

The use of Glasser's choice theory, which poses inquiries such "What are you doing/What can you do to attain your goals?" as a means of bringing about the desired adjustments in behaviour is the most optimal

scenario. People who seek out reality therapy typically have a particular problem or issue that concerns them, and the therapist may ask them to consider the effects their behaviour has on that area. By doing so, the therapist can help the individual concentrate on things that they can actually change, rather than on things that are beyond their control (Harris, 1992). In reality therapy, the primary emphasis is placed on the aspects of the client's life that can be modified. Reality therapists are of the opinion that a person may be able to build, reform, or improve connections with other people if they get an awareness of their own wants and desires, formulate a strategy to achieve those needs, and abstain from criticising or blaming other people while doing so.

The formation of a connection with the therapist is a crucial first step in reality therapy. This is due to the fact that the overall goal of reality therapy is to help persons who struggle in their interactions with other people. Reality therapists believe that this connection is the single most crucial factor in helping the healing process for their clients. When this connection has reached a stable state, it can serve as a template for developing other relationships that are emotionally satisfying outside of treatment (Neri, 2007).

People in therapy can learn how to strengthen relationships outside of therapy while they are in the "safe" therapeutic relationship, and as a result, they will be able to more easily expand on those methods in their day-to-day lives. This is because the therapeutic relationship provides a secure environment for learning (Mason & Duba, 2009). It is the belief of reality therapists that if a person in therapy is able to successfully apply

the behaviours, actions, and methods that they have developed through therapy in their everyday life, then they will typically be able to improve their relationships with other people and live a more fulfilling life.

According to Nunez (2020), (RT) is an application of the basic concepts of choice theory since its primary objective is to assist a person in understanding the reality of his or her decisions and in selecting behaviours that are more productive. The essential ideas are as follows:

Behaviour

In (RT), an emphasis is placed on action as one of the primary components. There are ordered actions and rearranged tendencies that fall under this category. Previous actions that were established to fulfil the requirements of humans are known as organised habits. The therapist will assist the client to become aware of any dysfunctional patterns of structured actions. After recognising inefficient patterns of conduct, the person will work toward altering those patterns into patterns that are more efficient or developing brand new patterns altogether. These kinds of behaviours are known as restructured behaviours. Reality therapy can assist you in regaining a sense of control over your lifestyle and the activities you do by framing your activities as decisions.

Control

According to the (RT), the only one who can truly govern their actions is oneself. It also argues that the concept of being governed by things from the outside is counterproductive to the process of effecting change. This idea originates from reality therapy, which maintains that an individual's level of internal control is what ultimately decides their behavioural choices. A reality

therapist is someone who strives to raise your consciousness of the circumstances that are in your power.

Responsibility

Control and accountability are inextricably interwoven in the realm of (RT). Glasser believes that when individuals make poor decisions, it is because they are acting recklessly in an attempt to meet their wants. On the basis of this idea, (RT) seeks to improve an individual's capacity to take responsibility for his or her actions.

Action

The activities of a person are considered to be a component of that person's entire conduct in the context of (RT). It also upholds the principle that a person is responsible for and in control of his or her own acts. Therefore, the primary emphasis of the psychotherapist will be placed on changing behaviours via adjusting activities. The process entails analysing an individual's present behaviours, determining the degree to which those actions satisfy the person's requirements, and designing new activities which should suit those requirements.

Present moment

According to the principles of (RT), one's conduct and acts in the present are unaffected by their history. Instead, it asserts that the current behaviour is driven by the existing wants that are not being supplied at the moment. When it comes to accountability and taking action, it takes a "now and now" mentality. Even though there has not been a great deal of study done on the efficacy of (RT), it is nevertheless used in a wide variety of cultures and nations (Nunez, 2020). On the other hand, members of the psychiatric

community have voiced their disapproval of reality treatment on the grounds that it contests the existence of mental disease. In spite of this, many parents and professionals working in the fields of academic achievement, psychological health, and social services have grasped the basics of this therapeutic interventions. This therapy proposes that all living person problems arise when one or more of 5 basic psychological requirements are not fulfilled, and that a person is the only person who can regulate their own actions. In general, reality therapy may be utilised in a variety of settings, including individual counselling, human services, schooling, group counselling, family therapy, rehab consultation, governing bodies, and the growth and improvement of societal structure (Akoth, 2014).

How the theory relates to the study

According to Akoth (2014), the vast significant proportion of businesses have discovered that implementing the concepts of reality therapy into the working world has contributed to rising standards of achievement amongst personnel, lowered feelings of cortisol between managers and teams, and extensive understanding for the advantage of more fruitful relationships. People are given the tools they need to make responsible decisions based on evaluations, plans, and responsibilities as part of Reality Therapy's aim to empower individuals. Therefore, the top management concentrates on the principles of successful transformation, whether it be at the highest part of the company or with each individual worker. From the forgoing, reality therapy is viewed as relevant in exploring how workplace counselling affects employee productivity in Ghana Cocoa Board (Prout & Fedewa, 2015).

Social Cognitive Theory and Self-Efficacy

Social Learning Theory was propounded by Bandura (1977). It was later reformed to become Social Cognitive Theory. People are able to learn via seeing the rewards and punishments experienced by others in addition to their own experiences, according to Bandura, who integrated aspects of behaviourism with cognitive learning theories. This is the most important premise upon which the theory is based. Bandura (1977) held the belief that people actively analyse information and think about the connection between their actions and the results of those actions. Bandura's theory was established on the basis of these four primary components. These were the motivators, the indicators, the reactions, and the rewards.

In 1986, an updated version of Social Learning Theory developed by Bandura was given the name Social Cognitive Theory. The reason for this term is that Bandura (1986) placed an emphasis on the mental abilities that regulate education, and as a result, maintained that training and action have a triadic reciprocal interaction with surroundings. This resulted in the naming of this concept. The notion of self-efficacy is a significant component of social-cognitive theory (Redmond, 2010). A person's self-efficacy may be defined as the degree to which they believe they are able to effectively complete a certain activity (Bandura, 1977, 1997). You might think of self-efficacy as a form of self-confidence (Kanter, 2006), or as a task-specific version of general self-esteem (Brockner, 1988). The concept of self-efficacy can be broken down into three categories: magnitude, which refers to the degree of difficulty in a task that an individual believes she is capable of achieving; strength, which refers to the degree to which an individual is convinced that magnitude is

either strong or weak; and generality, which refers to the degree to which an expectation can be generalised across different contexts. The staff's perspective, desire, and output are all influenced by the employee's feeling of capacity (Bandura, 1997). When we anticipate failing at a task, we don't often put out the effort to complete it. According to research conducted by Redmond

(2010), people who have a high sense of self-efficacy are therefore more likely to persevere for longer periods of time in the face of difficulty, are exceptionally resilient in the face of failure, are typically more pleased with their work and lives, set higher goals for themselves, and are more committed to achieving their goals.

There are three different ways in which self-efficacy influences learning and performance (Bandura, 1982). To begin, an employee's perception of their own ability to achieve goals is impacted by their level of self-efficacy (Lunenburg, 2011). Employees who have low levels of self-efficacy typically have a tendency to establish relatively low objectives for themselves to strive toward. On the other hand, a person who has a high level of self-efficacy is more likely to establish high personal objectives for themselves. According to studies, people not only learn but also perform at levels that are compatible with their ideas about their own level of self-efficacy.

Second, self-efficacy affects both the amount of effort that humans carry out in their work and the amount of learning that takes place (Lunenburg, 2011). Employees that have a high level of self-efficacy typically put in a lot of effort to learn how to execute new activities, and they do so with the certainty that they will be successful as a result of their efforts. Employees

who have a low sense of self-efficacy may be less motivated to put in the effort required to learn and carry out difficult activities because they are unsure whether or not their efforts will be successful.

In conclusion, one's sense of self-efficacy affects the level of tenacity with which they tackle novel and challenging endeavours (Lunenburg, 2011).

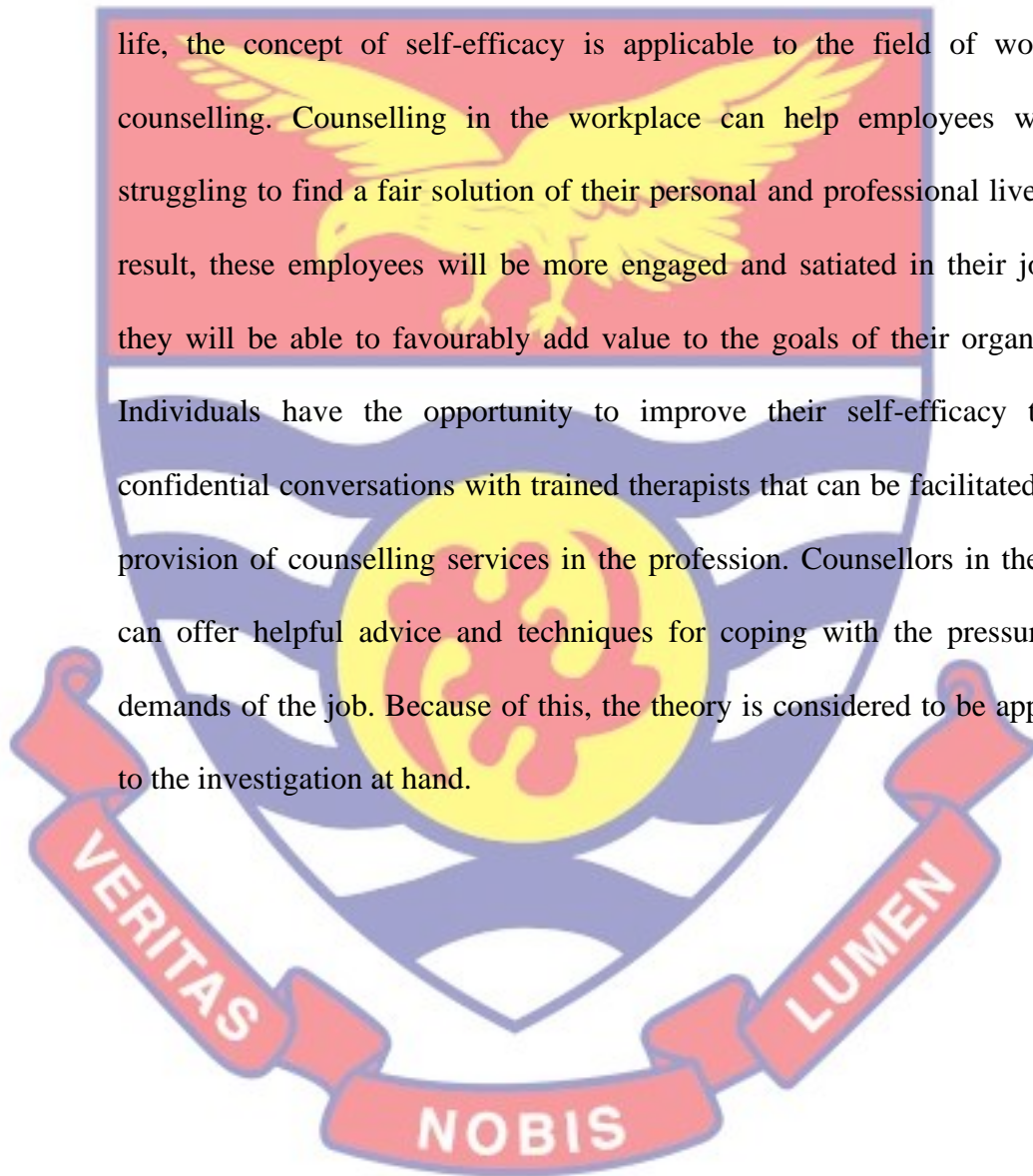
Workers that have a high level of self-efficacy are confident in their ability to learn and carry out a particular activity; as a result, they are likely to persevere in their efforts despite the occurrence of challenges. Employees who have poor self-efficacy and who feel they are incapable of learning and doing a tough work are more likely to quit up when challenges arise. This is because they believe they are unable to learn and accomplish the activity.

According to the self-efficacy idea, elevating the employees' sense that they can accomplish their goals would enhance both their motivation and performance. The fundamental premise of this school of thought is that an individual's level of effort and commitment are directly related to the degree to which they feel they are capable of achieving success (Bandura, 1982). This really is highly helpful because business owners can grow and strengthen their staff self-efficacy beliefs by concentrating on the 4 primary sources of organizational results, which are vicarious adventures, oral persuasion, and emotional excitement. This is exceedingly helpful in the place of employment since business owners can grow and strengthen their workers' self-efficacy beliefs (Bandura, 1977; Gist & Mitchell, 1992). Self-efficacy has a well acknowledged theoretical foundation (Bandura, 1986), a large knowledge base (Bandura, 1997; Maddux, 1995, 2002), and a demonstrated record of

implementation in the field, mostly as a result of actions of Albert Bandura as per (Bandura) (1997; 2004) as well as Stajkovic and Luthans (1998).

How the theory relates to study

According to Akoth (2014), because people who have a strong sense of their own efficacy are more likely to be content with both their work and their life, the concept of self-efficacy is applicable to the field of workplace counselling. Counselling in the workplace can help employees who are struggling to find a fair solution of their personal and professional lives. As a result, these employees will be more engaged and satiated in their job, and they will be able to favourably add value to the goals of their organisation. Individuals have the opportunity to improve their self-efficacy through confidential conversations with trained therapists that can be facilitated by the provision of counselling services in the profession. Counsellors in the office can offer helpful advice and techniques for coping with the pressures and demands of the job. Because of this, the theory is considered to be applicable to the investigation at hand.



Conceptual Framework

Figure 1 presents the conceptual framework that was used for the investigation.

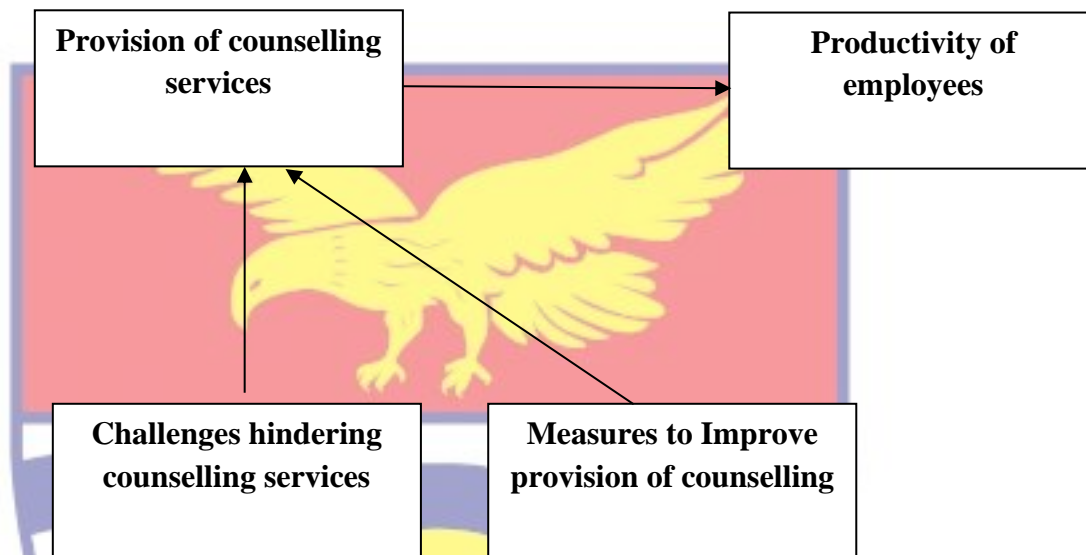


Figure 1: Conceptual Framework

Source: Researcher's Own

Figure 1 presents the conceptual framework that was used for the investigation. Taking a look at it, the provision of counselling services affect the level of productivity at the workplace. Throughout the literature, it has been seen that counselling services can help employees enhance their performance and productivity levels. However, the provision of counselling may be challenged in some ways. For instance, the lack of resources and professionalism may affect the provision of counselling at the workplace.

Conceptual Review

This subsection will go through the most important ideas that were covered in the research.

Concept of Counselling

Several authors have offered their own unique definitions of what counselling entails as a form of guiding service. The majority of early experts in the field of counselling characterised counselling in a variety of different ways. According to Tolbert (1972), counselling is a private, face-to-face link between people in which the counsellor, by implication of the association and his skillsets, offers an educational circumstance in which the counsellee, a regular person, is aided to understand oneself and his current and projectional occurrences so that he can start making use of character traits and opportunities in a manner that is both rewarding to oneself and good for the country. This meaning was equivalent to the one given by Perez (1965), which asserts that counselling is an engaging method that provides together the counsellee, who is defenceless and requires help, and the counsellor, who is experienced and knowledgeable to give this help and support. The aim of this activity is to aid the counsellee in learning to deal more successfully with himself and the actual truth of his surroundings. This description was comparable to the one given by Perez (1965).

Similarly, Lewis (1970) asserts counselling as a procedure through which a disturbed human (the client) is aided to perceive and continue to act in a more individually enjoyable way through dialogue with an unengaged individual (the counsellor). The counsellor provides information and reactions that enhance the client to develop behaviours that enable him to deal more effectively with himself and his environment. It is possible to deduce from all of these definitions that counselling is a series of direct encounters with a person that tries to give support in altering the attitudes and behaviours of

people. Therefore, taken as a whole, counselling comprises advising, comforting, and sharing, in addition to assisting in the resolution of issues whenever they manifest in any area of one's life, with the end goal of eliciting the most positive qualities from each person (Blankson, 2010). There have been a few authors who, in subsequent years, have defined counselling.

For instance, per (McLeod, 2010) defined psychotherapy as an involvement that meets the following criteria: (a) the client voluntarily chooses to participate; (b) the intervention is able to respond to the personal customer's needs or group; and (c) the primary goal of the involvement is to enact change in an aspect of the client's psychological or behavioural smooth running. Furthermore, Rosmala (2005) noted that psychotherapy is a structured procedure of resources that are available based on psychological precepts and undertaken by a trained therapist towards the goal of helping customers to recognise themselves and their surroundings, and therefore be in a position to decide, find solutions to their daily stress, and make adjustments themselves well throughout their lifetime. In essence, counselling is a learning process that takes place when a person is discovering about himself, about the personal connections and behaviours that might enhance the growth of the individual itself.

According to what Ekpang (2015) has to say on the subject, counselling is the process of supporting a client in developing a more optimistic outlook on life's events. Therefore, counselling is a specialised service that is carried out by experts or trained workers in the growth of personalities as well as the act of dealing with unique individuals or groups. Counselling is a process that involves two individuals, one of whom is

requesting help and support and the other of whom is a specially qualified person who managed to help resolve issues to familiarise and guide him towards an objective, which gives rise to his highest success and advancement. This process was explained by Willey and Andrew, which were cited in Roy (2011). Consequently, individuals who have developmental issues as a result

of a handicap they experience in any area of emotional functioning, whether as a result of inherited characteristics or the circumstances of their surroundings, are compelled to seek psychotherapy.

Aims of counselling

The primary objective of counselling is to bring about a change in client behaviour, which, in turn, will assist the client in making an educated choice about their future. As a result, it is anticipated that counselling will provide a holistic developmental programme that will integrate every part of the individual, as well as support the individual in becoming self-directed and exploring new areas of interest. In keeping with this train of thinking, Arbuckle (1970) outlined four goals that can be accomplished through the process of counselling based on the following principles:

1. People have a great deal of freedom to choose their own paths in life.
2. The client has to make progress toward a higher degree of self-acceptance and self-understanding as part of the treatment plan.
3. The client has to establish a higher level of honesty, especially toward themselves.
4. The requirements of the client, not the needs of the counsellor, should serve as the foundation for the objectives.

Based on these principles, the goals of counselling are to:

1. ensure learners get an insight into the source and enhancement of emotional challenges, which will result in an improved ability to have a conscious control over what one perceives and their conduct;
2. work on maladjusted conducts; and

3. aiding people to follow the direction of making their potential comes to pass, or attaining a synthesis of conflicting elements within themselves

With addition, Ekpang (2015) postulated that the purpose of counselling is to aid the client in maybe perceiving things from a different point of view than what they originally believe it to be, in order to enable the client to operate efficiently. A client may be helped via the counselling process to cultivate good feelings, experiences, and behaviours that would support positive transformation in their life. Roy (2011) made the suggestion that counselling services should be made available to the individual who is now dealing with a problem and merits the support of a professional in order to be able to overcome such a difficulty. Roy insisted that such a situation might keep the individual unsettled and tense; if it is not handled, the growth of this individual will continue to be impeded.

Types of counselling

One might get counselling on an individualized level or in a group setting.

- a. **Individual Counselling:** Individual counselling consists of one-on-one helping interactions with the customer with the primary intention of assisting the customer in arriving at a logical conclusion in order to be able to address a specific problem as per Oladele (2000). One of the primary benefits of individual counselling is that it gives the counselee

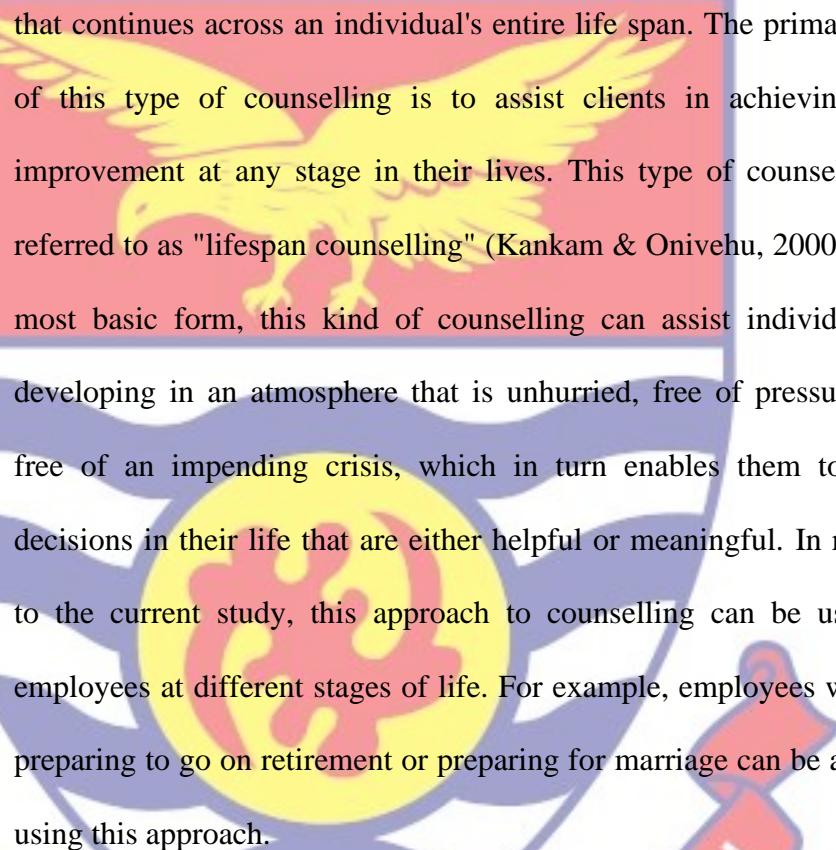
the opportunity to get the most amount of attention and time possible. However, one of the drawbacks of individual counselling is that it requires a significant lot of commitment and resources from the counsellor. In the context of the current study, when employees have personal or individual issues, they can be assisted through the provision of individual counselling.

- b. **Group Counselling:** On the other hand, group therapy is a method in which one counsellor is involved in a helpful connection with more than one learner all at once as per Ackumme (2003). The customers who participate in this sort of counselling could share a problem, such as addiction to drugs, poor academic achievement, bad study habits, or anything similar. According to (Gadza, 1984), the provision of participation incentives and the drive to make changes that are in the client 's best advantage make group counselling a potentially growth-encouraging kind of therapy that can be growth-engendering. Group counselling has a number of benefits, including the ability to reduce the amount of time and effort spent on counselling, but it also has a number of drawbacks, including the inability to provide an individual with the same level of secrecy, period, and awareness as is possible with individual counselling. In relation to the current study, group counselling can be used when an issue is observed to be common with more than one person. In such situations, the employees with those issues can be attended to in a group.

Approaches of counselling

Crisis counselling, facilitative counselling, preventative counselling, and developmental counselling are the four primary methods of counselling (Bedu-Addo, 2000).

1. Developmental Counselling: Developmental counselling is a method



that continues across an individual's entire life span. The primary goal of this type of counselling is to assist clients in achieving self-improvement at any stage in their lives. This type of counselling is referred to as "lifespan counselling" (Kankam & Onivehu, 2000). In its most basic form, this kind of counselling can assist individuals in developing in an atmosphere that is unhurried, free of pressure, and free of an impending crisis, which in turn enables them to make decisions in their life that are either helpful or meaningful. In relation to the current study, this approach to counselling can be used for employees at different stages of life. For example, employees who are preparing to go on retirement or preparing for marriage can be assisted using this approach.

2. Preventive counselling: As its name implies, preventative therapy is focused at assisting persons in avoiding getting themselves into unfavourable circumstances such as abusing drugs or engaging in inappropriate sexual behaviour. Counselling in this manner might thus take the shape of teaching regarding drug awareness as well as sexual education. In the context of this study, this approach to counselling can be used for all employees. For example, counselling can be provided

for all employees on sexual harassment to prevent any future incident of sexual harassment.

3. Crisis counselling: A crisis is a condition of lack of organization in which a person faces the distress of crucial personal goals or the deeply felt disturbance of his ways of managing stress (Brammer cited in Kankam & Onivehu, 2000). Counselling is required of the individual during times of crisis in order for them to be able to stabilise and cope with the crisis scenario. This approach to counselling can be used for individual employees who would experience crisis like the death of a relative or be diagnosed of some form of terminal illness.

4. Remedial or facilitative counselling: Counselling that is remedial or facilitative in nature is a strategy that is utilised in the process of assisting clients in normalising behaviours that are deemed anti-social or inappropriate (Taylor & Buku, 2006). Therefore, it is essential to seek out this kind of counselling in order to restore a sense of normalcy in the lives of those whose behaviours are considered inappropriate by society. In relation to the current study, employees who experience some form of failure in meeting required targets at the workplace would be given remedial counselling to help them recover and be at their best.

Workplace Counselling

Personal challenges that workers are dealing with are the root cause of some of the problems that lead to poor performance in an organisation. These problems, which frequently interfere with the employees' private life, result in low performance, which in turn has a direct impact on the productivity of the

organisation (Ekpang, 2015). This indicates that in order for an organisation to achieve its productivity goals, employees must be effective in the work that they do (Mwenze, 2018). Counselling has been determined to be the most effective kind of assistance for employees in the process of obtaining this goal.

Taking previous instances into consideration, the term "counselling" was linked to more severe personal issues, such as an addiction to alcohol or the dissolution of marriage (Buon, 2005). In recent years, the word has become increasingly popular in management literature, and some authors have even stated that managers cannot avoid working in a counselling capacity because of its widespread use (Ekpang, 2015). On the other hand, the phrase is used in a very general sense, and the "counselling" that is provided to employees frequently has little in common with psychotherapy or other types of professional counselling (Buon, 2005). When the performance of an employee or the performance of the work group as a whole is affected by personal difficulties, the employer, supervisor, or manager is required to step in. According to Buon (2005), it may be reasonable to recommend that the individual seek professional therapy.

Looking at today's modern workplaces, many professionals find it difficult to deal with the rising demands placed on them as well as the features of workplace cultures that can have negative consequences on both their personal lives and their careers (Elder, Agee & Adamson, 2018). This lends greater support to the argument that counselling services at the workplace should be made mandatory. Even if employees who are under stress may seek counselling for themselves or be urged to do so by their employer, there is a possibility that they may encounter difficulties and resistance in doing so.

Such difficulties may be avoided if counsellors enhance their interaction skills as well as their knowledge and comprehension of the characteristics of modern workplaces (Elder et al., 2018).

According to Blankson (2010), a recent trend in the field of human resource is known as "Corporate Counselling," also known as "Employee Counselling" at the location where people perform their duties. This entails offering assistance and support to employees in order to assist them in coping with the issues of life that have an impact on their production. Employees are provided with the opportunity to express their thoughts and experiences, as well as to consider alternative points of view about difficulties, as well as methods for facing and resolving challenges in a more effective manner.

Counselling at the job site is important because combining a personal life and a professional life frequently results in difficulties at the workplace, in one's home, or both, which in turn reduces one's level of productivity. The provision of counselling services has been a significant component of the organization's reaction to the psychological and mental health issues that have been raised by staff members (Akoth, 2014). Several research and publications on workplace counselling (Kirk & Brown, 2003; McLeod, 2001; Reynolds, 2000) indicate favourable evidence regarding the effectiveness of workplace counselling treatments. It is the duty of the organisation to provide assistance to its staff members in coping with the effects of being stressed.

In addition, workers counselling, also known as workplace counselling, comprises providing assistance and support to employees in such a way that enables them to face and get through the challenging situations that they encounter in life. Counselling in the workplace helps to reduce symptoms

of anxiety and depression, enhance mental health, lower rates of sickness, and promote job satisfaction and commitment. Counselling also helps to lower levels of sickness (McLeod, 2001). Despite the fact that counselling is a common method for dealing with stress, it has been reported that employees in certain organisations may be concerned that seeking counselling will be seen as a sign of weakness and will have a negative impact on their ability to advance in their careers if they do so (Carroll, 1996).

Counselling in the workplace can take the shape of a staff support assistance, which is often temporary and offers a resource that is both autonomous and specialised for people working across all industries and in all working contexts (Hughes, 2015). It is possible that an employer has a duty of care for their workforce if they provide all of their workers with access to a free and confidential counselling service in the place where one does his or her duties. Counselling in the workplace is therefore provided by employers with the purpose of alleviating the stress of workers. The employees are given the opportunity to address the challenges they are having and to search for solutions to these issues. The ultimate objective of this counselling is to bring about a better balance between work and life, as well as to increase overall productivity. The primary focus of this counselling is problem-solving as a result of the limited duration of the sessions.

According to Akshay (2019), providing therapy to employees in the workplace is not a recent development. Counsellors are hired by almost every organisation these days to provide employee counselling services in the workplace. The stress of working conditions has had a negative impact on the production and productivity of the workforce. Work-related stress is quite

widespread among employees in today's age of cutthroat competition. If the stress from work is not dealt with in a timely manner, it may begin to affect the person's life outside work as well. Counselling in the workplace is increasingly becoming an integral aspect of employee engagement and training for this reason. Counsellors who are professionals and have years of experience and the expertise are hired by the companies to provide employees with advice and assistance in reducing their stress levels.

As a result, McLeod and McLeod (2001) state that there has been an increase in the availability of counselling for issues that are associated with one's place of employment. This is because businesses have realised the need of providing assistance to their employees via the use of counselling. Despite this, relatively little enquiry has been done into the results of workplace counselling, and there have been no comprehensive evaluations made into the usefulness of counselling in this situation.

Requisites of Workplace Counselling

Counselling in the workplace takes place within the context of a helping relationship, in which both the employee and the counsellor work together toward the common goal of resolving an issue, changing behaviour, or fostering personal development and awareness (Bishnoi, 2017). The counselling relationship is one that is strictly confidential and does not include any form of exchange. The provision of emotional support and motivation to the employee should be the primary emphasis of a counsellor. Managers usually report that providing counselling is one of the tasks that they struggle to carry out. Counselling is more likely to be successful if the employee is convinced that a change is necessary, the issue is correctly identified, and the

employee and the counsellor come to an agreement regarding the specific actions the employee will take. Additionally, the employee should be given regular feedback and be praised for improvements (Bishnoi, 2017).

Additionally, counselling in the workplace is an essential component of performance reviews and possible appraisals. This is the case if these processes are to fulfil their fundamental objective of assisting employees in growing and improving in their roles. As a result, counselling may also be employed in the sense of coaching, in which an individual's performance is evaluated. A study of this nature not only indicates areas with room for improvement but also highlights the areas in which further education is required. When an employee is able to receive the knowledge that he needs in order to arrive at an intelligent solution to his difficulties, or when he is allowed to express his thoughts without fear of punishment, his personal adjustment is typically better, and this often leads to an improved work environment. If the counselling is not conducted with care and sensitivity, it is possible that employees will become even more dissatisfied than they were before.

Below are some of the approaches that were suggested by the New South Wales Government (2013) for performance counselling, which is a subset of workplace counselling:

1. The function of the counsellor should not be that of a parent reprimanding a kid; rather, the counsellor should provide acknowledgment to the employee.
2. The person providing the counselling ought to make certain that the environment is one that is friendly and open to conversation.

3. The counsellor should encourage the employee to obtain insight into the situation, without doing so in a way that cuts the employee's comments short in the process.
4. Instead of offering the employee false optimism, he or she should make suggestions for constructive measures that might lead to the resolution of the problem or an improvement in performance.
5. He or she should develop a desire for change in the employee by offering assistance that might lead to efficiency. However, he or she should not expect a significant improvement in the employee's performance as a result of a single session of counselling.

According to Heathfield (2014), the following types of counselling are useful in enhancing the job performance of employees:

1. The counsellor has to demonstrate that they have faith in the employee's capacity to fix the problem as well as their willingness to do so.
2. Instead of focusing on the individual, he or she should concentrate on the issue or behaviour that has to be improved.
3. The counsellor has to assess whether or not there are challenges that are impacting the employee's capacity to execute or achieve the work, keeping in mind the four common obstacles of time, training, tools, and temperament.
5. The counsellor should address potential remedies to the problem with the employee by first requesting the employee's input on how the problem may be fixed or how it can be avoided in the future.

6. An employee, their supervisor, and maybe a human resources (HR) expert should come to an agreement on a written action plan that details the steps each of them will do to repair the problem.
7. The counsellor has to set a day and time for a follow-up appointment in order to assess the employee's level of development since the initial session.
8. The counsellor has to inspire the worker by demonstrating faith in his or her capacity for growth and providing positive feedback.

Responsibilities and skills of workplace counsellors

The purpose of the counselling process is to act as a sounding board for an employee, to provide them with a secure environment in which they can talk about things that are bothering them, and to enable counsellors to assist employees in finding their own solutions to problems or in developing more effective ways to deal with problems. It is not about offering advice; rather, it is about making a safe space that is sympathetic, non-judgmental, and easy to access so that an employee can figure out how to go ahead (Hughes, 2015).

Counsellors in the workplace have a unique perspective and set of abilities since they basically serve two clients: the employee who is sitting in front of them and the organisation itself, which serves as a peripheral client. Counsellors in the job environment are aware of the surrounding in which their clients work and have an essential comprehension of the setting to which their clients will get back to (Hughes, 2015).

Practitioners of job place counselling are often "integrative," which means that they have been trained in a basic therapeutic method and incorporated additional disciplines into this. Since workplace counselling is

typically short term (up to eight sessions of one hour each), counsellors may have training in person-centered counselling, cognitive behavioural therapy (CBT), transitional analysis, gestalt therapy, solution-focused therapy, or any of a number of other therapeutic modalities and approaches (Hughes, 2015). In most cases, the quality of the connection between the counsellor and the client is more important than the strategy that the counsellor chooses to employ. Trust and open communication are two factors that can assist maximise the likelihood of success.

It is essential to employ experienced counsellors who possess particular attributes in order to ensure the effectiveness of job place counselling. A counsellor who possesses all of the most important traits may assure a positive outcome and bring about significant change in the routine of the working environment. The workplace counsellor needs to be a good listener and speaker, should be able to increase the morale and confidence of employees who are attending the counselling, should not compare one employee with another and must carry all of the corporate and fundamental etiquettes with them at all times (Akshay, 2019).

Benefits of Workplace Counselling

There is little question that counselling offered in the company may be of significant benefit to an employee's overall output. The advantages that might result from this situation can be advantageous for both employees and employers. The following are some of the advantages:

Help employees to bring out their problems

All individuals experience life-crisis issues at different stages in our lives. Experiences such as bereavement and loss, relationship and family

difficulties, substance misuse (including alcohol issues) and stresses at home can all preoccupy someone's thinking and distract them from work (Bishnoi, 2017). Employees may bring out their difficulties, which they would not address with their boss, which is one of the key benefits that they can have with workplace counselling.

The provision of solutions by a trained counsellor assists employees in lowering their levels of stress, which in turn leads to increased productivity. The counselling also contributes to the development of a workable solution that is beneficial to both the employers and the employees. Counselling in the workplace may also assist individuals in avoiding a decline in their personal lives, families, professional lives, and interpersonal connections with others (Geldard & Geldard, 2012). The employee is not the primary emphasis of counselling; rather, the focus is on the issue at hand, which is addressed in a good and productive manner.

Decreases employee absenteeism

According to McLeod (2010), one of the aspects of employee conduct that may be addressed via the use of counselling is their absence from their place of work. Counselling at the firm may be an excellent investment for an organisation. When there is a pleasant and healthy work environment, people are motivated to come to the office and are happier while they are working (Akshay, 2019). In addition, professional counsellors recommend to businesses that they provide ongoing incentives and host activities in order to keep their employees feeling revitalised. According to Bishnoi (2017), workers who are away from work may frequently benefit from workplace counselling. Furthermore, there is evidence that counselling support can

hasten the recovery of an absent employee, which ultimately saves the organisation money in the long term.

According to the findings of an enquiry that was conducted by Macgregor, Cunningham, and Caverley (2008), the variables that contribute to absenteeism and pre-absenteeism (reporting to work while unwell) are mostly tied to life events and health issues. According to the findings, more than thirty percent of respondents highlighted various health hazards that required therapy, treatment, and assistance.

Improves employee productivity

According to Ekpang (2015), an organisation is doomed to experience decreased productivity if it pays less attention to the wellbeing of its personnel. This is due to the fact that a significant number of workers frequently experience personal issues, which ultimately lead to poor performance at work. One of the tools that may assist in elevating an organization's overall level of productiveness is the provision of counselling services (Akshay, 2019). Performance counselling is intended to assist workers who are not performing up to their potential in determining the factors that contribute to work-related issues that lead to poor performance. If an employee's personal difficulties become obvious and ongoing, the employer should send the individual to professionals who specialise in performance counselling in order to determine the origins of such personal problems and find solutions to those causes as per New South Wales Government (2013).

Counselling may be used to evaluate the employees' performance on the job in the organisation, and it can also be used in conjunction with a wide range of other approaches to stop issues from getting worse if and when they

do arise. Counselling services produced within the business may also enable various organisations to better their personal growth and efficiency at work (Geldard & Geldard, 2012).

Reduces stress among employees

Workplace counselling has emerged as the latest human resource tool to attract and retain the best employees and increase the quality of the workforce (Mintz, 2014). There is almost no such thing as a stress-free organisation or workers in today's fast-paced business environment. This is because virtually no organisation exists. Employees may experience stress, depression, and excessive anxiety as a result of workplace-related issues such as meeting targets, managing deadlines, and a lack of time to fulfil personal and family commitments. Additionally, employees may experience bereavement and disturbance as a result of some personal problems (Akshay, 2019).

The value of having a workforce that is free from stress while yet being motivated and capable has been recognised by organisations. As a result, a significant number of businesses have made counselling services an integral component of their organisations and ingrained the practise across their company culture. Counselling services tailored specifically to the needs of employees are increasingly being made available by businesses.

Learning to look at issues positively

After receiving counselling from trained specialists, a significant number of workers have reported experiencing beneficial results. They have adopted a more optimistic perspective on difficulties, which has ultimately led

to increased productivity and a more pleasant working environment (Akshay, 2019).

Improve employee relations

Counselling is frequently used to assist workers in becoming more productive and having a good performance within the organisation as manager of human resources to evaluate the performance of employees within the organisation as well as used as a range of techniques to avoid issues from becoming worse is occurring (Kassim, 2010). Kassim made the observation that the problems experienced by workforce in the company also happen in the organisation's surroundings and frequently cause tension on labourers who are accused of restraint inside the company. Some examples of these problems include disruptions in commuting to work, the issue of sexual misconduct among workforce, bullying, and being absent from work.

Career development

Many workers are often dissatisfied with their jobs as a result of the nature of promotions, incentives in the form of money, recognition, and the fact that they have less authority to make decisions in their organisations (Balakrishanan, 2003). The success of an organisation may be evaluated based on its ability to continue existing and expanding. Poor career development is associated or attributed to lack of appropriate motivation, personality problems, and giving assignments that are not appropriate (Balakrishanan, 2003). Additionally, poor career development is associated with inappropriate supervision, lack of training and failure to determine the level of the assignment given. Through the provision of counselling at the workplace,

employees can be assisted as to their path towards development in their careers.

Challenges of Workplace Counselling

Workplace counselling can be challenged in several ways. Akoth (2014) enlisted some challenges of workplace counselling. They are discussed below:

Lack of Resources

According to Collins, Gibson, Parkin, Parkinson, Shave, and Dyer (2012), the effectiveness of workplace interventions is frequently questioned, particularly by those who wield the purse strings in their respective organisations. This is especially true of those individuals. Employers have a legitimate interest in determining whether the return on the investment they are making by providing this specific form of assistance to their workers is adequate to warrant continuing to provide it.

Lack and poor uptake of services

Despite the fact that counselling is a common method for dealing with stress, it has been reported that employees in certain organisations may be worried that seeking counselling will be seen as a sign of weakness and will have a negative impact on their ability to advance in their careers if they do so (Carroll, 1996). Gyllensten, Palmer, and Farrants (2005) observed that some businesses have unfavourable attitudes toward counselling and, as a result, do not make use of it in order to deal with pressure.

Politicization of workplace counselling

The ease with which an organisation might use workplace counselling as an excuse to avoid its duties for its employees, particularly with regard to stress, is one of the arguments that have been made against the practise. For

instance, Kassim (2010) discovered that the London Hazard Centre indicated that occupational therapy is being utilised to get corporations off the hook regarding organisational concerns which are the primary cause of tension. In a similar vein, McLeod (2010) observed that the negative results of workplace counselling, despite the fact that they are usually quite minor, are frequently related with the desire of companies to downplay the levels of concern faced by their workers.

Lack of trust in management and counsellors

The main obstacle to staff counselling in the job is the staff's loss of faith in the business or his or her boss to communicate and comprehend one's concerns. This is the main blockage in staff counselling at the company (Mintz, 2014). In addition to this, there is a feeling of distrust or a lack of secrecy about the counsellor's assurances that his or her personal difficulties or concerns would not be shared with other members of the institution.

Empirical Review

In this part, a review of the earlier research works relevant to the study topic is conducted. The review is done under sub-headings relating to the objectives of the study.

Perceptions of Employees about Effectiveness of Workplace Counselling

Some studies have examined the views of employees about workplace counselling. For example, Tuvulla and Byaruhanga (2017) conducted research with the goal of determining whether or not employee performance may be improved through the use of workplace counselling at Mumias Sugar Company. The descriptive survey design was chosen for this investigation. The information was gathered through the use of interview schedules and

questionnaires that were delivered by researchers. It was discovered that individuals whose performance was negatively impacted by issues both at work and at home might benefit greatly from receiving therapy at their place of employment.

Tuvulla and Byaruhanga (2017) revealed that the fact that more than two thirds of the workforce were aware of the presence of workplace counselling programmes at the organisation indicated that these programmes met the criteria for being suitable. It was suggested that organisations should adopt rules on counselling in the workplace that indicate explicitly the implementation strategy, the role of management, and the professional profiles of counsellors. This was done in accordance with the recommendation.

Torun (2013) conducted a study to provide a deeper understanding about employee perspectives related to counselling at work in Turkish organizations. The study was implemented with a convenience sample of 39 employees working in a variety of organizations. Seven focus groups were conducted for an in-depth discussion of workplace counselling. Analysis of focus group discussions revealed the following categories: willingness and preferences about the uptake of counselling service, issues to be brought forward for counselling, counsellor qualifications deemed as desirable, expected counselling benefits, and sources of social support.

The findings of Torun (2013) indicated that most of the participants perceived workplace counselling in a positive way. Nevertheless, concerns were stated about confidentiality, trust, and professional skills. Cultural differences, ethical issues, and knowledge about organizational dynamics

appeared to important factors to be considered for encouraging employees to seek help when needed.

Additionally, Aydogdu and Uzel (2010) examined the perspectives of employees of a university towards the workplace counselling programmes. In this study, focus group technique was used as one of the qualitative research methods. Sample of the study consisted of 16 participants from one of the universities of Istanbul. Different types of Employee Assistance Programmes were discussed, and it was argued that universities might benefit from introducing such programmes. The opinions of employees about workplace counselling were generally positive.

Aydogdu and Uzel (2010) concluded that workplace counselling is getting familiar and popular. This is because both study groups saw workplace counselling as an act of valuing and caring about the employees and as a determinant or symbol of quality of the workplace. The thought-provoking part was that the participants were not interested in the benefits or effects of the service; they just thought it as a whole and said if only management would care about them that much.

It appears from the studies reviewed that most employees viewed workplace counselling to a positive thing. This meant that most individuals held positive perceptions about work place counselling.

Benefits and Impact of Workplace Counselling

The benefits and impact of workplace counselling are enormous. These have been revealed in several research works. For instance, Mwenze (2018) set out to investigate the impact that employee counselling had on the overall success of the company. Methods such as descriptive analysis and

stratification were utilised by the researcher. The target audience consisted of 200 employees, and there were a total of 100 responses to the survey. In the study, the researcher utilised both primary and secondary sources of information, with the main data being gathered through the distribution of questionnaires. The results of the study were analysed using quantitative and qualitative approaches, and the findings were presented using tables and figures. According to the findings of the investigation, staff members see workplace counselling as a useful tool for enhancing the effectiveness of organisations. Counselling in the workplace has been shown to boost positive attitudes and perceptions of work among employees, another finding of this study. In conclusion, it was demonstrated that occupational counselling boosted the output of personnel, occasionally to a significant level as judged by employees, but most of the time only to a modest extent.

Also, McLeod and McLeod (2001) performed an evaluation of 34 research on the effectiveness of workplace counselling. Of these studies, 16 were deemed to be sufficiently well structured to be considered as including credible findings. The findings of these research revealed that, in general, counselling in the workplace is helpful for clients for a diverse range of presenting problems, both in terms of the type of problem and the severity of the problem, when used in a number of different institutions.

In addition, Chen, Huang, Chang, Chang, and Chuang (2016) compared two groups in order to assess the essence of workplace health programmes intervention from 2003 to 2007. The intervention group was comprised of 838 different corporate entities that had previously sought counselling at one of the three facilities located in the north, the centre, or the

south of Taiwan between the years 2003 and 2007. The control group consisted of one thousand different commercial enterprises that were chosen at random from the business directories maintained by the Ministry of Economic Affairs in Taiwan. The researchers obtained 97 questionnaires from the control group and 447 questionnaires from the intervention group. The response rate for the intervention group was 53.3%.

The results of the study of Chen et al. (2016) showed that the intervention group was more successful at using the external resources and medical consultation, and they had better follow-up rates of the abnormal outcomes of yearly health checks. In addition, the intervention group was more likely to participate in the study. When compared to the control group, the intervention group saw a substantial drop in the number of firms' employees who smoked and a reduction in the number of companies' employees who were exposed to second-hand smoke. The findings led to the conclusion that providing employees with access to health counselling can assist them in better coping with the stresses of their jobs.

Further, the results of an investigation conducted by Muthomi (2014) into the effects of staff counselling programmes on work performance in the Kenya Police Service are presented. Quantitative and qualitative data were collected through the use of a mixed research strategy in this study. The data was acquired through the use of questionnaires as well as interviews that were organised. Only thirty-eight of the sixty surveys that were given out to police officers and returned with responses were completed. In addition to that, there were thirty surveys distributed to members of the general public. Interviews with ten counsellors and ten stakeholders who were relevant to the topic were

also conducted to collect qualitative data. The selection of respondents was carried out using a method known as stratified sampling.

The study of Muthomi (2014) revealed that there was a meaningful disparity between employee counselling programmes and work performance in the Kenya Police Service. The investigation indicated that employee counselling programmes had a beneficial influence on overall job performance. Every single police officer who participated in the counselling programmes saw a significant increase in their performance on the job after completing those programmes. The findings also demonstrated the beneficial effects of employee counselling programmes on the job morale and interpersonal relationships of police officers.

Additionally, Ombayo, Otuya, and Shiamwama (2013) investigated the association between employee productivity and career counselling in sugar companies located in Kakamega County, Kenya. In this study, a correlation research design was used. Data were collected from a sample of 302 people through stratified random sampling. The data that were gathered were analysed using both descriptive and inferential statistics. The results showed that the productivity of sugar companies decreases proportionally with the degree to which employees are denied access to career counselling. It was shown that there was a significant negative correlation coefficient (-0.72) between career counselling and employee productivity when career counselling was not provided. The researchers suggested that companies in the sugar industry include career counselling as a necessary component of their career intervention programmes.

Matolo and Mukulu (2016) also centered their research on Kenyatta University as a case study to evaluate the impact that counselling plays in determining the output of workers in public institutions. Participants in the research project included both teaching and non-teaching members of staff, as well as management personnel and counsellors. In order for the goals of the study to be met, a questionnaire was utilised, and SPSS was utilised both for data collection and analysis. The findings indicated that there was a favourable connection between counselling and employee performance in public universities in Kenya.

In a similar vein, Ekpang (2015) investigated how employee performance was affected by the provision of counselling in the workplace. It was determined that in order for work organisations to be productive, counselling services at the place of employment should be made available to employees whose performance at work has suffered as a direct result of personal issues.

Further, Tarro, Llauradó, Ulldemolins, Hermoso, and Solà (2020) investigated into efficacy of assistance at the job place and determined the most successful methodological design for increasing employee productivity, job ability, and reducing absenteeism in the workplace. A search was conducted using the databases of PubMed, Scopus, PsycINFO, and Cochrane. We looked at RCTs that took place between the years 2000 and 2017, and their participants ranged in age from 18 to 65. According to the findings of the meta-analysis, the workplace is an interesting environment in which to reduce absenteeism. Individualized and counselling interventions with a total of fewer

than ten sessions were found to be the most effective methodological design for workplace interventions aimed at reducing absenteeism among employees.

According to the findings of the research conducted by McLeod (2001), there is a favourable association between the availability of counselling and the overall net benefits to the workplace. The findings of a study that was conducted and reported by Hughes and Kinder (2007) indicated that receiving counselling support can have a significant positive impact on an employee's performance at work. In a similar vein, Sutherland and Hatton (2002) discovered that an organisation that offers its workers "confidential help" in the form of counselling services is more likely to have a high level of employee productivity.

Per an investigation by Chan (2011), he carried out research on the efficacy of occupational counselling in terms of enhancing the health of staff (workplace stress, burnout, and depression), as well as output in the job environment. The end of the investigation showed that workplace counselling is beneficial to employee well-being. The intervention assists workers in reducing symptoms of job stress, burnout, and depression. Counselling in the workplace, on the other hand, appears to have no influence whatsoever on the performance of employees. The researcher came to the conclusion that counselling in the workplace should be utilised as a tool to recover individuals and perhaps increase the performance of both employees and the organisation.

Izzat (2014) conducted research with the purpose of determining the importance of workplace counselling on the subject of boosting job performance in an organisation. The findings of the study indicated that there is a considerable influence that workplace counselling has on the job

performance of employees. In a similar vein, the findings of a study conducted by David, John, and Richard (2012) on the topic of evaluating the effects of counselling in the workplace revealed that workplace counselling led to a positive impact on the workplace, as measured by the scales contained within the Workplace Outcome Suite.

Ekpang (2015) conducted research to determine the effect that workplace counselling has on the results of staff members. He came to the conclusion that in order for companies to be fruitful, workplace counselling should be organised for workforce whose task showings have diminished due to individual difficulties. Ekpang explained that when counselling is not provided, the performance of employees would not see any change.

Also, Sifuma (2012) aimed to determine whether or not general counselling needs existed and, if so, to integrate professional counselling services among the workforce in Kenya's industrial sector. A total of 76 workers were chosen at random from two different industries located in the Nairobi Province. A self-developed, 44-item assessment of the counselling needs of industrial personnel was identified as the instrument of choice for data collection. The research incorporated both quantitative and qualitative approaches to the collection of data. Descriptive statistics and a one-way analysis of variance were used to conduct the analysis on the data that was obtained. The findings demonstrated that employees in industrial settings have a variety of distinct counselling needs, the majority of which are currently unmet. According to the findings of the study, the researcher came to the conclusion that incorporating professional counselling into the industrial sector is an effective form of motivation and that industrial managers should

be encouraged to utilise it. In addition, Sifuma mentioned that it is advantageous for all employees in the industrial sector to get counselling at their place of employment in order to increase performance and productivity, as well as to resolve any industrial conflicts that may arise.

Moreover, Kumri, Hussain, and Summaya (2014) investigated life and career transitions that have an influence on the production and productivity of workers inside an organisation. These changes alter personal, job-related, and career identities. The instrument that was utilised for the purpose of data collection from the 150 respondents was a questionnaire. The researchers drew the following conclusion from their findings: employee counselling is a highly significant aspect in organisations, both in terms of establishing an atmosphere that is favourable to productivity and in terms of motivating people to perform to the best of their abilities on the job.

All the studies reviewed have shown clearly that workplace counselling is important for employee performance and organisational productivity. This means that one major tool that can be used to enhance productivity at the workplace is workplace counselling.

Challenges Hindering the Provision of Workplace Counselling

In spite of the benefits of workplace counselling, there are some challenges that hinder its provision. Some of the challenges have been explored in this section. Chari (2018) investigated the perspectives of employees at one company regarding the counselling services offered by that company in an effort to understand the factors that discourage or encourage employees to use the counselling services offered by that company, which would ultimately help improve the counselling services offered in the

workplace. The research was carried out using qualitative methods and an interpretative phenomenological approach served as the research design. Data were acquired from 10 participants using the purposive sample approach with semi-structured interview guide. Of these, five individuals had utilised the workplace counselling service, while the remaining five participants were aware of its availability within the organisation but had not utilised it themselves.

According to the findings of Chari (2018), participants who had used the service as well as those who had not used the service agreed that it was an important service to have in the workplace even though they had not used it themselves. However, there was a lot of stigma surrounding the service, particularly with regard to confidentiality and the idea that going to counselling is a sign of weakness. Participants also mentioned having access to information on counselling services, issues related to work, the influence of workplace counselling on personal well-being, the role of counsellors, organisational factors, as well as culture and beliefs, as factors encouraging or discouraging their use of the service. Participants said that there was a lack of knowledge on workplace counselling services; hence, it was advised that organisations raise employees' awareness of the availability of workplace counselling services.

Similarly, Akoth (2014) did an enquiry at the University of Nairobi to determine the factors that influence the application of workplace counselling. The research utilised a descriptive research design and approached it from a mixed method perspective using questionnaire and interview guide. The researcher was successful in distributing and collecting 84 fully-completed

questionnaires for the study, in addition to conducting two interviews with important informants. According to the data, it was possible to draw the conclusion that the employees at the University of Nairobi have a favourable attitude about receiving counselling in the workplace. One of the advantages of counselling in the workplace is that it helps employees develop better working connections, which in turn fosters a more positive atmosphere.

However, Akoth (2014) revealed that there was a lack of sensitization on the advantages of workplace counselling, fear and stigma towards workplace counselling, and a shortage of competent counsellors as barriers to workplace counselling. In conclusion, it was demonstrated that the personnel at the University of Nairobi are confronted with a number of work-related challenges, the most prominent of which are an inadequate allocation of resources, poor recruiting practises, and career advancement processes and policies.

Further, Muturi (2010) sought to examine some of the challenges which exists due to the making guidance and counselling a reality in the Public Service. The scientific enquiry established that major hindrances to expansion of the provision of guidance and counselling was cited as including inadequate budgetary allocation, lack of training in basic counselling skills for supervisors, lack of enough counsellors and lack of 'specialized' training for the serving counsellors.

Additionally, Barkhuizen, Jorgensen, and Brink (2015) investigated the function that educating the industrial/organisational psychologist as a workplace counsellor plays. The identification of industrial-organizational psychologists (n = 22) from a variety of business sectors in Gauteng and

North-West was accomplished through the use of a qualitative research methodology using convenience and snowball sampling. In order to collect data, semi-structured interviews were carried out, and content analysis was used so that the findings could be analysed so that themes and sub-themes could be derived from them. The results showed that lack or inadequacy of professional counsellors was a major challenge affecting the provision of counselling at the workplace.

Phillips (2021) looked at the challenges that workplace counsellors have while they are working in the workplace. The research was qualitative, and the case study method was utilised for both the data collecting and the analysis phases. Convenience sampling and snowball sampling were utilised to locate the participants. In order to obtain data from the participants on their perspectives on working in mental health roles, semi-structured interviews were employed. The researchers came to the conclusion that there is only a relatively low percentage of occupational counsellors working in organisations worldwide. The researchers concluded that the vast majority of corporate institutions do not have counselling offices or counsellors located on the premises where they are located.

In an enquiry conducted by Yu, Fu, Zhao, and Davey (2010), the results of a survey on the public's knowledge of counselling in Hong Kong were presented. According to the findings of the survey, the vast majority of respondents were not only unfamiliar with the concept of counselling but also unwilling to participate in the process. Additionally, fifty percent of those who participated in the survey stated that they would not be willing to pay for a counselling session. On the other hand, respondents saw a number of good

aspects of counselling, such as its ability to provide personal assistance and support, aid in problem resolution, and contribute to the reduction of emotional strain. The researchers came to the general conclusion that, despite the fact that the general public recognises the benefits of counselling and acknowledges a need for it, there is a lack of awareness of it.

Moreover, Cheng (2012) explored perception of Hong Kong employees towards workplace counselling and workplace counselors. The study was qualitative. Two individual face-to-face and semi-structured interviews were conducted, and thematic analysis was used for data analysis. The interviewees showed very little knowledge about workplace counselling, but had concerns about confidentiality and workplace counsellors' independency and neutrality. Further, they preferred workplace counsellors to be well familiar with internal operations, business management and organisational culture.

The evidence from the studies reviewed is that there are challenges which can hinder the provision of workplace counselling. Such challenges can be addressed to improve the provision of workplace counselling.

Measures to Improve the Provision of Workplace Counselling

Measures to improve provision of workplace counselling have been investigated in some few studies. For instance, Mbwette, Bagandanshwa, and Mnyanyi (2014) investigated practice in the field of workplace counselling. The findings of the research showed that there was a dearth of opportunities for counselling in the majority of Tanzania's workplaces. Counselling in the workplace was not delivered in an effective manner because there was uncertainty over the availability of workplace counsellors. As a consequence

of this, the majority of companies made it possible for workers to consult with management whenever and however they saw it necessary. According to the findings of the researchers, even in places like educational institutions and colleges that have professional counsellors on staff, only the students receive counselling, and the employees are not covered as if they do not have any issues. Accordingly, the researchers suggested that counsellors should be taught to deal with concerns that arise in the workplace and to assist employees in resolving personal issues.

According to the findings of their research, Mbwette et al. (2014) came to the conclusion that the absence of workplace counselling may be detrimental to certain work interactions and institutional services, in addition to being a potential source of discontent with one's employment. In other words, they contended that there is no relationship between productivity and counselling when counselling is not delivered since it has nothing to do with counselling.

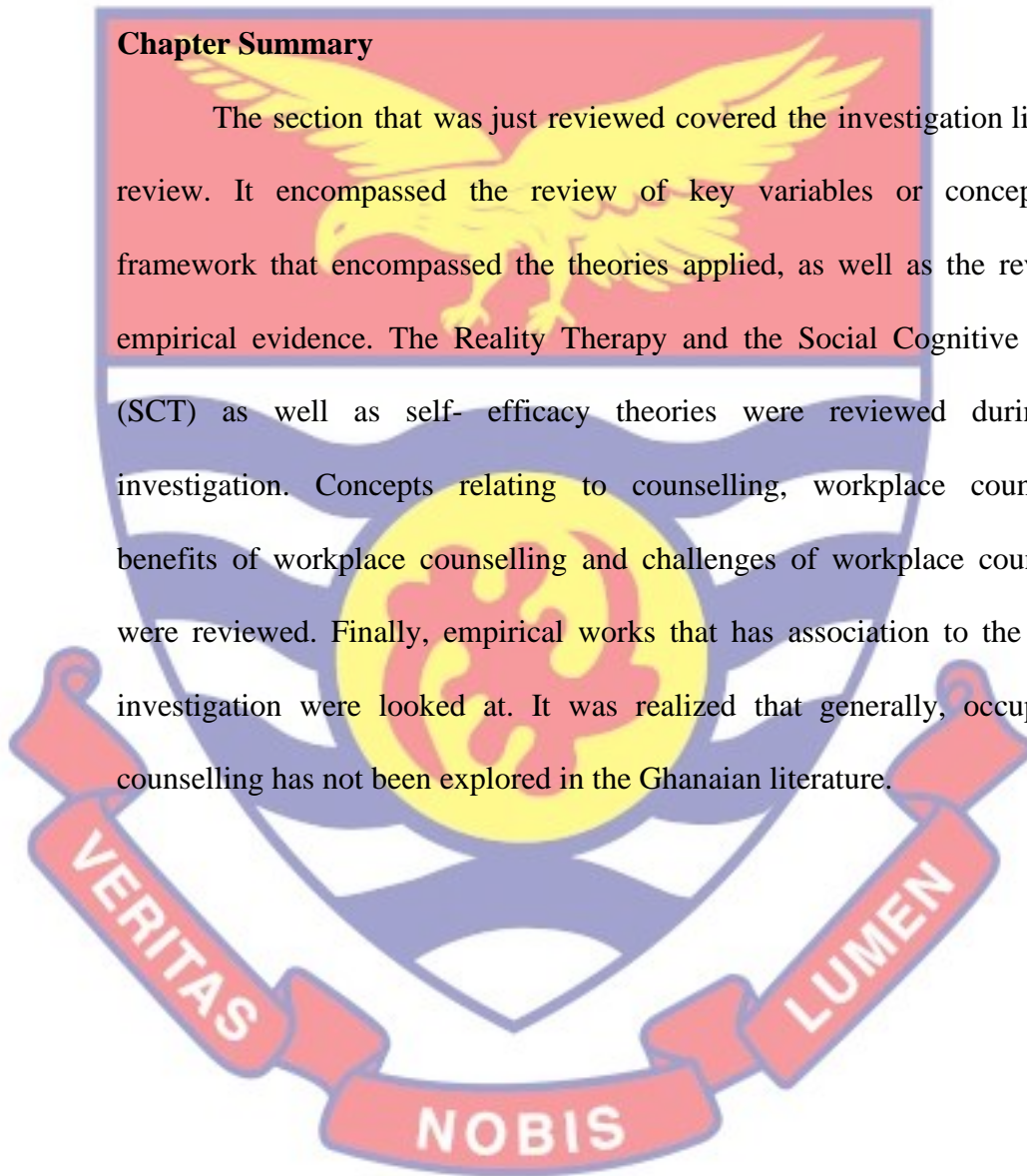
Also, Muturi (2010) recommended based on a study conducted on counselling at the workplace that adequate budgetary provisions be provided. The funding would be a precursor to accelerated sensitization, professional development of Counsellors, recruitment of Counsellors, training of Supervisors in basic Counselling Skills, enhanced counsellor supervision, improvement in infrastructure and equipment. This will lead to uptake of the Counselling Services for the enhancement of the physical and psychological wellbeing of employees and improvement of service delivery.

Additionally, the study of Muthomi (2014) revealed that there was management of the Kenya Police Service should establish additional

counselling centres, employ additional counsellors, and adopt modern ways of delivering counselling services to members of the Kenya Police Service as major ways of yielding improved performance in the future. These measures were indicated by Muthomi as measures that can improve provision of counselling at the workplace.

Chapter Summary

The section that was just reviewed covered the investigation literature review. It encompassed the review of key variables or concepts, the framework that encompassed the theories applied, as well as the review of empirical evidence. The Reality Therapy and the Social Cognitive Theory (SCT) as well as self- efficacy theories were reviewed during this investigation. Concepts relating to counselling, workplace counselling, benefits of workplace counselling and challenges of workplace counselling were reviewed. Finally, empirical works that has association to the present investigation were looked at. It was realized that generally, occupational counselling has not been explored in the Ghanaian literature.



CHAPTER THREE

RESEARCH METHODS

The purpose of this study was to investigate the influence of the provision of counselling services on employee productivity in Ghana Cocoa Board. This section discusses the procedures that were used to carry out the research in its corresponding investigation. It addresses concerns including the research design, study area, population, sampling procedure, data collection instrument, data collection procedures, and the data processing and analysis.

Research Design

The researcher opted to use a descriptive survey design for the study. According to Oppenheim (1992), a descriptive survey design involves the collecting of data from a sizable population with the goal of conducting an investigation into the connections that exist between the various factors. A descriptive survey is a type of study that is used to seek and investigate circumstances, as well as to provide answers and explanations to questions that have been raised (Ofori & Dampson, 2011). The research plan is appropriate for the investigation since helped in bringing out the influence that the availability of counselling has had on productivity at the Ghana Cocoa Board.

The purpose of survey research is to gather information about specific people or groups in order to get insight into those people's perspectives, ideas, opinions, or prior interactions. The information that is gathered through survey research is then presented in a methodical manner (Leedy & Ormrod, 2005). The design of surveys has the advantage of bringing to light information on certain features of behaviours, some of which may not be immediately

obvious. In addition to this, the descriptive design makes it simpler to collect responses from a big number of individuals (Weiten, 2001). In addition, descriptive survey designs are useful for a number of reasons, including the fact that they are more cost-effective, entail less general expenditures, and have a high level of accuracy (Sarantakos as cited in Amedahe, 2002).

On the other hand, descriptive surveys can have their drawbacks, particularly when the relevance of the data is overlooked in favour of a wide scope of coverage as per Kelley, Clark, Brown and Sitzia (2003). In spite of this drawback, the descriptive survey was chosen for the investigation because it goes further than the simple act of questioning and disclosing replies about the standing of a characteristic to instead display explicit statements about the associations between possible factors as asserted by Amedahe (2002). This made this survey method an ideal choice for this study.

Study Area

The study was conducted in Ghana Cocoa Board focusing on the Tema Metropolis. The Tema Metropolis is one amongst the three take-over centres of the Cocoa Marketing Company (Gh.) Limited. In 1947, a legislation set up the Ghana Cocoa Board with a preliminary operating capital investment of 27 million Ghana cedis (representing Ghana's share of the West African Produce Control Board's net profit). The West African Produce Control Board was responsible for regulating the production of agricultural goods in West Africa. The Board may trace its beginnings all the way back to a cocoa heist that took place in 1937. The goal of the Commission is to stimulate and assist the growth, refining, and sale of cocoa, coffee, and sheanut in all of their many forms in the most productive and economical manner possible.

Tema Metropolis is located in Greater Accra Region of Ghana. Tema Metropolis has an estimated people/individuals of about 212,926 with an area of about 39.2 km² – density: 5,431/km² (Ghana Statistical Service). Tema could be traced to 25 kilometres east of Accra. Tema is the capital of Tema Metropolis. Greenwich Meridian (00 longitude) runs through it. Tema is also nickname the “harbour city” since its seaport in Ghana is very vast. Ga is the native language of the people of Tema, with fishing as the traditional occupation of the indigenes. It consists of 25 different communities. Tema is an industrial hub with several industries and companies to its name. Volta aluminium company, Tema oil refinery, Ghana steel company, Olam Ghana, Nestle Ghana Ltd, Wahome Steel Ltd, textile, chemicals and cement companies, Cocoa Processing Company, Cocoa Marketing Company, Ghana ports and harbour, Mediterranean Shipping Company are some of the companies and industries in Tema. Because of the industrialised nature of Tema, the researcher wanted to investigate the provision of psychotherapy in Ghana Cocoa Board with emphasis on the Tema Metropolis.

Population

As per assertions by Akinade and Owolabi (2009), the definition of "population" in the context of scientific enquiry is "the whole collection of prospective views from which a representation is taken." The people used for this enquiry comprised all employees of Cocoa Marketing Company and Quality Control Company limited of Ghana Cocoa Board in the Tema Metropolis. The Tema metropolis is one amongst the three take-over centres of the Cocoa Marketing Company (Gh.) limited. Quality Control Company works hand-in-hand with the Cocoa Marketing Company in the take-over

centre, hence all members of staff of these two subsidiaries will constitute the population. An enquiry from the Regional Office of both subsidiaries in Tema shows that there are about 680 employees for Cocoa Marketing Company and about 950 employees for Quality Control Company. The population for the study was thus about 1630 employees which is made up of employees of the two subsidiaries of Ghana Cocoa Board.

Sampling Procedure

According to Kramer (1959), a research sample is a subset of the populace that has been arbitrarily chosen for the purpose of an investigation. A researcher can investigate a very small number of persons who are typical of the target group by using sampling. This allows the researcher save time. Krejcie and Morgan's (1970) Table for Determining Sample Size was utilised in order to ascertain the appropriate size of the study's representative sample.

The formula given by Krejcie and Morgan is shown below:

$$s = X^2 NP(1-P) \div d^2 (N - 1) + X^2 P(1-P).$$

s = required sample size.

X^2 = the table value of chi-square for 1 degree of freedom at the desired confidence level (3.841).

N = the population size.

P = the population proportion (assumed to be .50 since this would provide the maximum sample size).

d = the degree of accuracy expressed as a proportion (.05).

Therefore, in getting the sample for the study, the calculation was done as shown:

$$s = 3.841 \times 1630 \times .50 (1-.50) \div .05^2 (1630 - 1) + 3.841 \times .50 (1 - .50)$$

$$s = 311.17$$

$$s = 311.$$

In light of the calculation, a representative sample size of 311 was employed for the investigation. Proportional stratified random sampling procedure was adopted in choosing the sample based on strata of the different sectors of the Ghana Cocoa Board. Thus, stratification is contingent on the labourers in the Cocoa Marketing Company and the Quality Control Company limited of Ghana Cocoa Board. The sample size for each stratum will be determined by doing calculations based on the fraction of that stratum's entire populace that will be used in the entire populace. As per statement by Ahmed (2009), in proportionate stratified random sampling, the share of each stratum that is selected corresponds exactly to the amount that stratum accounts for in the populace as a whole.

According to Gravetter and Forzano (2009), stratified sampling is suitable when the investigator wants to describe and analyze certain segments within a populace. As per the enquirers, the fundamental benefit of this model is that it assures that each of the many sub-groups is well reflected inside the big set of individuals in the survey. As a result, it's ideal for carefully evaluating subsets. Therefore, in using stratified random sampling, each sector category was considered in getting a fair representation in the sample. In getting the sample size for the two strata, the total number of employees in each category has been divided by the overall number of employees and multiplied by the sample size. This gave the sample size for each group. Those who took part of this scientific enquiry were included using simple random sampling method from the employee roll taking the subsidiaries of Ghana Cocoa Board in Tema take-over center into consideration.

The sample distribution is shown in Table 1.

Table 1: Sample Distribution

Category	Population	Sample
Cocoa Marketing Company	680	130
Quality Control Company Limited	950	181
Total	1630	311

Source: Field survey (2021)

Data Collection Instrument

For the purpose of data collection, a questionnaire was used. According to Amedahe (2002), questionnaire is utilised extensively in the education environment for the purpose of collecting data in any kind of investigation that may be conducted. This is due to the fact that if it is constructed effectively, it may be quite useful for getting information about practises and enquiring into the beliefs and ideas of the participants in the inquiry.

The questionnaire was adapted from the instruments of Ekpong (2015) and Tuvulla and Byaruhanga (2017). The instrument of Ekpong was focused on how counselling can affect performance while the instrument of Tuvulla and Byaruhanga was focused on the effectiveness of workplace counselling. These two instruments were adapted and put together as one questionnaire for the current study. The questionnaire was named Influence of Workplace Counselling Questionnaire (IWCQ).

The questionnaire comprised six parts. The first part (Section A) focused on the demographic data of the participants. Also, section B dealt with how counselling service is provided effectively. Section C covered the perceptions of employees about counselling service. Section D dealt with the

benefits of the provision of counselling services section (E) dealt with the challenges hindering the provision of counselling services at the Ghana Cocoa Board. Section F covered the ways that may aid in improving of the giving of counselling. The final section (G) dealt with the influence of counselling on productivity. The total number of items was 41.

The questionnaire was on a five-point, Likert-type scale comprising Strongly Disagree, Disagree, Neutral, Agree and Strongly Agree. The scoring was done as follows: “1=Strongly Disagree”, “2=Disagree”, “3=Neutral”, “4=Agree”, and “5=Strongly Agree”. This was the scoring for all the sub-scales of the questionnaire. The interpretation for each sub-scale of the questionnaire was done differently depending on what was assessed in the chapter four.

Validity

The amount to which a tool compares actually what it was developed to test is what we mean when we talk about its validity. My supervisor, who is an expert in the field of counselling, checked the questionnaire's content validity to ensure that it was accurate.

Reliability

In order for a tool to be considered reliable, its scores must be stable, constant, and consistent (Creswell, 2012). In order to establish the reliability of the questionnaire, the internal consistency method was used. This means that the Cronbach Alpha Co-efficient was computed to establish the reliability.

The obtained value for the entire reliability co-efficient was 0.807. Reliability of the various sections of the questionnaire were also established. For Section B, the reliability coefficient was 0.810. For Section C, the

reliability co-efficient was 0.781 while that of Section D was 0.812. The reliability co-efficients for Section E was 0.774, Section F was 0.785 and Section G was 0.791.

Pilot Testing

The pilot test is an important part of the data gathering process since it entails conducting a trial run on a smaller scale utilising all of the processes that are going to be used in the primary analysis (Monette, Sullivan & DeJong, 2002). It is critical to conduct pilot testing of the research questionnaire before it is used in the investigation. Not only does this help enhance the quality of the questionnaire, but it also makes the research more effective overall.

The intent of the piloting is to (a) remove any uncertainty that may be present in the survey tool, (b) help highlight any difficulties that may be experienced when gathering the primary information, (c) analyse the directions for gathering the primary data, and (d) test the effectiveness of the actual investigation (Fraser, Fahlman, Arscott & Guillot, 20018).

Pilot testing was done by using 30 workers from the Ghana Cocoa Board in Takoradi. Since the main data was collected from Ghana Cocoa Board workers in Tema, using those in Takoradi ensured that people with similar characteristics were used in the pilot test. Using 30 people for the pilot test was appropriate because it was been shown that any sample closer to 10% of the main sample can be used in pilot test (Connelly, 2008). Since the main sample was 311, 30 people represented almost 10% and as such was considered appropriate.

Data Collection Procedure

The Institutional Review Board at the University of Cape Coast gave its stamp of approval after an ethical review was conducted. Following this, a letter of introduction was obtained from the Department of Guidance and Counselling. This is to assist in obtaining authorization from the respondents to be able to gather the data from them. The data collection took place over the course of a period of two weeks.

Prior to beginning the research, consent from the participants was obtained from each responder as soon as the researchers arrived at each site where data was being collected. The goal of the study was provided to the people polled before they were given the option to reply to the questionnaire, and the volunteers were also given the chance to ask and get details about the investigation. After subjects had finished providing their responses to the questionnaires, the participants' finished copies of the questionnaire were collected. In order to achieve a higher response rate from the respondents, it was stipulated that they could not take the surveys home with them.

Ethical Considerations

The participants in the investigation were offered the assurance that ethical concerns, such as informed permission, anonymity, secrecy, and autonomy, were taken into account and were appropriately considered. Leedy and Ormrod (2005) assert that involvement in work by participants should always be entirely optional. Respondents had the ability to choose whether or not they want to take part in the study when they give their informed consent. In this regard, the permission of the individuals was solicited before they were involved in the study. This is related to the concept of participant autonomy,

which refers to the fact that the respondents have the freedom to choose how much of themselves to participate in the study.

Researchers have an ethical obligation to maintain secrecy in order to safeguard the personal identities and replies of the people who take part in the studies (Leedy & Ormrod, 2005). On account of this, the information collected from the respondents was held in strict confidence. This is tied to the concept of anonymity, which denotes that personal data the responders, such as their names, was not needed from them.

Data Processing and Analysis

Following the collection of the information, it was manually examined to look for mistakes in the answers. After that, the gotten information were encoded and input into the version 22 software programme for the Statistical Product and Service Solution (SPSS). Descriptive statistics, specifically, Means and Standard Deviations was used to analyse the data for all the research questions. However, for research question two, frequencies and percentages were used in addition to means and standard deviations. The hypothesis was tested using simple linear regression.

Chapter Summary

The research methods that were utilised during the duration of the investigation were the primary emphasis of this chapter. It was decided that a descriptive research strategy would work best for this investigation. Out of the total of 1630 employees at Ghana Cocoa Board, Tema, the researchers utilised a technique called proportional stratified sampling to select 311 to participate in the study. The data was acquired through the use of a questionnaire, and then descriptive and inferential statistics were used in doing the analysis.

CHAPTER FOUR

RESULTS AND DISCUSSION

Introduction

to investigate the influence of the provision of counselling services on employee productivity in Ghana Cocoa Board. This chapter presents the results and discussion of the study.

Demographic Characteristics

Table 2 contains information regarding the participants demographic data.

Table 2: Demographic Characteristics of Respondents

Demographics	Frequency (F)	Percentage (%)
Gender		
Male	206	66.2
Female	105	33.8
Age		
25 years and below	22	7.1
26-40 years	206	66.2
41-60 years	83	26.7
Department		
Field Operations	103	33.1
Warehousing	81	26
Human Resource	20	6.4
Special service	63	20.3
Audit	10	3.2
Shipping	15	4.8
Accounts	7	2.3
Quality Control lab.	12	3.9
Position		
Deputy manager	2	0.6
Principal officer	6	1.9
Senior officer	32	10.3
Officer	12	3.9
Assistant officer	42	13.5
Quality control assistant	37	11.9
Clerk	133	42.8
Shed Attendant	15	4.8
Sampler	32	10.3

Source: Field survey (2021)

Table 2 shows the demographic characteristics of respondents. Majority of the respondents (66.2%) were males while 33.8% were females.

This means that there were more males in the study than females. At Ghana Cocoa Board, most of the employees are males and as such the result was not surprising. In terms of age, it can be seen that 66.2% of the subjects aged from 26 to 40. About 26.7% aged from 41 to 60 while only about 7.1% were aged below 25 years. The implication is most of them aged from of 26 to 40 years.

Further, it is showed here, departments of the chosen sample. Most of them (33.1%) were in the field operations Department, 26% were in the Warehousing and ports operations department, 20.3% were in the Special Service Department, 6.4% were in the Human Resource Department, 4.8% were in the Shipping department, 3.9% were in the Quality control Laboratory, 3.2% were in the Audit department, whilst 2.3% were in the Account department. Finally, it can be seen that most of the respondents were clerks (42.8%), 13.5% were assistant officers, 11.9% were quality control assistant, while 10.3% were senior officers and samplers respectively, 4.8% were Shed Attendant, 3.9% were officers, 1.9% were Principal officers and 0.6% were Deputy Managers. This section is of relevance in this study because they give insight into who the respondents were and an assurance of their ability to provide the answers required in the study.

Answers to Research Questions

Research Question 1: What are the perceptions of employees about counselling service provided at the Ghana Cocoa Board?

This research question aimed to find out the perceptions of employees with regard to the provision of counselling services at the workplace. On a scale in which "Strongly Disagree=1," "Disagree=2," "Neutral=3," "Agree=4", and "Strongly Agree=5" were the possible responses, the data for this research

topic were compiled. The mean and the standard deviation were utilised in the analysis of the data. As a result of the scoring, mean scores that were greater than 3.0 were considered to be great, which suggested that the subjects concurred with the statement. On the other hand, mean scores that were less than 3.0 were considered to be below average, which suggested that the respondents did not concur with the statements. Table 3 outlines the findings in its entirety.

Table 3: Perceptions of Employees about Counselling at the Workplace

Statement	Mean	SD
Workplace counselling is a symbol of good working conditions	4.47	0.65
Workplace counselling is a service for employees with issues & problems	4.17	0.94
Workplace counselling is a sign of a caring organization	4.49	0.55
Workplace counselling is an important service for our organization	4.50	0.55
Workplace counselling is needed more than any service in our organization	3.61	1.07
Mean of Means	4.25	

Source: Field Survey (2021)

From this table, the chosen sample agreed to all the statements. The respondents perceived workplace counselling to be important for them at the workplace ($M=4.50$, $SD=0.55$). The subjects also had the perception that workplace counselling is a sign of a caring organisation ($M=4.49$, $SD=0.55$) and also a symbol of good working conditions ($M=4.47$, $SD=0.65$). All of these are positive perceptions about workplace counselling. The mean of means of 4.25 confirms this.

Research Question 2: To what extent is counselling service provided effectively at the Ghana Cocoa Board?

This research question was aimed at finding out the extent to which counselling service is provided effectively at the Ghana Cocoa Board. The respondents were first asked to respond to several statements. The gotten information were analysed by utilising frequencies and percentages and the outcome shown in Table 4.

Table 4: Provision of Counselling

Statement	Yes		No	
	Freq.	%	Freq.	%
There is a counsellor in this organisation.	54	17.4	257	82.6
There is a system in place for people to receive counselling in this organisation.	46	14.8	265	85.2
There is a counselling section or unit in this organisation.	42	13.5	269	86.5

Source: Field Survey (2021)

The table displays 82.6% as answering ‘No’ in response to whether there was a counsellor in the organisation. Also, 85.2% of the respondents indicated ‘No’ to whether there is a system in place for people to receive counselling. Finally, it is clear that 86.5% of the participants responded ‘No’ to whether there is a counselling section or unit. From the results in Table 4, it is evident that counselling was rarely provided. This was expressed by the respondents in the study.

In addition, the participants were provided with a number of assertions to which they were required to submit their responses. The statements were graded according to the following scale: "Strongly Disagree =1," "Disagree =2," "Neutral =3," "Agree =4" and "Strongly Agree =5" The average and the

standard error were utilised in the analysis of the dataset. According to the results of the scoring, mean scores that were greater than 3.0 were considered to be high, which indicated that the participants concurred with the claim. Average ratings which was less than 3.0, on the other hand, were considered low, implying that the respondents disagreed with the specific claims. Table 5

summarizes the findings.

Table 5: Extent of Provision of Counselling

Statement	Mean	SD
There is intermittent guidance and counselling sessions for employees in this organization	1.98	1.26
Employees with major issues or problems are referred to counsellors outside the organisation	3.12	1.46
Counsellors make their presence felt in this organisation	1.86	1.18
It is easy to patronize counselling in this organization	1.92	1.19
Mean of Means	2.22	

Source: Field Survey (2021)

Looking at table five, the respondents agreed to the statement that employees with major issues or problems are referred to counsellors outside the organisation ($M=3.12$, $SD=1.46$). This was the only claim or assertion that the respondents agreed to the list of statements. The respondents however disagreed to the rest of the statements. Specifically, the respondents disagreed that there was intermittent guidance and counselling sessions for employees in their organisation ($M=1.98$, $SD=1.26$) and disagreed also that it was easy to patronize counselling in their organisation ($M=1.92$, $SD=1.18$).

From the results in Table 5, it is evident that when employees have major issues, they are referred to counsellors outside of the Ghana Cocoa Board for assistance. Most of the respondents disagreed that counselling was

provided intermittently for employees. They also disagreed that patronising counselling was easy at their firm. The mean of means of 2.22 gives a final impression that counselling service was to a large extent unavailable.

Research Question 3: What are the benefits of the provision of counselling services at the Ghana Cocoa Board?

The purpose of this research question was to investigate the benefits that can come from offering counselling services in the workplace. On a scale in which "Strongly Disagree=1," "Disagree=2," "Neutral=3," "Agree=4", and "Strongly Agree=5" were the possible responses, the data for this investigation topic were compiled. The mean and the standard deviation were utilised in the analysis of the data. As a result of the scoring, mean scores that were greater than 3.0 were considered to be high, which suggested that the survey participants concurred with the assertion. On the other hand, mean scores that were less than 3.0 were considered to be low, which suggested that the respondents did not concur with the disclosures. Table 6 is a presentation of the findings.

The results in Table 6 show that workplace counselling helps in improving job performance ($M=4.51$, $SD=0.50$) and also in improving employees psychological health ($M=4.48$, $SD=0.57$). The subjects further indicated workplace counselling as making employees develop positive work attitudes ($M=4.37$, $SD=0.85$) and enables employees to work together and relate well ($M=4.28$, $SD=0.76$). Aside these, the respondents were of the view that workplace counselling can help reduce individual or personal problems among employees ($M=4.23$, $SD=0.81$) and enhance employee morale ($M=4.22$, $SD=0.84$).

Table 6: Benefits of Counselling Service

Statement	Mean	SD
Workplace counselling can help improve employee's psychological health	4.48	0.57
Workplace counselling can help in improving job performance	4.51	0.50
Workplace counselling can help employees to work together and relate well	4.28	0.76
Workplace counselling can enhance employee's morale	4.22	0.84
Workplace counselling can decrease absenteeism	4.00	0.82
Workplace counselling can increase loyalty to the organization	4.11	0.84
Workplace counselling can decrease workplace accidents	3.99	0.89
Workplace counselling can help employees develop positive work attitudes	4.37	0.85
Workplace counselling can help reduce individual or personal problems among employees	4.23	0.81
Mean of Means	4.24	

Source: Field Survey (2021)

Table 6 displays that the chosen sample saw workplace counselling to be beneficial for employees and organisations as a whole. They were of the view that workplace counselling can be beneficial in terms of improving performance, improving employee's psychological health, helping employees develop positive work attitudes, good working relationship, solving personal problems of employees and enhancing employee morale. These results give

confirmation to the earlier results of the respondents having positive perceptions about workplace counselling.

Research Question 4: What challenges hinder counselling services from being assured at the Ghana Cocoa Board?

The purpose of this research question was to find out the challenges which hinder the provision of counselling services. The scoring of the portion of the questionnaire was done using the scale: “Strongly Disagree=1”, “Disagree =2”, “Neutral=3”, “Agree=4” and “Strongly Agree=5”. The average and the standard error were utilised in the analysis of the information. Average values that were higher than 3.0 were rated the highest, which suggested that the respondents concurred with the statement. Mean scores that were lower than 3.0 were regarded as poor, which suggested that the subjects did not concur with the remarks. Table 7 summarises the findings for one’s perusal.

Table 7: Challenges hindering Provision of Counselling

Statement	Mean	SD
Lack of employee awareness of workplace of counselling	3.63	1.37
Lack of resources needed by counsellors to work	3.21	1.39
Lack or inadequate number of professional counsellors	2.68	1.12
Poor professionalism among counsellors	3.26	1.16
Unwillingness of employees to patronize counselling	2.73	1.29

Source: Field Survey (2021)

This table expresses a lack of professional counsellors as a major challenge hindering the provision of counselling ($M=3.68$, $SD=1.12$). Lack of awareness of counselling among employees ($M=3.63$, $SD=1.37$) and lack of resources needed for counselling ($M=3.21$, $SD=1.39$) were also shown to be a

challenge hindering the provision of counselling. These were the main challenges agreed to by the respondents.

Research Question 5: Which measures can help improve the provision of counselling services at the Ghana Cocoa Board?

This research question sought to find out measures which can help improve the provision of counselling services at the Ghana Cocoa Board. The data for this research question was on a scale of: “Strongly Disagree=1”, “Disagree =2”, “Neutral=3”, “Agree=4” and “Strongly Agree=5”. The observations were evaluated using average score and deviations of standard scores. Mean scores above 3.0 were regarded to be significant, meaning that the participants agreed to the statement while mean scores below 3.0 were judged to be inadequate suggesting that the participants objected to the remarks. The outcomes are provided in table 8.

Table 8: Measures to Improve Provision of Counselling

Statement	Mean	SD
Embark on counselling awareness	4.50	0.75
Set up a counselling unit	4.75	0.75
Employ professional counsellors	4.49	0.75
Allocate funds for counselling	4.58	0.79
Allocate time for counselling	4.47	0.79

Source: Field Survey (2021)

Table 8 provides suggested measures that can improve provision of counselling. From the results, it was shown by the respondents that setting up a counselling unit ($M=4.75$, $SD=0.75$), allocating funds for counselling ($M=4.58$, $SD=0.79$), creating awareness of counselling ($M=4.50$, $SD=0.75$),

employing professional counsellors ($M=4.49$, $SD=0.75$) and allocating time for counselling ($M=4.47$, $SD=0.79$) can help improve provision of counselling. These were the measures suggested by the respondents.

Hypothesis

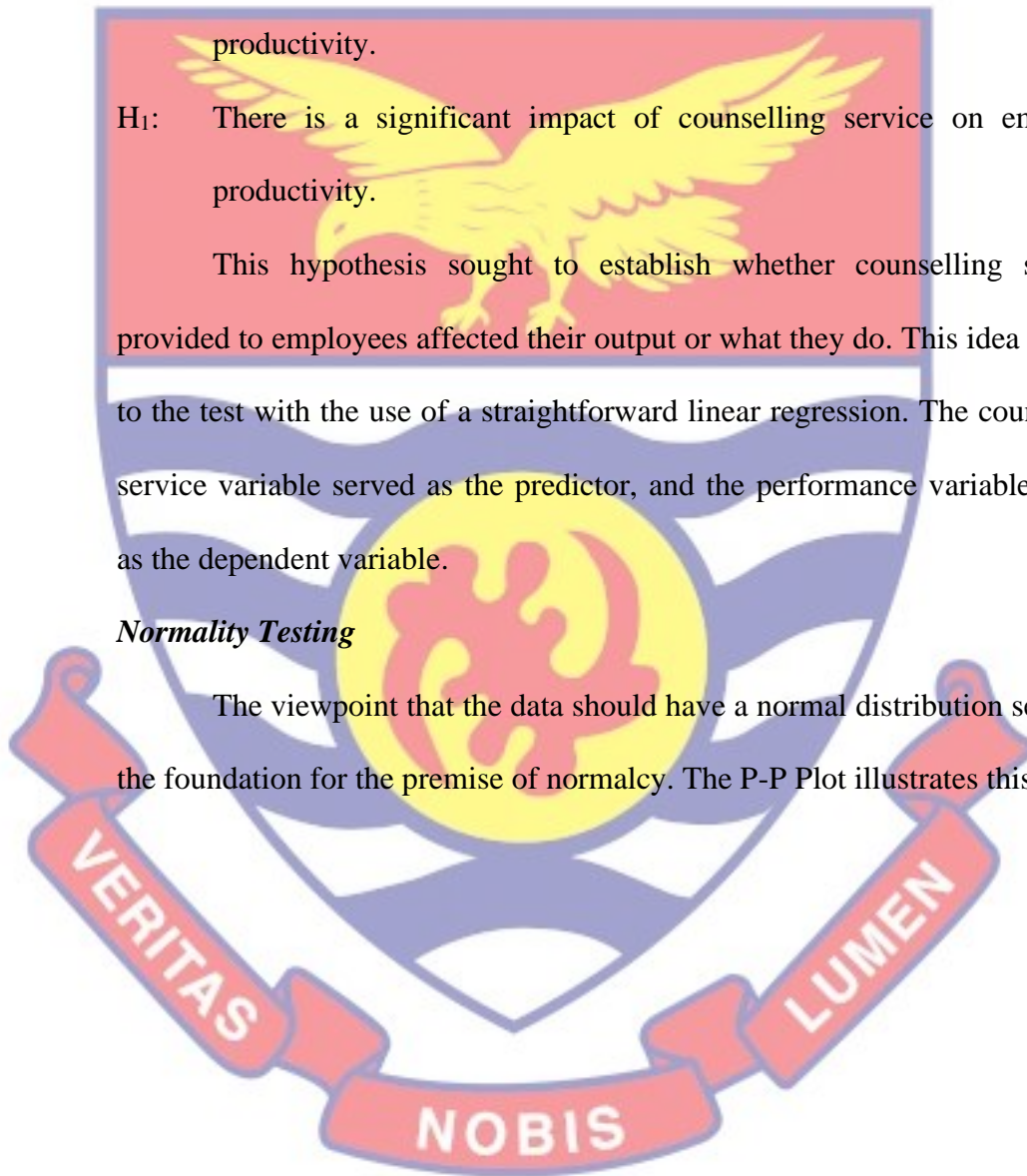
H₀: There is no significant impact of counselling service on employee productivity.

H₁: There is a significant impact of counselling service on employee productivity.

This hypothesis sought to establish whether counselling services provided to employees affected their output or what they do. This idea was put to the test with the use of a straightforward linear regression. The counselling service variable served as the predictor, and the performance variable served as the dependent variable.

Normality Testing

The viewpoint that the data should have a normal distribution serves as the foundation for the premise of normalcy. The P-P Plot illustrates this point.



Normal P-P Plot of Regression Standardized Residual

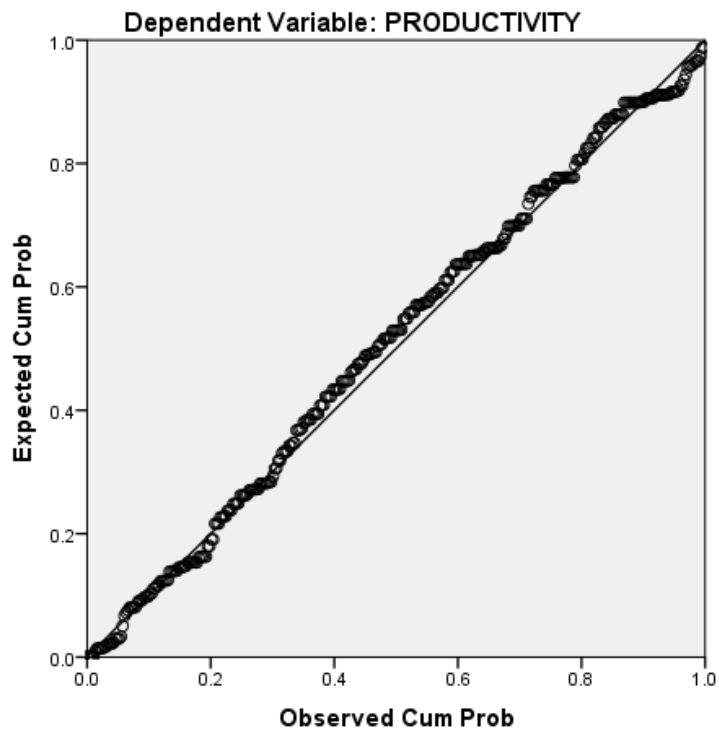


Figure 2: Normality of Data

Source: Field Survey (2021)

The P-P plot reveals, upon closer inspection, that the spots tend to congregate towards the line that is horizontal. This indicates that the presumption of normality was satisfied, which is the case. To a large extent, the data were typical.

Homoscedasticity

This presumption is founded on the idea that the residuals, also known as mistakes, should not vary in a systematic manner across the different values of the explanatory element. In order to demonstrate this, a scatterplot is analysed in order to identify any trend.

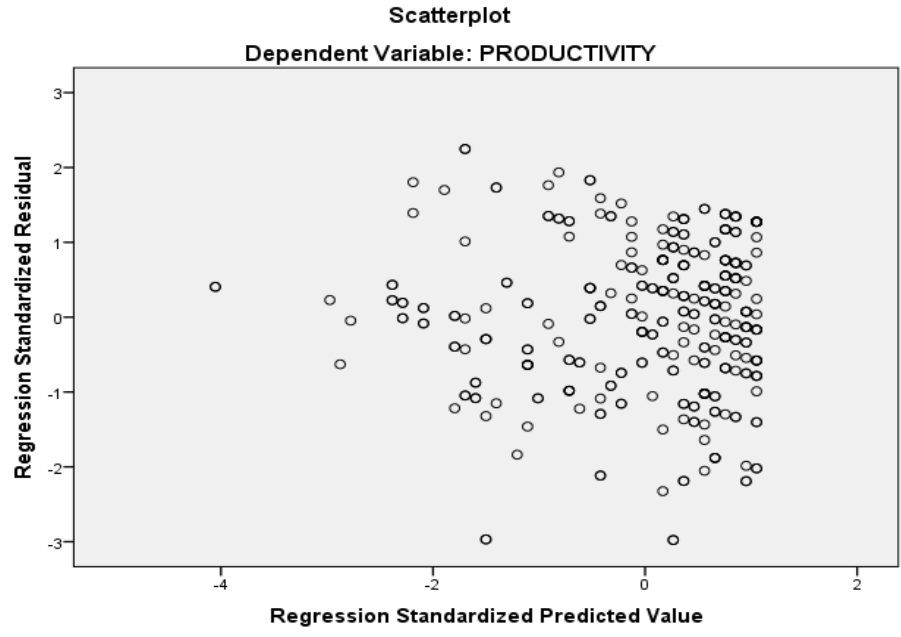


Figure 3: Scatterplot of Counselling service and Productivity

Source: Field Survey (2021)

The premise that there is no homoscedasticity was validated by the data depicted in figure 3, which displays dots that are distributed across the graph.

Independence of Observations

The Durbin-Watson Statistic was applied in the process of determining whether or not the observations may be considered independent. The findings are detailed in Table 9 which may be found hereunder.

Table 9: Test for Independence of Observations

Model	R	R Square	Durbin-Watson
1	.377 ^a	.142	1.933

Source: Field survey (2021)

Due to the fact that the Durbin-Watson statistic is 1.933, it is evident from the model shown in the ninth table that the presumption regarding the independence of data was accurate. This is due to the fact that the Durbin-Watson statistic needs to fall somewhere in the range of 1.5 and 3.0 in order for the premise of the independence of observations to be valid.

After ensuring that the hypotheses behind the linear regression are accurate, the model synopsis for the regression evaluation can be found in the tenth table.

Table 10: Model Summary

Model	R	R Square	Change Statistics				
			R Square Change	F Change	df1	df2	Sig. F Change
1	.009 ^a	.000	.000	.028	1	309	.868

a. Predictors: (Constant), Counselling
 b. Dependent Variable: Productivity

Source: Field survey (2021)

It can be observed in the summary of the model that the predictor did not add any fluctuation to the dependent variable at all ($R^2 = 0.000 \times 100 = 0\%$). This indicates that the predictor factor did not make any contribution to the variable that was being studied (the dependent variable). Due to the fact that the model did not seem to be significant ($p > .05$), it is possible to conclude that counselling does not have a significantly negative effect on productivity.

The interaction between the predictor variable and the dependent variable is shown through the use of a relationship table in this presentation.

Table 11: Correlations

		Self-Esteem	Parental Abuse
Pearson Correlation	Productivity	1.000	.009
	Counselling	.009	1.000
Sig. (1-tailed)	Productivity	.	.434
	Counselling	.434	.
N	Productivity	311	311
	Counselling	311	311

Source: Field survey (2021)

Not Significant, $p > .01$

It is clear from looking at Table 11 that the counselling service did not have a substantial association with the amount of output ($r=.434$, $p>.01$). This results mean that as the counselling service at the workplace had no relationship with productivity. This result is understandable because the respondents indicated that counselling was rarely provided at the workplace.

Table number twelve displays the estimates of the predictor variable as reference.

Table 12: Coefficients^a

Model		Unstandardized		Standardized		
		B	Std. Error	Beta	t	Sig.
1	(Constant)	15.830	1.043		15.175	.000
	Counselling	.007	.042	.009	.167	.868

a. Dependent Variable: Productivity

b. Predictors: (Constant), Counselling

Source: Field survey (2021)

Taking a look at the 12th table, counselling does not strongly affect performance/output ($t=.167$, $p>.05$). Based on all outcomes, the null hypothesis which is there was no significant impact of counselling service on employee productivity was retained. This means that counselling service had no significant impact on productivity. This can be attributed to the fact that counselling service was rarely provided at the workplace.

Discussion

Perceptions of Employees about Counselling

The study depicted respondents as seeing workplace counselling as important at the workplace. The respondents also had the perception that workplace counselling is a sign of a caring organisation and also a symbol of

good working conditions. All of these are positive perceptions about workplace counselling. The implication is that workplace counselling demonstrates care and commitment of the company to ensuring conducive work environment.

The results of the current study are in line with the findings of Yu et al. (2010) that on a more positive note, respondents perceived numerous benefits of counselling, including personal assistance and support; problem solving; and helping to relieve emotional tension. Thus, to the respondents in the study of Yu et al., counselling at the workplace was necessary in creating a better working environment.

In a similar vein, the findings of the current study confirm the findings of Kumri, Hussain and Summaya (2014) which showed that workplace counselling was very important element in organisations in creating a conducive environment and encouraging employees to do their best at the workplace. Further, the current study revealed findings which are similar to that of Chari (2018) participants who had and those who had not used the service agreed that it was a vital service to have in the workplace. The reason was that employees would be encouraged and feel a sense of care and belonging at the workplace. The implication was that even if employees have not received counselling, they had a positive view of what counselling would do at the workplace. This was confirmed in the current study.

Moreover, the findings of the current study support the findings of Sifuma (2012) that employees in the industrial sector in Kenya saw counselling at the workplace to be beneficial to all the employees in the industrial sector by making them feel a sense of belongingness. Counselling

provided at the workplace also made the work environment more appropriate for work.

Overall, it is evident from the discussion that employees hold positive views about workplace counselling. In connection to the theories reviewed in the study, it can be said that as indicated in reality therapy, people can be equipped to become effective at their workplace through the provision of counselling (Akoth, 2014). This is what was found to be the perception of the participants in the study.

Extent of Provision of Counselling Service

The study revealed that most of the respondents indicated 'No' in response to whether there was a counsellor in the organisation, whether there was a system in place for people to receive counselling, and whether there was a counselling section or unit at the workplace. The respondents added that when employees have major issues, they are referred to counsellors outside of the Ghana Cocoa Board for assistance. Also, most of the respondents disagreed that intermittent counselling sessions was provided for employees. It is evident therefore that counselling was rarely provided for employees at Ghana Cocoa Board.

In most corporate organisations, counselling is rarely provided. This means that workplace counselling has yet to gain roots, particularly at the nation Ghana. The results of the study confirm the results of Mbwette, Bagandanshwa and Mnyanyi (2014) that in many offices in Tanzania workplace counselling was not effectively provided since the availability of workplace counsellors was in doubt. Due to this, most organisations provided

opportunities where employees met managers for advice as and when they needed.

Also, the results of the present investigation are consistent with the results of Phillips (2021) that there was only a small percentage of workplace counsellors working in organisations. Philips ended by indicating that most corporate institutions do not have counselling offices and counsellors at the workplace.

Additionally, the findings support that of Yu, Fu, Zhao and Davey (2010) in Hong Kong, that most employees did not know a counsellor, had not experienced counselling, and were not willing to do so at the workplace. Also, half of the respondents were not willing to pay for a counselling session. Also, the findings of the current study are in line with that of Sifuma (2012) in Kenya that there were different types of counselling needs among the industrial employees which were mostly unmet.

All of the studies discussed have shown clearly that even though workplace counselling can be seen to be important, most corporate institutions do not effectively provide counselling. This is more particular in developing countries where studies on workplace counselling seem to be non-existent.

Benefits of the Provision of Counselling Services

The results showed that the respondents saw workplace counselling to be beneficial for employees and organisations as a whole. They were of the view that workplace counselling can be beneficial in terms of improving performance, improving employee' psychological health, helping employees develop positive work attitudes, good working relationship, solving personal problems of employees and enhancing employee morale. These results gave

confirmation to the earlier results of the respondents having positive perceptions about workplace counselling.

These findings agree with the findings of Mwenze (2018) that employees perceived workplace counselling as a tool for improving organisational performance. Also, it was found that workplace counselling enhances positive attitude of employee's perception towards work. Finally, it was shown that the productivity of employees was improved by workplace counselling moderately though sometimes at great extent as perceived by employees.

Similarly, the results confirm the results of McLeod and McLeod (2001) that, in general, workplace counselling is effective for clients for a wide variety of type and severity of presenting problems. For employees with personal problems, counselling can help resolve such problems. Also, the findings of this current study are in line with that of Akoth (2014) that the benefits of workplace counselling included the creation of a good environment among staff by improving workplace relationships.

In addition, the findings confirm that of Chan (2011) that workplace counselling improves employee well-being; the intervention helps employees in alleviating symptoms of workplace stress, burnout and depression. Chan therefore that workplace counselling should be used as a tool to restore employees and potentially improve employees' and organisational performance.

Moreover, the findings of the current study agree with that of Tuvulla and Byaruhanga (2017) that workplace counselling significantly assisted to improve the performance of employees affected by problems at work and at

home. The findings of the current study support the findings of several other researchers that workplace counselling has the potential of resolving employee problems and ultimately improving performance (Hughes & Kinder, 2007; Sutherland & Hatton, 2002).

Theoretically, reality therapy posits that counselling can equip people with skills that they need to have control over their daily activities in order to be successful (Prout & Fedewa, 2015). This implies that the adoption of reality therapy in the current study was relevant. Also, the social cognitive theory as developed by Bandura (1986) gives the indication that through counselling, people can build up on their self-efficacy and also learn from others so as to succeed. This supports what was realized in this study that counselling can improve productivity.

The evidence from the numerous studies is that when counselling is provided effectively, it will not just help in resolving employee problems but will help improve performance. Psychological wellbeing and attitude towards work are all areas that counselling can significantly improve.

Challenges Hindering the Provision of Counselling Services

The investigation found a lack of professional counsellors as a major challenge hindering the provision of counselling. Lack of awareness of counselling among employees and lack of resources needed for counselling were also shown to be challenges hindering the provision of counselling. All of the identified issues were seen as main hinderances affecting how counselling services are administered at Ghana Cocoa Board.

The outcomes are consistent with the observations of Akoth (2014) that the barriers towards workplace counselling in the University of Nairobi included lack of sensitization on the benefits of workplace counselling, fear and stigma towards workplace counselling and lack of professional counsellors.

Also, the findings are in line with the findings of Barkhuizen, Jorgensen and Brink (2015) who explored the role of training the I-O psychologist as workplace counsellor and found that lack or inadequacy of professional counsellors was a major challenge affecting the provision of counselling at the workplace. Similarly, the findings confirm that of Muturi (2010) that the major hindrance to expansion of the provision of Guidance and Counselling was cited as inadequate budgetary allocation, lack of training in basic counselling skills for supervisors, lack of enough counsellors and lack of 'specialized' training for the serving counsellors.

It appeared from the results discussed that the challenges hindering the provision of workplace counselling are similar in different context. In relation to the theories reviewed in this study, social cognitive theory argues that people can observe and learn from others (Bandura, 1977). Therefore, there would be a challenge if there is no one available to learn from. This explains why the lack of workplace counsellors and lack of awareness of workplace counselling were major challenges in this study. The challenges identified can be addressed when the appropriate measures are put in place.

Measures to Improve Provision of Counselling Services

The results showed that setting up a counselling unit, allocating funds for counselling, creating awareness of counselling, employing professional

counsellors and allocating time for counselling can help improve provision of counselling at the workplace. These were the measures suggested by the respondents.

To ensure that counselling is provided effectively, there is the need to set up a counselling unit. This is basically the first step in the provision of counselling. The allocation of funds and time, employment of professional counsellors and creation of awareness are all indicators which aids the existence of counselling at a workplace.

The findings support the findings of Mbwette et al. (2014) who examined practice in counselling at job environment at Tanzania and saw a gap in G&C related duties, concluded that there was the need to employ counsellors who have been trained to deal with workplace issues and help employees resolve their personal issues. In similar vein, the findings are in line with that of Tuvulla and Byaruhanga (2017) revealed companies as flourishing when plans are set on counselling at the office which describe obviously the structure agenda, management's task and the work profiles of counsellors. They found from their study that this can help improve the provision of counselling.

In addition, the results of the present investigation align with the observations of Chari (2018), who found that in attempt to optimise the supply of counselling in institutions, there was a necessity to make people aware of workplace counselling and also prepare counsellors as to how to cope with staff members' individual concerns. This was found to be necessary in order to enhance the provision of workplace counselling

Further, the findings support that of Ombayo, Otuya, and Shiamwama (2013) conducted an investigation into the connection between career planning and work performance in sugar companies based in Kakamega County, Kenya. They came to the conclusion that sugar firms need to include career guidance as an integral part of their job effective interventions. The researchers argued that by doing this, sugar firms can improve on their productivity.

The recommendations in the study of Muturi (2010) included adequate budgetary provisions, professional development of Counsellors, recruitment of professional counsellors, training of supervisors in basic counselling skills, enhanced counsellor supervision, and improvement in infrastructure and equipment. Muturi revealed that these techniques can boost counselling in organisations. These have all been confirmed in the current study.

Impact of Counselling Services on Productivity

Finally, no significant impact of counselling service on employee productivity was seen or recorded. This means that counselling service did not significantly affect productivity. This can be attributed to the fact that counselling service was rarely provided at the workplace. As a result, the level of productivity at the workplace was not connected to counselling duties.

The outcome of this study agrees with that of Muthomi (2014) that employee counselling significantly improved performance of those who had received it, but those who have not received such counselling did not see a change in their performance. In a similar vein, that findings are in line with that of Ekpang (2015) that for organisations to be productive, work place counselling should be organized for employees whose work performances

have declined as a result of personal problems. Ekpang explained that when counselling is not provided, the performance of employees would not see any change.

Further, in line with the current study, Mbwette, Bagandanshwa and Mnyanyi (2014) concluded from their study that because of the vacuum that exists in counselling at the workplace, employee productivity was unaffected. In other words, they argued that when counselling is not provided, productivity has no connection to counselling. The findings also confirm that of Chan (2011) that when workplace counselling is not provided effectively, it appears to have neutral effect on employee performance.

As indicated in the reality therapy, counselling can help people in their choices and activities to be able to succeed (Nunez, 2020). This means that in the absence of counselling, some people may not succeed. In the current study since, workplace counselling was not provided and as such it was no surprise that there was no impact on productivity.

Chapter Summary

The aforementioned section focused on the outcomes and elaborations of the investigation. Five questions of the enquiry along with one hypothesis were responded to. The results showed that generally, workplace counselling was not effectively provided. However, the respondents had positive perceptions about how beneficial workplace counselling can be for their organisation. Some challenges were also identified in the study to include lack of professional counsellors, awareness and needed resources. To improve the provision of counselling at the workplace, measures like employing

professional counsellors, setting up counselling unit, awareness creation, allocation of time and allocation of resources were suggested.



CHAPTER FIVE

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

Introduction

The summary, conclusions and recommendations of the study are presented in this chapter. Additionally, the implications for counselling and suggestions for further research are also presented.

Summary of Study

The purpose of this study was to investigate the influence of the provision of counselling services on employee productivity in Ghana Cocoa Board. Specifically, the study was intended to answer five research questions and test one hypothesis.

Research Questions

1. What are the perceptions of employees about counselling service provided at the Ghana Cocoa Board?
2. To what extent is counselling service provided effectively at the Ghana Cocoa Board?
3. What are the benefits of the provision of counselling services at the Ghana Cocoa Board?
4. What are the challenges hindering the provision of counselling services at the Ghana Cocoa Board?
5. Which measures can help improve the provision of counselling services at the Ghana Cocoa Board?

Hypothesis

H₀: There is no significant impact of counselling service on employee productivity at the Ghana Cocoa Board.

H₁: There is a significant impact of counselling service on employee productivity at the Ghana Cocoa Board.

Literature related to the study were reviewed. The review covered the theoretical framework, conceptual review, and the empirical review. The Reality Therapy and the Social Cognitive Theory and Self-Efficacy were reviewed in the study. Concepts relating to counselling, workplace counselling, benefits of workplace counselling and challenges of workplace counselling were reviewed. Finally, empirical studies related to the current study were reviewed. It was realised that generally, workplace counselling has not been explored in the Ghanaian literature.

Descriptive research design was adopted for this study. Proportional stratified sampling technique was used to sample 311 participants from a population of 1630 employees in the Ghana Cocoa Board. Data was collected using questionnaire and analysed using descriptive and inferential statistics.

Major Findings

The study revealed that the respondents perceived workplace counselling to be important at the workplace. The respondents also had the perception that workplace counselling is a sign of a caring organisation and also a symbol of good working conditions. All of these are positive perceptions about workplace counselling.

The results showed that most of the respondents noted that there was no counsellor in their organization and that there was no system in place for

people to receive counselling, and there was no counselling section or unit at the workplace. The respondents added that when employees have major issues, they are referred to counsellors outside of the Ghana Cocoa Board for assistance. Also, most of the respondents disagreed that intermittent counselling sessions was provided for employees. It is evident therefore that counselling was rarely provided for employees at Ghana Cocoa Board.

The results showed that the respondents saw workplace counselling to be something that can be beneficial for employees and organisations as a whole. They saw workplace counselling to be beneficial in terms of improving performance, improving employee' psychological health, helping employees develop positive work attitudes, good working relationship, solving personal problems of employees and enhancing employee morale. These results gave confirmation to the earlier results of the respondents having positive perceptions about workplace counselling.

The study found that the lack of professional counsellors was a major challenge hindering the provision of counselling. Lack of awareness of counselling among employees and lack of resources needed for counselling were also shown to be challenges hindering the provision of counselling. All of the identified issues includes main hassles hindering how psychotherapy is done at Ghana Cocoa Board.

The results revealed that setting up a counselling unit, allocating funds for counselling, creating awareness of counselling, employing professional counsellors and allocating time for counselling can help improve provision of counselling at the workplace.

Finally, the findings showed that there was no significant impact of counselling service on employee productivity. This means that counselling service did not significantly affect productivity. This can be attributed to the fact that counselling service was rarely provided at the workplace. As a result, the level of productivity at the workplace was not connected to counselling services.

Conclusion

The study concluded that even though the employees saw workplace counselling to be beneficial, workplace counselling was rarely provided at the Ghana Cocoa Board. The view of the employees was that workplace counselling can be beneficial not only to employees but to the organization as a whole. This sends the signal employees had an idea of all the good that could come from having counselling in place at work.

Further, it is concluded that workplace counselling was rarely provided due to some challenges such as lack of professional counsellors, lack of awareness and lack of resources. These challenges make the provision of workplace counselling something that is theoretical and not practical. Resolving some of these challenges can help improve the provision of counselling at the workplace. Finally, absence of effective workplace counselling meant that productivity at the workplace has no connection to counselling.

Recommendations

Based on the findings, the following recommendations were made:

1. Authorities of the Ghana Cocoa Board should set up vibrant Counselling Units across all their offices to help employees resolve their issues at work.
2. Authorities of the Ghana Cocoa Board should employ professional workplace counsellors whose main duty would be to provide counselling services for employees.
3. Authorities of the Ghana Cocoa Board should allocate budgetary funds for counselling-related services at the workplace to enhance the provision of counselling services at the workplace.
4. Authorities of the Ghana Cocoa Board should put in place a structure which would make employees aware of the counselling services provided at the workplace, thus, making it easy for them to patronize counselling services.

Implications for Counselling

Workplace counsellors could reach out to employees either through well-organised activities or sending out messages aimed at helping employees resolve their issues. Also, workplace counsellors could pay attention to personal issues of employees as well as organisational challenges. By addressing such issues, productivity in organisations can be improved.

Suggestions for Further Research

The following are suggested for further research:

1. Further research can explore the issue of workplace counselling from the perspective of counsellors who specialize in workplace

counselling. This can help get the views concerning workplace counselling from the real practitioners so as to improve the provision of workplace counselling.

2. A follow-up study can be conducted at the Ghana Cocoa Board to find out the extent to which counselling services are provided in light of the recommendations of the current study.



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APPENDIX A
QUESTIONNAIRE FOR EMPLOYEES
UNIVERSITY OF CAPE COAST
COLLEGE OF EDUCATION STUDIES
DEPARTMENT OF GUIDANCE AND COUNSELLING

This questionnaire seeks to obtain your views on the impact of the provision of counselling services on employee productivity in Ghana Cocoa Board. Your participation in this study is very important. Any information you provide will be kept confidential. Please feel free to participate in the study.

Thank you.

Please respond by ticking [√] and writing where necessary.

Section A – Background / Demographic Information

Direction: Kindly provide the required information or put a tick (√) in the appropriate column to indicate your response to each of the items in this section.

1. Gender: Male [] Female []
2. Age: 25 years and below [] 26-40 years [] 41 – 60 years []
3. Department:
4. Position:
5. Marital Status: Single [] Married [] Divorced []
Widowed []

Section B: Extent to which Counselling is Provided Effectively

1. There is a counsellor in this organisation.

Yes [] No []

2. There is a system in place for people to receive counselling in this organisation.

Yes [] No []

3. There is a counselling session or unit in this organisation.

Yes [] No []

Please indicate the extent to which you need counselling support for the following reasons.

1=Strongly Disagree (SD), 2= Disagree (D), 3=Neutral (N), 4= Agree (A) and 5=Strongly Agree (SA)

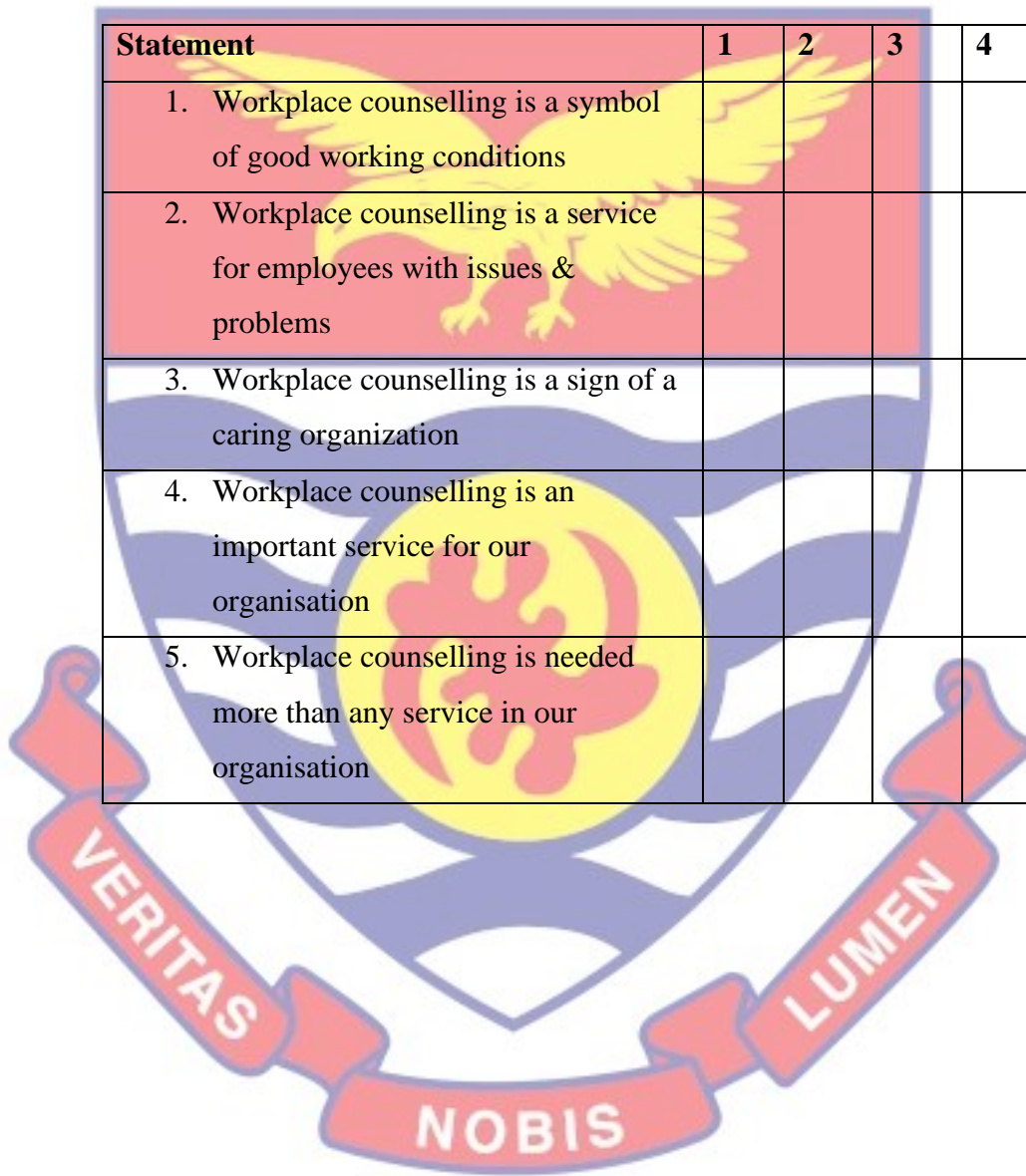
Statement	1	2	3	4	5
4. There is intermittent guidance and counselling sessions for employees in this organisation					
5. Employees with major issues or problems are referred to counsellors outside the organisation					
6. Counsellors make their presence felt in this organisation					
7. It is easy to patronize counselling in this organisation					

Section C: Perceptions of Employees about Counselling Service

Please indicate the extent to which you need counselling support for the following reasons.

1=Strongly Disagree (SD), 2= Disagree (D), 3=Neutral (N), 4= Agree (A) and 5=Strongly Agree (SA)

Statement	1	2	3	4	5
1. Workplace counselling is a symbol of good working conditions					
2. Workplace counselling is a service for employees with issues & problems					
3. Workplace counselling is a sign of a caring organization					
4. Workplace counselling is an important service for our organisation					
5. Workplace counselling is needed more than any service in our organisation					



Section D: Benefits of the Provision of Counselling Services

Please indicate the extent to which you need counselling support for the following reasons.

1=Strongly Disagree (SD), 2= Disagree (D), 3=Neutral (N), 4= Agree (A) and 5=Strongly Agree (SA)

Statement	1	2	3	4	5
1. Workplace counselling can help improve employee' psychological health					
2. Workplace counselling can help in improving job performance					
3. Workplace counselling can help employees to work together and relate well					
4. Workplace counselling can enhance employee' morale					
5. Workplace counselling can decrease absenteeism					
6. Workplace counselling can increase loyalty to the organization					
7. Workplace counselling can decrease workplace accidents					
8. Workplace counselling can help employees develop positive work attitudes					
9. Workplace counselling can help reduce individual or personal problems among employees					

Section E: Challenges Hindering the Provision of Counselling Services

Please indicate the extent to which you need counselling support for the following reasons.

1=Strongly Disagree (SD), 2= Disagree (D), 3=Neutral (N), 4= Agree (A) and 5=Strongly Agree (SA)

Statement	1	2	3	4	5
1. Lack of employee awareness of workplace of counselling					
2. Lack of resources needed by counsellors to work					
3. Inadequate number of professional counsellors					
4. Poor professionalism among counsellors					
5. Unwillingness of employees to patronize counselling					

Section E: Measures to Improve the Provision of Counselling Services

Please indicate the extent to which you need counselling support for the following reasons.

1=Strongly Disagree (SD), 2= Disagree (D), 3=Neutral (N), 4= Agree (A) and 5=Strongly Agree (SA)

Statement	1	2	3	4	5
1. Embark on counselling awareness					
2. Set up a counselling unit					
3. Employ professional counsellors					
4. Allocate funds for counselling					
5. Allocate time for counselling					

Section F: Productivity

Please indicate the extent to which you need counselling support for the following reasons.

1=Strongly Disagree (SD), 2= Disagree (D), 3=Neutral (N), 4= Agree (A) and 5=Strongly Agree (SA)

Statement	1	2	3	4	5
1. I am able to achieve my performance targets					
2. I achieve beyond my usual level of performance					
3. I perform better than what is seen to be acceptable					
4. I perform my assigned duties with diligence					
5. I work in line to achieve the targets of my company					



APPENDIX B

RELIABILITY OUTPUT

Reliability Statistics

Cronbach's Alpha	N of Items
.807	36



APPENDIX C

INTRODUCTORY LETTER

UNIVERSITY OF CAPE COAST
COLLEGE OF EDUCATION STUDIES
FACULTY OF EDUCATIONAL FOUNDATIONS
DEPARTMENT OF GUIDANCE AND COUNSELLING

Telephone: 0332091854
Email: deg@ucc.edu.gh



UNIVERSITY POST OFFICE
CAPE COAST, GHANA

December 20, 2021

The Chairman
Institutional Review Board
U. C. C.
Cape Coast

LETTER OF INTRODUCTION

We introduce to you, Ibrahim Abdulai a student from the Department of Guidance and Counselling, University of Cape Coast. He is pursuing M.Phil in Guidance and Counselling.

As part of his requirement, he is expected to work on a thesis titled:

*Impact of the Provision of Counselling Services
on Employee Productivity in Ghana Cocoa Board.*

He has successfully defended his proposal and is seeking for ethical clearance to collect data for the study.

We would be most grateful if you could provide him the necessary assistance for ethical clearance for his study.

Thank you.

DR. STEPHEN DOH FIA
HEAD OF DEPARTMENT

APPENDIX D

ETHICAL CLEARANCE

UNIVERSITY OF CAPE COAST
COLLEGE OF EDUCATION STUDIES
ETHICAL REVIEW BOARD

UNIVERSITY POST OFFICE
CAPE COAST, GHANA

Our Ref: CES-ERB/ucc.edu.gh/22-01
Your Ref:



Date: 17th January, 2022

Dear Sir/Madam,

ETHICAL REQUIREMENTS CLEARANCE FOR RESEARCH STUDY

Chairman, CES-ERB
Prof. J. A. Omotosho
jomotosho@ucc.edu.gh
0243784739

Vice-Chairman, CES-ERB
Prof. K. Edjah
kedjah@ucc.edu.gh
0244742357

Secretary, CES-ERB
Prof. Linda Dzama Forde
Lforde@ucc.edu.gh
0244786680

The bearer, Ibrahim Abdulai, Reg. No. 67/64/20/042 is
M.Phil. / ~~Ph.D.~~ student in the Department of Guidance
and Counselling in the College of Education Studies
University of Cape Coast, Cape Coast, Ghana. He / She wishes to
undertake a research study on the topic:

Impact of the provision of counselling
services on employee productivity
in Ghana. Cocea Board

The Ethical Review Board (ERB) of the College of Education Studies
(CES) has assessed his/her proposal and confirm that the proposal
satisfies the College's ethical requirements for the conduct of the
study.

In view of the above, the researcher has been cleared and given approval
to commence his/her study. The ERB would be grateful if you would
give him/her the necessary assistance to facilitate the conduct of the said
research.

Thank you.
Yours faithfully

Prof. Linda Dzama Forde
(Secretary, CES-ERB)