

INFLUENCE OF WORKPLACE COUNSELLING ON EMPLOYEE MOTIVATION

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ABSTRACT

Statement of the Problem: Employees in Kenya's public sector provide needful services under high emotional demands and limited resources, contributing to mental health challenges and occupational stress.

Purpose of the Study: The purpose of this study was to explore influence of workplace counselling on employee motivation.

Methodology: The study used descriptive research design by incorporating qualitative and quantitative methods. Study population consisted of 350 public servants from six directorates within State Department of Public Service and Human Capital Development, Kenya. Quantitative data was collected through questionnaires from 186 participants using stratified random sampling technique while qualitative data was obtained from 6 purposively sampled key informants. Pearson's correlation and regression were used in quantitative data analysis while qualitative data was thematically analyzed. The study was grounded on Maslow's theory and Herzberg's model.

Findings: Findings established that workplace counselling has statistically significant positive influences on employee motivation.

Conclusion: In conclusion, workplace counseling promotes confidence and well-being. This study recommends the need to ensure access to confidential counseling services by incorporating emotional wellness reviews.

Keywords: *Employee, Motivation; Influence, Counseling*

INTRODUCTION

Today, workplace counseling is the nerve centre of human resource managers in most organizations globally because it deals with human resource problems and matters which impact on emotions of employees. Organizations support their staff through workplace counseling, which qualifies them to perform the duties allocated to them productively (Motsomotso, 2025). Workplace counselling refers to professional support process offered through Employee Assistance Programs (EAPs) to enable employees manage individual, emotional or work-related problems that impact mental wellbeing and job performance (Attridge & Pawlowski, 2024). According to Carroll (1996), the responsibility of an organization is to empower employees by providing mental health education.

Workplace counselling services have grown significantly, as organizations have embraced structured employee wellness programs (Carroll 1999). Employee Assistance Programs which initially focused on substance-related issues, have evolved into comprehensive programs offering counselling, mental health support, stress management, and work-life balance interventions tailored to the needs of modern workplaces (Employee Assistance Professionals Association, 2011). Asian governments such as Japan have strengthened workplace mental health initiatives by implementing EAPs, investing in counselling services, and promoting healthier work environments in response to rising job strain and burnout (Ministry of Health, Labour & Welfare, 2020). Across Africa, interventions such as workplace counselling, mindfulness-based wellness programs, and psychological support services are being adopted to improve employee resilience and help workers cope more effectively with personal and professional challenges (Dlaza & Chinyamurindi 2023).

Mental health concerns among public servants in Kenya have increased significantly over the past few years, with rising reports of stress, burnout, substance dependence, family conflicts, and other psychosocial issues affecting employee well-being and job performance. These challenges have contributed to substantial productivity losses and increased levels of absenteeism and presenteeism within the public service. Due to the implications for national development and service delivery, the government of Kenya committed to establishing and operationalizing counseling and wellness units in all government ministries, state departments and agencies to manage mental health and well-being (Ministry of Health, 2023) (Kenya). Although the government of Kenya initiated interventions like Public Service Counseling and Wellness, tele counseling services and counseling centers, there was inadequate empirical

evidence regarding how productively employee assistance programs strengthen motivation among employees. The current study intended to fill this gap by investigating the influence of workplace counseling on employee motivation.

STATEMENT OF THE PROBLEM

Although employee well being is recognized as the major force behind organizational performance, mental health difficulties among public servants in Kenya remain on the rise, causing compromised service delivery, increased absenteeism, bureaucratic delays, emotional demands and reduced productivity. Improved mental health and well-being on the other hand promotes productive interpersonal relationship, enhanced physical health, intensified creativity, increased lifespan and greater work productivity. As a result, most organizations increasingly implement stress management programs such as workplace counseling. The Ministry of Public Service, Kenya (2021) established that 45% of civil servants undergo work related stress. Hence, the establishment of interventions such as Public Service Counseling and Wellness Policy, tele counseling services and counseling centers. There is need to establish the effectiveness of workplace counseling offered through such programs in State Department of Public Service and Human Capital Development (SDPSHCD). This is because the efficiency of this strategy in enhancing employee motivation remains underexplored. In the absence of explicit understanding of the influence of Employee Assistance Programs on motivation, it becomes challenging for administrators and policy makers to ascertain whether strategies like work place counseling adequately meet motivational requirements of public servants. This study investigated the influence of workplace counseling on employee motivation.

RESEARCH OBJECTIVES

The following objective directed the focus of the study:

Assess the influence of workplace counselling on employee motivation among public servants in the State Department for Public Service and Human Capital Development, Nairobi, Kenya.

RESEARCH HYPOTHESIS

H₀₁: Workplace counselling has no significant influence on employee motivation among public servants in the State Department for Public Service and Human Capital Development, Nairobi, Kenya.

THEORETICAL FRAMEWORK

The current research was grounded on Maslow's framework of needs and Herzberg's motivation-hygiene theory, which provided the conceptual structure for understanding motivation.

Maslow's Hierarchy of Needs Theory

The Hierarchy of Needs Model, proposed by Abraham Maslow in 1943 provides a fundamental outline for understanding factors that propel and influence human behavior. The theory proposes that human motivation develops through sequential levels of needs, beginning with basic physiological needs such as food, water, shelter and increasingly progressing to the need for safety, belonging, esteem, and ultimately self-actualization. Maslow suggested that when basic needs are satisfactorily met, individuals progress toward more advanced psychological and self-fulfillment needs. This sequence explains the dynamism in employee motivation and how it is impacted by personal and environmental factors in the workplace.

The theory is applicable in the organizational environment because it points out that for employees to be efficient and motivated, organizations must create conditions which meet various levels of needs. Physiological needs can be met through reasonable working hours, comfortable working environment and fair remuneration. Safety needs get satisfied through safe workplace, job security and stable contracts. Social needs may be met through social relationships, teamwork, and inclusive practices, whereas esteem needs get accomplished through respect, appreciation and opportunities for professional growth. Finally, self-actualization is realized when employees get empowered to achieve their full potential through autonomy and meaningful work.

Maslow's theory has been criticized due to its strict step-by-step structure of needs and assumption that people move through the levels of needs sequentially and that they progress through needs in a predetermined order. The critiques insist that Maslow's hierarchy is rigid and heavily relies on his personal observation and clinical experiences; that it fails to accommodate scientific principles by neglecting the subjective and objective aspects of human needs (Saif Ghaleb, 2024). The theory remains applicable as a conceptual guide for understanding the complex nature of employee motivation. With reference to this study, Maslow's hierarchy of needs presents a foundation for understanding how workplace counseling influences employee motivation and well-being. Workplace counselling addresses

psychological and emotional needs by reducing stress, enhancing interpersonal relationships, and fostering self-confidence and resilience, thereby contributing to safety, social, self-esteem, and self-actualization needs. Workplace counseling also supports employee progression through Maslow's hierarchy, enhancing their motivation, well-being, and work-related outcomes. When employees recognize that their needs are recognized and prioritized, they are likely to show productivity, higher engagement, and job satisfaction (Alisaan, 2023).

Empirical evidence supports the relevance of Maslow's theory; the theory goes beyond the domain of individual experience by extending into employee motivation, management practices and organizational development, where it functions as a significant structure for evaluating and addressing individual and collective demands (Maslow, 1998). Research findings by Nurullah (2014) established that employees get motivated by needs which coincide with the levels they hold at the particular time. This finding reinforces the view that organizations must adopt differentiated approaches to motivation depending on employees' situational needs. Therefore, Maslow's Model of Human Needs is crucial to this study since it underpins the connectedness between psychological well-being initiatives like workplace counselling and employee motivation.

Herzberg's Two-Factor Theory

Herzberg (1968) proposed that contentment and discontentment at work operate independently and are determined by two separate groups of factors: motivators and hygiene factors. Motivator factor intrinsic to the job, include recognition, potential for growth and opportunities for advancement. The presence of these components may cause increase motivation and job satisfaction as they meet employees' deeper psychological and self-fulfilment needs. In contrast, hygiene factors are extrinsic to the job and comprise, job stability, payments, workplace conditions and organizational policies. Although these factors do not motivate employees directly, their deficiency may cause low morale and dissatisfaction.

In an organizational environment, Herzberg's theory is useful in directing strategies that promote motivation, retention and satisfaction. For instance, providing safe working conditions and adequate salaries takes care of hygiene needs, whilst initiatives like recognition, employee counseling professional development, recognition, and employee counselling resolves motivator needs. The theory emphasizes that eliminating dissatisfaction using improved hygiene factors only does not automatically enhance motivation. Instead, real motivation emerges when employees experience growth opportunities, recognition and

meaningful work. Consequently, organizations need to balance both sets of factors to sustain a high performing and satisfied workforce.

Herzberg's Two-Factor Theory offers a suitable structure for understanding how workplace counseling influences motivation among public servants. Workplace counselling promotes emotional well-being and personal growth by reducing stress and interpersonal challenges while at the same time serving a motivator and a hygiene factor. Mental health sensitization boosts engagement, a sense of purpose and inclusion, , while providing offering a supportive environment that reduces stigma and dissatisfaction. Employee assistance program such as workplace counseling symbolizes that employee motivation is influenced not only by financial incentives but also by non-financial factors that satisfy psychological, social, and emotional demands. Regardless of its advantages, Herzberg's theory has been criticized due to its methodological flaws, especially its dependence on self-reported data which may prejudice responses toward personal achievements. Critics also maintain that components of motivators or hygiene factors may vary across job contexts and cultures. Nonetheless, the theory remains one of the most functional foundations for understanding motivation, since differentiates between elements that eradicate dissatisfaction and those that improve satisfaction.

The Two-Factor Model of Motivation is significant in explaining how motivation among the employees can be improved through preventive and promotive strategies entrenched within employee assistance programs. By incorporating hygiene and motivator elements like counselling, safe working conditions, recognition managerial support, the study emphasizes the holistic nature of motivation. Thus, Herzberg's theory presents a theoretical foundation for analysing how workplace counselling, contributes to employee motivation and satisfaction among employees.

EMPIRICAL REVIEW

The following section explores influence of workplace counseling on motivation among public servants. According to Attridge and Pawlowski (2024), workplace counselling refers to a professional support process offered through workplace Employee Assistance Programs (EAPs) to enable employees to manage individual, emotional, or work-related issues impacting their mental health and job performance.

Chebeth and Wamwayi (2024) conducted a descriptive study to examine how employee mental health relates to organizational performance within Kenya's public service. The study involved

127 heads of state agencies, selected via stratified random sampling. Quantitative data were collected using survey instruments and interpreted using descriptive statistics analysis, Pearson correlation, as well as regression in SPSS software. Findings revealed that Employee Assistance Programs positively influence organizational performance in the public service. However, the study primarily cantered on organizational performance outcomes with limited attention on the influence of workplace counselling on public servants' motivation, indicating a gap that the present study aims to address.

In addition, Omojugba (2024) conducted a qualitative study to explore strategies to facilitate a smooth retirement process for public sector workers. The research examined issues related to retirement counselling, such as psychological, financial, and health-related challenges faced by retirees. Focusing specifically on public servants, the study highlighted the need for vocational theories and counselling strategies to ensure a smooth transition into retirement. The findings revealed that training retirees in the psychology of aging and providing psycho-educational support are essential for a successful retirement experience. However, the study did not examine the impact of workplace counselling on the motivation and overall job satisfaction of public servants who are still in the workforce, leaving a gap in understanding how counselling influences motivation during this period.

Dlaza and Chinyamurindi (2023) explored the use of mindfulness among public servants dealing with difficulties in South Africa through a qualitative study. The research included 15 participants who had received mindfulness therapy through an Employee Assistance Programme and shared their experiences in in-depth interviews. Narrative analysis revealed three key themes: the necessity of openly discussing mental health struggles, mindfulness as a means of personal insight, and the application of practices such as meditation, spiritual guidance, prayer, and physical exercise to manage challenges. The findings indicated that these mindfulness activities promote self-discovery and help employees cope more effectively with stressors. However, the study did not examine how workplace counselling affects public servants' motivation on the job, highlighting a gap in understanding its influence on employee drive and commitment.

Bashir et al. (2023) performed a panel study to investigate the effects of public sector motivation, prosocial impact, and perceived equity in reward on employee engagement among public managers in Pakistan. The study included 56 public managers who completed surveys at two distinct times, with the data analyzed using panel regression models. The findings

indicated that managers with strong motivation demonstrated increased engagement under conditions of either high fairness in reward paired with minimal prosocial impact or substantial prosocial impact paired with low reward fairness. In contrast, managers with modest to moderate motivation experienced increased engagement only when both reward equity and prosocial impact were high. However, the study concentrated on other factors, leaving the influence of workplace motivation unexplored. Given the gap in knowledge about its effect on engagement and commitment, this study aims to investigate the issue.

CONCEPTUAL FRAMEWORK

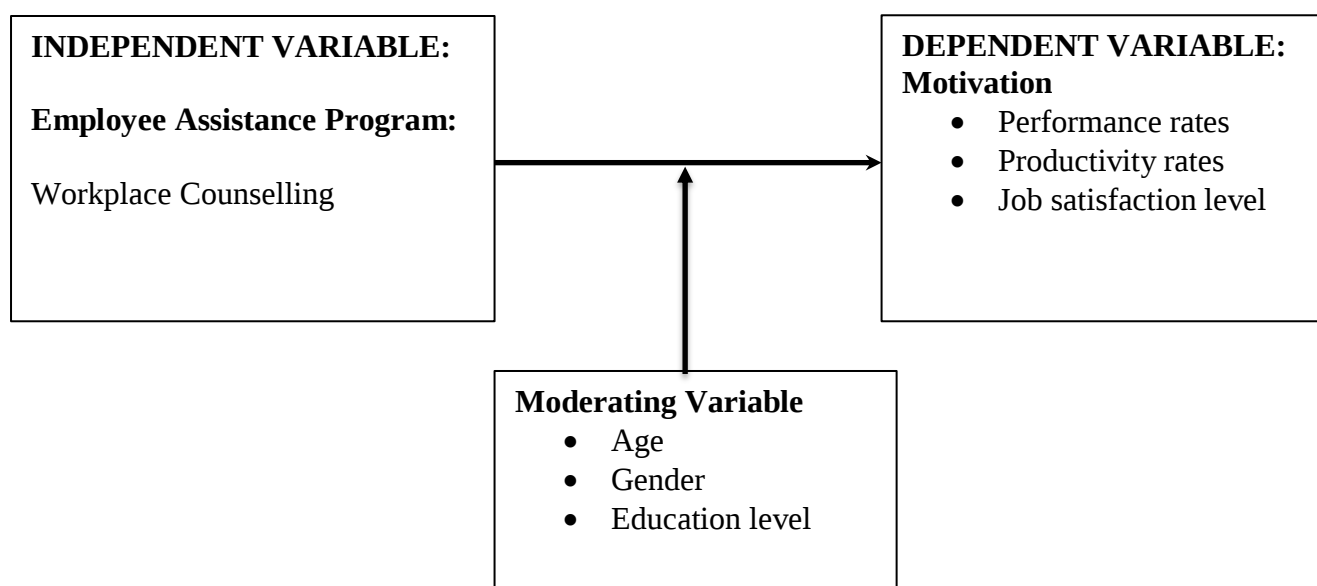


Figure 1: Conceptual Framework

RESEARCH METHODOLOGY

The target population of the study was composed of 350 public servants employed by State Department of Public Service and Human Capital Development of Kenya. They were distributed into five directorates; General Administration Support (25), Directorate of Counselling and Wellness Services (25), Human Resource Information Services (50), Public Service Reforms and Transformation (50), Management Consultancy Services (100) and Human Resource Management (100). Taro Yamane formula (Yamane, 1967), was used to obtain the study sample size. It provides a statistically reliable method of calculating sample size by taking into account the total population and acceptable margin of error ($\pm 5\%$) as follows:

$$n = \frac{N}{1 + N(e)^2}$$

Where:

n = Sample size

N = Total population size

e = margin of error (typically $\pm 5\%$; representing a 95% confidence level)

Since the total study population was composed of 350 public servants, substitution of values was initiated as follows:

$$n = \frac{350}{1 + 350(0.05)^2}$$

$$n = \frac{350}{1.875}$$

$$n = 186.67 \sim 187$$

Stratified random sampling allowed for adequate distribution of public servants from each department, giving a fair representation of each department. The respondents were categorized into strata according to their department and random samples were then drawn proportionately from each stratum. Questionnaires measured workplace counselling and motivation. Here, attributes such as productivity, performance, and job satisfaction were used to represent motivation. Participants' responses were captured through a structured 5-point Likert scale, reflecting their level of agreement or disagreement. Qualitative data was obtained through structured interview schedule, which provided a deeper examination of the subject in question.

After obtaining letter of introduction from the University of Nairobi, the researcher secured research permit from the National Commission for Science, Technology, and Innovation (NACOSTI). Ethical principles were upheld during research by maintaining accuracy, transparency and honesty in data handling and reporting of the outcome. Participants involved themselves voluntarily, since they had been given consent forms to confirm whether or not they wished to involve in the study. The study collected quantitative data through questionnaires and qualitative data via interviews. Six key informant interviews were conducted, one from each directorate, to obtain representation across the State Department of Public Service. Guest et al. (2006) maintains that saturation is often reached within 6–12

interviews. Privacy and anonymity were ensured by protecting the identities of all respondents. Each respondent was given an individual identification code. With the aid of SPSS version 25, quantitative data was displayed in terms of means, frequencies, cross tabulation and percentages. Pearson's correlation and linear regression analysis were used to establish relationship, strength and direction of association between workplace counselling and employee motivation. Multiple regression analysis was also conducted to examine the effect of potential confounding variables on motivation. Qualitative data gathered from interviews was analyzed thematically. Responses were, summarized, and arranged in patterns and recurrent themes to capture key insights.

RESULTS AND DISCUSSIONS

The research realized 95.7% response rate from questionnaires and 100% from interviews. The response rate was deemed high and sufficient for statistical analysis. Taherdoost & Madanchian, (2024) believe that any response rate of 50% or above is considered substantial and satisfactory for dependable statistical interpretation.

Influence of Workplace Counselling on Motivation

Comprehensive analysis and interpretation of influence of workplace counseling on motivation was undertaken quantitatively and qualitatively. The analysis was drawn from six key statements assessing awareness, accessibility, utilization, perceived confidentiality, and the effectiveness of counselling in managing work-related challenges. Participants' responses were measured on a five-point Likert scale, where 1 represented Strongly Disagree (SD) and 5 represented Strongly Agree (SA).

Table 1: Influence of Workplace Counselling on Motivation

Statement		SD	D	N	A	SA	Mean	SD
In the past year, I have often utilized counselling services	F %	10 (5.6)	12 (6.7)	27 (15.2)	99 (55.6)	30 (16.9)	3.7135	1.00952
I am aware of counselling services provided at workplace	F %	1 (6.)	17 (9.6)	31 (17.4)	70 (39.3)	59 (33.1)	3.9494	.97002
Workplace counselling services are easily accessible when needed.	F %	1 (0.6)	14 (7.9)	43 (24.2)	64 (36.0)	56 (31.5)	3.8989	.95722
The skills and strategies learned through workplace counselling influence my work performance	F %	3 (1.7)	8 (4.8)	35 (19.7)	90 (50.6)	42 (23.6)	3.8989	.87068
I feel more confident handling personal and professional challenges after counselling	F %	1 (0.6)	9 (5.1)	32 (18.0)	97 (54.5)	39 (21.9)	3.9213	.80570
The counselling process is confidential and trustworthy	F %	5 (2.8)	4 (2.2)	27 (15.2)	82 (46.1)	60 (33.7)	4.0562	.91268

Utilization of workplace counselling by employees in the past year ($M = 3.71$), indicates that many employees had engaged in these services. Regarding awareness of available counselling services ($M=3.95$), it emerged that communication about these services within the organization had been effective. These findings are supported by Chebeth and Wamwayi (2024) that well-publicized programs tend to foster greater uptake and trust among employees. Respondents also indicated that workplace counselling services were accessible when needed ($M = 3.80$). Lasanas et al. (2023) similarly found that while organizations may offer services, actual accessibility can vary depending on departmental communication and management support. The respondents agreed that the skills and strategies learnt through workplace counselling influenced their work performance ($M = 3.90$). According to Kamil et al. (2024) workplace counselling contributes to better focus and productivity among public servants. The respondents also reported that they felt more confident handling personal and professional challenges after counselling ($M=3.92$). This is in line with Chebeth and Wamwayi's (2024) study which established that Employee Assistance Programs significantly enhance emotional resilience, thereby enabling employees to better cope with workplace demands and improve organizational performance. Finally respondents indicated that they received high level of confidential and trustworthiness during the counselling process ($M = 4.06$), reflecting strong trust in the privacy of the counselling process as an essential factor in encouraging employees to access support without concern for stigma or negative judgment. This reflects strong trust in

the privacy of the counselling process as an essential factor in encouraging employees to pursue help without fear of stigma or judgment (Chebeth & Wamwayi, 2024).

Qualitative data revealed four major themes regarding influence of workplace counselling on motivation; mental wellness, self-awareness, fear and personal development. These themes illustrate how counselling impacts not only psychological well-being but also motivation, interpersonal relations, and career advancement among public servants. The theme of mental wellness emerged from the way counselling contributes to emotional stability and improved workplace behavior.

One participant noted:

“I was on the edge with work and home issues, but after just a few counselling sessions, I could breathe again. I became more productive and less irritable with colleagues.”(Participant 1)

Another participant remarked:

“Employees who have been struggling with addiction have been able to improve through workplace counselling.”(Participant 2)

The statements from Participant 1 and Participant 2 reflect how accessible and effective counselling services foster psychological well-being, reducing irritability, improving focus, and enhancing interpersonal relationships at work. Cooper & Quick (2017) also emphasized that mental health interventions within organizations are crucial for preventing burnout and sustaining employee engagement.

Self-awareness emerged as a key theme on benefit of counselling as stated by the following participants:

“Counselling helped me pause and reflect. I now understand why I get triggered at work and how to respond better.”(Participant 3)

“I am more self-aware of my personality and how it affects my leadership skills at work.”
(Participant 4)

The responses from Participant 3 and Participant 4 show that self-awareness, which is nurtured through counselling, enhances emotional regulation, leadership competence, and workplace harmony. This aligns with findings from Goleman (2013) study which demonstrates that emotional intelligence, particularly self-awareness is fundamental to motivation and effective leadership.

Despite the reported benefits of counselling, some participants indicated that they fear it due to personal or cultural stigma. One participant candidly explained:

“I have never been to counseling due to fear and shame.” (Participant 5)

Sentiments of participant 5 indicate that fear due to internalized stigma discourages employees from seeking help, despite its availability. Victor et al. (2022) identified poor visibility, fear of judgment, and stigma as primary reasons for the under-utilization of counselling services in Kenyan public institutions.

Counselling also emerged as a catalyst for personal growth, particularly in terms of setting goals, building self-confidence, and pursuing new opportunities.

A participant stated:

“Through the sessions, I set new goals, regained my confidence, and applied for a promotion I had feared before.” (Participant 6)

The sentiment of Participant 6 implies that counselling supports not only emotional healing but also career progression by empowering individuals to overcome self-doubt. The finding is in line with Luthans and Youssef-Morgan (2017) study which emphasizes that psychological resources consisting of belief in personal competence, resilience, and a hopeful mindset can be strengthened through targeted support, leading to improved performance and advancement.

Table 2: Correlation Analysis

		Workplace counselling	Motivation
Workplace counselling	Pearson Correlation	1	.718**
	Sig. (2-tailed)		.000
	N	178	178
Motivation	Pearson Correlation	.718**	1
	Sig. (2-tailed)	.000	
	N	178	178

The findings presented in Table 2 indicate a strong positive correlation, with a correlation coefficient of $r = 0.718$, indicating statistical significance at $p=0.00$ level ($p < 0.05$). This indicates that increased access to and utilization of workplace counselling services is linked to

higher levels of employee motivation. The strength of the correlation suggests that workplace counselling plays a critical role in enhancing public servants' emotional well-being, problem-solving abilities, and overall job engagement. With a sample size of $N = 178$, these findings emphasize the significance of preserving and improving counselling support structures within the State Department of Public Service and Human Capital Development as a strategy to promote motivation and psychological resilience in the workforce. Therefore, the null hypothesis (H_0), which stated that workplace counselling has no significant influence on employee motivation, is rejected, and the alternative hypothesis (H_1) is accepted, indicating that workplace counselling has a significant influence on motivation. As the correlation analysis suggests a strong relationship between workplace counselling and motivation. The study also conducted a linear regression at 95% level of significance to determine the causal impact of workplace counselling on employee motivation.

Table 3: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.718 ^a	.516	.509	.268

The model summary Table 3 indicate that workplace counselling accounted for 51.6% of the variability in employee motivation ($R^2 = .516$, Adjusted $R^2 = .509$), showed that the model predicted employee motivation with a high level of accuracy.

Table 4: ANOVA

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	12.874	1	12.874	178.250	.000 ^b
	Residual	12.091	176	0.069		
	Total	24.965	177			

Table 4 shows ANOVA results that the regression model was statistical significant, $F(1, 176) = 178.250$, $p = 0.00$ ($p < 0.05$) indicating that workplace counselling was a meaningful predictor of employee motivation.

Table 5: Regression Analysis

Model		Unstandardized Coefficients		Standardized Coefficients		Sig.
		B	Std. Error	Beta	T	
1	(constant)	1.102	0.118		9.333	0.000
	Workplace Counselling	0.566	0.042	0.718	13.350	0.000

Table 5, the regression results indicate that workplace counselling is a significant predictor of employee motivation. The unstandardized coefficient ($B = 0.566$, $p = .000$) shows that a one-unit increase in workplace counselling leads to a 0.566-unit increase in employee motivation. The standardized beta ($\beta = 0.718$) indicates a strong positive effect, and the high t-value ($t = 13.350$) further confirms the statistical significance of this predictor. The constant (1.102, $p = .000$) represents the baseline level of employee motivation when workplace counselling is zero. Overall, these results demonstrate that workplace counselling has a substantial and significant positive influence on employee motivation.

Table 6: Employee motivation analysis

Statement	SD	D	N	A	SA	Mean	DV
Employee Performance							
I am fully committed to achieve my targets	F 0 % (0.0)	14 (7.3)	43 (24.2)	86 (48.3)	35 (19.7)	3.7978	.84612
I have a strong sense of commitment towards my job	F 0 % (0.0)	10 (5.6)	70 (39.3)	84 (47.2)	14 (7.9)	3.5730	.71919
There is high level of creativity in my work	F 2 % (1.1)	5 (2.8)	57 (32.0)	104 (58.4)	10 (5.6)	3.6461	.68355
Employee Satisfaction							
I feel comfortable with the workplace environment and supported in my workplace.	F 1 % (0.6)	11 (6.2)	37 (20.7)	107 (60.7)	22 (12.4)	3.7753	.76288
I feel valued and appreciated by my manager	F 2 % (1.1)	5 (2.8)	49 (27.5)	111 (62.4)	11 (6.2)	3.6966	.67906
I feel more emotionally supported at work	F 0.0 %	7 (3.9)	65 (36.5)	92 (51.1)	14 (7.9)	3.6348	.68587
Employee productivity							
I consistently complete tasks within the expected time frame	F 0.0 %	8 (4.5)	62 (34.8)	82 (46.1)	26 (14.6)	3.7079	.76951
My work meets or exceeds quality standards set by my organization	F 2 % (1.1)	6 (3.4)	56 (31.5)	96 (53.9)	18 (10.1)	3.6854	.74554
My contributions positively influence the overall success of the team or company	F 0.0 %	1 (0.6)	44 (24.7)	123 (69.1)	10 (5.6)	3.7921	.55900

Findings of the study indicated increased levels of employee commitment, satisfaction, and productivity in relation to indicators which were assessed. Most of the respondents Agreed ($M = 3.80$) that they were fully committed to meeting targets, and also Agreed ($M = 3.57$) that they

had firm conviction of job commitment, which was indicative of a totally engaged workforce. The responses further revealed elevated creativity levels, with 90.4% of participants who agreed ($M = 3.65$) that their work involved high levels of creativity. Under the dimension of employee satisfaction, most participants agreed ($M = 3.78$) that they felt supported and comfortable within their workplace environment. Similarly, employees Agreed ($M = 3.70$) that they felt their managers valued them, and Agreed ($M = 3.63$) that they received emotional support, strengthening a positive psychosocial climate. Regarding productivity, majority of respondents agreed that they completed tasks on time ($M = 3.71$), that they consistently met quality standards ($M = 3.69$), and that they contributed considerably to team success ($M = 3.79$).

Workplace Counselling on Motivation

Most respondents reported awareness of the counselling services, acknowledged their accessibility, and indicated that they had utilized these services when needed. Many participants further agreed that counselling positively influenced their work performance and improved their confidence in addressing both personal and professional challenges. Respondents also viewed the counselling process as confidential and trustworthy qualities essential for encouraging openness and continuous utilization. Qualitative findings indicate that workplace counselling enhances employee motivation by promoting mental wellness, self-awareness, and personal development, while fear and stigma remain barriers. Counselling improves emotional stability, interpersonal relations, and leadership skills, and empowers employees to set goals and pursue career opportunities. Overall, it strengthens both psychological well-being and workplace motivation among public servants.

The findings of the study align with Maslow's theory, where counselling helps employees meet psychological needs, leading to increased level of motivation. Counselling acts as a motivator factor by fostering personal growth, self-awareness, and mental wellness, thereby promoting intrinsic motivation. Through counselling interventions, employees gain clarity, emotional stability, and confidence to perform effectively. It also supports Herzberg's motivators such as achievement, recognition, and self-actualization not only reduces dissatisfaction arising from workplace stress but also enhances the overall sense of purpose and fulfilment among employees.

In addition, the positive perception of counselling accessibility and its practical impact correlates with the study by Omeje et al. (2024), found that rehabilitation counselling fosters resilience, although their focus was primarily on retirees. Similarly, Dlaza and Chinyamurindi (2023) and Omojugba (2024) emphasized the role of counselling in helping staff prepare for transitions such as retirement or redeployment. However, those studies lacked direct data on active personnel. This study fills that gap by establishing a clear link between workplace counselling and real-time motivation among active public servants, thus extending the existing body of knowledge. Provision of counseling services made employees feel supported and comfortable in the workplace. While some variability was noted in respondents' experiences with accessibility, the overall response affirms the essential role of visible, accessible, and confidential counselling services in fostering emotional resilience and enhancing motivation. These insights underscore the need for public institutions to invest in robust counselling programs as part of broader employee well-being and performance strategies.

Confounding Variables on Employee Motivation

The researcher performed regression analysis to establish impact of confounding variables on motivation across demographic groups (e.g., age, gender, education, and directorate). The results depicted in Table 7, 8 and 9.

Table 7: Model Summary for Confounding Variables and Employee Motivation

Model	R	R Square	Adjusted R Square	Std. Error
4	.227 ^d	.052	.030	.38466

Table 8: ANOVA for Confounding Variables and Employee Motivation

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	1.395	4	.349	2.357	.055 ^e
	Residual	25.597	173	.148		
	Total	26.992	177			

Table 9: Coefficients for Confounding Variables and Employee Motivation

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	4.298	.203		21.157	.000
	AGE	.033	.040	.074	.829	.408
	GENDER	-.057	.058	-.073	-.975	.331
	LEVEL OF EDUCATION	-.153	.059	-.236	-2.596	.010
	DIRECTORATE	-.035	.020	-.138	-1.796	.074

a. Dependent Variable: Employee motivation

Table 9 presents the r model summary for the confounding variables (age, gender, level of education, and directorate) predicting employee motivation. The results showed that the model explained 5.2% of the variance in employee motivation ($R^2 = .052$, Adjusted $R^2 = .030$), which indicates a relatively weak explanatory power. Table 4.23 shows the ANOVA results. The overall model was not statistically significant, $F(4, 173) = 2.36$, $p = .055$, suggesting that the combined effect of the confounding variables (age, gender, education, and directorate) does not significantly predict employee motivation. Table 9 reports the regression coefficients. Age ($\beta = .074$, $p = .408$), gender ($\beta = -.073$, $p = .331$), and directorate ($\beta = -.138$, $p = .074$) were all non-significant predictors of employee motivation. However, level of education presented as a significant negative predictor ($\beta = -.236$, $t = -2.60$, $p = .010$), indicating that higher levels of education were associated with lower reported motivation among employees. Taken together, these results imply that demographic and departmental characteristics exert minimal influence on employee motivation, with only education level displaying a statistically significant though negative effect.

DISCUSSIONS

Most respondents reported awareness of the counselling services, acknowledged their accessibility, and indicated that they had utilized these services when needed. Many participants further agreed that counselling positively influenced their work performance and improved their confidence in addressing both personal and professional challenges. Respondents also viewed the counselling process as confidential and trustworthy with qualities essential for encouraging openness and continuous utilization. Qualitative findings indicate that workplace counselling enhances employee motivation by promoting mental wellness, self-awareness, and personal development although fear and stigma still persist. Counselling

improves emotional stability, interpersonal relations, and leadership skills, and empowers employees to set goals and pursue career opportunities. Overall, it strengthens both psychological well-being and workplace motivation among public servants.

The research aligns with Maslow's theory, since counselling helps employees meet psychological needs, leading to increased level of motivation. Counselling also acts as a motivator factor by fostering personal growth, self-awareness, and mental wellness, consequently promoting intrinsic motivation. Through counselling interventions, employees gain clarity, emotional stability, and confidence to perform effectively. It also aligns with Herzberg's motivators such as achievement, recognition, and self-actualization not only reduces dissatisfaction arising from workplace stress but also enhances the overall sense of purpose and fulfilment among employees. In addition, positive perception of counselling accessibility and its practical impact is in line with Omeje et al. (2024) study which established that rehabilitation counselling fosters resilience. Similarly, Dlaza and Chinyamurindi (2023) and Omojugba (2024) highlighted the role of counselling in helping employees to prepare for transitions such as retirement or redeployment. However, those studies lacked direct data on active personnel. This current study fills that gap by establishing a clear link between workplace counselling and real-time motivation among active public servants, thus extending the existing body of knowledge.

CONCLUSION

The study concludes that workplace counselling positively influences public servant motivation. Workplace counselling promotes emotional well-being and confidence. This intervention creates a work environment that nurtures and sustains motivation among public servants. Workplace counseling promotes the emotional wellbeing of employees, improves their problem-solving capabilities and general job involvement. It empowers employees to defeat self-doubt, culminating into acquisition of resilience and personal competence, better job performance and advancement. Employee's value high level of confidentiality sustained during counseling, which motivates them to seek support whenever they are in need. Therefore, workplace counseling promotes employee motivation by enhancing personal development, self-awareness and mental wellness.

RECOMMENDATIONS

This study recommends strengthening of workplace counseling to enhance mental health awareness programs. There is need to sustain confidentiality in counseling since this allows for employees to seek for support without fear of stigmatization. Institutions should ensure access to counseling services in order to foster a psychologically healthy workforce.

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