

Workplace Substance Abuse Prevention

Research Abstracts and the Integrated Research Model

The TCU Drugs in the Workplace Project

Institute of Behavioral Research
at Texas Christian University



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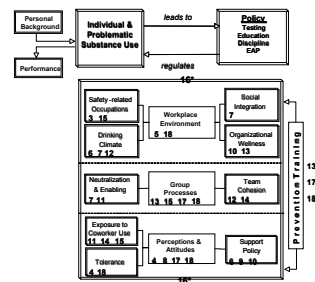


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Overview of Research Abstracts

- The following slide shows a map of the Integrated Research Model developed at the IBR Workplace Project → → →
- To learn more about this model, please view the [Web Poster for the Integrated Research Model](#) on this website
- This poster shows how the different research studies fit into the Integrated Model (Abstract numbers #1 - # 20 serve as guides) → → →
- To proceed through this presentation, you may click anywhere on the screen when you see the “Click to proceed” message.

INTEGRATED RESEARCH MODEL



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Slide 2 of 24

Workplace Substance Abuse Prevention: Research Abstracts and the Integrated Research Model

RESEARCH ABSTRACTS

This slide provides numbered links to research abstracts. These abstracts are summaries of research papers that provide the basis for the full prevention model.

Click on any number (1, 2, 3, etc.) in the full model to the right to go to that abstract. To return to this map, click on the button.

To view abstracts in sequence, click to go to next slide.

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* Note. Abstract 16 describes the full model

Click to proceed

Abstract 1

Patterns of drug use in a large metropolitan workforce

Wayne E. K. Lehman and D. Dwayne Simpson

In Gust, Steven W. (Ed); Walsh, J. Michael (Ed); et-al. (1991). Drugs in the workplace: Research and evaluation data, Vol. 2. NIDA research monograph 100. (pp. 45-62). Rockville, MD, USA: US Department of Health & Human Services

This report combines three different methods of assessing drug and alcohol use prevalence in the workforce: (1) self-report, (2) perceptions of use among coworkers, and (3) urine screens. The report addresses five major aspects of drug use, including alcohol, in the work setting of municipal employees. These include (1) prevalence of drug use by employees while off-the-job as well as while in the workplace, (2) employee sociodemographic and background characteristics which are related to drug use, (3) work environment characteristics which are related to employee drug use, (4) employee performance indicators which are related to drug use, and (5) validation of self-reported drug use data via urinalysis.

A Key Finding:

Self-reports of substance use correlate with drug test results.

First Abstract

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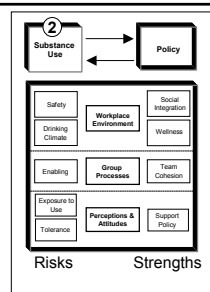
Abstract 2

Employee substance use and on-the-job behaviors

Wayne E. K. Lehman and D. Dwayne Simpson

Journal of Applied Psychology 1992 Jun; Vol 77(3): 309-321

Substance use and job behaviors were assessed in a sample of municipal employees from a large city in the southwestern United States. Job behaviors included psychological and physical withdrawal, positive work behaviors, and antagonistic work behaviors. Employees who reported substance use at or away from work were found to more frequently engage in withdrawal activities and antagonistic work behaviors than did nonusers, although users and nonusers did not differ on positive work behaviors. Hierarchical regression models were tested to determine whether substance use contributed unique variance to the prediction of job behaviors after controlling for variance associated with personal and job background domains. Substance use added unique variance to the prediction of psychological and physical withdrawal behaviors but not to positive or antagonistic work behaviors.



A Key Finding:

Substance use correlates with negative job performance.

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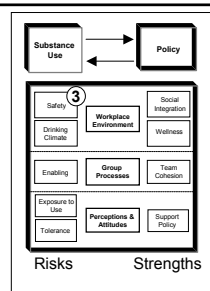
Abstract 3

Employee accidents: Influences of personal characteristics, job characteristics, and substance use in jobs differing in accident potential

Melvin L. Holcom, Wayne E. K. Lehman, and D. Dwayne Simpson

Journal of Safety Research, 1993 Win; Vol 24(4): 205-221

Assessed relationships between employee substance use and accidents (i.e., injury and noninjury accidents) at work in a sample of 1,325 municipal employees. A questionnaire was used to gather self-reported information on general deviance, job structure and job attitude, and personal drug and alcohol use at and away from work. Ss were classified into low- and high-risk job samples, and discriminant function analyses were computed within job samples to classify Ss into "no accident" and "some accident" classifications. Results indicate that Ss likely to have accidents tended to have dysfunctional personal backgrounds and reported that they were dissatisfied and tense at work. Associating with substance-using peers, high levels of depression, and low levels of religious service attendance were characteristic of Ss who had accidents. Drug and alcohol use were major discriminators of accident groups for the high-risk job sample but not for the low-risk job sample.



A Key Finding:

Substance use correlates with accidents for safety jobs.

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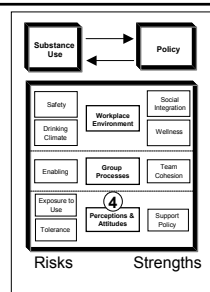
Abstract 4

Social categorization and the influence of drug involvement on drug attitude structures: Implications for assessing drug use and tolerance in the workplace

Melvin L. Holcom, Wayne E. K. Lehman, and Charles C. Lord

Journal of Applied Social Psychology, 1993 Dec; Vol 23(23): 1968-1988

A sample of 78 adults completed questionnaires assessing drug attitude/involvement, a drug user similarity sorting task, and a drug user profiling task. Data indicated that greater drug exposure tended to foster more complex knowledge structures for drugs and drug users as revealed by Ss' perceptions of drug users, tolerance for drug use, and perceptions of drug seriousness. Basically, high drug involvement in terms of personal alcohol use and associating with illicit drug users was related to greater individuation of drug user types. Therefore, high-involved Ss, relative to low-involved Ss, were better able to discriminate between different drug user subtypes, and drug user subtypes were more important to high-involved Ss when responding to drug-related survey items.



A Key Finding:

Previous drug use influences attitude toward substance users.

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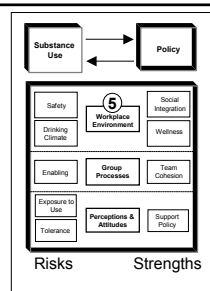
Abstract 5

Prediction of substance use in the workplace: Unique contributions of personal background and work environment variables

Wayne E. K. Lehman, David J. Farabee, Melvin L. Holcom, and D. Dwayne Simpson

Journal of Drug Issues, 1995 Spr; Vol 25(2): 253-274

Assessed the relationships of personal and job factors with substance use in municipal workers. 1,325 employees (aged below 30 yrs and above 40 yrs) from 109 different workgroups completed the "Employee Health and Performance in the Workplace" questionnaire. Results indicated that both personal and job domains significantly predict substance use at and away from the workplace. Employees who use illicit drugs or other drugs at work tend to be young, single males who do not attend religious services regularly, have low self-esteem, an arrest history, and have family members and friends with drug problems. Further, drug users experience higher levels of job tension and appear more estranged from work than nondrug users. They have lower levels of job satisfaction, faith in management, job involvement, and organizational commitment.



A Key Finding:

Both personal and job factors predict substance use at and away from work.

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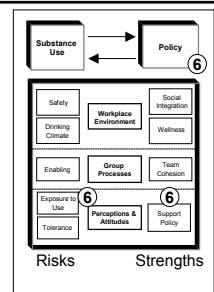
Abstract 6

Employee attitude crystallization and substance use policy: Test of a classification scheme

Joel B. Bennett and Wayne E. K. Lehman

Journal of Drug Issues, 1996, Vol. 26(4), 831-864

Previous research suggests that employees are often unaware of or ambivalent toward substance abuse policies. These studies focus on one policy component—drug-testing—and fail to distinguish employees with clear (or crystallized) from unclear attitudes. The current study explored a broader view of policy and examined both personal and situational factors that may determine attitudes. Survey data from employees in three municipalities support a distinction among five attitude categories; those who are: (a) dissatisfied with efforts to control employee abuse, (b) satisfied, (c) anti-policy, (d) pro-policy, and (e) uninformed. Discriminant analyses suggest that different profiles characterize these attitude groups. For example, dissatisfied employees report low personal alcohol use, high co-worker alcohol use, and low self-referral whereas anti-policy employees report high personal drug use, high co-worker use, and low job identity. Discussion focuses on policy as a social construction and the implications of attitude distinctions for employee training.



A Key Finding:

Exposure to co-worker use is associated with attitudes toward policy.

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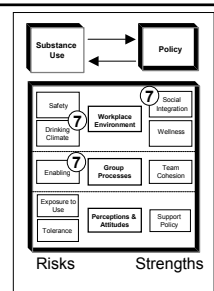
Abstract 7

Alcohol, antagonism, and witnessing violence in the workplace: Drinking climates and social alienation-integration

Joel B. Bennett and Wayne E. K. Lehman

In *VandenBos, Gary R. (Ed); Bulatao, Elizabeth Q. (Ed); et-al. (1996). Violence on the job: Identifying risks and developing solutions. (pp. 105-152). Washington, DC, USA: American Psychological Association.*

This chapter reviews the different areas of research [on alcohol and aggression] / provides general background knowledge about the alcohol-aggression relationship and workplace factors that may be relevant to this relationship / focus in more on individual alcohol use and subsequent aggression / reports an empirical study that directly examines alcohol use within the work setting / focus is more on the perceptions of drinking climates or drinking norms at work / considers alcohol from 2 perspectives: it discusses alcohol as it affects the individual aggression of employees who drink and it studies the impact of coworker drinking as it affects employee risk for witnessing violence / [Ss were municipal workers randomly selected from the total city workforce of 3 cities in the southwestern US]



A Key Finding:

Drinking climates Enhance the likelihood of worker exposure to violence.

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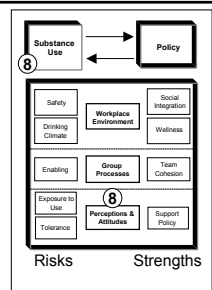
Abstract 8

Ethnic differences in the workplace environment by employees in two municipal workforces

Jamie K. Forst and Wayne E. K. Lehman

Hispanic Journal of the Behavioral Sciences 1997 Feb; Vol 19(1): 84-96

Cultural scripts have been proposed to suggest that Hispanics will respond differently than non-Hispanics when asked questions about personal issues such as workplace attitudes. This study evaluated self-report questionnaires between 2 samples of Hispanic and non-Hispanic municipal employees regarding productivity-related work behaviors, personal background variables, and job climate variables. Sample 1 had 1,068 Ss (70% Hispanic, 20% Anglo, and 8% African-American, 64% male), and sample 2 consisted of 1,081 Ss (14% Hispanic, 55% Anglo, 29% African-American, 63% male). Minimal evidence was found in either sample to suggest systematic response differences based on cultural scripts, and even less evidence to suggest that these differences are moderated by gender. The authors discuss the findings in terms of the acculturation level among Hispanic Ss.



A Key Finding:

Hispanic workers reported higher levels of problem drinking in two samples.

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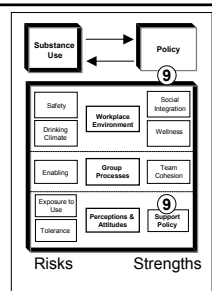
Abstract 9

**From dual policy to dual attitudes:
 The Social construction of substance use policy**

Joel B. Bennett and Wayne E. K. Lehman

Review of Public Personnel Administration, 1997; Vol 17(1): 58-83

Administrators of workplace substance use policies often coordinate many components such as drug-testing, discipline, EAP, and employee awareness. Analyses from two municipalities (ns = 1,068, 1,081) indicated that employees who most disfavor all policy components -- particularly drug-testing -- report higher frequencies of alcohol drunkenness. In contrast, employees with the most punitive attitudes report the highest levels of exposure to co-worker use. Finally, those who favor an educative approach report higher levels of alcohol use but not alcohol problems or drug use. Policy administrators are likely to benefit from listening to and addressing these differences in policy attitudes.



A Key Finding:

Most employees favor all aspects of policy: testing, education, and discipline.

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Abstract 10

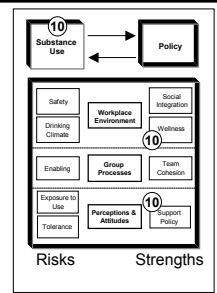
Employee views of organizational wellness and the EAP: Influence on substance use, drinking climates, and policy attitudes

Joel B. Bennett and Wayne E. K. Lehman

Employee Assistance Quarterly 1997; Vol 13(1): 55-71.

Examined the influence of organizational wellness and the Employee Assistance Program (EAP) on substance use, and developed the Organizational Wellness Scale (OWS) to assess perceptions of healthy work climates. 799 city employees completed measures of employee health and performance, EAP attitudes, the OWS, and measures of personal substance use, work climate, and attitudes toward policy. Employee views of organizational wellness correlated significantly (negatively) with self-reports of substance use, perceptions of personal and co-worker enabling of substance use, and co-worker alcohol and drug use. Employees who perceived their workplace as healthy also reported less personal and co-worker substance use. Comparable relationships between EAP attitudes and substance use were generally not as reliable or consistent. Employees who said they would use or recommend the EAP reported less alcohol use, personal enabling, co-worker enabling, and co-worker drinking. Positive views of organizational wellness or the EAP were associated with favorable attitudes toward substance use policy.

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A Key Finding:

Substance use may be associated with working in an unhealthy work climate.

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Abstract 11

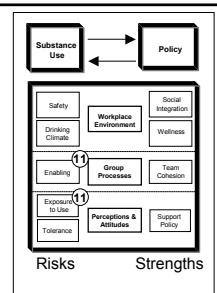
Perceptions and correlates of co-worker substance use

Wayne E. K. Lehman, David J. Farabee, and Joel B. Bennett

Employee Assistance Quarterly, 1998; Vol 13(4): 1-22.

Assessed data from 1,491 completed questionnaires of municipal workers regarding co-worker substance use. Employee perceptions and consequences of co-worker substance use were assessed to (1) examine perceptions of co-worker use as supplemental measures of substance use problems in organizations, and (2) examine relationships with employee perceptions and attitudes. Support was found for the hypothesis that exposure to co-worker substance use is negatively associated with job performance and attitudes. Results suggest the utility of evaluating perceptions of co-worker substance use in assessments of drug use in the workplace. Results have implications for training and education programs, which should emphasize substance use is a problem that extends beyond the substance-using employee.

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A Key Finding:

Ratings of co-worker use may be helpful in assessing rates of prevalence.

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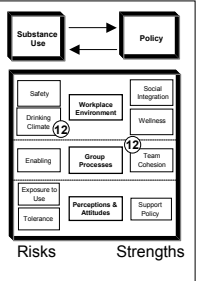
Abstract 12

Workplace drinking climate, stress, and problem indicators: Assessing the influence of teamwork (group cohesion)

Joel B. Bennett and Wayne E. K. Lehman

Journal of Studies on Alcohol, 1998 Sep; Vol 59(5): 608-618

Hypothesized that either exposure to co-worker drinking or the presence of a drinking climate would positively correlate with reports of stress and other problems. Following previous research, we also predicted that work group cohesion (or team orientation) would buffer against such problems. Two random samples totaling 1,977 municipal employees completed anonymous surveys. These assessed individual drinking, co-worker drinking, task-oriented group cohesion, the direct reports of negative consequences due to co-worker substance use, and 5 problem indicators: job stress, job withdrawal, health problems, and performance (work accidents and absences). In each sample, drinking climate correlated with stress and withdrawal more so than did reports of individual drinking. Drinking climate and individual job stress were negatively associated with cohesion. Drinking climate combined with low cohesion resulted in increased vulnerability for all 5 problems. Moreover, cohesion appeared to buffer the negative effects of drinking climate.



A Key Finding:

Group cohesion buffers against the negative effects of drinking climates.

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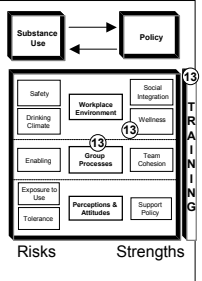
Abstract 13

Change, transfer climate, and customer orientation: A contextual model and analysis of change-driven training

Joel B. Bennett, Wayne E. K. Lehman, and Jamie K. Forst

Group and Organization Management, 1999 Jun; Vol 24(2): 188-216

The success of large-scale or "paradigm change" training programs often hinge on work climate factors that support transfer of training. Focus groups (N = 70) and survey data from both trained (N = 564) and untrained (N = 345) municipal employees were used to assess perceptions related to change (e.g., role ambiguity) and transfer climate that constrained or facilitated their use of Total Quality (TQ) training. Employees who felt blocked from applying training reported significantly less customer orientation than untrained employees, whereas those reporting a helpful transfer climate reported significantly more customer orientation than the untrained group. Regression analyses suggested that controlling for contextual factors (e.g., department affiliation), both a change and stress climate and, to a lesser extent, transfer climate (e.g., supervisor and coworker support) predicted customer orientation. Results have implications for organizational development practitioners and managers who seek to improve transfer of training in the midst of organizational change and stress.



A Key Finding:

A supportive training climate can buffer against the negative effects of stress.

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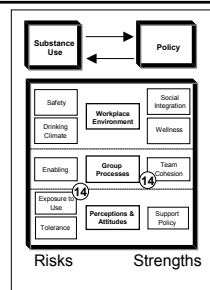
Abstract 14

The relationship between problem coworkers and quality work practices: A case study of exposure to sexual harassment, substance abuse, violence and job stress.

Joel B. Bennett and Wayne E. K. Lehman

Work & Stress, 1999 Oct-Dec, 13(4), 299-311

The current study examined employees' exposure to co-worker behavioral problems (violence/hostility, sexual harassment, and substance abuse) and organizational climate factors that support total quality (TQM) work practices. Utilizing survey data from a municipal organization (n = 764), regression analyses (a) assessed whether exposure to problems was associated with climate (teamwork, customer orientation, empowerment), and (b) compared problem co-workers with other job stress indices (e.g., conflict, strain). Analyses controlled for personal (e.g., job commitment) and organizational factors. Relationships were found between employee emotional reactions to witnessing violence/harassment and both teamwork and empowerment. Job strain also correlated with empowerment. Results suggest that researchers may benefit from further study of co-worker exposure and from creating links between behavioral risk management and quality work practices (TQM).



A Key Finding:

Exposure to problem co-workers may hurt performance (e.g., customer service).

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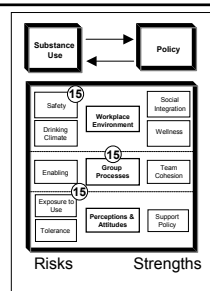
Abstract 15

Employee exposure to coworker substance use and negative consequences: The moderating effects of work group membership

Joel B. Bennett and Wayne E. K. Lehman

Journal of Health and Social Behavior; 1999 Sep; Vol. 40(3): 307-322.

This study examined the relationship between individual exposure to coworker substance use, and the moderating effects of work group membership, and negative consequences resulting from exposure. A Hierarchical Linear Modeling (HLM) was conducted across 2 samples of male municipal employees (n = 650, 878; n = 50, 49 groups). Results revealed that groups with higher proportions of jobs involving risk (e.g., machine work) and groups with a strong drinking climate were most vulnerable to negative consequences under conditions of exposure. Importantly, findings controlled for individual risk factors (e.g., personal drinking, job stress). A discussion examines the implications of this study for theory and policy related to workplace substance abuse.



A Key Finding:

Workers in groups with safety sensitive jobs are vulnerable to co-worker drug use.

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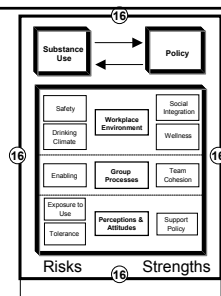
Abstract 16

Team awareness for workplace substance abuse prevention: The empirical and conceptual development of a training program

Joel B. Bennett, Wayne E. K. Lehman and G. Shawn Reynolds

Prevention Science, 2000, Sept.. 1(3), 157-172

Describes the empirical and theoretical development of a training program to help reduce/prevent employee alcohol and drug abuse and enhance aspects of the work group environment that support ongoing prevention. The paper (1) examines the changing social context of the workplace (e.g., teamwork, privacy issues) as relevant for prevention, (2) reviews studies that assess risks and protective factors in employee substance abuse (work environment, group processes, and employee attitudes), (3) provides a conceptual model that focuses on work group processes (enabling, neutralization of deviance) as the locus of prevention efforts, (4) describes an enhanced team-oriented training that was derived from previous research and the conceptual model, and (5) describes potential applications of the program. The research and conceptual model may help prevention scientists to assess the organizational context of any workplace prevention strategy. The need for this team-oriented approach may be greater among employees who experience risks such as workplace drinking climates, social alienation, and policies that emphasize deterrence (drug testing) over educative prevention.



Summary

This paper summarizes the full model described earlier.

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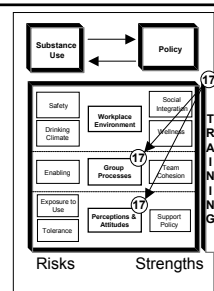
Abstract 17

Workplace Substance Abuse Prevention and Help-Seeking: Comparing a Team-Oriented and Informational Training

Joel B. Bennett and Wayne E. K. Lehman

Journal of Occupational Health Psychology, 2001, 6 (3), 243-254

Employees fail to seek help for alcohol or drug (AOD) abuse because of unhealthy work climates, stigma, and distrust in employee assistance programs (EAP). To address such problems, groups of municipal employees (n = 260) were randomly assigned to two types of training: a 4-hour informational review of EAP and policy, and an 8-hour training that embedded messages about AOD reduction in the context of team-building and stress management. Pre- and post-training and six-month follow-up surveys assessed change. Group privacy regulation, EAP trust, help-seeking and peer encouragement increased for team training. Stigma of substance users decreased for information training. EAP/policy knowledge increased for both groups. A control group showed little change. Help-seeking and peer encouragement also predicted EAP utilization. Integrating both team and informational training may be the most effective for improving help-seeking and utilization of the EAP.



A Key Finding:

Team training can improve employee willingness to seek help for problems.

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Abstract 18

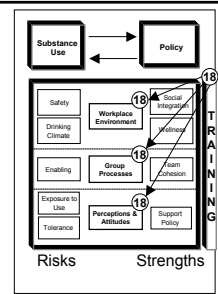
Team and Informational Trainings for Workplace Substance Abuse Prevention

Wayne E. K. Lehman, G. Shawn Reynolds, and Joel B. Bennett

In J.B. Bennett, W.E.K. Lehman eds. *Moving beyond drug testing: Recent innovations in workplace substance abuse prevention*. American Psychological Association (in preparation).

A team-based training for workplace substance abuse prevention was developed to increase the awareness of substance abuse as a group problem rather than an individual event. Major objectives were to examine and address the role that work group culture and social dynamics play in enabling substance use and how use by any member can negatively impact other workgroup members. This training was implemented in two municipal workforces – one was from a medium-sized city and included all city departments (except for fire and police); the other was a larger city and the training was implemented in three departments identified as at-risk for substance abuse problems. An evaluation design compared the team training to an informational training and a no-training control group using random assignment of workgroups to condition and a pre-test/post-test design. The results indicated that both trainings increased awareness of the EAP and substance abuse policy. The team-based training was successful at decreasing drinking climates at post-test and a six-month follow-up in the at-risk departments.

Click to proceed



A Key Finding:

Team training may reduce the presence of drinking climates in some situations.

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Abstract 19

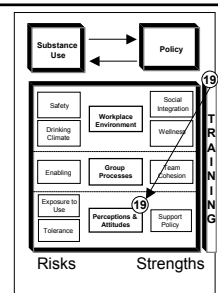
Supervisor tolerance-responsiveness to substance abuse and workplace prevention training: use of a cognitive mapping tool

Bennett, Joel B.; Lehman, Wayne E. K.

Health Education Research, 2002, 17 (1), 27-42.

Supervisor tolerance-responsiveness refers to the attitudes and behaviors associated with either ignoring, or taking proactive steps with troubled employees. Two studies were conducted to examine and improve responsiveness to employee substance abuse. Study 1 examined supervisor response to and tolerance of coworker substance use and ways of interfacing with the Employee Assistance Program (EAP) in two workplaces (ns = 244 and 107). These surveys suggested that engaging supervisors in a dialogue about tolerance might improve willingness to use the EAP. Study 2 was a randomized field experiment that assessed a team-oriented training. This training adopted a cognitive mapping technique to improve supervisor responsiveness. Supervisors receiving this training (n = 29) were more likely to improve on several dimensions of responsiveness than were supervisors who received a more didactic, I training (n = 23), or a no-training control group (n = 17). Procedures and maps from the mapping activity are described. Results indicate that while tolerance of coworker substance use inhibits EAP utilization, it may be possible to address this tolerance using prevention training in the work-site.

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A Key Finding:

Training improved supervisor willingness to respond to problem workers.

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Abstract 20

Job Risk and Employee Substance Use: The Influence of Personal Background and Work Environment Factors

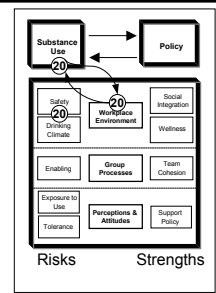
Lehman, Wayne E. K.; Bennett, Joel B.;

American Journal of Alcohol and Drug Abuse, 2002 (in press)

Previous studies suggest that employees who work in jobs with physical risk report more substance use than employees working in non-risky jobs. This study examined the extent to which this relationship could be explained by personal background, specifically general deviance, or work characteristics (e.g., job stressors). Results from two worksites ($n_s = 943, 923$) indicated that the relationship of job risk and alcohol problems could be fully explained by personal characteristics, particularly deviant behavior styles, but not by work characteristics. The relationship between job risk and illicit drug use was not explained by either personal or job background factors. Drinking climate also predicted substance use. Additional analyses indicated significant interactions between variables that served as markers for personal background (deviance) and environment (drinking climate). Employees with more deviant characteristics were susceptible to substance use when they worked in drinking climates or were exposed to coworker drinking. These latter results support the use of workplace interventions that target the social environment as a way to ameliorate the negative effects of job-related risks for substance abuse.

Last Abstract

Last slide



A Key Finding:

The relationship between employee deviance and substance use is stronger in high drinking climates.

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and training manuals also
located on this website

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