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Effectiveness of Employee Counseling in Automobile Industry

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Introduction

Counseling is a process through which one person helps another by purposeful conversation in an understanding atmosphere. It seeks to establish a helping relationship in which the one counseled can express their thoughts and feelings in such a way as to clarify their own situation, come to terms with some new experience, see their difficulty more objectively, and so face their problem with less anxiety and tension. Its basic purpose is to assist the individual to make their own decision from among the choices available to them. (British Association for Counseling, Rugby 1989). It is rightly said, 'half knowledge is dangerous'. People often harbour myths about the counseling process. Some false beliefs about counseling are as follows: (Dignity Dialogue). No human being is perfect and we all constantly fight our own inadequacies in our own ways. Working in any organization requires an individual to be geared up to face the challenges of work-life. This does not mean he/she can escape the duties and responsibilities of family life, whether married or unmarried. Not every individual is competent enough to take and manage the stress of a hectic lifestyle. Thus, we cannot deny the fact that every individual has intra and inter-personal problems whether at work or at home. The HR function of any organization has the most important challenging job of "making the most" of their Human Resource. An employee can give his best to the organization only if he is in a positive "frame of mind". A mentally preoccupied or troubled individual will be in a position to give very little to his company.

Problem Statement

Counseling is discussion of an employee's problem that usually has an emotional content to it, in order to help the employee cope with the situation better. Counseling seeks to improve employee's mental health. People feel comfortable about themselves and about other people and are able to meet the demands of life when they are in good mental health. HR initiatives only look at the organizational perspective, but the wellbeing of the workforce depends just as much on the individual's wellbeing. And stress, from home or from the routine of work affects not just the individual, but the workplace in turn. Hence the process is aimed at effective solutions to personal and interpersonal problems thus improving the organizational effectiveness. A firm may gain competitive advantages from Employee Counseling activities especially if its reputation and image is valuable, rare and not easily imitated. Employee counseling therefore is a very powerful tool in the hands of companies in attracting and retaining quality workforce.

Although Counseling is known by many names like 'therapy' or 'helping' it is by and large, an attempt to encourage change. The counselee's problems could be so complex that it might be difficult to see any system of help as an elegant solution. But Counseling has shown some effectiveness over the years, as a process of helping people come through with their troubles. In automobile companies, the counseling is basically given for helping and supporting the employees, who have been reported for reasons such as behavioral changes, poor attitude, lack of interest in work, high absenteeism, alcoholism, job miss, increased accidents and reduced production. The counseling is provided by the respective Section Heads, IR Coordinators to the specific employees who show the sign of misconduct. According to the study, manufacturing and automobile industries face serious issues amidst their employees, which arises due to various reasons and have a direct impact on the productivity, which is considered as a loss to both organization and individual. Considering the affecting factor of the above said reasons, counseling is considered to be a vital procedure that has to be given weight age and studied. Hence an attempt is made to study the effectiveness of employee counseling in automobile industry

Objectives

1. To study the benefits of employee counseling programs in automobile industry.

2. To analyze openness the employees in automobile industry have towards to the counseling services being offered.
3. To study the essential components of employee counseling programs in automobile industry.
4. To examine the essential elements necessary for the successful implementation of employee counseling programs in automobile industry.

Research Methodology

The purpose of research is to discover answer to through the application of scientific procedures. The main aim of research is to find out the truth which is hidden in which has not been discovered as yet. In this study, a descriptive research design is adopted. It includes surveys of different kinds. The major purpose of descriptive research is description of the state of affairs, as it exists at present. The present study is based on survey method. It is adopted to find the opinion of the employees about the counseling program in automobile industry.

The study depends mainly on primary data. In this process, one distinct questionnaire was constructed and administered to the employee of nonexecutive cadre in Assembly shop, Body shop, Transmission, Engine shop, Paint and Maintenance, Press shop in various automobile companies in Tamil Nadu. For this study, secondary data have been collected news papers, journals, books and previous reports, private circulation/publication and through various websites.

The researcher has used questionnaire as a research instrument and has studied various aspects of the research problem. The researcher has used closed/ open ended questions. The researcher has used simple questions and straight forward directions for the respondent so that, they may not feel any difficulty in answering the questions. The researcher has improved upon the questions earlier drafted through pilot study.

The population of the study includes the non-executive employees of automobile companies in Tamil Nadu. The sampling unit used in the study includes the employees of nonexecutive cadre (NEX) in the shop floor of Assembly shop, Body shop, Transmission, Engine shop, Paint and

Maintenance, Press shop departments. Probability sampling method was used in the study. The sampling technique used was Simple Random Sampling.

The sample size has been decided as 90 from the population of 900 using simple random technique. 10% of employees from each department were selected randomly out of 900 employees. But out of 90 selected employees, only 76 employees responded to the final phase of data collection. For the final processing of data, 76 employees' opinions were taken into consideration.

Based on the variables identified through Review of Literature and Pilot study, a preliminary tool was structured. Preliminary tool was discussed with the various experts for obtaining their expert opinion. In the light of the comments and suggestions made by them, the questionnaire was revised. The revised draft of the questionnaire was pre-tested with 10 employees drawn from Assembly and Engine shop with the following objectives:

1. To test the wording of the questions whether it is comprehensible to the respondents
2. To ensure whether the specific questions measure the variables for which they are framed.
3. To measure the time, it takes to administer.

Reliability of the pre-tested tool was measured by using test-retest method. For this purpose, 10 employees were selected at random from Assembly and Engine, the tool was administered, and their responses were received. After computing the score of each respondent for the first test and retest, Cronbach's alpha score was calculated.

S. No	Questionnaire	No. of items	No. of cases	Cronbach Alpha Score
1	Employee Counseling	31	10	0.878

The reliability of the questionnaire was found to be 0.878 and the total numbers of questions were 31. The Cronbach's alpha value for each question was found to be positive and the score of the test for tool was above 0.5, so the questionnaire was found to be reliable.

Limitation

The limitation of the study is that it is focused on the sample of the population and is therefore confined to the response of this sample. Also as stated above, the duration of the study is limited to a month period only. If the duration could have been extended, the study may perhaps have been able to cover a bigger sample size.

Literature Review

HR initiatives only look at the organizational perspective, but the wellbeing of the workforce depends just as much on the individual's wellbeing. And stress, from home or from the routine of work affects not just the individual, but the workplace in turn. Apart from their personal problems, there are various reasons which can create stress for the employees at the workplace like unrealistic targets or work-load, constant pressure to meet the deadlines, career problems, responsibility, accountability, conflicts or bad inter-personal relations with superiors and subordinates, problems in adjusting to the organizational culture. Counseling helps the employee to share and look at his problems from a new perspective, help himself and to face and deal with the problems in a better way. Counseling at workplace is a way of the organization to care about its employees. Counseling can go a long way in helping the employees to have better control over their lives, take their decisions wisely and better charge of their responsibilities; reduce the level of stress and anxiety. Counseling of employees can have desirable consequences for the organization. It helps the organization when the employees know that the organization cares for them and build a sense of commitment with it. It can prove to be of significant help to modify the behavior of the employees and more so to re-enforce the desired behavior and improve and increase the employee productivity.

Peter C. Cairo, (1983) *Counseling in Industry: A Selected Review of The Literature*, reviews the literature on counseling in business and industry. It summarizes what is known about (a) the extent to which personal and career counseling services exist within industry and (b) the effectiveness of various counseling programs in dealing with specific employee problems or concerns. The review is divided into three major sections. The first describes various programs and research involving counseling for personal problems. This is followed by a summary of efforts by industry to provide various forms of career counseling and guidance.

Reddy (1993), *EAP (Employee Assistance Programme) in Britain*, In Britain more than 80% of companies offer counseling to their employees. About half of this is resourced externally. Counseling is used more in a reactive than a proactive mode. It is introduced on an 'as needed' basis in response to a particular situation or a particular individual. There is a belief that counseling

is counterculture. It means that a particular organization is genuinely not ready or counseling itself is not fully understood

O'Leary, Cartwright and Cooper, (1994), *Statistics around mental illness in the workplace in United Kingdom*, one in five of the working population suffers some form of mental illness each year (approximately 6 million people). Approximately 20 percent of any workforce is affected by personal problems that impact on their work performance. Some 90 million working days are lost each year as a result of mental illness. When asked about the true reason for absence from work, over half the employers felt that emotional / personal problems and stress were to blame, which brings into context the importance of employee counseling and study related to that.

Upton, Dave, (1997) in *Developing Employee Counseling* focused on the counseling service provided by a major national N-1 organization. The main aim was identification of managerial mechanisms that might be instituted to facilitate the development of workplace counselling comprised of three main studies which utilized both quantitative and qualitative methods. Over a period of eight months, corresponding quantitative data were collected after each new counseling session from six hundred and ninety-four clients and forty-six counselors.

Bob Gammie, (1997) "Employee assistance programmes in the UK oil industry: an examination of current operational practice", Examines current operational practice in the UK oil industry in relation to employee assistance programme (EAPs) - a voluntary and confidential workplace counseling and support service. Suggests that the industry contains a high number of potential stressors relating to the environment in which it operates, the nature of the work itself, and the potentially hazardous journey to the workplace. Describes a case-study methodological approach using semi-structured in-depth interviews. The results indicate that EAPs have been initiated as part of health programme within the firms and that economic factors have not played a significant part.

Gerstein H. Lawrence and Bayer A. Gregory (2005) *Counseling psychology and employee assistance programs: Previous obstacles and potential contributions*, discusses various reasons why counseling psychologists have not become involved with EAPs. It also presents some ways

that counseling psychologists may contribute to these programs and it highlights the similarities in the philosophies and the activities of EAP and counseling psychology practitioners and scientists. Additionally, some suggestions for how to prepare counseling psychologists for entrance into the EAP profession are offered. Finally, a brief research agenda designed to guide counseling psychologists who are interested in the study of EAP related variables is presented.

McConnell, Charles R. (2006), in *Effective Employee Counseling for the First-line Health Care Manager*, Emphasis Counseling is an important supervisory skill applied for a number of purposes. Although the need for counseling is as constant as any need facing the manager, a number of commonly encountered barriers often prevent effective counseling. In most instances, counseling is a necessary step preceding disciplinary action, and it is always an important step in improving employee performance. Although the manager may not come to the job with expertise in counseling, counseling can nevertheless be learned through practice and the conscientious application of a few simple guidelines.

Result & Discussion

Table 1 – Classification of the respondent

Department	No. of Respondent	Percentage
Engine & Transmission	25	33
Press & Body	19	25
Paint & Assembly	32	42
Total	76	100

The table it has been inferred that the samples were collected from Engine, Transmission, Press, Body, Paint and Assembly department

Table 2 – Demographic Analysis

Description		Frequency	Percentage
Age	21 – 30	42	56
	31 – 40	34	44
Tenure	6 – 10	26	34
	11 – 13	50	66
Marital Status	Single	52	69
	Married	24	31
Family Type	Nuclear	47	62
	Joint	29	38
Dependents	1	05	06
	2	18	24

	3	29	38
	4	09	12
	5	15	20
Earnings Members	1	41	55
	2	22	29
	3	07	09
	4	06	07
Children in the family	1	11	45
	2	13	55

The analysis reveals that 56% of the employees are in the age group of 21 – 30, the remaining 44 % of the employees are in the age group of 31 – 40. It is observed that 66% of the employees have 11 – 13 years of experience in HMIL and the remaining 34% of the employees have 6 – 10 years of experience. It is clear that 69% of the employees are single and the remaining 31% of the employees are married. 62% of the employees live as nuclear family whereas the remaining 38% of the employee live in joint family system. It is observed that 38% of the employees have 3 dependents followed by 24% of the employees had 2 dependents and 20% of the employees have 5 dependents. Out of 76 employees, it is clear that 55% of the employees were the only earning member in the family and 22% of the employees said that apart from them one more earning member are there in their family. Out of 24 employees who were married, 55% of the employees have 2 children and the remaining 45% of the employees have 1 child.

Table 3 – Counseling Practice

Description		Frequency	Percentage
Number of times counseled	1	49	65
	2	21	28
	3	04	05
	4	49	65
Reason for undergoing counseling	Absenteeism / late coming	28	37
	Inefficiency in work	04	05
	Personal problems	21	27
	Union	23	31
Counseling System	Supporting	41	54
	Mistake Rectification	35	46

It is evident from the analysis that 65% of the employees were undergone counseling only once for the last 3 years and 28% of the employees were undergone twice. It is also showing that 37% of the employees were underwent counseling for absent or late coming to their work, 31% of the employees for union issues and 27% of the employee for their personal problems. It is clear that 54% of the employees felt that the counseling system in automobile industry is a supporting system and the remaining 46% of the employees felt that it is a mistake rectification system.

Table 4 Chi Square test for age and reason for counseling**Hypothesis 1: To find out the relationship between age and reasons for counseling**

Age	Reason for undergoing counseling					Chi Square Value	P Value
	Absenteeism / late coming	Inefficiency in work	Personal problems	Union	Row Total		
21 – 30	20	00	12	10	42	2.387	0.303
31 – 41	8	04	09	13	34		
Col Total	28	04	21	23	76		

Since the P Value is greater than 0.05, the null hypothesis is accepted at 5% level of significance. Hence there is no relationship between the age of the employee and the reason for undergoing counseling program.

Weighted Average Analysis

The weighted average analysis was conducted for all the independent variable such as Counseling Intention, Counselor Potential, Attitude of the Employee, and Expected Result out of Counseling. In each stimulant, the researcher was trying to list out the important factor in rank order.

Table 5 – Counseling Intention

Statement	Response					Score	Avg	Rank
	SA 5	A 4	N 3	DA 2	SDA 1			
Organization gives proper solution to employee problem through counseling	11 14%	13 17%	21 28%	22 29%	09 12%	223	2.93	2
Employee work output is affected due to unresolved issues	05 6%	07 10%	26 34%	21 28%	17 22%	190	2.50	4
Employee involve themselves fully in the counseling process	10 13%	05 7%	17 22%	31 41%	13 17%	196	2.57	3
Hesitate to share the views during the counseling process	07 9%	16 21%	27 36%	23 30%	03 4%	229	3.01	1

From the collected data on Counseling Intention (Table 5), the weighted average analysis was made, and it was very clear that the Hesitate to share the views during the counseling process was ranked first followed by Organization gives proper solution to employee problem through counseling. Third and fourth rank was Employee involve themselves fully in the counseling process and Employee work output is affected due to unresolved issues respectively.

Table 6 – Counselor Potential

Statement	Response					Score	Avg	Rank
	SA 5	A 4	N 3	DA 2	SDA 1			
Counselor is reliable	06 8%	13 17%	15 20%	33 43%	09 12%	202	2.66	4
Counselor is competent	10 13%	12 16%	22 29%	29 38%	03 4%	225	2.96	2
Counselor extends concern for employee welfare	04 5%	22 29%	16 22%	30 39%	04 5%	220	2.89	3
Counselor helps the employees until their problems are completely solved	09 12%	23 30%	21 28%	20 26%	03 4%	243	3.19	1

From the collected data on Counselor Potential (Table 6), the weighted average analysis was made, and it was very clear that the Counselor helps the employees until their problems are completely solved was ranked first followed by Counselor is competent. Third and fourth rank was Counselor extends concern for employee welfare and Counselor is reliable respectively.

Table 7 – Attitude of the Employee

Statement	Response					Score	Avg	Rank
	SA 5	A 4	N 3	DA 2	SDA 1			
Feel that employees are rightly understood	07 9%	17 23%	22 29%	26 34%	04 5%	225	2.96	2
Company's counseling procedure is unbiased	12 16%	09 11%	29 38%	15 20%	11 15%	224	2.95	3
Satisfied with company's counseling program	13 17%	11 14%	22 29%	22 29%	08 11%	227	2.98	1
Counseling program actually contributes towards employee's personal growth	08 11%	15 20%	15 20%	30 38%	08 11%	213	2.80	4

From the collected data on Attitude of Employees (Table 7), the weighted average analysis was made, and it was very clear that the Satisfied with company's counseling program was ranked first followed by Feel that employees are rightly understood. Third and fourth rank was Company's counseling procedure is unbiased and Counseling program actually contributes towards employee's personal growth respectively.

Table 8 – Expected Result out of Counseling

Statement	Response					Score	Avg	Rank
	SA 5	A 4	N 3	DA 2	SDA 1			
Company expects sudden behavioral change in employee after counseling	05 7%	04 5%	14 18%	44 58%	09 12%	180	2.37	3
Counseling plays a vital role in addressing employee's problem	03 4%	16 21%	19 25%	35 46%	03 4%	209	2.76	1
Through counseling employee try to bring change in their work environment	04 5%	01 1%	22 29%	36 48%	13 17%	175	2.30	4
Through counseling employee try to bring in change in themselves	00 0%	07 9%	23 30%	41 54%	05 7%	184	2.42	2

From the collected data on Counselor Potential (Table 8), the weighted average analysis was made, and it was very clear that the Counseling plays a vital role in addressing employee's problem was ranked first followed by Through counseling employee try to bring in change in themselves. Third and fourth rank was Company expects sudden behavioral change in employee after counseling and Through counseling employee try to bring change in their work environment respectively.

Table 9 – Benefits out of counseling program

Dependents	No. of Respondent	Percentage
Less absenteeism/ Being punctual	24	32
Co-operative	15	20
More involvement in work	11	14
Increase in work efficiency	06	07
Solution to personal problems	02	02
Union	19	25
Total	76	100

The analysis of data found out that that 32% of the employee felt that the counseling programme will lead to less absenteeism and be punctual to their work, 25% of the employee felt that the union problems will get resolved and another 20% of the employee felt that the counseling program will lead to cooperativeness among the peer group in their respective departments.

Table 10 – Chi Square test for work experience and benefits out of counseling

Hypothesis 2: To find out the relationship between different departments and benefits out of counseling

Dept	Benefits out of counseling programme						Row Total	Chi Square Value	P Value
	Less absenteeism/ Being punctual	Co-operative	More involvement in work	Increase in work efficiency	Solution to personal problems	Union			
Engine & Transmission	07	05	02	03	00	08	25	0.995	0.802
Press & Body	03	02	05	03	02	04	19		
Paint & Assembly	14	08	04	00	00	06	32		
Col Total	24	15	11	06	02	18	76		

Since the P Value is greater than 0.05, the null hypothesis is accepted at 5% significance level. Hence there is no significant relationship between different department employees and the benefits out of counseling programme. It shows that the benefits out of counseling programme will differ from departments as the nature of their work varies.

Table 11 – Chi Square test for work experience and benefits out of counseling

Hypothesis 3: To find out the relationship between different work experience and benefits out of counseling

Exp	Benefits out of counseling programme						Row Total	Chi Square Value	P Value
	Less absenteeism/ Being punctual	Co-operative	More involvement in work	Increase in work efficiency	Solution to personal problems	Union			
6 – 10	12	01	04	04	02	03	26	6.078	0.048
11 - 13	11	14	07	02	00	16	50		
Col Total	24	15	11	06	02	19	76		

Since the P Value is less than 0.05, the null hypothesis is rejected at 5% significance level. So, there is significant relationship between experience of the employee and the benefits out of counseling program.

Table 12 – Chi Square test for marital status and benefits out of counseling

Hypothesis 4: To find out the relationship between different marital status and benefits out of counseling

Marital Status	Benefits out of counseling program						Row Total	Chi Square Value	P Value
	Less absenteeism/ Being punctual	Co-operative	More involvement in work	Increase in work efficiency	Solution to personal problems	Union			
Single	17	12	07	03	00	13	52	1.141	0.565
Married	06	03	04	03	02	06	23		
Col Total	23	15	11	06	02	19	76		

Since the P Value is greater than 0.05, the null hypothesis is accepted at 5% significance level. Hence there is no significant relationship between different marital status of employees and the benefits out of counseling program.

Table 13 – Factor Analysis - List of Counseling Factors

Factor No.	Counseling Factors
F 1	Your organization gives proper solution to your problem through counseling
F 2	Your work output is affected due to unresolved issues
F 3	You are satisfied with company's counseling program
F 4	You involve yourself fully in the counseling process
F 5	Counselor is reliable
F 6	You hesitate to share your views during the counseling process
F 7	You feel that you are rightly understood
F 8	Company's counseling procedure is unbiased
F 9	Counselor is competent
F 10	Counselor extends concern for your welfare
F 11	Counselor helps you until your problems are completely solved
F 12	Your company expects sudden behavioral change in you after counseling
F 13	Counseling program actually contributes towards your personal growth
F 14	Counseling plays a vital role in addressing your problems
F 15	Through counseling you try to bring change in your work environment
F 16	Through counseling you try to bring in change in yourself

Table 14 – Correlation Matrix

Correlation	F1	F2	F3	F4	F5	F6	F7	F8	F9	F10	F11	F12	F13	F14	F15	F16
F1	1.000	-.298	.405	.382	.111	.194	.426	.428	.495	.413	.101	-.054	.157	.125	-.310	-.130
F2	-.298	1.000	-.488	-.114	-.174	-.367	-.469	-.296	-.317	-.107	-.023	-.059	-.171	.138	.270	-.148
F3	.405	-.488	1.000	.463	.022	.275	.520	.460	.404	.345	.144	.036	.196	.074	-.140	.055
F4	.482	-.114	.463	1.000	-.027	.257	.566	.331	.432	.507	.045	.093	.393	.090	-.299	-.224
F5	.111	-.174	.022	-.027	1.000	-.035	.280	.209	.064	.333	.228	-.191	-.016	.062	-.076	-.035
F6	.194	-.367	.275	.257	-.035	1.000	.362	.311	.109	.077	-.145	.254	-.017	-.187	-.078	.099
F7	.426	-.469	.520	.566	.280	.362	1.000	.514	.378	.339	.018	.037	.336	-.118	-.350	.131
F8	.428	-.296	.660	.631	.209	.311	.514	1.000	.543	.551	.111	.242	.082	.184	-.119	-.238
F9	.495	-.317	.404	.432	.064	.109	.378	.543	1.000	.370	.418	.011	.260	.155	-.035	-.177
F10	.413	-.107	.345	.507	.333	.077	.339	.551	.370	1.000	.381	.062	.089	.491	.022	-.221
F11	.101	-.023	.144	.045	.228	-.145	.018	.111	.418	.381	1.000	-.080	.204	.342	.259	.063
F12	-.054	-.059	.036	.093	-.191	.254	.037	.242	.011	.062	-.080	1.000	.289	.350	.155	.171
F13	.157	-.171	.196	.393	-.016	-.017	.336	.082	.260	.089	.204	.289	1.000	.151	-.469	.101
F14	.125	.138	.074	.090	.062	-.187	-.118	.184	.155	.491	.342	.350	.151	1.000	.381	-.046
F15	-.310	.270	-.140	-.299	-.076	-.078	-.350	-.119	-.035	.022	.259	.155	-.069	.381	1.000	.059
F16	-.130	-.148	.055	-.224	-.035	.099	.131	-.238	-.177	-.221	.063	.171	.101	-.046	.059	1.000

Table 15 – Factor Analysis Test

Sig. (1-tailed)	F1	F2	F3	F4	F5	F6	F7	F8	F9	F10	F11	F12	F13	F14	F15	F16	
		.004	.000	.000	.002	.002	.000	.000	.000	.000	.002	.003	.001	.002	.003	.002	
	F2	.004		.000	.003	.007	.001	.000	.005	.003	.009	.003	.007	.000	.002	.009	.001
	F3	.000	.000		.000	.005	.008	.000	.000	.000	.001	.002	.007	.005	.003	.004	.007
	F4	.000	.003	.000		.008	.002	.000	.000	.000	.000	.000	.004	.000	.000	.004	.006
	F5	.004	.007	.005	.008		.001	.007	.005	.002	.002	.004	.000	.007	.008	.006	.002
	F6	.007	.001	.008	.002	.001		.001	.003	.005	.005	.005	.004	.003	.003	.001	.007
	F7	.000	.000	.000	.000	.007	.001		.000	.000	.001	.007	.006	.001	.006	.001	.003
	F8	.000	.005	.000	.000	.035	.003	.000		.000	.000	.004	.008	.002	.006	.003	.009
	F9	.000	.003	.000	.000	.007	.005	.000	.000		.000	.000	.002	.002	.090	.001	.004
	F10	.000	.009	.001	.000	.002	.005	.001	.000	.000		.000	.008	.001	.000	.005	.008
	F11	.002	.003	.008	.005	.004	.005	.007	.000	.000	.000		.008	.008	.001	.002	.003
	F12	.003	.007	.009	.004	.005	.004	.006	.008	.002	.008	.008		.006	.001	.002	.001
	F13	.008	.000	.005	.000	.007	.003	.001	.000	.002	.001	.008	.006		.006	.006	.003
	F14	.002	.007	.003	.000	.008	.003	.006	.006	.000	.000	.001	.001	.006		.000	.006
	F15	.003	.009	.004	.004	.006	.001	.001	.003	.001	.005	.002	.002	.006	.000		.006
	F16	.002	.101	.007	.006	.002	.007	.000	.009	.004	.008	.003	.001	.003	.006	.006	
a. Determinant = .000																	

The determinant of the correlation matrix is 0.000527 which is greater than necessary value of 0.0001, therefore multi collinearity is not a problem for the data, that means all questions correlate fairly well and none of the correlation coefficient are partially large. Therefore, there is no need to consider eliminating any questions at this stage.

Table 16 – KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.659
Bartlett's Test of Sphericity	Approx. Chi-Square	571.388
	df	120.000
	Sig.	.000

From this KMO statistics which varies between 0 & 1, Kaiser recommend value greater than 0.05 as acceptable (value below this should lead to either collect more data or rethink which value to include). Bartlett measure tests: The null hypothesis that the original correlation matrix is an identity matrix. Since significant value is 0.000 which is lesser than 0.001 correlation matrix is not an identity matrix. Hence, we can apply factor analysis. There factor analysis is appropriate.

Table 17 – Communalities

	Initial	Extraction
F1	1.000	.752
F2	1.000	.654
F3	1.000	.822
F4	1.000	.831
F5	1.000	.835
F6	1.000	.687
F7	1.000	.789
F8	1.000	.802
F9	1.000	.829
F10	1.000	.815
F11	1.000	.744
F12	1.000	.815
F13	1.000	.836
F14	1.000	.763
F15	1.000	.691
F16	1.000	.656
Extraction Method: Principal Component Analysis.		

The above table lists the Eigen value associated with each liner component (factor) before extraction, after extraction and after rotation. Before extraction SPSS has identified 16 liner components within the data set. The Eigen value associated with each factor represents variance

explained by the liner component. For example, Eigen value in terms of 1st component is 30.217 it means factor 1 explains 30.217 of total variance. Therefore, all the six factors put to gather explains total variance of 76.999%

Implication

Employee counseling therefore is a very powerful tool in the hands of companies in attracting and retaining quality workforce. No successful organization will ever be free from stress among its employees. Organization should be able to deal with stress on individuals at all levels. Here the role of Counseling comes in, where people can talk and attempt to solve their personal and work-related worries. Need for employee counseling arises due to various causes in addition to stress. Counseling is a process of helping an individual to help himself. So, automobile industries should take care that their employees are not being stressed in their work.

The Counselor does not try to take the employee into feeling that the situation is hopeless. Instead, he should encourage the employees to begin acting, the successful consequences of which would encourage the employee to continue. Counseling is discussion of an employee's problem that usually has an emotional content to it, in order to help the employee cope with the situation better. Counseling seeks to improve employee's mental health. Employees feel comfortable about themselves and about other people and are able to meet the demands of life when they are in good mental health. Automobile industries should also think of improving their employee's mental health.

“The roots of education are bitter, but the fruit is sweet” – Aristotle
Educating the employees implies some formal training about the new process to be introduced or leveraging on informal channels. However, a systematic and planned formal approach is usually preferred. The companies can think of providing training program to their employees so that many problems can be solved. The companies should motivate their employee with the right set of attitudes and values as required for the process. Especially for a process like employee counseling, the mind-set of the employees plays a crucial role in influencing the success or failure.

Automobile companies should use counseling programme more reactive than a proactive mode. It is introduced on an 'as needed' basis in response to a particular situation or a particular individual. During counseling an employee for behavioral reasons, automobile companies should make sure that they support positive behaviors before addressing any behaviors that are unproductive. This will help the employee feel good about themselves while understanding that their area in which they may need work.

Conclusion

Counseling can go a long way in helping the employees to have better control over their lives, take their decisions wisely and better charge of their responsibilities; reduce the level of stress and anxiety. Counseling of employees can have desirable consequences for the organization. It helps the organization when the employees know that the organization cares for them and build a sense of commitment with it. It can prove to be of significant help to modify the behavior of the employees and more so to re-enforce the desired behavior and improve and increase the employee productivity. HR strategies must be relaxed and should be designed with proper understanding of their expectations and unique preference that demonstrates proactive strategy.

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