


**Abstract:** 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. We tested hierarchical regression models to determine whether substance use contributed unique variance to the prediction of job behaviors after we controlled 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.


**Abstract:** Theories of social categorization were used to generate hypotheses concerning the impact of drug involvement on the attitudes and knowledge structures that people use in making drug-related judgments. Data indicated that greater drug exposure tended to foster more complex knowledge structures for drugs and drug users as revealed by subjects' 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 subjects, relative to low-involved individuals, were better able to discriminate between different drug user subtypes and drug user subtypes were more important to high-involved subjects when responding to drug-related survey items.


**Abstract:** Relationships between employee substance use and accidents (i.e., injury and non injury accidents) at work were assessed in a sample of municipal employees in a large southwestern city in the United States. Employees were classified into low- and high-risk job samples and discriminant function analyses were computed within job samples to classify employees into "no accident" and "some accident' classifications. Variables from personal, job, and substance-use domains were used as discriminators. Results indicated that employees likely to have accidents tended to have dysfunctional personal backgrounds and reported that they were dissatisfied and tense at work. Drug and alcohol use were major discriminators of accident groups for the high-risk job sample but not for the low-risk job samples.


**Abstract:** Relationships of personal and job factors with employee substance use in a sample of municipal workers were assessed. Logistic regression results showed that personal and job domains each significantly predicted substance use at and away from work, although the best fit was
provided by a model including both domains. The profile of the employee most likely to be a substance abuser was a young male with low self-esteem and an arrest history, who came from a family with substance abuse problems, and associated with substance-using peers. The drug-using employee was also likely to be estranged from work and to work under risky job conditions.


**Abstract:** 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.


**Abstract:** This study examined the influence on substance use of organizational wellness and of attitudes toward the EAP. We developed the Organizational Wellness Scale (OWS) to assess perceptions of healthy (e.g., respectful) and addictive (e.g., workaholic) work climates. Employees from a municipal organization (N = 780) who scored high on the OWS reported less personal and co-worker substance use and enabling behaviors, and more favorable attitudes towards substance use policies. Results suggest that, beyond the influence of the EAP, work site health may effect both individual and work group substance use. Using the OWS, health service providers could benefit from monitoring the impact of organizational wellness on individual and work group health.


**Abstract:** 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.


**Abstract:** With the Hispanic population becoming the fastest growing ethnic faction in the civilian labor force, research findings from workforces that are predominately Hispanic are becoming
greater in number. This raises the possibility that findings from Hispanic research samples may not 
generalize to workforces that are primarily non-Hispanic, and vice versa. Evidence is presented to 
suggest that differences between Hispanic and non-Hispanic employees, among responses to several 
industrial and organizational research scales and personal background variables, are very slight. 
These findings are advanced from several hundred employees in two municipal workforces, one 
that was 70% Hispanic and one that was 14% Hispanic.


Abstract: Objective. While job-related alcohol use may be associated with problems for drinkers,
less is known about the effects of employee drinking on co-workers. We 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. Method. Two random 
samples of municipal employees (Ns = 909 and 1,068) 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 five problem indicators: job stress, job 
withdrawal, health problems, and performance (work accidents and absences). Results. 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. ANCOVA results indicated that drinking climate combined with low cohesion resulted in 
increased vulnerability for all five problems. Moreover, cohesion appeared to attenuate the negative 
impact of exposure to drinking norms. Conclusions. As many as 40% of employees report at least 
one negative consequence associated with co-worker substance use (alcohol and drugs). Because 
teamwork may buffer negative effects of drinking climate on co-workers, workplace prevention 
efforts might be enhanced through a focus on the social environment. These efforts would include 
teambuilding and discussions of the impact of co-worker drinking on employee productivity.


Abstract: 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 for the hypothesis 
that exposure to co-worker substance use is negatively associated with job performance and 
attitudes is presented. Results suggest the utility of evaluating perceptions of co-worker substance 
use in assessments of drug use in the workplace. These results have implications for training and 
education programs which should emphasize that employee substance use is a problem that extends 
beyond the substance-using employee.

Bennett, J. B., & Lehman, W. E. K. (1999). Employee exposure to coworker substance use and 
negative consequences: The moderating effects of work group membership. Journal of Health 
and Social Behavior, 40, 307-322.

Abstract: The current study assesses: (1) whether the relationship between individual exposure to 
coworker substance use and negative consequences resulting from exposure depends on work group 
membership, and (2) whether group-level characteristics moderate the relationship between 
exposure and consequences. At the group-level, we assessed occupations involving safety risk or 
high mobility and social factors of drinking climate and group cohesiveness. We conducted
Hierarchical Linear Modeling (HLM) across two samples of municipal employees (ns = 650, 878; n of groups = 50, 49). Our results revealed that groups with higher proportions of jobs involving risk (e.g., machine work) and, to a lesser extent, groups with a higher level of drinking climate were those most vulnerable to consequences under conditions of exposure. Importantly, our findings controlled for individual risk factors (e.g., personal drinking, job stress). Our discussion examines the implications of this study for theory and policy related to workplace substance abuse.


**Abstract:** The current study examined employees' exposure to co-worker behavioural problems (violence/hostility, sexual harassment and substance abuse) and organizational climate factors that support total quality management (TQM) work practices. Utilizing survey data from a municipal organization in the southwestern USA (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 behavioural risk management and quality work practices. [Keywords: Problem co-workers; sexual harassment; substance abuse; violence; job stress]


**Abstract:** 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.


**Abstract:** This paper describes the empirical and theoretical development of a workplace 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. It is suggested that 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 psychosocial risks such as workplace drinking climates, social alienation, and policies that emphasize deterrence (drug testing) over educative prevention.

Limitations of the model are also discussed. [Keywords: Substance abuse; workplace; training; theory]


Employees fail to seek help for alcohol or drug (AOD) abuse because of unhealthy work climates, stigma, and distrust in Employee Assistance Programs (EAPs). To address such problems, the authors randomly assigned groups of municipal employees (N = 260) to 2 types of training: a 4-hr informational review of EAPs and policy and an 8-hr training that embedded messages about AOD reduction in the context of team building and stress management. Pre- and posttraining and 6-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 EAP utilization.