

Exploring Institutional Determinants of Intention to Seek Supervision Services: A Panacea for Empowered Counselors

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Abstract

Although numerous insights have been generated into the process of counseling supervision, the institutional pressure that steer counselors into seeking and adopting counseling supervision have been largely ignored. In this paper, an institutional framework, which integrates the three (3) dimensions of institutional pressure namely mimetic, coercive, and normative, is developed and hypothesized to influence counselors intention to seek counseling supervision services. The study injects a multi-disciplinary approach by utilizing DiMaggio & Powell (1983) Institutional Theory (IT). The research design was a correlational, cross sectional research design, employing both quantitative and qualitative analysis techniques. A sample of 117 practicing and accredited Counselors in Nairobi County, Kenya was used. Data was collected using a 14 item Likert Scale questionnaire adapted from items used in previous institutional research. Data analysis utilized the Statistical Package for Social Sciences (SPSS) 20.0 to explore significant relations among the research variables. Multiple linear regression yielded a significant model explaining 32.7% of the variance in the intention to seek counseling supervision. The results provide critical insights on the complexity of counselors' intention to seek supervision services. Correlation analysis suggests that Normative pressure and coercive pressure had significant correlation with intention to use counseling supervision ($p < 0.05$). Normative pressure have the greatest effect ($\beta = .520$, $p < 0.01$) on intention, while Coercive Pressure ($\beta = .187$, $p < 0.05$) had the least effect. The findings revealed that Mimetic Pressure $\beta = -.088$ ($p > .05$) had no significant effect on intention to seek supervision services. Possibly, counselors did not find the need to mimic other successful counselors, as they did not attribute such success to seeking supervision services. The study recommends that counselors training institutions should incorporate supervision training in their curriculum. Further professional counseling associations should enact legislation and implement policies that require counselors to periodically attend counseling supervision.

Keywords: Mimetic Pressure, Coercive Pressure, Normative Pressure, Multiple Regression, Counseling Supervision, Counselor, Supervisor.

1.0 Introduction

Seeking help for a problem is a natural process that many people engage in each day. In the counseling profession, counselors seek professional supervision services due to a variety of reasons, including: professional support and learning, empowering of counselor to develop knowledge and competence, maintaining responsibility in their practices, enhancing quality outcomes for clients and ensuring safety of counselor and clients in complex counseling situations. Haynes, Corey & Moulton, (2003) defines clinical supervision as a process whereby consistent observation and evaluation of the counseling process is provided by a trained and experienced professional who recognizes and is competent in the unique body of knowledge and skill required for professional development. Carroll (2007) views supervision as a forum where

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supervisees review and reflect on their work in order to do it better. Practitioners bring their actual work-practice to another person i.e. individual supervision, or to a group or team supervision, and with their help, one reviews what happened in their practice in order to learn from that experience. Ultimately, supervision is for better and quality counseling service.

Magnuson, Norem, & Bradley (2001) posit that while most counselors receive administrative supervision, a much smaller proportion receive supervision related to clinical skills, program development skills, and professional growth. Kiarie, Sirera & Mwenje (2011) recommended supervision as possible solution to manage burnout and other challenges affecting the efficiency and effectiveness of counselors in Kenya, hence the need to explore the counselors experiences on supervision adoption in Kenya. Similarly, Kiarie (2015) pointed the need to explore the factors determining counselors' willingness to seek supervision services, thus the origins and the motivation of the researcher to carry out this study to explore the factors that act as barriers and enablers to seeking supervision services.

This requires establishing the existence of a relation between seeking counseling supervision services and the institutional level determinants be verified, while bearing in mind other possible variables functioning as antecedents. The existence of these relations might lead to important observations regarding counselor's willingness to seek supervision services, new training models, and development of policies and guidelines aimed at increasing the counselors' intention to seek supervision services.

The Counsellors and Psychologists Act (2014) developed by the professional body responsible for counseling represents an example of intervention aimed at increasing the acceptance and use of counseling supervision. Specifically, the Act requires the board to "establish a system of professional supervision of counselors and psychologists, and the appointment of supervisors for that purpose" KCPA (2014, pg.174). The requirement by some universities for trainee counselors to attend a mandatory supervision represents other initiatives in the field. Currently, the issues on acceptance and use of counseling supervision services are particularly relevant in a Kenyan context. Indeed, in Kenya, on the one hand, is developing the field of counseling in the wake of emerging social disasters. There is an acute shortage of qualified counselors to service the industry and even more worrying is the shortage of qualified professional counseling supervisors.

On the other hand, there are no national policies with the objective of facilitating adoption of counseling supervision services, and, as a result, perceptions about counseling supervision are strong and widespread. Without a national policy, implementation and rollout of counseling supervision services is left to the sole initiative of institutions and universities, which may not invest in any counseling supervision initiatives. In the counseling supervision field in Kenya, limited research has been conducted to date to explore the influence of institutional factors on counselors' intention to seek supervision services.

2.0 Theoretical Framework

The study was informed by institutional theory by DiMaggio & Powell (1983). The institutional theory holds that the institutions' influences on the beliefs, attitudes, and behaviours of social actors are secret but pervasive (Jan, Lu, & Chou, 2012). Scott noted that institutionalization should be better viewed as the 'social process by which individuals came to accept a shared definition of social reality' (Scott, 1987). Once internalized, or encoded into actors through a socialization process, institutions transform into a particular pattern of attitudes and behaviours, which will shape actors' future attitudes and behaviours and provide stability, order, continuity and meaning to social life. When institutions are established, they become authoritative guidelines for social behaviours (Scott, 2013). Thus, organizational structures and processes become ingrained in the organization, and become 'taken for granted' as 'the way these things are done' (Scott, 1987).

The institutional theory focuses on the pursuit of legitimacy in the eyes of important societal stakeholders and accentuates the significance of the institutional environment as attitudes and behaviours of social actors (Mallapragada, Grewal, Mehta, & Dharwadkar, 2014). The theory indicates that in modern societies, social actors are typified as systems of rationally ordered rules and behaviours (Teo, Wei, & Benbasa, 2003). The institutional theory identified three mechanisms by which institutional changes occur that promote similarities in structures and processes. These mechanisms for isomorphism are coercive, normative and mimetic (DiMaggio & Powell, 1983; Scott, 2001) and move from the conscious to the unconscious, from the legally enforced to the taken for granted (Berger & Luckmann, 2012).

2.1 Coercive pressure

Coercive pressure are defined as both formal and informal pressure exerted on social actors to adopt the same attitudes, behaviours and practices, because they feel pressured to do so by more powerful actors (DiMaggio & Powell, 1983; Shi, Shambare & Wang 2008). In general, there are two types of coercive pressure, which are regulation and competition. Regulatory pressure may rise from government and professional regulatory agencies (Harcourt, Lam, & Harcourt, 2005). Competitive pressure arises from the threat of losing competitive advantage.

At the institutional level, coercive pressure can be exerted by users of counseling services, employers and counseling supervision regulative bodies such as KCPA. Such pressure may take several forms, including recommendations, encouragement, and promotion (Khalifa & Davison 2006). These users might urge counselors to adopt counseling supervision for effective counseling. They might perceive that the seeking of the supervision services will enhance the process functions of the counseling, thereby improving or enhancing the quality of reported counseling services. According to Institutional Theory, institutions work as forces upon individuals and organizations by creating social pressure and restrictions, setting boundaries for what is accepted and what is not. Coercive pressure is thus the force or the voice in the society that is able to convince another part of a society to do something it had not originally planned to do.

In counseling supervision, coercive pressure can be caused by professional regulative bodies that govern the counseling practice. In Kenya, the KCPA Act (2014) proposes to establish

a system of professional supervision for counselors and psychologists, and the appointment of supervisors. Should the Board enforce this function, it will encourage counselors to consider counseling supervision requirements, hence promoting the adoption of counseling supervision. Therefore, it is highly possible that, when counselors face pressure from stakeholder groups or regulative bodies to adopt counseling supervision, their behavioural intention to seek the counseling supervision will increase.

The influence of coercive pressure on the adoption of counseling supervision has been examined in a few studies. A few studies have cited the influence of coercive isomorphism pressure on the counseling supervision field. For example, Weir (2009) outlined his supervisory experience employing the three forms of isomorphic trends during the practicum of 65 students over a seven-year period in the marriage and family therapy. For example, Lampropoulos, G. K. (2003) found that coercive pressure had a strong influence on the adoption of counseling supervision.

Tolbert and Zucker found that when coercive pressure is high organizations and individuals adopt new structures and ideas faster, under low coercive pressures, the rate of adoption is much slower. It is expected that in Kenya, coercive pressure from stakeholder groups, such as the universities and employers, may have a significant influence on behavioural intention to adopt counseling supervision. Other forms of coercive pressure may originate from sources such as management commitment and support to seeking supervision services.

Therefore, the study proposed a hypothesis as follows:

H₀1. There is no significant relationship between coercive pressure on counselors and their intention to seek supervision services

2.2 Normative pressure

Normative pressure, associated with the professionalization of fields and disciplines, occur when social actors voluntarily, but unconsciously, replicate other actors' same beliefs, attitudes, behaviours, and practices. It is defined in social psychology as the social influence leading to conformity i.e. influence of other people that leads to conform in order to be accepted or approved by them. The institutional theory proposes that social actors or individuals are more likely to copy a certain action or behaviour if it has been taken by a large number of other actors or professionals. Social actors are then pressured to adopt certain behaviour due to their expectation for legitimacy and not necessarily for suitability (Zorn, Flanagin, & Shoham, 2011).

However, this copying or imitation is not coerced by any powerful actors, nor is it conscious. Instead, attitudes, behaviours and practices demonstrated for a long time by most actors in the same social context become so legitimized as the 'right' way things are done that individuals often come to believe that these practices and behaviours indicate the 'only' way to do things (Harcourt, Lam, & Harcourt, 2005; Johnson, Dowd, & Ridgeway, 2006).

The normative pressure may guide social actors or individuals who have not adopted an innovation to experience discord and hence discomfort when peers whose approval they value have adopted the innovation (DiMaggio & Powell, 1983; Iyengar, Van den Bulte & Valente,

2011). In the context of counseling supervision, normative pressure indicate that counselors will be more likely to adopt counseling supervision if they perceive that a considerable number of other counselors in their workplace and profession have already adopted and are seeking counseling supervision, as they may be afraid that they will suffer burnout and lack of competence if they do not seek supervision services. In many cases, counselors may be afraid that they will be deemed 'old fashioned' or incompetent if they do not follow the current trend. These phenomena have been described before as Bandwagon theories and theories of fads (Abrahamson, 1991).

Therefore, the study proposed a hypothesis as follows:

H₀₂. There is no significant relationship between normative pressure on counselors and their intention to seek supervision services.

2.3 Mimetic pressure

Mimetic pressure relates to social actors seeking examples of established behaviours and practices to follow through voluntarily and consciously copying the same behaviours and practices of other high-status and successful actors (DiMaggio & Powell, 1983). This is based on the belief that actions taken by successful actors will be more likely to get positive outcomes. In addition, through imitating, actors can reproduce with a minimal effort on search costs and experimentation costs, and avoid risks inherent from being the first-movers (Teo, Wei, & Benbasa, 2003).

Uncertainty in an environment pressure individuals or organizations to imitate successful peers as a safe strategy (DiMaggio & Powell 1983). This mechanism, which can be termed 'follow the leader' involves modeling or imitating the behaviour of others who are perceived to be similar, yet more successful (DiMaggio & Powell 1983; Scott 2013).

In the context of counseling supervision, mimetic pressure is directly associated with the behaviour of other counselors especially the successful senior counselors. If there are a number of successful counselors in the same institution or industry that are thought to have success due to embracing supervision services, this will exert mimetic pressure on other counselors to do so as well, due to the belief that actions taken by successful counselors will be more likely to yield beneficial outcomes in the counseling process.

Counselors may selectively imitate the attitudes and behaviours that have been adopted by higher status counselors, with the belief that they may be promoted to the higher position by mimicking what their supervisors or high-ranking counselors are doing, i.e. benchmark learning. It indicates that counselors will be more likely to adopt counseling supervision if they perceive high status counselors have already adopted supervision services.

Therefore, the study proposes a hypothesis as follows:

H₀₃. There is no significant relationship between mimetic pressure on counselors and their intention to seek supervision services.

3.0 Aim and Conceptual Framework

The present study aimed to test three hypothesis informed by the conceptual framework as indicated in Figure 1, which investigated the relationship between three antecedents (coercive pressure, normative pressure and mimetic pressure) and intention to seek supervision services in a sample of practicing counselors in Nairobi County.

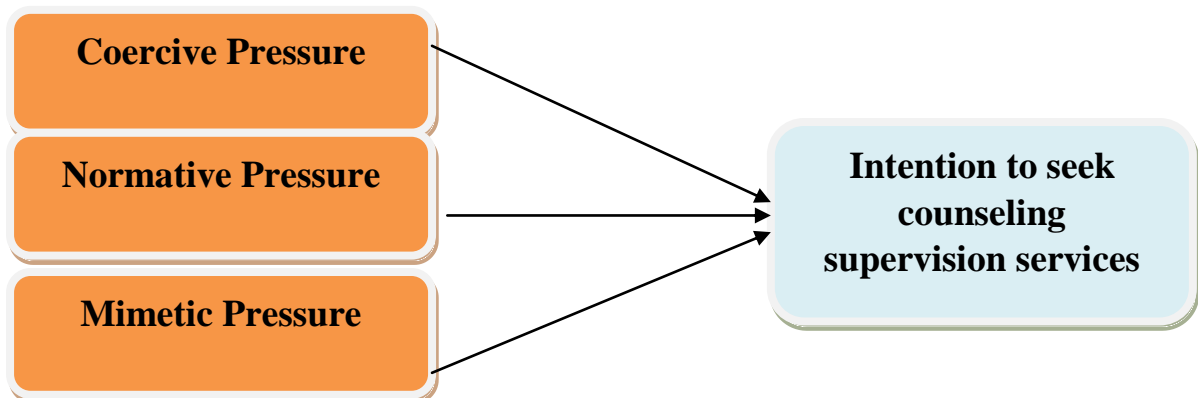


Figure 1: Conceptual framework of institutional level determinants of seeking supervision

The model hypothesized that coercive pressure, normative pressure and mimetic pressure increase a counselor's intention to seek supervision services. Hence, the study sought to explore how selected institutional factors foster or hinder counselor's intention to seek supervision services. Consequently, the hypothesis links the three independent variables and the dependent variable.

Researchers have identified different variables that predict clients intention to seek counseling services. However, there has been limited research regarding the institutional level factors that inhibit or trigger counselors help seeking behaviour with regard to supervision services hence the motivation for this research.

The study seeks to investigate the effects of selected institutional factors on counselors intention to seek supervision services. An understanding of the relationships should enable researchers gain a better understanding of how and why counselors decide to seek or not to seek supervision services. This information can be used to identify and address the needs of future counselors within their training program and in making regulations for the professional body responsible for counseling in Kenya. There is paucity of literature on how the institutional antecedents affects acceptance and usage of counseling supervision services, because, if true, it demonstrates a route through which counselors acceptance and use of Counseling Supervision services can be cultivated. This study attempts to fill that gap in literature about the specific way in which the institutional factors affects counselor's acceptance and usage of Counseling Supervision services

4.0 Methodology

4.1 Research Design and Sampling

The research design was a cross sectional survey employing both qualitative and quantitative methods (Creswell, 2003; Fowler, 2002). The survey design selected is useful in describing the

general characteristics of a large population and is relatively inexpensive. The survey research used in this research was explanatory since it used constructs that were adapted from prior research

The study was carried out in the Nairobi County in Kenya, as the County has the bulk of practicing and registered counselors (KCPA, 2013). The population of study involved a sample of practicing counselors accredited by the Kenya Counseling and Psychological Association (KCPA) in Nairobi County. Out of the sample population of 1200 counselors in Nairobi County, the required a sample 130 was selected using simple random sampling methods. A total of 122 questionnaires were returned, yielding a response rate of 93.8%.

4.2 Participants and Data Collection Procedures

The survey was conducted among practicing counselors in Nairobi County. Upon seeking relevant approvals and authorizations, the questionnaire was administered to a sample of 130 practicing counselors. A total of 122 filled questionnaires were returned, which accounted for 93.8% the response rate. After data entry and cleaning, the final sample consisted of 117 questionnaires.

4.3 Measures

Questionnaires were used to collect quantitative data. The items were modified to suit the target population of counselors, by changing words used for other contexts to words related to counselors. The study used four measures to assess corresponding constructs. Coercive Pressure, Mimetic Pressure and Normative Pressure the hypothesized predictors of Intention to seek supervision.

Institutional pressure shape individual interests and desires, framing the possibilities for action and influencing whether behaviours result in persistence or change. Powell & Colyvas (2008). The measures for the institutional level pressure (i.e. coercive, normative, and mimetic) are adapted from Liang, et al. (2007), with some phrases changed from the "enterprise systems" to the counseling supervision field. All the measures were Likert-type, with a scale of 1-5, anchored from a score of 1 indicating '*strongly disagree*' to a score of 5 indicating '*strongly agree*' with the statement.

a) *Coercive pressure*

The respondents were asked the degree to which counseling supervision is required for their counseling tasks. The scale has four (4) items Anchored from 1=strongly disagree to 5=strongly agree. A sample of the items is "*My counseling training requires me to seek supervision services*".

b) *Normative pressure*

The respondents were asked to indicate the degree to which others in their professional network are using counseling supervision. The scale has three (3) items Anchored from 1=strongly disagree to 5=strongly agree. A sample of the items is "*Many counselors in my professional network seek supervision services*".

c) *Mimetic pressure*

The respondents were asked the degree to which they agreed that individuals who were using counseling supervision had a high status in the counseling profession. The scale has four (4) items Anchored from 1=strongly disagree to 5=strongly agree. A sample of the items is

"Counselor around me who seek supervision services are more preferred by clients than those who do not".

d) Intention to seek supervision scale

The measure of Intention to seek supervision scale was a modified version of Beliefs About Psychological Services (Ægisdóttir & Gerstein; 2009) scale. The scale has three (3) items anchored from 1=strongly disagree to 5 =strongly agree. A sample of the items is "I predict that I will use counseling supervision services on a regular basis in the future."

4.4 Reliability Analysis

Reliability analysis is designed to determine the degree to which measurements are repeated or consistent (Schumacker and Lomax, 1996). The estimation of the internal-consistency (composite or construct reliability) was based on the Coefficient alpha (Cronbach, 1951) using the critical value of 0.70 (Nunnally, 1978; Hair et al., 1998), however for exploratory purposes reliabilities of 0.60 or 0.50 are also suggested to be acceptable (Nunnally, 1978). The reliability coefficient Cronbach α values for the seven scales is as shown on the table 2 and was acceptable.

Table 2: Reliability Statistics using internal consistency measure of Cronbach's Alpha

Measure	Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
Coercive Pressure	.487	.495	4
Normative Pressure	.510	.515	3
Mimetic Pressure	.695	.696	4
Intention To Seek Supervision	.615	.619	3

5.0 Data Analysis

Before any data analysis took place, the researcher first embarked on Data Entry, Exploration and Screening to gauge its suitability for further statistical analysis, Specifically, data entry, exploration and screening involved an examination of the missing data, outliers, normality, linearity, homoscedasticity and multicollinearity issues.

Further, descriptive analysis to compute the means and standard deviation of each scale was done. This was followed by computation of the psychometric characteristics of each dimension using Cronbach's alpha (α) as a measure of internal consistency and reliability. The correlations between the variables measured on an interval scale were analyzed by computing the product-moment correlation coefficients (i.e. Pearson's r) which showed the intensity and direction of the relationships between the variables. In this study, $\pm 1.0-0.5$ was considered strong, $\pm 0.5-0.4$ moderate and $\pm 0.4-0.2$ a weak correlation.

Before embarking on multiple linear regression, the data was checked for the compliance with the multivariate assumptions of: linearity, multicollinearity, normality, and homoscedasticity.

5.1 Linearity

Linearity defines the dependent variable as a linear function of the predictor (independent) variables and relates to the bias of the results of the whole analysis (Keith, 2006). Consequently, an in-depth examination of the residual plots showing the standardized residuals vs. the predicted values and scatter plots was generated in multiple linear regression with intention to use counseling as the predictor. The results were as indicated in figure 2.

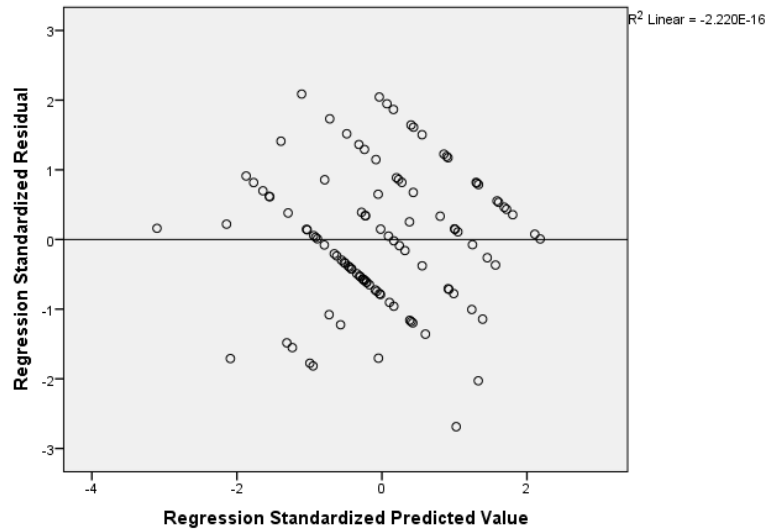


Figure 2: Scatterplot of standardized residuals vs. the standardized predicted values

A scatterplot of standardized residuals showed a random scatter about the horizontal line indicating no departure from linearity. The data met the assumptions of homogeneity of variance and linearity, as the linear line of best fit was fairly flat and there was no systematic pattern or clustering of the residuals (Stevens, 2009). A sloping line of the standardized residuals would indicate problem of heteroscedasticity (Keith, 2006). An examination of the histogram of standardized residuals and the normal P-P plot of standardized residuals indicated that the data contained approximately normally distributed errors as the points were close to the horizontal line. The independence of errors was not violated. This implies that the standard scores and significance tests were expected to be accurate and decreased the risk of Type I error (Keith, 2006; Stevens, 2009).

5.2 Multicollinearity

Multicollinearity occurs when several independent variables correlate at high levels with one another, or when one independent variable is a near linear combination of other independent variables (Keith, 2006). Widely used procedures examine the correlation matrix of the predictor variables, computing the coefficients of determination, R^2 , and measures of the Eigenvalues of the data matrix including variance inflation factors (VIF). In this study, multicollinearity was assessed by extracting through multiple linear regression two commonly used measures: Tolerance and the Variance Inflation Factor (VIF).

Tolerance measures the influence of one independent variable on all other independent variables. Tolerance levels for correlations range from zero (no independence) to one (completely independent) (Keith, 2006). The VIF is an index of the amount that the variance of each regression coefficient is increased over that with uncorrelated independent variables (Keith, 2006). When a predictor variable has a strong linear association with other predictor variables, the associated VIF is large and is evidence of multicollinearity (Shieh, 2010). The rule of thumb for a large VIF value is ten (Keith, 2006). Small values for tolerance and large VIF values show the presence of multicollinearity (Keith, 2006). The results of the extraction of the VIF and Tolerance values for the explanatory variable was as indicated that there were no multicollinearity problems encountered, since the largest VIF value was 1.115, which was lower than the commonly suggested cut-off value of 10 (Hair et al. 1998), and the more restricted level of 2.5 (Allison 1999). Further, the Tolerance values were all well above 0.2, indicating no multicollinearity in the data.

The normality of the scores on the items was inspected to evaluate *skewness* and *kurtosis* values of these variables. Values closer to 0.0 indicate a normal distribution. The skewness and kurtosis of the composite latent variable of each variable was computed. The results were as in Table 3 for the composite variables.

Table 3: *Skewness and Kurtosis values for the scales*

	Intention Decision	Normative Pressure	Mimetic Pressure	Coercive Pressure
Skewness	-.056	-.147	-.326	-.919
Std. Error of Skewness	.233	.234	.234	.234
Kurtosis	-.477	-.313	-.135	1.218
Std. Error of Kurtosis	.461	.463	.463	.463

The skewness values ranged between -1 and +1 indicating the data has acceptable skewness values. The Std. Error of Skewness values were acceptable as they met the criteria that the absolute value of the skewness should be less than 3 times the Std. Error of Skewness

The Kurtosis was good for two of the measures. However, Coercive pressure had a Kurtosis of 1.258 and Std. Error of Kurtosis of .463. When the Std. Error of Kurtosis was multiplied by 3 gave a value of 1.389 which is less than the Kurtosis value of 1.258 implying some form of Kurtosis. In general, there was normal distribution of data.

6.0 Results and Discussion

6.1 Demographic characteristics

Out of the 106 valid questionnaires, 67% (n=71) were female, while 33% (n=35) were male respondents. The data suggests that there are more female counselors than male counselors

practicing in Nairobi County. This agrees with Gachutha (2006) who asserts that females have a more positive disposition towards the counseling profession than males.

The majority of the respondents (37.7%, n=40), had less than five (5) years' experience in counseling. Only 9.4% (n=10) had over 20 years' experience in counseling. This suggests that most counselors do not continue in counseling work for many years. This corresponds with the findings of Coffman and Gonzalez-Molina (2002) who report that, in general, workers start off energized and engaged with their jobs but tend to drop off in as little as six months, and significantly decline in engagement after ten years of employment. It is therefore, possible that most counselors opt out of counseling after serving for some time.

The frequency of seeking counseling supervision as presented in table 1

Table 1: Frequency of seeking counseling supervision by counselors

	Frequency	Valid Percent
Every Week	11	10.3
Every 2 weeks	8	7.5
Every Month	46	43.0
Once every 3 month	16	15.0
Twice a year	13	12.1
Once a year	13	12.1
Total	97	100.0

The majority of the respondents (43%, n=46), sought supervision once in a month. Only 10.3% (n=11) attended supervision on a weekly basis. This could be explained by the fact that most counseling organizations require their counselors to attend supervision at least once per month.

The Means, Standard Deviations and inter-correlations for intention to seek supervision services and predictors were as presented in Table 4.

Table 4: Means, Standard Deviations and inter-correlations for intention to seek supervision services and predictors

	Mean	Std. Deviation	Intention Decision	Normative Pressure	Mimetic Pressure	Coercive Pressure
Intention Decision	4.284	.4727	1			
Normative Pressure	4.088	.5491	.539**	1		
Mimetic Pressure	3.665	.7620	.133	.360**	1	
Coercive Pressure	4.019	.8007	.311**	.270**	.183	1

* $p < .05$; ** $p < .01$

p values in parenthesis

6.2 Correlation Analysis

The Pearson Correlation coefficient ranges from a minimum of 0 to a maximum of 1. Correlation analysis (Table 2) demonstrated that Intention Decision correlated positively with Normative Pressure ($r = .54$; $p < 0.01$) and Coercive Pressure ($r = -0.31$; $p > 0.01$). However, the relationship between Intention Decision and Mimetic Pressure ($r = 0.13$; $p > 0.01$) was not statistically significant. This implies that as Normative Pressure increases, there is a corresponding increase

in the intention to seek supervision services. For counselors to be more engaged in seeking supervision services, there should be deliberate attempt to increase the normative pressure on counselors. Leverage on normative pressure should intensify the adoption of counseling supervision services.

6.3 Multiple linear regression

Multiple linear regression was conducted to determine the best linear combination of Normative Pressure, Mimetic Pressure, and Coercive Pressure for predicting counselor's intention to seek supervision services. The results were as presented in Table 5.

Table 5: Simultaneous Multiple Regression Analysis of predictors of intention to use counseling supervision services

	B	SEB	B
Normative Pressure	.449	.077	.520**
Mimetic Pressure	-.055	.054	-.088
Coercive Pressure	.111	.050	.187*
(Constant)	2.209	.321	

Note $R^2=.327$; $F(3,103) = 16.665$, $p<.001$

This combination of variables significantly predicted counselor's intention to seek counseling services. The model is significant ($R^2=.327$, $F(3, 103) = 16.665$, $p<0.05$) and accounts for 32.7% of the variance in intention to seek. This implies that there are other variables that are not included in this study, that account for 67.3% of the variance in intention to seek supervision services. Further, the data suggests that there were significant relationships between intention to seek supervision services and two of the variables of the study namely Normative Pressure ($\beta=.520$, $p<0.01$) and Coercive Pressure ($\beta=.187$, $p<0.05$). However, Mimetic Pressure had $p > 0.05$, hence were not significant predictor of counselors intention to seek counseling supervision services.

6.4 Hypothesis Testing

The results of the multiple linear regression tested the three (3) hypotheses of the study and the results are as follows.

H₀₁: *There is no significant relationship between coercive pressure on counsellor and their intention to seek supervision services.*

The results of multiple linear regression in Table 5 suggest that Coercive Pressure ($\beta=.187$, $p < 0.05$) has a significant relationship with the counselors intention to seek supervision service. Hence, the null hypothesis **H₀₁** is **rejected**. The findings posits that coercive pressure is a significant predictor in determining counselors intention to seek supervision services. Coercive pressure can be exerted by users of counseling services, employers and counseling regulative bodies such as KCPA. Such pressure may take several forms, including recommendations, encouragement and promotion (Khalifa & Davison 2006). Coercive pressure especially from the counseling regulatory bodies like KCPA and training institutions, can be leveraged on to increase the uptake of supervision in Kenya.

H₀2: *There is no significant relationship between normative pressure on counsellor and their intention to seek supervision services.*

The results of multiple linear regression in Table 5 suggest that Normative Pressure ($\beta = -0.520$, $p < 0.01$) has a significant relationship with the counselors intention to seek supervision service. Hence, the null hypothesis **H₀2** is **rejected**. The findings posit that normative pressure is a significant predictor in determining counselors intention to seek supervision services. Normative pressure indicates that counselors will be more likely to adopt counseling supervision if they perceive that a considerable number of other counselors in their workplace and profession have already adopted and seek counseling supervision, as counselors may be afraid that they will suffer burnout and lack of competence if they do not seek supervision services. In many cases, counselors may be afraid that they will be deemed 'old fashioned' if they do not follow the current trend.

This agrees with the literature which suggests that normative pressure may guide social actors who have not adopted an innovation to experience discord and hence discomfort when peers whose approval they value have adopted the innovation (DiMaggio & Powell, 1983; Iyengar, Van den Bulte & Valente, 2011)

H₀3: *There is no significant relationship between mimetic pressure on counsellor and their intention to seek supervision services.*

The results of multiple linear regression in Table 5 suggest that Mimetic Pressure ($\beta = -0.088$, $p > 0.05$) has no significant relationship with the counselors intention to seek supervision service. Hence, the null hypothesis **H₀3** is **accepted**. The findings posit that Mimetic pressure is not a significant predictor in determining counselors intention to seek supervision services. Mimetic pressure forces social actors (counselors) to seek examples of established behaviours and practices to follow through voluntarily and consciously copying the same behaviours and practices of other high-status and successful actors (counselors) (DiMaggio & Powell, 1983). This is based on the belief that actions taken by successful counselors will be more likely to get positive outcomes. In addition, through imitating, counselors can reproduce with a minimal effort on search costs and experimentation costs, and avoid risks inherent from being the first-movers (Teo, Wei, & Benbasa, 2003).

6.5 Linear regression equation

Based on the analysis a multiple linear regression equation with intention to seek supervision

$$\text{Intention to seek} = 0.520(\text{Normative Pressure}) + 0.187(\text{Coercive Pressure}) + 2.209$$

The multiple linear regression equation confirmed the importance of Coercive Pressure and Normative Pressure as significant determinant factors for *intention to seek supervision services*. The results of multiple linear regression emphasized the role of Normative Pressure in increasing the uptake and adoption of counseling supervision. Normative Pressure is associated with the professionalization of fields and disciplines, and occurs when social actors voluntarily, but unconsciously, replicate other actors' same beliefs, attitudes, behaviours and practices. (Zorn, Flanagin, & Shoham, 2011) Counselors are more likely to copy a seeking counseling supervision

services behaviour if that action has been taken by a large number of other counselors. The counselors are then forced to adopt the behaviour due to their expectation for legitimacy and not necessarily for suitability. This implies that in the mind of counselors, they estimate the normative pressure to seek or not to seek Counseling Supervision services.

The significant positive relationship between coercive pressure and intention to seek supervision services, implies a positive relationship between the two variables. As the coercive pressure increases, the desire and intention to seek counseling supervision services increases. Based on Valadez and Garcia (1998) environmental metaphor of layers of the atmosphere (ionosphere, stratosphere and troposphere) to explain the intrapsychic and interpersonal dynamics of supervision, there is a need to focus on the troposphere of coercive and normative pressure at play. These outer layers of the atmosphere include the absence of any significant coercive pressure from professional bodies and training institutions. Indeed an examination of the KCPA Act (2015) reveals that there is no mention of penalties in default of seeking counseling supervision services.

7.0 Conclusion and Recommendations

The results of this study help to identify some institutional level determinants of intention to seek counseling supervision services and at the same time confirm the important role of Normative Pressure in increasing the adoption and utilization of counseling supervision. The intention to seek counseling supervision services was influenced greatly by Normative Pressure and Coercive Pressure, whereas Mimetic Pressure was not a significant determinant. The results of this study have increased the current understanding of the institutional level antecedents of intention to seek counseling supervision services among practicing counselors in Kenya.

The findings should guide development of a programme to promote the uptake of counseling supervision. Such a programme composed of different types of interventions seems to be important for many reasons. First, for professional reasons related to benefits of seeking counseling supervision services among counselors (Gachutha, 2006). Moreover, for instrumental reasons related to the desire to sustain and promote productivity, service quality, cost control and client satisfaction, and at the same time to limit burnout among counselors. Finally, for legal reasons: the KCPA should enact regulations and provide guidelines on counseling supervision so as to leverage on the influence of coercive pressure. In this context, it is obvious that the KCPA should start planning actions aimed at improving the uptake and adoption of counseling supervision.

As mentioned previously, the descriptive results showed a low frequency in seeking counseling supervision services, which is not only the irregular, but also confirmed the existence of a problem in seeking counseling supervision services. It is extremely important that actions to improve the uptake and adoption of counseling supervision services be monitored in order to achieve the desired effects and outcomes. Whereas many counselors are aware of the benefits of seeking counseling supervision services, the low uptake of supervision services may compromise the intended benefits of counseling.

The high number of different types of determinants of seeking counseling supervision services has been presented in the literature. The present study concentrated on studying only a few variables. Further research should take into consideration multiple variables as antecedents or consequences of seeking counseling supervision services in order to better describe and understand the dynamics in today's complex counseling work environment. It would be also interesting to test the gender differences in levels of intention to seek counseling supervision services and among different set ups such as among trainee counselors and practicing counselors.

Furthermore, it would be interesting to repeat the research and to test the impact of the interventions on coercive, mimetic, and normative pressure as determinants of seeking counseling supervision services. Similarly, it would be useful to replicate the research among university students undertaking counseling programmes in which initiatives of this type are present, in order to compare the findings with those obtained from this research. A final consideration is about the importance of including, in future research, a longitudinal research design in order to evaluate the causal relations with better certainty and possible model testing for mediator and moderator variables using structural equation modeling.

Administrators and managers who supervise and manage practicing counselors should invest in continuing education for support in moderating the effects of the determinants of intention to seek counseling supervision services. The topics in continuing education should focus on the benefits of counseling supervision and the institutional barriers to seeking counseling supervision services, with an aim of increasing the uptake of counseling supervision which coordinators are able to convey. In addition, it would be relevant to target the training directly to counselors, in order to increase their ability to manage the institutional pressure that impact on intention to seek counseling supervision services.

It is also important to come up with organizational models that are capable of supporting an adequate balance between counseling and counseling supervision. As for this matter, effective measures could be self-scheduling for supervision and rewarding top counselors based on their uptake of counseling supervision. Further, with regards to training, it is important the professional body responsible for counseling becomes the mediators between counselors and supervisors, preventing excessive requests. The last intervention area could concern the offer of psychological support to counselors in difficulties dealing with clients. This could be individual supervision in small groups with professional supervisors made available by the employers, or meetings among fellow counselors conducted by an external professional body responsible for counseling.

8.0 References

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