

# The Value of Diversity in the Drug Treatment Sector? A Study of Values and their Contribution to Efficacious Client Outcomes

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## ABSTRACT

An increase in the state funding of drug treatment services has resulted in bureaucratisation and a reduction in independence for services. This is characterised by central and local government prescription of the organisation's service provision, systems, staff qualifications and even organisational values. However, the government have not provided evidence that their prescriptions lead to efficacious outcomes for service users. Henceforth, drug treatment services may be resistant to becoming homogenous bodies if their own unique worker values and collective organisational value profiles already support efficacious client outcomes. Thus, by celebrating differences amongst services, organisations are left asking 'if it isn't broke, why fix it?' Issue: In order to maintain independence, the author argues for essential research to elucidate the relationship between worker's values and organisational values, the extent of person-organisation fit, and how this impacts on client outcomes. Method & Setting: To investigate this 17 workers and 58 clients were recruited at the Drugs and Homeless Initiative. Staff completed two validated questionnaires (Schwartz Value Survey, 1992), one to establish workers' personal values and one to establish workers' perception of the values held and practised by the organisation and its leadership. Client outcomes were assessed using the Cristo Inventory for Substance Misuse Services (1998). The relationship between client outcomes and worker values were analysed using Spearman's Rank Test of Association. The level of person-organisation fit was assessed through the use of descriptive statistics. Outcomes: Findings revealed statistically significant associations between worker values and client outcomes. While close person-organisation fit between worker and organisational values did not offer a complete explanation for these findings, 'fit' with the organisation's most highly held value type and a rejection of its most opposed value type did appear to influence good or bad client outcomes. This suggests that alignment to the central values held or rejected by the organisation supports positive client outcomes. This presentation demonstrates how services can employ research to transform knowledge into practice and advocate for independence to maintain unique organisational profiles congruent with meeting needs and facilitating positive client outcomes.

## METHODS

### Demographic Details:

| All employee participants                |         |           |                 |             |
|--|---------|-----------|-----------------|-------------|
| N=17                                     | Male 7  | Female 10 | Age:<40yrs = 7  | 40yrs+ = 10 |
| Keyworkers with entry & exit CISS scores |         |           |                 |             |
| N= 8                                     | Male 4  | Female 4  | Age:<40yrs = 2  | 40yrs+ = 6  |
| Clients of Keyworkers                    |         |           |                 |             |
| N= 58                                    | Male 45 | Female 13 | Age:<40yrs = 20 | 40yrs+ = 38 |

• Personal values as well as employee's perceptions of the organisation's values were collected using the Schwartz Value Survey (SVS), a standardised validated questionnaire.

• To establish the organisation's value profile the average of the perceived organisational values from all participants was calculated.

• Client outcomes were measured through the Cristo Inventory for Substance Misuse Services, a tool which enables an evaluation of how clients' substance misuse and lifestyles change over time if taken on a periodic basis.

- |   |                                  |
|---|----------------------------------|
| 1. Social functioning (social networks & housing situation) | 6. Level of criminal involvement |
| 2. General health status                                    | 7. Drug/alcohol use              |
| 3. HIV & sex risk behaviours                                | 8. Frequency of support received |
| 4. Psychological health                                     | 9. Level of compliance           |
| 5. Engagement in a meaningful occupation                    | 10. Working relationship         |

Non parametric correlations (Spearman's Rank) were used to establish associations between personal values and client outcomes.

• Descriptive data analysis was conducted to establish the extent to which 'fit' predicts a positive client outcome.

• Good person-organisation fit was defined as an individual holding 5 of the 6 value types represented in the top and bottom 3 values types of the Organisational Value Profile (and in the right order in so far as the most desirable value types occur in the top third and the least desirable in the bottom third of the table):

### Organisational Value Profile for the Drugs & Homeless Initiative:

| Motivational Value Type | Value Items included   |
|-------------------------|--|
| Self Direction          | Freedom, self respect, creativity, independent, choosing own goals, curious  |
| Achievement             | Ambitious, influential, capable, intelligent, successful   |
| Benevolence             | A spiritual life, meaning in life, mature love, true friendship, loyal, honest, helpful, responsible, forgiving                                  |
| Universalism            | Equality, inner harmony, a world at peace, unity with nature, wisdom, a world of beauty, social justice, broadminded, protecting the environment |
| Conformity              | Politeness, self-discipline, honouring of parents and elders, obedient   |
| Security                | Sense of belonging, social order, national security, reciprocity of favours, family security, healthy, clean                                     |
| Stimulation             | An exciting life, a varied life, daring  |
| Power                   | Social power, wealth, social recognition, authority, preserving my public image  |
| Hedonism                | Pleasure, enjoying life, self indulgent  |
| Tradition               | Respect for tradition, moderate, humble, accepting my portion in life, devout  |

## FINDINGS

• Statistically significant associations were found between worker values and client outcomes.

• Good Person-organisation fit was not related to positive or negative client outcomes. However:

• Where workers rated *self direction* highly as a personal value (the value type perceived as held most highly by the organisation), client outcomes were more likely to be positive.

• Where workers rated *tradition* highly as a personal value (the value type perceived as most strongly rejected by the organisation), client outcomes were more likely to be negative.

• Schwartz's theory of value contents and structure:-

In line with Schwartz's theory on the content and structure of values, a clear pattern emerges when we plot the findings from the individual key worker values to client outcome correlations.

|                  | 1 | 2     | 3      | 4       | 5      | 6       | 7       | 8       | 9       | 10      | 11      |
|------------------|---|-------|--------|---------|--------|---------|---------|---------|---------|---------|---------|
| 1 Client Outcome | 1 | -0.62 | -0.32* | -0.32** | -0.27* | 0.57**  | 0.73**  | 0.54**  | 0.01    | 0.11    | -0.87** |
| 2 Conformity     |   | 1     | 0.57** | 0.24    | 0.57** | -0.61** | -0.41** | -0.76** | -0.23   | -0.75** | 0.59**  |
| 3 Tradition      |   |       | 1      | 0.14    | 0.06   | -0.57** | -0.36** | -0.54** | -0.25   | -0.65** | 0.33**  |
| 4 Benevolence    |   |       |        | 1       | 0.06   | -0.33** | -0.27*  | -0.06   | -0.68** | -0.06   | 0.29*   |
| 5 Universalism   |   |       |        |         | 1      | -0.77** | -0.61** | -0.26*  | -0.29*  | -0.34** | 0.53**  |
| 6 Self Direction |   |       |        |         |        | 1       | 0.89**  | 0.45**  | 0.37**  | 0.33**  | -0.81** |
| 7 Stimulation    |   |       |        |         |        |         | 1       | 0.26*   | 0.25*   | 0.05    | -0.87** |
| 8 Hedonism       |   |       |        |         |        |         |         | 1       | -0.31*  | 0.39**  | -0.63** |
| 9 Achievement    |   |       |        |         |        |         |         |         | 1       | 0.45**  | 0.04    |
| 10 Power         |   |       |        |         |        |         |         |         |         | 1       | -0.02   |
| 11 Security      |   |       |        |         |        |         |         |         |         |         | 1       |

\*\* Correlation is significant at the .01 level (2-tailed)

\* Correlation is significant at the .05 level (2-tailed)

### Theoretical model of relations among motivational types of values, higher order values and bipolar dimensions (Schwartz, 1992):



## CONCLUSION

Understanding values and their interaction with other variables is important since values play a significant role in predicting attitudes and behaviour.

This study showed that staff who rated the stimulation, self-direction and hedonism value types highly as personal values had positive client outcomes, whereas those that placed a high value on the security, conformity, benevolence, tradition and universalism value types did not.

When these value types were plotted against Schwartz's theoretical model of relations among motivational types of values a clear pattern emerged placing the three values demonstrating positive associations with good client outcome adjacent to one another in the 'Openness to Change' higher order value type, and the five values associated with no or negative client outcome in the opposing higher order value type of 'Conservation'.

Given the orientation of the organisation in question, which seeks to promote independence among drug dependent clients and a strategy which seeks to maintain its independence through innovation and evidence-based practices, it was suggested that worker alignment to one or two key values that are strongly held (self direction) or rejected (tradition) by the organisation, may be more relevant to client outcomes than an individual's overall fit with the organisation's values.

If this more general alignment with an organisation makes for more competent and productive staff, then there are significant implications arising from this research at both an organisational and policy level. Not least, at a time where there are increasing pressures on the independent not-for-profit sector to conform, as a result of increasing contracting out of services, it is of interest that in this organisation it is those staff who value self-direction highly and reject tradition that appear to perform best.

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## KEY REFERENCES

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