



Investigating Job-Level Disparities and Generational Differences in Perception and Utilization of Workplace Counselling Services in Nigerian Organizations.

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Abstract. Evaluating workplace counselling requires clear planning about its goals, timing, methods, and responsibility. Counsellors face ethical challenges, needing to balance the interests of employees and organizations through careful and skilled mediation. This paper seeks to investigate job-level disparities and generational differences in the factors influencing the likelihood of accessing workplace counselling and the perception of the adequacy and availability of workplace counselling in Nigerian organizations. A descriptive survey research design was adopted for the study with a non-probability/convenient sample of 257 comprising 80 junior-level, 60 middle-level and 117 senior-level employees with age range from 25 to 45 years and above in organizations in the South West geo-political regions of Nigeria. A questionnaire constructed by the researchers was used to gather data from respondents. Four hypotheses were tested using the Analysis of Variance (ANOVA) at 0.05 level of significance. The findings revealed a statistically significant difference in factors influencing the likelihood of employees accessing workplace counselling based on their job level; suggesting that higher job levels (middle and senior-level) 69% of respondents are likely to access workplace counselling. No statistically significant difference was found in employees' perceptions of the adequacy and availability of workplace counselling in Nigerian organizations based on their job level. A statistically significant difference was observed in employees' perception of the adequacy and availability of workplace counselling based on their age. This distinct generational divide in perceptions, specifically highlighted the 35–44 age group 34% of respondents as the primary source of statistical significance. No statistically significant difference was found in the

factors influencing the likelihood of accessing workplace counselling based on age of respondents. Recommendations include more enlightenment campaigns to address the factors preventing the general population from accessing counselling services. To also encourage management of organizations on the provision and maintenance of adequate and beneficial counselling to their employees.

Keywords: Accessibility, Adequacy and availability, Employee perception, Generational differences, Job-level disparities, Workplace counselling.

1. Introduction

In contemporary organizational settings, employee well-being has become a central concern for employers striving to improve productivity, job satisfaction, and overall organizational effectiveness. According to Li et al. (2025), workplace well-being strongly supports sustainable innovation, while digital capability enhances its impact by improving collaboration, autonomy, and knowledge access. Together, well-being and digital capacity promote ethical, value-driven innovation which enhance employee well-being and productivity through holistic workplace practices that support emotional intelligence, spirituality, restoration, motivation, and work–life balance. Inclusive organizational policies, meaningful work, supportive culture, and opportunities for rest and development are key to sustaining employee engagement and performance (Mohamad & Abiddin, 2024).

The historical development of workplace wellbeing, shows how wellbeing initiatives have consistently functioned as managerial interventions aimed at shaping employees into productive workers. Workplace counselling generally involves short-term support for work-related and personal issues that affect job performance and well-being, with positive effects on workplace behaviour. While internal, external, and employee assistance programme models are most common, other models remain under-researched. As policy increasingly prioritizes employee well-being, workplace counselling is well placed to support this goal. Although research shows that healthy employees are generally more engaged and productive, sickness absence rates suggest workplace well-being remains inadequate. The 2017 “*Thriving at Work*” report revealed that mental health issues at work are more severe than once believed and demand urgent action. While policies increasingly emphasize quality work, further research is needed to determine the most effective workplace mental health strategies. (Bajorek, & Bevan, 2020). Workplace counselling is important in promoting employee mental health and organizational productivity. Counselling helps reduce stress, enhance wellbeing, and improve performance, although there are challenges and strategies for effective implementation (Bhatt & Seeta, 2025). Although the justifications and methods have changed over time, wellbeing has remained a tool for regulating work and legitimizing organizational involvement in employees’ lives (Wallace, 2022). Modern workplaces are growing more complex and demanding, employees are increasingly confronted with a range of stressors, including excessive workloads, job insecurity, interpersonal tensions, and challenges in balancing work and personal life. When these pressures are insufficiently managed, they can adversely affect employees’ mental health, work performance, and organizational commitment. In response, organizations worldwide are placing increasing emphasis on supportive interventions, such as workplace counselling, to foster psychological well-being and sustain optimal performance. Bosede (2024) opined that employee well-being, specifically physical, mental, and intellectual health has a significant positive effect on organizational performance. Strengthening these well-being dimensions contributes to improved institutional effectiveness. Employees’ well-being is strongly shaped by physical and social workplace conditions, intrinsic job characteristics, autonomy, and managerial support. Improving these environmental and organizational factors enhances employee engagement, retention, and overall organizational performance (Dumitriu et al., 2025).

Employee well-being and employee experience are conceptually distinct but closely interconnected in practice. Although Human resource (HR) professionals recognize their differences, organizational initiatives often address both simultaneously, mainly focusing on skills development, physical health, and working conditions (Molek-Winiarska, Bereś, & Drzewiecki, 2024). Workplace counselling encompasses professional psychological support services offered within or facilitated by organizations to assist employees in addressing personal, emotional, and work-related challenges. Empirical evidence suggests that effective counselling practices contribute to reduced stress levels, improved coping mechanisms, enhanced morale, and positive organizational outcomes. Employee well-being; covering physical, mental, and emotional health plays a vital role in improving engagement, performance, and organizational effectiveness. It highlights the importance of leadership support, work–life balance, and proactive well-being programs in creating a healthy and productive workforce (Syed, 2024).

In many developed economies, workplace counselling has become an essential element of human resource management and employee assistance programmes. Nevertheless, the level of systematic implementation and utilization of these services differs considerably across countries and organizational environments. Leaders in the counselling profession have as far back as 2017 identified several areas expected to evolve over the next decade. However, workplace counselling was not listed among these emerging areas, as it has already been well established and practised for decades in other parts of the world. However, workplace counselling is still at a developmental stage in Nigeria. Most organisations both local and multinational do not have designated workplace counsellors. The few organisations where some form of workplace counselling exists are negligible when compared to the many without such services. Even in these organisations, it is uncertain whether workplace counselling is being practised in line with established professional standards (Ahimie & Agbogidi, 2017). This situation appears not to have experienced much change over the years.

Issues concerning job-Level disparities can lead to dissatisfaction in work places and require counselling interventions. job-Level disparities are largely explained by job complexity and development opportunities, though some health, social care, and protective service roles are seen as especially socially useful across classes (Williams, Gifford, & Zhou, 2022). Job-related factors influenced performance

more than personal traits, and it is importance to foster satisfaction, enhance workplace productivity and guide organizational policies (Gazi, Yusof, Islam, Amin, & Senathirajah, 2024). Job inequality affects wages, employment opportunities, hours, and job security, driven by factors such as technological change, skill demand, labour market institutions, and contract regulation (Giupponi & Machin, 2024). Perceptions of workplace inequality and unfair resource distribution reduce job satisfaction and employees' sense of dignity. This can occur through organizational dehumanization, which increases self-objectification, highlighting the negative psychological impact of economic disparities at work (Sainz, Moreno-Bella, & Torres-Vega, 2023). Corpuz (2023) argues that employee well-being in universities is challenged by heavy workloads, burnout, and poor work-life balance. It emphasizes the need for supportive organizational cultures, flexible work arrangements, and comprehensive well-being policies to improve staff satisfaction, productivity, and institutional effectiveness. Employee well-being, especially job satisfaction and work engagement positively influences organizational effectiveness, while burnout has a negative effect. Managing employee well-being is therefore critical for improving organizational performance (van der Merwe & Olivier, 2024).

There is no disputing the fact that counselling is beneficial across all generation because each generation comes with its own peculiarities. These appear to be more pronounced during the work life of individuals. Today's workforce includes four generations; Baby Boomers, Generation X, Millennials, and Generation Z; each shaped by distinct social, political, and technological contexts. These differing environments influence their workplace values, expectations, and motivations in adulthood. Childhood experiences and societal conditions shape long-term value development. It is important for employers to understand generational influences to create inclusive and effective workplace environments (Johns Hopkins University, 2022). Generational experiences and cultural contexts shape workplace technology behaviours and there is the need for adaptive management strategies, continuous training, and cross-generational collaboration to enhance productivity and workplace effectiveness (Shaik, Yadav, Rashid, & Choudhary, 2024). While some cohort differences appear in work values, satisfaction, and turnover intentions, core motivations are largely similar across generations. It is important to integrate lifespan and social constructionist perspectives to guide against generational stereotyping in organizational practice (Yusof, Zawawi, Ahmad Khan, & Anuar, 2025).

Uncritical use of generational categories can lead to oversimplification and stereotyping.

Scholars and practitioners need to apply generational concepts cautiously and focus on understanding individual differences rather than relying on broad generalizations (Cho, Rodriguez, & Ardichvili, 2025). Clear generational differences were found in a 12-year longitudinal study that examined whether value differences are driven by generational membership or changes with age. Over time, most value changes occurred primarily among Millennials, while older generations showed little to no change. Some values (e.g., achievement, conformity) remained stable, whereas others increased (e.g., security) or decreased (e.g., power). Overall, value differences reflect both generational effects and developmental changes, with change most evident in younger adults (Leijen, van Herk, & Bardi, 2022). For the first time, five generations—Traditionalists (1925–1945), Baby Boomers (1946–1964), Generation X (1965–1980), Millennials (1981–2000), and Generation Z (2001–2020)—are working side by side. Each generation is shaped by distinct historical events, values, and communication styles, which influence how they respond to leadership, motivation, and organizational change. Employers must understand these generational differences to effectively recruit, manage, engage, and retain a multigenerational workforce (Bourne, 2026).

Comprehensive wellness programmes in high-pressure workplaces improve productivity, reduce absenteeism and stress, enhance job satisfaction and health, and increase employee retention. Investing in holistic wellness initiatives benefits both employees and organizational performance (Soans & Naik, 2024). Workplace counselling improves employee performance by enhancing financial stability, reducing emotional stress, boosting morale, and fostering better communication and problem-solving skills (Motsomotso, 2025). Graupner (2025) highlights a decade of progress in workplace counselling, showing that multilevel training for industrial psychologists improves their ability to address employee mental health at individual, group, and organizational levels.

1.1 Statement of the Problem

Within the Nigerian context, the nature of work is shaped by rapid economic transformation, high unemployment, increasing job demands, and widespread socio-economic uncertainty. Employees in Nigerian organizations are frequently exposed to distinct stressors, such as prolonged working hours, inadequate remuneration, employment instability, and

limited institutional support for mental health concerns. Despite the prevalence of these challenges, workplace counselling remains largely underdeveloped and insufficiently utilized in many organizations. Factors such as cultural attitudes toward counselling, limited awareness, a shortage of trained professional counsellors, and weak organizational policies further constrain the effective adoption of counselling services.

A considerable number of organizations in Nigeria lack formalized workplace counselling programmes, while others regard employees' psychological concerns as personal issues that fall outside the scope of organizational responsibility. In instances where counselling services are available, they are often insufficiently funded, poorly structured, or inadequately staffed. Moreover, factors such as social stigma, low levels of awareness, and apprehension regarding confidentiality further contribute to the underutilization of these services. Consequently, employees may be discouraged from seeking professional support, allowing manageable concerns to develop into more severe mental health and performance-related problems.

A previous study on the Awareness, Accessibility and Utilization of Mental Health care Services among Youths in Lagos State, Nigeria revealed that of respondents a significant difference 96.2% awareness of mental health services; 64.2% accessibility to mental health services but a 26.4% utilization of mental health services from professional counsellors. A significant gender difference was observed in the level of awareness and utilization of mental health services. There is also a significant difference in the level of awareness and utilization of mental health services due to age of respondents (Ahimie, 2023). In the absence of a systematic evaluation of existing counselling practices, organizations risk neglecting a critical mechanism for improving employee health, satisfaction, and overall organizational effectiveness. Accordingly, this study seeks to investigate job-level disparities and generational differences in the perception and utilization of workplace counselling services in Nigerian Organizations.

1.2 Research Objectives

The aim of the study is to:

- Identify the significant difference in the factors influencing the likelihood of accessing workplace counselling among employees across different job levels.

- Ascertain the significant difference in how employees perceive the adequacy and availability of workplace counselling based on their job level.
- Determine the significant difference in how employees perceive the adequacy and availability of workplace counselling in Nigerian organizations based on their age.
- Assess the significant difference in the factors influencing employees' likelihood of accessing workplace counselling based on age.

1.3 Research Questions

- Is there any difference in the factors influencing the likelihood of accessing workplace counselling among employees across different job levels?
- What is the difference in how employees perceive the adequacy and availability of workplace counselling based on their job level.
- How do employees perceive the adequacy and availability of workplace counselling in Nigerian organizations based on their age?
- Is there any difference in the factors influencing employees' likelihood of accessing workplace counselling based on age.

1.4 Research Hypotheses

- There is no significant difference in the factors influencing the likelihood of accessing workplace counselling among employees across different job levels.
- Employees' perceptions of the adequacy and availability of workplace counselling do not differ significantly based on their job level.
- There is no significant difference in how employees perceive the adequacy and availability of workplace counselling in Nigerian organizations based on their age.
- The factors influencing employees' likelihood of accessing workplace counselling do not differ significantly based on their age.

2. Literature Review

Over the years authors have been consistent in creating awareness and advocating the need for workplace counselling. Walton (2003) found that while employees in a UK profit-making organization were generally aware of and positive about workplace

counselling through an Employee Assistance Programme (EAP), actual use of the service was low. Carroll (2010) wrote extensively on these topics; Understanding workplace counselling; Models of workplace counselling; Workplace counselling today: Trends and debates; The impact of organizations on workplace counselling; Setting up counselling in the workplace; An integrative model of individual employee counselling; Evaluating workplace counselling; Ethical issues in workplace counselling; Training for workplace counsellors and Supervising workplace counsellors. The study of Aydogdu and Uzel (2010) found that employees university employees recognized the potential benefits of Employee Assistance Programmes (EAPs) and suggested universities could gain from implementing structured workplace counselling services to support staff well-being. Torun (2013) found that employees in Turkey generally viewed counselling positively and valued its potential benefits, but raised concerns about confidentiality, trust, and counsellor competence. Cultural, ethical, and organizational factors were identified as important in encouraging employees to use these services.

The findings of Hazele (2016) indicate that teachers' and head teachers in Zambia view counselling as highly beneficial, improving decision-making, motivation, job satisfaction, mental well-being, and reducing absenteeism and work-related stress. However, structured workplace counselling programmes were largely absent, with existing practices embedded in managerial duties and limited to specific issues like HIV/AIDS. About 30% of teachers reported never having received any counselling. Migwe, Gachunga, and Iravo (2017) found a positive relationship between counselling and employee performance, suggesting that counselling significantly enhances work effectiveness and productivity. Omoegun, Nwadinigwe, and Ahimie (2018) highlighted the benefits of counselling, such as enhancing productivity and well-being, while noting challenges like low awareness and limited-service delivery. The authors recommended that professional associations increase awareness and promote workplace counselling in Nigerian organizations. Omoegun, Nwadinigwe, and Ahimie (2018) identified key barriers to effective implementation, including low awareness, lack of trained counsellors, organizational resistance, and cultural factors, and highlighted lessons from other countries to improve service delivery.

Chari (2018) found that both users and non-users in a South African organisation saw counselling as valuable, but stigma and confidentiality concerns

discouraged some employees. Factors affecting uptake included access to information, workplace culture, counsellor roles, and the impact on personal well-being. The study of Krekel et al (2018) revealed strong evidence that higher employee well-being leads to increased productivity and improved firm performance. McLeod and Henderson (2018) reported that workplace counselling can effectively reduce work-related stress and absenteeism. Elder, Agee, and Adamson (2018) reported that contemporary workplaces often expose professionals to stress, burnout, and challenges affecting personal and professional well-being.

Muhammad and Muhammad (2021) highlight the role of employee counselling in managing stress among Nigerian public servants and recommends establishing counselling units, improving infrastructure, ensuring stable power supply, and providing living wages to reduce workplace stress. Moralo and Graupner (2022) opined that industrial psychologists play a key role as workplace counsellors, helping employees cope with changes in the modern work environment, especially those driven by technology and the Fourth Industrial Revolution. Anyim, Ikeije, and Ekwoaba (2022) highlight that workplace counselling can help employees manage stress and socio-psychological challenges during post-work transitions, such as layoffs, redundancies, resignations, or retirement. Counselling, often provided through Employee Assistance Programs (EAPs), acts as a support mechanism to reduce trauma, family disruption, and other negative outcomes associated with sudden job loss or organizational change. Prudenzi et al. (2024) developed MENTOR, an early workplace intervention to help employees with mental health conditions remain productive and engaged. Bhatt and Seeta (2025) emphasize that workplace counselling is essential for supporting employee mental health and enhancing productivity.

Oluwasanmi et al. (2025) found that employee mental health significantly influences performance in Nigerian public and private organisations. Better psychological, emotional, social, and occupational well-being was linked to higher task, adaptive, and contextual performance. The study recommends that organisations implement mental health initiatives, wellness programs, safe work environments, and routine mental health assessments to enhance productivity. Chepchumba, Chepkilot, and Jeptepkeny (2025) examined the impact of employee counselling programs on performance in tea factories in Kericho County, Kenya. Using surveys and correlation analysis, the study found that counselling positively and significantly influenced employee performance,

explaining about 13% of its variance. The authors recommended regular evaluation of counselling programmes to enhance employees' mental well-being and align them with organizational goals. Kanikwu et al. (2026) examined university staff's awareness, attitudes, and use of counselling services at Edo State University, Nigeria. While most staff had positive perceptions of counselling and recognized its benefits for stress management and career support, actual utilization was low (13.3%). The study highlights a gap between knowledge and use, emphasizing the need for better visibility, communication, and trust in counsellor competence to improve staff well-being.

3. Research Methodology

A non-probability convenience sampling technique, specifically accidental/volunteer sampling was employed for this study. The survey targeted organizations within the South-West geopolitical zone of Nigeria, with the aim of obtaining a sufficiently

large and heterogeneous sample of respondents. However, 257 comprising 80 junior-level, 60 middle-level and 117 senior-level employees in responded to the questionnaires providing the best information for the study. The age range of respondents was 25 – 45 years and above. Descriptive statistics indicated that junior-level employees constituted 31% of the sample, middle-level employees constituted 23% while senior-level employees accounted for 46%. Employees within the age range of 25-34 represented 26% of the respondents, those in the age range of 35-44 represented 34% while employees who are 45 years and above made up 40%. The Researchers' developed Questionnaire on Workplace Counselling in Organizations in Nigeria (QWCON) was distributed electronically to a wide range of work settings in order to collect data from respondents across diverse organizational contexts. The responses obtained were analyzed using the One-Way analysis of Variance (ANOVA). Post hoc analysis was computed where a significant difference was observed in the result.

4. Results

Hypothesis 1: There is no significant difference in the factors influencing the likelihood of accessing workplace counselling among employees across different job levels.

Table 1: Descriptive and One-Way ANOVA showing the difference in factors influencing the likelihood of accessing workplace counselling based on job level

<i>Job Level</i>	<i>N</i>	<i>Mean</i>	<i>Std. Dev.</i>		
Junior Staff	80	22.16	2.52		
Middle-level Staff	60	24.82	2.18		
Senior Staff	117	24.79	2.59		
Total	257	23.98	2.76		
	<i>Sum of Squares</i>	<i>df</i>	<i>Mean Square</i>	<i>F</i>	<i>Sig.</i>
Between Groups	382.33	2	191.17	31.10	0.000
Within Groups	1561.53	254	6.15		
Total	1943.86	256			

The descriptive section of the analysis presented in Table 1 reveal that Middle-level Staff have the highest mean score (M = 24.82, SD = 2.18), closely followed by Senior Staff (M = 24.79, SD = 2.59). Junior Staff recorded the lowest mean score (M = 22.16, SD = 2.52). To determine if the observed differences between these means are statistically significant, a One-Way Analysis of Variance (ANOVA) was computed. The result shows an F-ratio of 31.10 with a p-value (Sig.) of .000. Since the p-value ($p < .001$) is less than the conventional alpha level of 0.05, the null hypothesis is rejected. It was concluded that there is a statistically significant difference in factors influencing the likelihood of accessing workplace counselling based on their job level. A post hoc analysis was computed to determine the pair that was significant and the result presented in Table 2.

Table 2: Post-Hoc Test comparison of factors influencing the likelihood of accessing workplace counselling based on job level

(I) J_Level	(J) J_Level	Mean Difference (I-J)	Sig.
Junior Staff	Middle-level Staff	-2.65*	0.000
	Senior Staff	-2.62*	0.000
Middle-level Staff	Junior Staff	2.65*	0.000
	Senior Staff	0.03	0.939
Senior Staff	Junior Staff	2.62*	0.000
	Middle-level Staff	-0.03	0.939

*. The mean difference is significant at the 0.05 level.

Analysis in Table 2 clarifies that this statistical difference is driven exclusively by junior-level employees, whose likelihood of accessing workplace counselling are significantly lower than those of both Middle-level and Senior-level employees ($p = .000$). Conversely, there is no meaningful difference in the likelihood of accessing workplace counselling between Middle and Senior staff ($p = .939$), suggesting that higher job levels are likely to access workplace counselling.

Hypothesis 2: Employees’ perceptions of the adequacy and availability of workplace counselling do not differ significantly based on their job level.

Table 3: Descriptive and One-Way ANOVA showing the difference in employees’ perceptions of the adequacy and availability of workplace counselling based on their job level.

Job Level	N	Mean	Std. Dev.
Junior Staff	80	18.11	6.59
Middle-level Staff	60	18.10	3.77
Senior Staff	117	18.26	5.07
Total	257	18.18	5.33

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	1.59	2	0.796	0.028	0.973
Within Groups	7260.17	254	28.583		
Total	7261.77	256			

In Table 3 the descriptive statistics show remarkably similar mean scores across all three groups with Junior Staff ($M = 18.11$; $SD = 6.59$), Middle-level Staff ($M = 18.10$; $SD = 3.77$) and Senior Staff ($M = 18.26$; $SD = 5.07$). The ANOVA results show an F-ratio of 0.028. Since the p-value (0.973) is significantly higher than the standard alpha level of 0.05 ($p > .05$), we fail to reject the null hypothesis. It was concluded that there is no statistically significant difference in employees’ perceptions of the adequacy and availability of workplace counselling based on their job level.

Hypothesis 3: There is no significant difference in how employees perceive the adequacy and availability of workplace counselling in Nigerian organizations based on their age.

Table 4: Descriptive and One-Way ANOVA showing the difference in employees’ perception of the adequacy and availability of workplace counselling based on their age

Age Range	N	Mean	Std. Dev.
25-34	67	17.42	4.25
35-44	87	19.89	5.99
45 and above	103	17.23	5.05
Total	257	18.18	5.33

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups					
Within Groups					
Total					

Between Groups	384.210	2	192.105	7.095	0.001
Within Groups	6877.557	254	27.077		
Total	7261.767	256			

The descriptive section in Table 1 shows that the 35–44 age group has the highest mean score (M = 19.89, SD = 5.99). This is followed by the 25–34 age group (M = 17.42, SD = 4.25), while the 45 and above age group recorded the lowest mean score (M = 17.23, SD = 5.05). The One-Way Analysis of Variance (ANOVA) results reveal an F-ratio of 7.095 with a p-value (Sig.) of .001. Since the p-value (0.001) is less than the alpha level of 0.05 (p < .05), the null hypothesis is rejected. Thus, there is a statistically significant difference in how employees perceive the adequacy and availability of workplace counselling based on their age. A post hoc analysis was computed to determine the pair that was significant.

Table 5: Post-Hoc Test comparison of the difference in employees’ perception of the adequacy and availability of workplace counselling based on age

(I) Age	(J) Age	Mean Difference (I-J)	Sig.
25–34	35–44	-2.46715*	0.004
	45 and above	0.1849	0.821
35–44	25–34	2.46715*	0.004
	45 and above	2.65205*	0.001
45 and above	25–34	-0.1849	0.821
	35–44	-2.65205*	0.001

*. The mean difference is significant at the 0.05 level.

The pairwise comparison reveals a distinct generational divide in perceptions, specifically highlighting the 35–44 age group as the primary source of statistical significance. Employees in this group have a significantly more positive perception of the adequacy and availability of workplace counselling compared to both the younger 25–34 age group (Mean Diff = 2.47, p = .004) and the older 45 and above group (Mean Diff = 2.65, p = .001). Conversely, there is no statistically significant difference between the youngest and oldest cohorts (p = .821), indicating that their lower perception levels are statistically equivalent.

Hypothesis 4: The factors influencing employees’ likelihood of accessing workplace counselling do not differ significantly based on their age.

Table 6: One-Way ANOVA showing the difference in factors influencing employees’ likelihood of accessing workplace counseling based on age

Age Range	N	Mean	Std. Dev.		
25-34	67	24.09	1.10		
35-44	87	24.13	3.06		
45 and above	103	23.78	3.21		
Total	257	23.98	2.76		
	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	6.924	2	3.462	0.454	0.636
Within Groups	1936.936	254	7.626		
Total	1943.860	256			

The descriptive results indicate that mean scores are remarkably consistent across all age groups. Employees aged 35–44 recorded a mean of 24.13 (SD = 3.06), followed closely by the 25–34 age group with a mean of 24.09 (SD = 1.10), and the 45 and above

group with a mean of 23.78 (SD = 3.21). The One-Way Analysis of Variance (ANOVA) yielded an F-ratio of 0.454 with a p-value (Sig.) of 0.636. Since the p-value (0.636) is significantly greater than the alpha level of 0.05 (p > .05), we fail to reject the null hypothesis. It

was concluded that there is no statistically significant difference in the factors influencing the likelihood of accessing workplace counselling based on age.

5. Summary of Findings

- There is a statistically significant difference in factors influencing the likelihood of employees accessing workplace counselling based on their job level; suggesting that higher job levels are likely to access workplace counselling.
- There is no statistically significant difference in employees' perceptions of the adequacy and availability of workplace counselling in Nigerian organizations based on their job level. The result revealed a remarkably similar mean scores across all three groups.
- There is a statistically significant difference in how employees perceive the adequacy and availability of workplace counselling based on their age. There is a distinct generational divide in perceptions, specifically highlighting the 35–44 age group as the primary source of statistical significance.
- There is no statistically significant difference in the factors influencing the likelihood of accessing workplace counselling based on age. The results indicate that mean scores are remarkably consistent across all age groups.

6. Discussion of Findings

The result of hypothesis one revealed a statistically significant difference in factors influencing the likelihood of employees accessing workplace counselling based on their job level; suggesting that higher job levels are likely to access workplace counselling. This is in line with the findings of Abraham et al. (2025) that although workplace-based mental health interventions such as mindfulness, yoga, lifestyle programmes, and institutionally integrated wellness initiatives can improve well-being, reduce burnout, and enhance coping; success is aided by leadership support, peer networks, and flexible delivery. However, barriers include stigma, workload, and digital challenges. Culturally adapted, sustainable, and multilevel strategies are recommended for effective mental health support. Another study revealed an awareness and accessibility of mental health services among youths who represent a higher percentage of higher job level cadre. However, utilization of mental health services from professional counsellors is low among this group (Ahimie, 2023). A study by Lomotey (2025) revealed that counselling lowers stress, strengthens coping skills, and improves

engagement, productivity, and retention. However, stigma, limited awareness, and resource gaps restrict its effectiveness, highlighting the need for stronger organizational support and culturally responsive programmes. The study of Igbomor and Olisemenogor (2023) however, revealed an insignificant effect of Employee Assistance Programmes (EAPs) including counselling, wellness, and financial management programmes on employees' organizational commitment among bank employee.

The result of hypothesis two revealed that there is no statistically significant difference in employees' perceptions of the adequacy and availability in Nigerian organizations based on their job level. The result revealed a remarkably similar mean scores across all three groups. While leaders in the counselling profession have as far back as 2017 identified several areas expected to evolve over the next decade, workplace counselling was not listed among these emerging areas, as it has already been well established and practised for decades in other parts of the world. However, workplace counselling is still at a developmental stage in Nigeria. Most organisations both local and multinational do not have designated workplace counsellors. The few organisations where some form of workplace counselling exists are negligible when compared to the many without such services. Even in these organisations, it is uncertain whether workplace counselling is being practised in line with established professional standards (Ahimie & Agbogidi, 2017). This situation appears not to have experienced much change over the years.

The findings of hypothesis three revealed a statistically significant difference in how employees perceive the adequacy and availability of workplace counselling based on their age signifying a distinct generational divide in these perceptions. Janani and Elaiyaraja (2025) investigated workplace differences among Generation X, Millennials, and Generation Z employees using data from 148 respondents. While all groups valued work–life balance and job security, they differed in learning attitudes, problem-solving styles, and perceptions of growth. The study concludes that generational diversity fosters innovation and productivity and offers guidance for inclusive HR practices (Janani & Elaiyaraja, 2025). Haynes (2011) examines how shifting workforce demographics influence workplace expectations across generations. He argues that corporate real estate managers must recognize varying generational needs and design inclusive work environments that accommodate all age groups. The study highlights the importance of aligning workplace strategies with generational

preferences to enhance organizational effectiveness (Haynes, 2011).

The result of hypothesis four revealed that there is no statistically significant difference in the factors influencing the likelihood of accessing workplace counselling based on age. The results indicate that mean scores are remarkably consistent across all age groups. This finding is in contrast with the findings of Bennett, Pitt, and Price (2012) explored the presence of four generations in the workplace that creates diverse perspectives, expectations, and values regarding work and life. The study emphasizes the need to understand these generational differences to manage workplace dynamics effectively (Bennett, Pitt, & Price, 2012). Dias (2025) explained that today's workplaces include multiple generations with differing values, expectations, and work styles shaped by shared life experiences. While Baby Boomers, Generation X, Millennials, and Generation Z display distinct priorities, from recognition and autonomy to purpose, diversity, and flexibility, there is considerable overlap within groups. Understanding these differences is essential for improving collaboration and productivity (Dias, 2025). The study of Abraham et al. (2025) also revealed that many participants felt unsafe disclosing mental health concerns and were dissatisfied with institutional support. The study emphasizes the need for culturally responsive, integrated strategies combining counselling services and systemic workplace reforms to improve staff wellbeing (Abraham et al., 2025).

7. Conclusion

This study examined whether job level and age significantly affect employees' likelihood of accessing workplace counselling and their perceptions of its adequacy and availability in Nigerian organizations. The findings reveal that job level significantly influences the likelihood of accessing counselling, with employees in higher positions more inclined to utilize such services. This may be attributed to greater awareness, autonomy, or reduced stigma among senior staff. However, job level does not significantly affect perceptions of counselling adequacy and availability, as views were largely consistent across hierarchical categories. In terms of age, a significant difference was found in perceptions of adequacy and availability, particularly among employees aged 35–44, indicating a generational variation in outlook. Nonetheless, age does not significantly influence the factors determining the likelihood of accessing counselling, as motivations and barriers appear similar across age groups. Overall, the study highlights that organizational hierarchy shapes utilization patterns,

while age influences perceptual differences. It recommends targeted strategies to encourage uptake among lower-level employees and generationally responsive approaches to improve perceptions of counselling services.

8. Recommendations

- Because senior staff are more likely to use counselling services, organizations should create focused initiatives to encourage participation among lower-level employees through awareness programmes and easier access procedures.
- Since perceptions of service adequacy are similar across job levels, organizations should ensure clear, transparent, and consistent communication about counselling services, including confidentiality and access processes.
- Given generational differences in perceptions—especially among employees aged 35–44—organizations should tailor counselling outreach and support strategies to address the specific needs of different age groups.
- Periodic surveys and feedback mechanisms should be used to better understand age-related perception gaps and to align counselling services with employees' evolving expectations.
- Overall, these recommendations emphasize more enlightenment campaigns to address the factors preventing the general population from accessing counselling services. To also encourage management of organizations on the provision and maintenance of adequate and beneficial counselling to their employees.

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