

HR COUNSELLING IN INDUSTRY AND GOVERNMENT

HUMAN RELATION:

The process by which management brings workers into contact with the organisation in such a way that the objections of both groups are achieved is human relations.

The organisation is concerned with such objectives as survival, growth and profit. The worker is concerned with such objectives as good pay, adequate working conditions, a chance to interact with other personnel, and the opportunity to do interesting and meaningful work.

Human relations is concerned with 4 major areas : The individual worker, the group, the work place environment and the leader or manager responsible for seeing that everything is done properly.

ORGANISATIONAL OR INDUSTRIAL PSYCHOLOGY:

Organised behavior is necessarily limited behaviour. It is not random behaviour, instead, people's behaviour in organisation is restricted within boundaries so that, the behaviours of all the different members of the organisation will merge to accomplish some goal.

The essence of social psychology is the influences of people, whether present or not, on each other.

Thus, one can consider organisational psychology to be the social psychology of organisations.

Social psychologists have been interested in topics such as attitudes, beliefs, motivation, emotions, personality, conformity and groups. Organisational psychologists are also interested in these subjects but the difference is that organisational psychologists are interested in these things in the context of organizations.

THREE LEVELS OF ORGANISTIONAL PSYCHOLOGY:

The three level are:

The Individual

The Group

The Organizational

The Individual level or micro level concerns differences is individual members of organisations and in individual jobs in organisations.

The Group level focuses on the behavior and attitudes of people in groups within organizations, who have systematic interactions with each other.

The Organisational or macro level focuses on the broadest elements of the organizations and their impact on the behaviours and feelings of people in the organization.

HISTORY/EVOLUTION OF ORGANISATIONAL PSYCHOLOGY:

1. Bureaucracy: Bureaucracy tended to institute meritocracy to replace the of feudal times. Hiring, promoting and rewarding people based on their competence rather than on their birth and favoritism, it resulted in more productive organizations. However bureaucracy has its own shortcomings. The failure to implement its principles successfully being the central and other like less responsive to individual's needs, insensitive to needs of job satisfaction, reducing occupational stress and promoting smooth interactions. Bureaucratic styles of organization set the backdrop for organizational psychology and many programs in organizational psychology are reactions the abuses and shortcoming of bureaucracy.

2. SCIENTIFIC MANAGEMENT MOVEMENT:

Frederick Taylor (1911) was one of the proponents of scientific management. The scientific management seeks to merge the people the work environment of productivity. It involve identifying the on best man for each job for example for a task requiring heavy lifting they would select a person having great strength and endurance.

3. BEHAVIOURAL MANAGEMENT MOVEMENT:

With expanding industrialization, interest in the behavioural side of management began to grow, It was becoming obvious that the effective manager had to be interested in both personnel and work, many people believe that modern behavioural management had its genesis in the studies.

THE HAWTHORNE STUDIES:

The Hawthorne studies were begun late in 1924 at the Hawthorne plant of Western Electric located near Illinois. The researchers subjected some employees to varying amount of illumination, others kept working under original level of illumination. The output increased in both the groups. Then more friendly work environment, rest breaks, shorter work-days and work weeks were introduced. The output again went up. However, output remained high on restoration of original condition. Now the investigators began to focus on human relations and soon realized the effect of supervision as the informal rules of the groups.

RESULTS OF HAWTHORNE STUDIES:

1. Organizations were not just formal structures with subordinates and superiors, they were social networks in which people interacted sought acceptance from and gave approval to fellow workers and found enjoyment in the work.
2. People will act differently when they know they are being observed.
3. Quality of supervision has an effect on the quality and quantity of work.

4. HUMAN RESOURCES ERA:

The Human resources model views people as having untapped potential. Through the effective application of human relations ideas, those can be released and used for the overall good of both the organization and the personal.

THE VALUES OF ORGANISATIONAL PSYCHOLOGY:

1. The Person is as important as the organization.
2. people have high abilities and can be trusted.
3. Interpersonal activities are important.

4. Empirical research and theory have value in searching for answers and solutions.

WAYS OF STUDYING PEOPLE IN ORGANISATION:

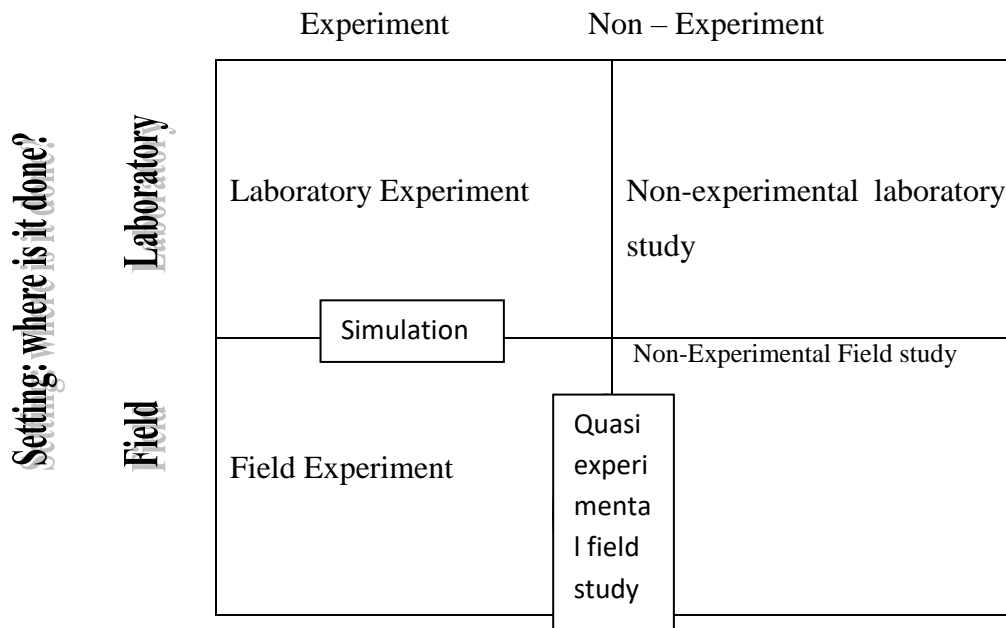
a) The Technique

- Experimental
- Non- experimental

b) Research Design

- Simulation
- Quasi- Experimental field study

Technique: How is it done?



CONFLICTS/ISSUES AND NEED FOR HR COUNSELLING:

At Individual Level:

1. Lack of sense of responsibility
2. Poor inter personal relations with superiors or subordinates.
3. Problem in adjusting to organizational culture and values.
4. Family problems.
5. Behavioural issues.
6. Role overload.
7. Role ambiguity.

8. Role conflict.
9. Under – participation.
10. Strenuous working conditions.
11. Unprofitability.

AT GROUP LEVEL:

1. Lack of responsibility and accountability
2. Lack of team spirit.
3. Group / Political pressures.
4. Poor peer relations
5. Responsibility for other persons.
6. Powerlessness.
7. Division of Resources.

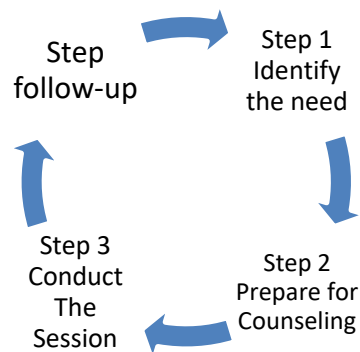
HR AND ROLE IN COUNSELING:

1. Need for counseling can be identified by HR as well as supervisor.
2. HR discuss the issue with relevant supervisor and continuously ask for feedback.
3. Discuss and agree a plan of action with supervision.
4. Schedule and jointly conduct the counseling session.
5. Conclude the counseling session (with warning if required)
6. Follow – up the action plan and feedback to supervisor.
7. Monitor developments.

COUNSELLING MODES:

Developmental	Disciplinary
1. Face to face communication	1. Pre penalization
2. Starts with a verbal discussion	2. Starts with a warning /letter
3. Ends with drafts plan of action	3. Ends with draft plan of action
4. First action step	4. Second action step (if developmental counselling fails)

COUNSELLING PROCESS:



STEP 1 IDENTIFY THE NEED:

- ❖ Observe situation, events or issues
- ❖ Compare the current situation with the desired one
- ❖ Focused and 2-way communication

STEP 2 PREPARE FOR COUNSELLING:

- ❖ Select a suitable place and notify the time.
- ❖ Notify the concerned members in advance
- ❖ Organise information
- ❖ Outline the session
- ❖ Plan the counselling strategy
- ❖ Establish the right atmosphere

STEP 3 CONDUCT THE SESSION:

- ❖ Opening the session
- ❖ Discussing the issue
- ❖ Developing the action plan
- ❖ Recording and closing the session

STEP 4 FOLLOW – UP:

- ❖ Support the employees to implement the action plan

- ❖ Review to determine if the desired results were achieved.
- ❖ Amend the action plan if needed
- ❖ Follow up counselling and informing the high – ups

COUNSELLING SKILLS:

1. Active listening
2. Appropriate body language
3. Intelligent questioning
4. Problem solving
5. Decision Making
6. Connecting and reflecting back
7. Reading non-verbal behaviours
8. Concluding and recommending

COUNSELLING ERRORS:

1. Dominating or imposing
2. Giving unnecessary or inappropriate advice
3. Not listening attentively
4. Projecting personal likes, dislikes and biases
5. Rash judgements
6. Loss of emotional control
7. Absence of action plan and improper follow up
8. Neglecting privacy factors

BENEFITS OF COUNSELLING:

1. Decrease cost of employee turnover, absenteeism
2. Improvement in employee performance
3. Increase in productivity
4. Manage behavioural problems
5. Helps in superior decision making
6. Facilitates to look at situations from a new viewpoints or perspective

7. Motivates to search for alternate solutions

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