

**A STUDY OF ONLINE COUNSELLOR'S INTENTION TO
STAY IN THE SAME CAREER AND ORGANIZATION**



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Abstract

Mental health growth was slow in India due to a lack of an efficient public healthcare system and an inadequate and poorly developed mental healthcare system (Gururaj et al., 2016). With the passing of the Mental Health Bill in 2017, the growth of the mental health care system flourished (The Mental Healthcare Act, 2017). Online mental health organisations further accelerated the development of the mental health care system. These organisations are still in the infant stages of establishing a new industry. Concentrating on these organisations' employees is essential if the sector continues to grow and provides adequate mental health services to its clients. These services are crucial as the prevalence of mental health illnesses has grown drastically since COVID-19. As per the World Health Organisation (WHO) Report 2022 and the Global Burden of Diseases, Injuries, and Risk Factors Study 2020, the prevalence of depression and anxiety increased by 25–27% during the first year of the pandemic. This trend implies that online counsellors were confronted with a higher volume of cases, as offline Counselling was not a viable option due to the stringent lockdown measures in place during this period. Thus, the job demands of the online counsellor increased by 25%. However, with the lockdown in place, job resources available to them by the organisation, including proper supervision by seniors, personal therapy sessions and regular case discussions with colleagues, were not readily available. Further research on online counsellors and their experiences working in organisations is needed.

The current study bridges the gap in the literature. It focuses on online counsellors working in online mental health organisations and the factors that influence their intention to stay in the same career and the organisation. It uses a sequential exploratory research design and starts the research by conducting a qualitative study. Twenty-five online counsellors working with an Indian mental health organisation for at least a year were interviewed. The following themes emerged through the qualitative data analysis: Posttraumatic Growth,

Secondary traumatic Stress, Role overload, Pay satisfaction, Relational Psychological Contract, Organisational Culture and Recovery experience.

Hypotheses related to factors influencing online counsellors' career commitment and turnover intention were framed using qualitative analysis. The objective of the quantitative study was to analyse the factors that influence online counsellors' intention to stay in the same career and organisation. Data was collected from two hundred seventy online counsellors within one week. The analysis supported the hypotheses suggesting that relational psychological contract indirectly (through role overload and pay satisfaction) influences the career commitment level of online counsellors working with mental health organisations. The analysis also revealed that posttraumatic growth directly and indirectly (through career commitment) influences online counsellors' intention to leave their organisations.

The current study opens up a new gate in the academic literature of online counsellors by focusing on the context of online counsellors working within mental health organisations. Due to its novel context, our study extends the theoretical contribution of the job demand resource model, conservation of resources theory and effort-recovery model. Furthermore, the present study's findings can be used by and benefit Indian mental health organisation leaders in creating a productive environment for online counsellors working in online counselling organisations, which will help the organisation. Managers in online counselling organisations can use such understanding to motivate, engage, and retain their employees. Furthermore, the findings may be helpful to managers in effectively managing their human resources.

Keywords: Online counselling, online mental health organisations, Exploratory sequential design

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Chapter 5

Discussion, Implications, Limitations and Future Direction

Discussion

The our study's purpose was to focus on the Indian online counsellors working in a new setup of mental health organizations. The study attempted to answer the three research questions:

- What is the experience of counsellors working for an online mental health services provider?
- What factors influence online counsellors' stay in the same career?
- What factors influence online counsellors' stay in the same organization?

The current study used an exploratory sequential mixed design (Creswell et al., 2003; Teddlie & Tashakkori, 2003). The researcher used an exploratory sequential mixed design to collect qualitative data to investigate a phenomenon and then quantitative data to explain and generalize the relationships discovered through qualitative analysis (Creswell et al., 2003)

Through the three studies, it could be observed that the nature of work is demanding for online counsellors. Valuable resources at the personal and organizational levels are vital to function efficiently. Results also suggested that apart from the traditional variables that influence an employee's career and work outcomes, such as posttraumatic growth and secondary traumatic stress, are specific to online counsellors' career and work outcomes.

Through qualitative data analysis, it can be observed that almost all online counsellors experienced symptoms of secondary traumatic stress (stress arising from hearing their client's traumatic stories). However, dealing with these clients also allowed counsellors to grow into a better version of themselves. In literature, this growth after a traumatic event better than the previous version of oneself has been termed posttraumatic growth (Tedeschi & Calhoun, 2004). This suggests that even though counsellors experienced stress from their clients, they often

experienced symptoms of posttraumatic growth, i.e. a higher appreciation of life, change in personal relationships, spiritual development, a greater sense of personal strength and recognition of new possibilities (Tedeschi & Calhoun, 2004). Through the analysis of the first study, factors that influence online counsellors' career commitment and turnover intention emerged.

Factors influencing online counsellors' career commitment were Posttraumatic growth, Relational Psychological Contract, Pay satisfaction and Role overload. Factors influencing online counsellors' turnover intention were Posttraumatic growth, Career commitment and Organisational Culture. These factors were then quantitatively analyzed in the second and third studies.

For the quantitative studies, the current study used a temporal design. A temporal design consists of the timing, frequency and spacing of observations in longitudinal research (Collins, 2006; Collins & Graham, 2002). Researchers conducting temporal studies are cautious of two points, i.e. first, observations are evenly spaced, and second, these observations are occurring at the same time for all participants of the study (Collins, 2006; Collins & Graham, 2002). The current study collected data from online counsellors within one week.

A random sampling technique was used to collect the quantitative data. The random sampling method is where each item in the population has an equal chance of being part of the study (Bordens & Abbott, 2011; Kothari, 2004). Sampling inclusion criteria for the our study were that the online counsellors need to be working with an organization focusing on providing mental health therapy in India, must be working as an online counsellor with an organization, must have a minimum of one year of experience, working with clients dealing with trauma and must have an educational background in psychology. The final analysis sample included two hundred and seventy online counsellors working in Indian mental health organizations.

The second study hypothesized a direct and indirect parallel pathway between relational psychological contracts and career commitment via role overload and pay satisfaction. The results unsupported the direct relationship and suggested that only an indirect relationship exists between the variables. Further explanation of these results is given in the second study. In the moderation analysis, while looking at the conditional effects, it was observed that the moderation impact of Secondary traumatic stress becomes insignificant on the career commitment when the counsellor is experiencing extremely high symptoms of Secondary traumatic stress, and the moderation impact of activity-based recovery experience becomes insignificant when an individual is not doing any recovery activity.

The third study proposed a direct path between posttraumatic growth and turnover intention and an indirect path via career commitment. The result supported the direct and indirect pathway between the independent variable (posttraumatic growth) and the dependent variable (turnover intention). The study also proposed a moderation effect of organizational culture influencing the direct path between the abovementioned variables. The results supported the proposed moderation; however, conditional effects suggested that this moderation is insignificant when the organizational culture is low.

The current study bridges the gap in the literature by focusing on counsellors themselves. The literature has, to date, focused on either profession (Xia et al., 2021; Evans, 2008; Robson & Robson, 2000; Bobevski et al., 1997) or their clients (Szlamka et al. 2021; Beattie et al., 2006; Rodda et al. 2015). It was essential to look at the needs of the counsellors themselves now. It is the need of the hour; precisely since COVID-19 hit the world, the prevalence of mental health disorders has increased by 25% (World Health Organization, 2020).

Additionally, online counselling moved from a freelancing setup to a structured organizational setup in India in 2015 (Putrevu, 2018). Thus, the inception of mental health organizations in India, which employ counsellors to offer online counselling services to their clients, dates back only a few years. These organizations overcome the limitations of offline counselling by providing proper autonomy and easiness to the clients. This new setup brings on new complexities for the counsellor regarding their skills (i.e. getting comfortable with using the internet and electronic devices, working on their online communication and appropriately expressing emotions through text and emoticons).

The three studies using the theoretical background of COR theory and the job demands resource model suggested that Indian online counsellors are struggling to find their space in the new working setup of mental health organizations. The industry needs to change its way to increase the overall satisfaction of its employees. Mental health organizations cannot function as corporate organizations as the needs of their employees and clients are different. Even though it is a service-based industry, the service needs to be provided to their employees because they are the medium of service to their customers.

Implications

The present study extends the academic literature on online counsellors. Recent literature on online counselling is limited to the experience of online counsellors in the organization. The existing literature focuses on online counsellors' experience of online counselling (Khan et al., 2021; Smith & Gillon, 2021); however, the literature lacks an understanding of these counsellors' experience working in a professional organizational setup. The current study contributes to the academic literature by focusing on the online counsellor's experience working within the organizational setup. Moreover, Kanov (2021) suggested that it is crucial to understand how the organization's suffering or work-related trauma influences

employees. Online counsellors continuously deal with work-related trauma (dealing with clients experiencing traumatic events) in their organization. The current study extends the Kanov (2021) claim and understands the influence of online counsellors' work-related trauma on their career and work outcomes. Online counsellors continuously deal with work-related trauma (dealing with clients experiencing traumatic events) in their organization. Our study qualitatively extends the Kanov (2021) claim and analyses such work's influence on employees.

Because of the novel context of the study, the current research theoretically contributes to the three sets of literature. Recent literature is limited in understanding online counsellors through the lens of conservation of resources theory, Job demands and resource model, and effort-recovery model. The current study applies the assumptions of these three theoretical lenses to online counsellors. Our study also contributes to the academic literature on recovery experience by combining mastery and control recovery experiences and labelling them as activity-based recovery experiences. Our study also contributes to the recovery literature by implying that not engaging in any recovery experience can harm counsellors due to their high job demands. Engaging in recovery experience would improve their ability to deal with their clients while making them more committed to their careers.

The present study also adds to the body of knowledge by proposing an indirect link between the relational psychological contract and career commitment (Which, as per the researcher's search of the database, was not done by previous studies). Online counsellors must link organizational resources with their careers because it will impact their commitment towards careers, ultimately leading to inefficiency at work (Ciccarelli and Meyer 2006). The current study uniquely contributes to the academic literature on secondary traumatic stress by linking it as a moderator between role overload and career commitment. The author believes that such moderation would be effective only if the nature of the job is similar to that of online

counsellors, such as nurses and firefighters. As a result, the current study adds to the academic literature in various ways.

Practical Implications

In practice, the study helps to understand the variables that influence online counsellors' ability to work efficiently in their new working environment. The current study also practically contributes to the understanding of carer and work motivation of online counsellors. As already noted, COVID-19 increased the global prevalence of mental health disorders (World Health Organization, 2020), further increasing the importance of online counselling. The present study's findings will be critical in understanding the needs of online counsellors working in an online counselling organization.

Furthermore, the current study's findings can be used by and benefit Indian mental health organization leaders in creating a productive organizational environment for online counsellors working in online counselling organizations, which will help the organization itself. Managers in online counselling organizations can use such understanding to motivate, engage, and retain their employees. Furthermore, the current study's findings may be helpful to managers in effectively managing their human resources.

Limitations and Future Direction

The current study focused on online counsellors dealing with clients going or going through traumatic events. A traumatic event is a stressful and rare event (either short or long-lasting) experienced by the individual directly or indirectly and is highly threatening or horrific. These events cause distress, fear, terror and helplessness among individuals (American Psychological Association, 2020; World Health Organisation, 2010). Future studies can focus

on other domains of counselling specialization, such as academic, industry or educational (Ciccarelli & Meyer, 2006).

Additionally, the current research is focused on Indian counsellors; it would be interesting to see how the results differ in different nations. Future researchers can extend the current study to different cultures and see the cross-cultural implications of the recent research. Even though random sampling was used to collect the data, the present study sample is also more female-inclined. The world is changing now, and many males are joining psychology programmes. Future researchers can focus on creating diversity in the sample and assess the impact of gender on online counsellors' work.

The current study also focused on the online counsellors and not the leaders/founders of mental health organizations. Future researchers can conduct a qualitative study to explore the leaders/founders' experience in opening up such organizations, dealing with their employees and understanding the uniqueness of their work. The researcher assumes these themes would allow future researchers to compare employer and employee perspectives. The context of online counsellors working in a mental health organization is new in India, and thus, our study opens doors for future research in this area. The researcher calls upon fellow researchers and academicians to focus on this context and provide opportunities for mental health organizations in India to reach their peak success.

Even though the present study used a Sequential mixed-method design to counter the limitations of qualitative and quantitative techniques, future studies can use experimental design to assess the impact of personal and organizational resources on online counsellors' career and work outcomes. This would enhance the understanding of appropriate resources. It would also be interesting to conduct a multilevel study to assess the in-depth knowledge of organizational culture's moderation effect on posttraumatic growth and turnover intention.

Subsequent research may direct their attention towards examining the other work-related variables, namely work engagement and job satisfaction, within the framework of online counsellors working with a mental health organization. Similarly, future studies can also focus on resources such as personal therapy, supervision and work-family balance and their impact on online counsellors' careers and work outcomes. It would also be interesting to assess the online counsellor's relationship with their employer and its effects on their career and work outcomes. The current study opens the door for future research in the context of online counsellors working in mental health organizations. Future researchers can use the recent study as the base and explore the various areas as the research is still nascent.

Chapter 6

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Appendix

1. Semi-structured Protocol of the Qualitative study

Focus area	Examples of questions and probe	Logic
Introduction	<ul style="list-style-type: none"> • Last four digits of your phone no • Age • Gender • Educational background 	
Occupational background	<ul style="list-style-type: none"> • Year of experience • Tenure in the current organisation • Case handled • Session taken • Roles handled in current organisation • Position • Pay satisfied? • Counselling provided in what all domains- relationship, academic, wellness, self-improvement 	To understand the experience of the counsellor as well as the status of the counsellor in the organisation.
Motivation towards profession	<ul style="list-style-type: none"> • Why did you choose counselling as a profession? • Tell me about your journey as a counsellor 	To understand internal motivation of the counsellor towards the profession
Post-traumatic growth	<ul style="list-style-type: none"> • Could you describe a specific case where you dealt with an individual suffering with trauma or required more time? <p>* You can leave confidential details of the client. I am only interested in understanding your exposure to the client.</p>	To understand the level of trauma faced by the counsellors due to their profession and how it impacts them personally
Resources	<ul style="list-style-type: none"> • Was there any specific way in which the organisation helped you to deal with the way the client's story impacted you? How close was it to your expectations? 	To understand how the organisation, peers, supervisor and counsellor's personal resource help the
	<ul style="list-style-type: none"> • How did your immediate supervisor/peers help you? How close was it to your expectations? • Do you engage in any self-care behaviours such as meditation, exercise etc.? If yes, how often? How does it help you to deal with your clients? 	counsellor to deal with the stress of clients' story

Work-related outcomes	<ul style="list-style-type: none"> • Did working on yourself after dealing with such clients impact your work as well? How? • Have you thought of leaving your job and moving to another organisation? yes/no then why? If yes then how actively are you searching for new profession/org? • How often do you go out of your way to help the organisation or its members? Why do you do this? Has there been any change in such behaviour? If yes then why and when did the change occurred 	To understand how dealing with clients who are suffering from trauma impacts the work of the counsellor.
Career advancements	<ul style="list-style-type: none"> • Did working on yourself after dealing with such clients impact your decisions regarding your career as well? How? • What do you see yourself doing professionally in the next 5 years? How do you think you can reach there? Absence/presence of what can hamper the growth you are looking for in your profession 	To understand how dealing with clients who are suffering from trauma impacts the career decisions of the counsellor.
Personal life changes	<ul style="list-style-type: none"> • Any positive personal changes that you have seen in yourself or others have pointed out for you since you have been in this profession and working with clients who are suffering from trauma? • How has your family and peers reacted to you being in this profession? 	To understand how dealing with clients who are suffering from trauma impacts the personal life of the counsellor.
Work-life influence	<ul style="list-style-type: none"> • How often do you find that the lines between your personal and professional life are getting blurred. 	To understand the extent of influence of work on counsellors personal life.

2. Social demographics of the sample of Qualitative study

Respondent ID	Age	Gender	Tenure (in years)	Education
R1	25	Male	1	MScs counselling
R2	28	Female	1.4	M.Phil.
R3	27	Female	1	MScs counselling
R4	25	Female	1	MScs counselling
R5	25	Female	1	M.A. Applied Psychology
R6	26	Female	2	MScs Counselling
R7	26	Female	1	M.A. Psychology
R8	25	Female	1.5	MScs counselling
R9	24	Female	2	MScs counselling
R10	24	Female	1	MScs counselling
R11	25	Female	1.10	M.A. Psychology
R12	26	Female	2.2	MScs Counselling Psychology
R13	27	Female	2	M.A. Psychology
R14	26	Female	1.9	MScs counselling
R15	27	Female	1.5	MScs counselling
R16	26	Female	1.5	M.Phil.
R17	25	Female	1.5	MScs. Guidance Counselling
R18	26	Male	1.5	MScs counselling
R19	27	Female	2	M.Phil.
R20	28	Female	4	M.A. Psychology
R21	43	Female	6	M.A. Psychology
R22	32	Female	5	MScs counselling
R23	29	Female	6	MScs counselling
R24	27	Female	4	MScs. Clinical Psychology
R25	24	Female	1.5	MScs counselling

3. Qualitative Consent Form

Please read this consent document carefully before you decide to participate.

Purpose: The purpose of the current study is to understand the experiences of online counsellors who are working in organisations that have a focus on providing support to individuals dealing with mental health concerns.

What you will be asked to do in the study: Semi-structured interviews will be conducted with participants. The questions would revolve around their experience as an online counsellor in an organisation. Participants are required to answer the questions as honestly as they can. It would be open-ended questions, and participants can answer them as freely as possible.

Time required: Though there is no time limit but on average, the interviews have taken a total of 45 minutes.

Incentive or Compensation: There is no extra credit or other incentive for participating; therefore, you will not be adversely affected in any way if you choose not to participate.

Confidentiality: Your identity will be kept confidential to the extent provided by law. Your answers will only be used for research purposes. Any personal information accidentally conveyed during the interview would be retracted while transcribing. All the data will be kept confidential.

Voluntary participation: Your participation in this study is completely voluntary. Should you elect to discontinue participation, any information already collected will be discarded. There is no penalty or loss of benefit for choosing not to participate.

Right to withdraw from the study: You have the right to withdraw from the study at any time without consequence or penalty.

Whom to contact if you have questions about the study: If you have any questions about your rights as a participant in this research, or if you feel you have been placed at risk, you may contact: Vartika Varyani-, f19vartikav@iimidr.ac.in

Thank you for your participation in the study.

Please tick the box if you agree to participate in the study.

4. Quantitative Consent Form

Dear participant,

Please read this consent document carefully before you decide to participate.

I invite you to participate in a research study. This study is conducted in the completion of my PhD thesis. I am a research scholar at IIM Indore. I was a counsellor myself before joining my PhD programme. The purpose of this study is to understand online counsellors' experience in their work. I request you to please help me in advancing the scientific knowledge.

Remember: There are no right or wrong answers.

I kindly request you to participate in the study. Participation in the study is entirely voluntary. You may refuse to participate, refuse to answer any question or withdraw from the study at any point. If you wish to withdraw from the study, any data collected will be discarded.

Kindly be assured that your identity will be kept confidential, and your results will only be used for research purposes in the aggregate form. There is no penalty or known risk associated with your participation in the study. Your input in this study would be beneficial in advancing scientific knowledge and also in advancing the growing industry of online counselling. I humbly request you to provide your input on the current study.

If you have any questions or queries, please feel free to contact the researcher: Vartika Varyani- f19vartikav@iimidr.ac.in

[Thank you very much for your participation in the study](#)

I agree to participate in the study.

5. Socio-Demographic data (Quantitative study)

Last four digits of your mobile number (Please remember the number you put here as you will be asked to put the same number in the next questionnaire)

1. Date of Birth (DD/MM/YYYY)

2. Gender

Male

Female

Non-Binary/Third Gender

Prefer not to say

3. Educational level

- Bachelors
- Masters
- PhD
- MPhil
- Diploma (specify even if it's in addition to other degrees)
- Other

4. Marital status

- Married
- Widowed
- Divorced
- Separated
- Unmarried

5. Current annual salary package

- Below 1 lakh
- 2lakh
- 2.1-3 lakh
- 3.1-4 lakh
- 4.1-5 lakh
- 5.1-6 lakh
- Above 6 lakh

6. Years of experience as an online counsellor

- Less than 1 year
- 1 year 1 day – 3 years
- 3 years 1 day- 5 years
- 5 years 1 day- 7 years
- Above 7 years

7. Tenure in the current organisation

- Less than 1 year
- 1year 1 day – 3 years
- 3years 1 day- 5 years
- 5years 1 day- 7 years
- Above 7 years

8. Overall cases handled till now

- Less than 300
- 301-500
- 501-700
- 701-900
- Above 900

9. Cases handled in the last one year

- Less than 300
- 301-500
- 501-700
- 701-900
- Above 900

10. Primary Role handled in the organisation

- Counsellor
- Administration

11. Secondary Roles handled in the organisation (if any)

12. Please rate yourself on the following competencies 0 (Very poor) to 6 (Exceptional)]

- Culturally sensitive
- Critical Thinking
- Empathy
- Knowledge of professional literature
- Adaptability
- Patience
- Active Listening

6. Questionnaires Used

Secondary Traumatic Stress

I would like to ask you for some information about your experience as an online counsellor. I request you to please consider each item and indicate how frequently you experience each statement with respect to your profession. (1- Never to 7- Every time)

1. Flashbacks connected to clients
2. Troubling dreams similar to client's
3. Intrusive thoughts after working with difficult clients
4. Suddenly recalled frightening experience while working with client
5. Losing sleep over client's traumatic experience
6. I have felt trapped by my work
7. Sense of hopelessness working with clients
8. Felt tired due to work as caregiver
9. Felt depressed as a result of work
10. Unsuccessful at separating work from personal life
11. Sense of worthlessness associated with work
12. Felt like a 'failure' in work
13. Thoughts about not achieving goals

Recovery Experience

I would like to ask you for some information on how you spend time after your work. I request you to please read each statement given below carefully and select the option that reflects you appropriately. (1-Disagree Strongly to 7-Agree Strongly)
 "During the time after dealing with my clients and my work;"

1. I forget about work
2. I don't think about work at all.
3. I distance myself from my work.
4. I get a break from the demands of work
5. I kick back and relax
6. I do relaxing things
7. I use the time to relax
8. I take time for leisure
9. I learn new things
10. I seek out intellectual challenges
11. I do things that challenge me
12. I do something to broaden my horizon
13. I feel like I can decide for myself what to do
14. I decide my own schedule
15. I determine for myself how I will spend my time
16. I take care of things the way that I want them done

Posttraumatic Growth

Indicate for each of the statements below the degree to which this change occurred in your life as a result of dealing with your clients. . (1- Never to 7- Every time)

1. I changed my priorities about what is important in life.
2. I have a greater appreciation for the value of my own life.
3. I am able to do better things with my life
4. I have a better understanding of spiritual matters
5. I have a greater sense of closeness with others.
6. I established a new path for my life
7. I know better that I can handle difficulties.
8. I have a stronger religious faith
9. I discovered that I'm stronger than I thought I was.
10. I learned a great deal about how wonderful people are.

Organisational Culture

Below are a few statements related to your present organisation. Please select the option that best defines the extent to which the following statements apply to you . (1- Disagree Strongly to 7-Agree Strongly)

1. Individuals working in different departments of my organisation have common view
2. We have common organisational ethical values which help us to differentiate right from wrong and guiding our behavior.
3. We have a value system that determines the manner of business that has clear and consistent value.
4. My organization gives freedom to employees to deviate from the rules.
5. Employees in my organization have the chances of introducing their ideas before management makes decisions
6. There is an ethical code defined by the organization that guides our behavior and tells us right from wrong
7. My organization has a very strong culture
8. In my organization it is easy to reach an agreement, even on difficult issues
9. In my organization there is a clear agreement about the right way and the wrong way to do things
10. People from different parts of my organization share a common view.

Role overload

Below are a few statements related to your work in the organisation. Please select the option that best defines the extent to which the following statements apply to you. (1-Disagree Strongly to 7-Agree Strongly)

1. The amount of work I am expected to do is too much
2. I never seem to have enough time to get everything done at work
3. It often seems like I have too much work for one person to do

Relational Psychological Contract

Below are a few statements related to your motivation to be on the job. Please select the option that best defines the extent to which the following statements apply to

you. (1- Disagree Strongly to 7-Agree Strongly)

1. I expect to gain promotion in this company with length of service and effort to achieve goals
2. I expect to grow in this organisation
3. I feel part of a team in this organisation
4. I feel this company reciprocates the effort put in by its employees
5. I have a reasonable chance of promotion if I work hard
6. I will work for this company indefinitely
7. I am heavily involved in my place of work

Pay Satisfaction

Read each statement carefully and decide how satisfied you feel about the compensation aspect of your job. (1- Very dissatisfied to 7-Very satisfied)

1. The amount of the pay for the work I do
2. The chance to make as much money as my friends
3. How my pay compares with that for similar jobs in other companies
4. My pay and the amount of work I do.
5. How my pay compares with that of other workers.

Career Commitment

Below are a few statements related to your career. Please select the option that best defines the extent to which the following statements apply to you. (1-Disagree Strongly to 7- Agree Strongly)

1. If I could get another job different from being a counsellor and paying the same amount, I would probably take it.
2. I definitely want a career for myself in counselling
3. If I could do it all over again, I would not choose to work in the counselling profession.
4. If I had all the money I needed without working, I would probably still continue to work in the counselling profession
5. I like this vocation too well to give it up
6. This is the ideal vocation for a life work
7. I am disappointed that I ever entered the counselling profession
8. I spend a significant amount of personal time reading counselling-related journals or books

Turnover Intention

Below are a few statements related to your job. Please select the option that best defines the extent to which the following statements apply to you.

1. I often think about quitting. (1-Disagree Strongly to 7-Agree Strongly)
2. I will probably look for a new job in the next year. (1-Disagree Strongly to 7-Agree Strongly)
3. How likely is it that you will actively look for a new job in the next year? (1-Extremely Unlikely to 7- Extremely Likely)

7. Transcript Sample

Interviewer	As an employee to this organization, how does that make you feel?
Interviewee	Exhausted to put it simply (laughs). It is honestly very exhausting because you know there are certain things, again this is a personal thing, but I feel that some things would be better understood if people understood or knew what we do. But because this is a company that is founded and run by people who are not from the field, so sometimes, and like a lot of people in the company, like only 25% of the employees are psychologists. Rest of the people are from multiple fields like sales, marketing etc. so not necessarily everybody understands what we do and that becomes all the more exhausting that “hey, listen I can’t give more than 4 sessions in a day, I can’t do so much in a day, why is a 24 hours shift exhausting, why I can’t do these many things also during night shifts.” So there’s a lot of effort that goes into explaining to people what we do. And yeah it can be very disappointing and sometimes also disrespectful very honestly, I am going into complete ranting mode (laughs). It gets disrespectful sometimes so you have to be like no, you can’t talk to me like that, or you have to understand this is not how counselling works. So all those things keep on happening, it’s a constant struggle so when you are struggling with so many structural things that sort of ships into your work. So basically, if the whole day I am just struggling with that, that is not supposed to be my work struggle right, my struggles are supposed to be with how my clients are doing, I have to make sure that I am providing them with the best care ad that can be challenging. But when just like everyday, just being able to do your work properly becomes a struggle then you would want to leave and you will question why you are there.
Interviewer	Are you thinking about or have you thought about leaving this organization sometime?
Interviewee	Oh yes, all the time (laughs). Very honestly, since I joined..basically there are lot of stereotype or ideas about how mental health corporates are bad and everything that is bad with mental health corporate is bad here, so yes I have thought of leaving. I planned to because I had a little bit of a rocky career graph before this so I thought that ok I will somehow get through a year and then leave and I was waiting for my appraisal date, like literally counting days till that and then I had my appraisal and it was decent, very honestly I had asked for quite a good raise and I did get that so that sort of helped me to stay for a few more months now and like I said, although there is this struggle, I am in that position where I don’t have to struggle as much as others do. Like I am still in a better spot than a lot of people so that kind of comparison makes it a little comfortable to stay. I know this is not the place when I want to be for long term but I don’t want to completely leave cold turkey also. There is still a lot of client exposure, there is still a lot of good things that I can extract from here and I want to keep those. So yeah, I did have my appraisal recently, my plan is to see another six months and that will also put me in a good position to negotiate if I have to go to another place and I want to leave but I don’t know what the next step is so that’s also maybe something that’s keeping me here.
Interviewer	So if in the next appraisal they actually give you a good raise and maybe a higher position or something , are you wiling to stay?
Interviewee	I don’t think it’s not only about the money, there is definitely a lot of other structural things and I doubt they can, you know, now it will be more about the structural thing than the pay.

Interviewer	And this structural things being what you talked about like you had to keep justifying your process and your work in the organization?
Interviewee	Yeah, yeah, maintaining the sanctity of counselling process, making sure of something as simple as like the sales people will schedule four sessions in three hours 45 mins each, so that's lot without any break in between.
Interviewer	As much as I know about the structure of the organization you are in, there is one person which is handling the whole psychological department, is it like that?
Interviewee	No one person, like there is one senior manager, under him there are three managers, me being one of them. And then under us there are other people, so that is mostly for the in house team. Other than that we have consultants also, so they don't really come under the entire fold but yeah we have to sort of manage them as well.
Interviewer	No, I was still going a higher in structure, as far as I know there is one person, or one or two person who will be handling all the admin, as far as I know there are main three people, two of them handling the admin, sales and everything and one handling the psychological understanding. Is that true?
Interviewee	Yes I think. I was just mostly talking about the psychology team, the experts team.
Interviewer	Yeah, so the one who is handling the psychological whole chain, I am assuming that he is from psychology field?
Interviewee	Yeah he is from psychology background. Sometimes things also get to like however much he can do, if he wants to do certain things but the CSOs don't follow or if it is something that is coming directly from the CSO, there is only so much that psychology team head can do.
Interviewer	Ok, so sometimes even he does not have the power to do things?
Interviewee	Not really, very honestly, not really. There is one thing as management and there is one thing as people who hold the power and that is in different hands. So there are certain people who are managing things, like me, managing things like making roasters, making sure everybody is getting their leaves and you know managing all of that, or making sure all the processes are happening, if they are happening on time and quality is maintained. The actual power is actually in somebody else's hands so not much say there.
Interviewer	So do you think the major concern of the structure is that the power is being given to the people who are not the core workers of the organization?
Interviewee	They are the core workers, they are just not from the field.
Interviewer	No but if we see the mental health organization would have a core job and a core employee as a counsellor.
Interviewee	Hmm
Interviewer	So from your conversation it seems that power has been given more of the admin people or to the operations people.
Interviewee	Yes, Yes.

Interviewer	So would that change if the power had been given to you or the counsellors of the organization? Because you are the people off which the organization is taking money.
Interviewee	I don't want to make this like only we understand and we can handle, I understand there are certain business aspects to things that are beyond our understanding and people are not idiots, they are running the business. If they made the company survive for seven years and brought it to where it is today, it's obviously that they understand business and they have to remain so I understand that but its not like that power should completely come over to us. There would be things that we won't understand or do well. But I think there has to be better coordination among teams or better understanding of what the other does so that we don't end up, which is something that happens, that I end up hating all other teams and they just end up not knowing us so there's a lot of unnecessary bad blood that develops because I am still working from a remote location, there are lot of people who go to the office from the experts team also but there work is such that they are usually in a separate rooms because they have to take sessions or webinars, so they are usually sitting separately, and we have experts from all over the country so not everybody goes to the office or they go to office only once. Whereas people from other teams go to office everyday, they get to work together, sit together, eat together. So we don't get stuff like that, so there is not a lot of inter group mingling that happens because of which, like, recently there was this informal meeting and some people had come from Bangalore, some people from the sales team and they asked to meet me because they knew me, I am in that position and somebody mentioned that hey there is another expert who is in delhi and they are like we don't know him why should we even call him. And that guy has been working in the company for one and a half years. So there's somebody who has been working here for two years and somebody for one and a half years but they just don't know each other and so that sort of develops a sort of ignorance, like if I talk about the sales team, they don't know us, they are really unaware of our needs, we just end up saying them as enemies because they just over promise and then we are asked to deliver and stuff like that.
Interviewer	So I think I would call this a lack of clarity, is that a term that you would be ok with?
Interviewee	More than clarity I would say basic understanding of the other and communication I would say.
Interviewer	So this lack of communication, is it between the teams as well or between two departments? By teams I mean the counsellor's team.
Interviewee	Again honestly I don't think there is as much communication required between us. Where it is require it happens and it happens very well like there are certain things that needs to be done by three, four people together and within team there is I would say decent communication like there are certain people who are not in my team or I don't get to work with them, so yes there is no need for communication and stuff like that.
Interviewer	But you would still understand each other's concern?
Interviewee	Yes, yes. But I think with other departments it becomes more problematic or more difficult. Within the team if we have to work together we will work together, if we don't have to work together we will say hi or we don't even need to talk. Because our work is very individual like that right, like I have to work with my clients, that's all. My work doesn't really affect the other.

Interviewer	So is there any way that you think or is there a need to have communication between two departments?
Interviewee	Oh definitely, I think there is and this is something I have raised with the CEO also once. Like I had gone to Bangalore recently and I went to the office. There was no need for me to go there but I just went there because I said I need to see faces, I need to at least have a face behind these people that I am sometimes supposed to work with or they should see me or like at least they should know that this person exists. It was my off, I had taken an off but I just wanted to go and you know see people's faces so at least there is some comfort next time if I have to approach them or they have to approach me, we know what the other looks like and not just talking to blank screens.
Interviewer	Yeah, that's a nice approach. So, did it help?
Interviewee	I don't know. I am in that position where I usually do end up talking to a lot of people from different positions considering the position I am at. I am a manger so I have to deal with a lot of departments so that still happens but I like to believe that it did help, at least it helped me because I got to see people from my own team, like let alone different departments, I had never met my manager, my supervisor in person. So that way it was a lot helpful. I usually do this like whenever I am in meeting I like to keep my camera on no matter how sleepy or shabbily dressed I am even if the other person doesn't because I would like to have some level of personal connect and it just gets really boring after a while so. At least I try to do that from my end. I don't know how much it is helping but it helps me somewhere.
Interviewer	That's great. So when you went to see your office, did the person reply in some manner to your concern?
Interviewee	Yes, yes. Something as simple as getting a common time with that person and you are on limited time and you need to get the work done and go, but yeah when I was there in person, I could be like "listen I really need to talk and ok let's go to a different room" and we had a meeting. I think the conversations were much better. There were certain things that were conveyed better than what I could have done from a distance.
Interviewer	Does it has more to do with the online and offline thing?
Interviewee	Yes, I think this has more to do with the online and offline thing but I don't really know if it made a difference as such, like in terms of inter-departmental thing, but yes I did invited to this Friday hangout so I guess they know me now.
Interviewer	That's nice. I was asking about the complain that you raised with the CEO regarding the interdepartmental stuff?
Interviewee	Nah, not really, I told her and she's like yeah we are a new company so we make mistake and because people keep leaving and things keep changing, I understand that sometimes these kind of issues happened. So basically I raised that if somebody has promised to a company that I will take four sessions in 3 hours, what does that mean for me, it is super exhausting and I have to travel two hours, go there, take sessions and then come back and take another session. And all of that is being decided either by the operations teams or sales team and I have so say in this and the kind of it is having on me and it's exhausting. She was like, yeah, we will try to do these trainings for everybody in the team because everybody is from different background, they don't

	necessarily understand mental health, so we will try to do that, but I don't think it has happened or it is going to happen.
Interviewer	How did you feel when she did not respond well to your concern?
Interviewee	I went with zero expectation honestly and it was more of a confirmation that yeah, she doesn't care. So I think like maybe a year or 6 months before this I would have been utterly disappointed and had my hopes up, If I am very honest about it, I hadn't gone, like this conversation did not happen in the form of like, you know, this is an issue that I'd like to discuss and she's listening to me. It wasn't that, it was in the middle of my appraisal so you are not your most authentic self during an appraisal right, you are very nice and appreciative and thankful for everything. So in the end she did ask me if there are certain things that we could work on. So it was told to her in that sense. So I don't know, had it been a proper session it would have been hard breaking or disappointing for that matter, which I think has happened earlier when I raised the issues with my manager earlier and there it had been like, this is the model and you will have to make peace with it. You can't really do anything about it so yeah, you have to make peace with it. So I think yeah, I have already faced that kind of disappointment from my manager and team leads, so it didn't affect much when I didn't get anything from the CEO.
Interviewer	That's sad to know.
Interviewee	Yeah, it is.
Interviewer	Ok, so there are just few questions that I'll ask you and of course the meeting is going to stop in 10 mins but I'll again send you a link.
Interviewee	Sure.
Interviewer	Ok, so can you let me know the last 4 digits of your phone number?
Interviewee	2436
Interviewer	And how old are you?
Interviewee	I am 27. You can write 'whimpering' in brackets when you transcribe this (Laughs.)
Interviewer	Laughs. What's your educational background?
Interviewee	So I have done my masters in clinical psychology and after that I have done couple of other certification courses but masters is my highest education.
Interviewer	Ok and since how long have you been in the field?
Interviewee	Almost four years.
Interviewer	Almost four years, so before this you were working with?
Interviewee	Before this I was working very briefly with a small mental health clinic or counselling setup called *****. Before that I was working in a school for two years.
Interviewer	So how has the experience been for these four years?
Interviewee	I would say it has been a rollercoaster because when you enter the field you are all full of positivity and hope. And I came from a very utopian college in the sense that

	<p>everybody was really nice there, in my masters college and everything was so good and everybody was so enthusiastic about mental health and people were doing great works, so you have come with that kind of enthusiasm and then you realize that the world isn't that nice and the field is in shambles, nobody understands it, nobody respects it, there isn't pay and that is just the things outside of it, within the field, when you are working with clients, there are challenges there also, how emotionally exhausting or traumatizing sometimes it can be for you, that is another thing, so there are certain internal challenges and there are certain external challenges. So I wouldn't say that it has been a smooth sailing, there have been both internal and external struggles of what is it that I want to do, chasing that, getting disappointed from that, getting again really excited, getting my hopes up from some place, finding that right balance that I still haven't found it, where I like the work and I like the place also, so yeah I think that finding that balance has been a bit difficult, I don't think I am still there, but all of these challenges are getting me more and more clarity about what works for me and what doesn't work for me. When I started I was very clear that I wanted to work with children and after two and a half years of working with children I was like ok I am done, I am bored, I need to do something. I never imagined myself working with adults or in these kind of clinical setup but now I quite enjoy that so I think getting my hopes squashed has also helped me to keep an open mind that okay, because of these struggles I was like what else can I do, this has helped me explore more I think if I would have landed up in a nice rosy place from the very first job, I wouldn't have grown as much. So yeah it has been a rollercoaster.</p>
Interviewer	<p>So this growth that you are talking about, has it been more of career wise or has it been personal as well?</p>
Interviewee	<p>This has been both. Like how to learn to deal with disappointment that I think helps me personally, that helps me professionally. Second, boundaries, like knowing what you want, like certain basic things that okay I need to work on my communication, how to keep myself open but at the same time make sure I am respected where I am or my boundaries are respected where I am. So I think that has helped me both personally in my life also and at the same time professionally because I have been able to do that I think I have those perspective where somewhere I can help my clients also get that. Or sometimes I am able to understand and identify...it has really helped me empathise with my clients like ok this is what is happening with them and I have also somewhere gone through those things. So yeah I think it has been both good professionally and personally because I have been to different places that has also given me exposure to different kinds of organizations and organizational challenges that there can be so I am a little more ok with organizational challenges I think. Like I understand that every place that you go to would have these challenges so I am a little bit okay with that so that I can focus more on my work and professionally I think it gave me a lot more perspective to not get so bogged down by these challenges, I think that has sort of helped me rise up the ranks in this place where I am.</p>
Interviewer	<p>Somewhere has it also given you the clarity towards your career? Because you keep saying that they have exposed you to lot of stuff.</p>
Interviewee	<p>Yes definitely, like I know what are the areas in my life where I would like more control, what are the areas which I know would always be a challenge. Like as of now one thing that I don't have control over something or I don't have practice over something is discussing finances with the clients because I don't have to do that in this place, so I know that is one challenge that lies ahead of me but at the same time I know the kind of work I want to do, these are the things I enjoy, even if I don't have that</p>

	kind of control right now, but I know that these are the areas I would like to have control over.
Interviewer	In the work setup?
Interviewee	Yes in the work setup.
Interviewer	So you also talked about that there are internal and external challenges to the work? So when you were talking about internal challenges you also said that sometimes the client comes with a traumatic experience that might give you some negative emotions, was that something that you were talking about?
Interviewee	Yeah, I mean it's part of the job sometimes.
Interviewer	Yeah, is there any specific case which has given you these emotions?
Interviewee	I wouldn't say that yeah this one particular client has done that but I think with different clients at different places I have maybe felt moved or frustrated or like really felt with the client. Like there was this one incident recently where I felt really moved in a session and that's quite normal, it's a part of what we do or felt really frustrated with the client or felt very tired like I don't know what else to do here, so we definitely have those moments but yeah, part of our training is also how to deal with all of this and we have internal supervision also, I take therapy outside also so that's something that I do sort of take help and take care.
Interviewer	Have you seen any trend like these are the specific cases or specific clients that might trigger these emotions to you?
Interviewee	Not necessarily, I don't know if I have been able to see a pattern there but if I have to be very honest, I don't know if it directly answers your question, but something that really irks me sometimes is that we deal with a lot of spam clients because the service is free for a lot of people, lot of young students which exposes us to a lot of trap sometimes.
Interviewer	Okay something like?
Interviewee	Misbehaviours, like this has not happened with me but a lot of juniors they work on lot of helpline and those helplines are for young college and school students, so they'll call in the night, say lewd things, curse at you. I deal with sexual wellness issues so that exposes me to a lot of crap because people under the pretext of talking about sexual wellness issues say things that are not clinically relevant.
Interviewer	Yeah, so how do you deal with such cases?
Interviewee	Organizationally there is a setup to you know, mark them as spam but there is an evaluation process that the session goes through to mark them as spam, but it's all my job, if I have dealt with something untoward, it is usually the psychologist's job to take care of themselves through that, organizationally there isn't that much support. They have setup things to raise it up to the organization that see your students are doing such a thing or mark them as spam or they will call that particular person and tell them please don't do this, but the emotional aspects of it, I don't think there is any mechanism to help us through that. It is just something that happens and you have to be there so that's very frustrating. This is something that I have gone through in a personal level. Like I had this one client who was very clearly a spam sexually inappropriate and we have a rating system where the clients get to rate their experience

	<p>so this person was clearly spam and very sexually inappropriate and he gave me a negative rating and then I got a feedback call for that saying I didn't handle that client well. And that really pissed me off like what the hell. You can see this person was sexually inappropriate and all you care about is how I wasn't giving empathetic responses enough or there was some internet issue from my side so that's what they felt was important to inform me, I felt really upset about it, I did raise it up to my supervisor, I ended up crying in front of her and she's like oh I am so sorry you feel this way and then she was getting late for another meeting and she left.</p>
Interviewer	<p>Somewhere through your conversation it seems like the organization is asking you all to be empathetic but somewhere they are not.</p>
Interviewee	<p>Yes, I think that quite nicely summarises it. Basically all the emotional labour that we have to do, we know that we have to do that for our clients but for ourselves there's not a lot of emotional security and care taking I would say that comes from the organization for us.</p>
Interviewer	<p>Is there any way that you think that the organization can provide you with the emotional security and empathy?</p>
Interviewee	<p>I think first of all just listening and like I said, going back to simple thing as communication between departments, and between people like the other day when we had the informal get together there was this one person from the same field and he was like, yeah sometimes in engineering colleges these things happen, they will take your case or they will act inappropriately, I said I have an average of one per day, he's like yeah sometimes these things happen and this is the environment of engineering colleges, I was like how does that justify me facing sexual harassment at work place everyday? And he was shocked, he did not have an answer to that. If someone who is working on the helpline is getting five calls back to back with students cursing at them in different languages, that is something, so they are not aware of it also until and unless we escalate it just once but at least five times is when they sort of raised it, brought it up, had a conversation with the organization otherwise nothing. So because they don't have this inter department contact, they don't know what we are going through or who we are even. Recently this happened and also like my organization from the very beginning like at least when i joined, I saw like multiple times there were people leaving and I raised it with my manager like ok this is not a good look, so my people leaving and he's like this happens and it's how their business model is and it doesn't really affect them and it is actually sustainable for them. So it was very disappointing, they don't really care about us staying or not staying. Retention of psychologists is not really a goal, that was really disrespectful and because of which a lot of people were leaving and constantly leaving to such an extent that became really problematic and it did reach the CEO that ok now a lot of people are leaving because of your inability to retain them or even provide them with a decent working environment and not because they want to leave. A lot of people were leaving not because they got better job or better pay but because they were burnt out.</p>
Interviewer	<p>I don't know if I should say this but it's very sad to see that this organization has been there for so long and its receiving awards as well.</p>
Interviewee	<p>Yeah, whether you talk about the award or the recognition, ok award is an external thing, obviously the CEOs will get it, but even if you talk about internally there is not much acknowledgement of the work that we do.</p>

Interviewer	Yeah they are actually making you burn out to get their rewards and be there in the organization. Which is very sad that until you can have your employees happy how are they working, knowing the fact that it's a mental health organization not a corporate job.
Interviewee	Exactly, but that's the thing right, mental health organizations are different, this is a corporate.
Interviewer	Do you think that in India there is any organization with mental health with just mental health organization?
Interviewee	Wow, I like this question. I don't know and I would like to believe that there are. Because I do know about places that are not as bad. See again, challenges are going to be with any organization and not every place suits everybody. There are certain people who stayed here for four to five years and their experiences cannot be challenged, they have received like a lot of love and kindness and empathy from the same people who have been torturers for us. So I don't think that, like I can't say that every place will be the same or has been the same, but in a fantasy or imagination I would like to believe that there are places that are better than these.
Interviewer	That's something to imagine.
Interviewee	Yeah, but it's hard to.
Interviewer	Yeah it's hard to but there is always a hope.
Interviewee	Yeah.
Interviewer	How long have you been in this organization?
Interviewee	I have been here for a little more than a year, I joined here last year August.
Interviewer	Okay and on an average how many cases you would have taken by now?
Interviewee	Oh God, I don't know.
Interviewer	More than 1000, more than 500?
Interviewee	More than 500.
Interviewer	And is there a particular number of sessions that you like with your clients or you go with the client's concern?
Interviewee	I go with the client's concern, again, ideally I would like to have you know, a structure and do those things but since this is a free service, a lot of times clients just come and go as they please. There's not a lot of accountability on their end, because my schedule gets booked up sometimes, our availability is difficult so the clients have facility to book with different experts. Sometimes they will just change in between because I wasn't available for a week. So actual, proper, theoretical termination doesn't always happen.
Interviewer	I think people also need to be aware of how this works.
Interviewee	Yeah, obviously people don't than we would like to and I think this is something that I recognized not just here but the place that I was earlier also. We study termination, our clients don't. The termination is also our needs sometimes, you know, because I have

	gone through proper termination I think I have done a good job and I have completely wrapped this chapter up, wrapped this client up and now this is over. And because we have learnt that this is how it is supposed to be done so it's sometimes our needs also but sometimes it's just that clients stop coming after like we year and we didn't even get to do proper termination. Sometimes it is because they were at a stage of termination already or sometimes just somewhere in the middle they leave.
Interviewer	So what all roles do you handle in this current organization?
Interviewee	In this organization basically right now I am senior psychologist manager, that's my position, so I take sessions on the portal and face to face sessions in different organizations, I also take workshops and webinars, I take supervision for other psychologists and apart from that I have certain internal processes that I take care of, major one of them being managing quality of the platform, so within quality there are certain processes like navigating, supervision and analysing data that we get on the weekly basis, making sure everybody is doing their job okay. I have three people under me so if they need any kind of help, assistance, leaves, preparing roasters, so we have a lot of internal processes and making sure every process have enough people, adherence issues, making sure everybody is working well and on time.
Interviewer	And how is your compensation?
Interviewee	I would say it is ok now. So basically overall I would blame this company also but somewhere I think I am also to be blamed, when I was joining this place I didn't negotiate for higher so they didn't pay me higher. During my appraisal I did raise the point because I had risen up the ranks and the compensation was not as per the work I was doing so during my appraisal I said you better include both of those things, so it was good.
Interviewer	So, why did you choose counselling as a profession?
Interviewee	I didn't know what else to do (laughs). Ever since I started this subject I knew this is what I have to do so.
Interviewer	I have question that has a personal reason behind it, so there was a case I was taking when I was doing counselling few years back, so one of the issue that I faced with that client was that and that was also the reason why I stopped taking counselling again is that somewhere the client's issue, I started resonating with that issue and somewhere I was having the dreams of that client, somewhere my personal life was getting impacted because I kept on thinking how to help the client, so there was lot of interaction and lot of interaction between the client's concern and my concern outside the therapy session, so has there been any case which is similar or of that sort that has happened with you?
Interviewee	It hasn't been in this organization, I believe in the idea that there is a bit of me in everyone and then there's a bit of everyone in me and basically that is what empathy so it is something that happens very naturally and it is very normal to happen and it is difficult to you know, have that sense of detachment also from your client where you know you care for them but you are not worried for them. So I know that there would be times where I would have thought, like even outside of the therapy space like if my client works in a particular company and I see that company's ad or if I have to download that app and think that oh this client works in this company. So there are moments of connection that happen with your client outside the therapy space also for sure, but it's also about all the work we have to do as to when we end the session how do I take myself outside of that session or when I am entering the session with the

	<p>client also how I am there for the client and not as myself you know, it's the client's need first so I think there is a lot of active work that is required to deal with all of these and it has happened like at times like I said recently I had a very major moment of connection where I ended up crying with the client in the session.</p>
Interviewer	<p>So how do you deal with this? Like how do you have this active work and like you have cried in the session, what did you do after that?</p>
Interviewee	<p>One thing that I am very thankful for is that the people in the field are good. Even if the field isn't so great, the people in the field are great, so I have supervision, I have my supervisor in my workplace, I go to therapy, a lot of my close friends are also therapists so I tend to reach out to them. So that day when I cried, I technically you know what we studied is this is not supposed to happen and that is why there is a sense of confusion but I did not feel bad about it because I was genuinely, really moved by the client and this was the client who has went through a lot and has faced a lot of loses but they haven't been really in touch with their grief and they are very smiling and nice to everyone in that kind of a place and I think that was one major session because that client finally you know, addressed their grief and cried and that was the first time they actually got in touch with their feelings. And you know technically you know that you are not supposed to cry or whatever but I found that to be a major moment of connection, so I didn't feel like I had done anything wrong but because we studied that this shouldn't be done, there was this sense of confusion, but then I reached out to my friends I talked about this is how I feel, I got to talk to them about it and they validated my concern and they said it is perfectly alright, I also talked to my therapist about it, so yeah it got better. Thankfully I have my resources like that.</p>
Interviewer	<p>That is nice, so what are your resources in the end?</p>
Interviewee	<p>My resource is I would say my own therapy, some of my friends who are from the field so they understand, I wish my supervision as a resource was stronger as of now it is not and I know it's not the best thing but like I do have a supervisor for technical help, like there are so many other senior people that I work with that at any point I reach out to them they will be there. But I still feel that a proper supervision as a resource isn't there and other than that outside of the field I think working very strongly, like I have spaces where I am not thinking about work, so just places like having a good friend circle where I don't have to talk about work or I can just be myself and enjoy, I am trying different things, I am learning different dances, I go for a walk, I like to explore food and I have a good family life, like there's a lot of people in my family. So I like to have these places where I am not a therapist also. So I think that also helps me balance it out better, be a better therapist like that. Another major resource is like having a completely time off and having a good breaks and spaces where I am not talking about my work is a major major resource.</p>
Interviewer	<p>Any change you have seen in yourself because you are part of this profession?</p>
Interviewee	<p>Sometimes I think I find it difficult to see myself as someone who is not in this profession, like I end up finding myself so empathetic to people outside of therapy space also. So I think because of this profession I am also learning boundary setting, had I not been in this profession I wouldn't have even thought about it or as a person who I was, I don't know if I am there yet but at least I know I am working towards to be more assertive as a person, be more authentic to myself and the person. But yeah it's a lot of work and I don't know if it will just happen today or just because I am a therapist so these things are easy to do or not. So I think it's a constant work in</p>

	progress but I think I am more comfortable with the fact because of this profession, that I am always going to be evolving and it's okay even if I don't think great about myself today.
Interviewer	That's great. And where do you see yourself professionally in the next 5 years or 10 years?
Interviewee	I think that I like the work that I do here, I like doing counselling, I like doing supervision and I like learning so those are the certain things I know I want to continue, I do enjoy teaching, it is something that I would like to add to my basket of things that I do which I am yet to figure out in what form and everything. Now whether I do this all completely independently or as part of an organization or you know, some part with an organization and some part independently is again, all to be figured out and also to be financially more stable. So yeah, I think little more levelling up.
Interviewer	I only had these many questions, thank you for your time and it was a very nice interview, thank you.
Interviewee	Thank you so much , I think I genuinely enjoyed your questions, I think some of them did touch a nerve so I enjoyed answering them and they made me think also, so thank you.

8. Qualitative coding sample

Number	Transcript	In-vivo	Open	Axial	Selective
R1.38	And essentially just, um, as a beginning, beginner counselor also, that felt like a lot to deal with. Right. At one level I was wondering like, have I actually made a difference? Am I capable enough to, uh, let's say, give her the therapy she needs. Right. And when I suggested referring her to someone else, she was adamantly against it. She was like, uh, So the reason she was in therapy was because some friends of hers had convinced her to come in and a referral was basically out of the question, right? At least she made it seem like that was an ultimatum either I come to this therapy or I'm not bothering. Okay. Which is also a bit of pressure to have from the client's end.	as a beginner counselor the ca se was a lot to deal with interms of questioning one's skill.	distressing lack of experience	intrusive thought 	Secondary trauma
	So what happened was essentially, I didn't realize it at first, but I realized that. Quite often, I felt tense if I saw anyone else experienced, uh, displaying the same kind of behavior. Right. I realized that again.	random thoughts would to come mind	random thought s	intrusive thought	
R1.39	Yeah. In dreams and in random thoughts that would come into my mind, I would be reminded of this case. I'd be reminded of particular things that I had to mention in the session. Right. And more than any kind of constructive thoughts or anything, it was just lingering thoughts and doubts that would come. Okay. I have to, uh, let's say work with this client. Right. I need to do this. I need to do that. It was more just worried. So that's what happened.	counselor felt tensed if simil ar case appeared with similar behaviour	avoiding similar case	avoidance	
		random thoughts and dreams related to the case	re-experience traumatic event	flashback	
		doubts and worriedness regarding the ca se would also come	distressing	intrusive thought	
R1.40	Okay So essentially, I, first of all, spoke to my lecturers and was looking for supervision and guidance through it. Right. Uh, and I was also talking to my own therapist sorry there is some background noise.	spoke to lecturers and personal therapist as counselor also looked for supervision and guidance to deal wi th the case	personal therapy and lecturer supervision	personal resource organisation al resource	Resource

9. List of all codes

Open codes	Axial codes	Selective code
Distressing	Intrusive thought	Secondary trauma
Recurrent thoughts	Flashback	Posttraumatic growth
Re-experiencing traumatic event	Avoidance	Turnover intention
Avoiding similar case	Hyperarousal	Pay satisfaction
Increase in alertness	Sense of personal strength	Psychological contract
Self-awareness	Higher appreciation of life	Org culture
Motivated to work on oneself	New possibility	Career commitment
Increase in emotional quotient	Change in personal relationship	Role overload
Skill development	Intention to leave the organisation	Recovery experience
Perspective	Internal push factor	
Confidence	Unsatisfied monetary benefits	
Resilience	Unsatisfied non-monetary benefits	
Humble	Relational psychological contract	
Firm	Clan culture	
Motivated to work on personal relationship	Market culture	
Increase in open communication	Motivated to work in similar career	
Better listener	Role stressor	
Increase in acceptance	Multiple role	
Maintenance of relationship	Control	
New ways of working	Mastery	
Motivate to work more		
Gratitude towards one's life		
Consider leaving org		
Exhaustion		
Less pay		
Lack of incentives		

Long term		
Organisation support		
Corporate culture		
Supportive culture		
Identification with the career		
Development orientation		
Exhaustion due to role		
Primary role		
Secondary role		
Choosing from various activities		
Learning activities		