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# The Effect of Personal Values, Organizational Values, and Person-Organization Fit on Ethical Behaviors and Organizational Commitment Outcomes among Substance Abuse Counselors: A Preliminary Investigation

Tammara Petrill Thomas  
*University of Iowa*

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**THE EFFECT OF PERSONAL VALUES, ORGANIZATIONAL VALUES,  
AND PERSON-ORGANIZATION FIT ON ETHICAL BEHAVIORS  
AND ORGANIZATIONAL COMMITMENT OUTCOMES AMONG  
SUBSTANCE ABUSE COUNSELORS: A PRELIMINARY INVESTIGATION**

by

Tammara Petrill Thomas

A thesis submitted in partial fulfillment of the requirements  
for the Doctor of Philosophy degree in  
Rehabilitation and Counselor Education  
in the Graduate College of The University of Iowa

August 2013

Thesis Supervisor: Professor Vilia M. Tarvydas

Graduate College  
The University of Iowa  
Iowa City, Iowa

CERTIFICATE OF APPROVAL

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PH.D. THESIS

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This is to certify that the Ph.D. thesis of

Tammara Petrill Thomas

has been approved by the Examining Committee for the thesis requirement for the Doctor of Philosophy degree in Rehabilitation and Counselor Education at the August 2013 graduation.

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## **CHAPTER I**

### **INTRODUCTION**

Reports of scandal and headlines that describe allegations of unethical behavior occur daily on local, state, national, and international levels. Questionable behavior receives scrutiny from the highest levels of society to local municipalities and rural neighborhoods. Unethical behavior is an issue of concern across both organizations and individuals in terms of the people who engage in such practices and those who are negatively impacted by the practices. Of specific concern within the field of counseling has been the ethical behavior of substance abuse professionals within their organizations. There are reasons to be skeptical about the standards of ethical behavior and quality of care provided by substance abuse treatment facilities. Research has reported a deterioration of the basic infrastructure of these treatment systems that specifically impacts counselor turnover and program closure rates of substance abuse treatment programs in the public sector (McLellan, Carise, & Kleber, 2003; Roman, Ducharme, & Knudsen, 2006).

Philosophers, organizations, professions, and society have all attempted to define ethical behavior. Theoretically, philosophers relate ethics to what is “good” or “right” (Cottone & Tarvydas, 2007). However, professionals such as substance abuse counselors, psychologists, and physicians are held to high standards of ethical behavior as directed by the codes of ethics that are established by their professional organizations. Professional codes of ethics specifically address practitioners who provide counseling to clients according to standards that are intended to protect clients from unethical practices (Corey, 2009; Corey, Corey, & Callanan, 2007; Cottone & Tarvydas, 2007). Professional organizations and credentialing bodies, such as the American Counseling Association (ACA) and the National Association of Alcoholism and Drug Abuse Counselors (NAADAC), determine which codes of ethics govern the profession of substance abuse counseling. Governing professional organizations, credentialing bodies, and the public

expect that there will be adherence to professional ethics when human services are provided (ACA, 2005; American Psychological Association [APA], 2002; Rapin, 2004; Pope & Vasquez, 2007). In essence, both a covenant and a relationship between society and professionals foster the belief that counselors will provide services in an ethically responsible manner (Ponton & Duba, 2009). Although the daily routine of providing needed counseling services to individuals who are seeking help can be overwhelming, substance abuse counselors must ensure that they demonstrate the highest ethical conduct.

Counselors employed in mental health settings, including substance abuse treatment facilities, work in hectic, stressful, and complex environments. Substance abuse counselors are called upon to make rapid decisions on a day-to-day basis. Similar to counselors in other professions, substance abuse counselors make decisions that impact the lives of both clients and counselors in critical ways. Therefore, it is expected that substance abuse counselors will work within ethical work environments and that their organizations will foster, promote, and allow ethical work behaviors and choices to be conducted.

Empirical literature regarding counselor dilemmas and fundamental ethical principles in substance abuse treatment facilities is minimal (Toriello & Benschhoff, 2003). Issues of tenure, retention, and turnover within substance abuse treatment facilities further complicate such investigations. Harwood (2003) conducted a study showing that credentialed counselors remained in the field an average of 10 years and that 68% of clinicians had been in their current positions for 5 years or less. The study also indicated that 63% of clinicians had been working in the substance abuse treatment field for at least 6 years and that almost seven out of 10 clinicians had held their current positions for less than 5 years. In comparison, the findings of the present study indicate that 34% of substance abuse counselors had been working in the substance abuse treatment field for at least 10 to 14 years and that 30% had held their current positions for 2 to 5 years.

Major factors that contribute to retention issues have been identified as low salary, excessive documentation and paperwork, long hours, and large caseloads (Gallon, Gabriel, & Knudsen, 2003; Knudsen, Johnson, & Roman, 2003; McLellan et al., 2003; NAADAC, 2003; RMC Research Corporation, 2003). These data confirm that although credentialed counselors are remaining in the field of substance abuse treatment, they tend to change jobs. Turnover has been an issue of concern within many organizations for some time, but substance abuse treatment counseling has been noted for high turnover rates. Recent data suggest an average rate of substance abuse counselor turnover as high as 18.5% as compared to other “high” turnover professions, such as nursing and teaching, with average turnover rates of 12% and 13%, respectively (Johnson, Knudsen, & Roman, 2002; McNulty, Oser, Johnson, Knudsen, & Roman, 2007). Exploration of longevity and organizational commitment among substance abuse counselors within their organizations is important because the impact can contribute to the provision of quality treatment to clients. Turnover can be a key factor in the hemorrhaging of valuable financial and interpersonal resources, including the loss of trained professionals who possess the skills necessary to provide competent services within substance abuse treatment settings.

### **Organizational Commitment Factors**

Attention has been given to the study of organizational commitment for over 20 years (Lambert, Hogan, & Jiang, 2008; Mathieu & Zajac, 1990) to address turnover and retention. In the fields of organizational psychology, industrial psychology, and organizational behavior, organizational commitment continues to be an important focus of research (Greguras & Diefendorff, 2009) and has addressed the ability of organizations to maximize their capacity to successfully retain valuable human capital (Humphreys, Weyant, & Sprague, 2003). Emerging empirical research has suggested that organizational commitment has considerable implications for positive and negative outcomes. Positive correlations of organizational commitment are improved work performance, attendance, and citizenship behavior within the workplace, whereas

negative correlations are behavioral events such as intent to leave and tardiness (Cook, 1997; Klinsontorn, 2007; Lowe & Barnes, 2002; Mathieu & Zajac, 1990; Meyer & Allen, 1991). Based on issues in substance abuse programs reported by McLellan et al. (2003) and Roman et al. (2006), substance abuse treatment organizations could benefit from improvements in organizational commitment among substance abuse counselors.

However, there is limited research regarding what factors contribute to ethical work behaviors and organizational commitment among counselors within substance abuse treatment organizations. Moreover, there is even a greater scarcity of research that examines how personal values and organizational values of substance abuse treatment facilities impact both ethical work behavior and commitment among substance abuse counselors. In general, the counseling profession in the past believed that counseling was a value-free endeavor, but more recently scholars have begun to explore values related to counseling (Consoli, Kim, & Meyer, 2008). Kelly (1990) challenged the assumption of neutrality by conducting a review of literature regarding the interactions of clients' and counselors' values. The literature review concluded that clients' values came to resemble those of their counselors during the counseling process, thus indicating that values can be conveyed through counseling. Further investigations of how values impact counseling produced support that values do impact counseling practice and that it is not value free (Cottone & Tarvydas, 2007; Sperry, 2008).

Values continue to be an area of interest in terms of how they contribute to behavior and choice, including values that involve ethical decision making. Researchers have found that people's values tend to be congruent with the values that are upheld in their work environments (Adkins, Russell, & Werbel, 1994; Holland, 1996; Posner, 1992). Organizations that have an ethical culture, coupled with formal systems that are also congruent, can influence the likelihood that employees will behave in ethical ways (Trevino, Weaver, & Reynolds, 2006). Therefore, exploring how values are influential at both the personal and the organizational levels would be a valuable contribution to

understanding the work behaviors and organizational commitment of substance abuse counselors.

### **Statement of the Problem**

The codes of ethics that govern the profession of substance abuse treatment are a tool that offers guidance to professional counselors. Although professional ethics are the cornerstone to making ethical decisions and preserving trusting relationships with clients and with society as a whole, both unethical work behaviors and problematic work behaviors continue to take place within substance abuse treatment organizations. Professional ethics are not stand-alone safeguards to ensure that substance abuse counselors will make ethical choices and exhibit acceptable work behaviors. Also needed are values that provide counselors with intrinsic motivation to make ethical decisions.

Meara, Schmidt, and Day (1996) suggested that principle ethics and virtue ethics are two elements of ethical decision making. Principle ethics are viewed from the standpoint that there are levels of moral justification. Principle ethics create a platform that enables the decision maker to reach the goal of resolving moral issues by using a systematic approach. In addition, principle ethics provide a framework to guide future ethical thinking and behavior (Meara et al., 1996). Beauchamp and Childress (1983) discussed virtue ethics from the perspective of certain ideals and character traits toward which people aspire. In addition, these traits are perceived to have social value (Beauchamp & Childress, 1994). Beauchamp and Childress (2001) later discussed professional morality from the perspective that professional morality traits and standards of conduct are seen in individuals who are serious about their moral responsibilities. Ethical decision making is not always an obvious process. Practitioners have been cautioned to be aware of their own personal values because they may influence counselors' interpretation of client behavior and counselor response to behavior (Corey et al., 2003; Nystul, 2011). Additionally, because values can be deep-seated beliefs, they

can color individual perceptions regarding how the world *should* work; therefore, values inevitably and inadvertently impact the ethical decision-making process.

Ethical codes represent a good foundation for ethical decision making, and they provide counselors with guidelines regarding what is considered professionally ethical. However, ethical codes alone are not enough. Codes must reflect ideals and beliefs that individuals see as intrinsically valuable and as undergirded by shared values. Values influence every facet of human behavior (Rokeach, 1973). Values become guiding concepts for how people behave and negotiate experiences that take place in their lives and within the workplace.

Kitchener (1984) built on the work of Hare (1981) by making a distinction between intuitive and critical-evaluative levels of ethical decision making. The intuitive level of decision making considers both conscious and unconscious levels of awareness that take into account the contribution of moral beliefs and experiences as the first “platform” of ethical decision making (Cottone, Tarvydas, & Claus, 2007). Also, the integration of professional ethical codes, beliefs, knowledge, and assumptions incites the intuitive level of reasoning that results in behavioral responses to situations that may arise (Kitchener, 1984). Critical-evaluative decision making allows for a more refined evaluation of the facts when ordinary judgments fail and can serve to balance the intuitive responses with more objective evaluation when determining the best courses of action. Kitchener pointed out that the word *value* has been used in several ways, so when making ethical choices that are guided by personal values, professionals must ensure that their personal values are ethical ones. Although there is a need for ethical codes to guide behavior, because values can be moral, evaluative, and emotional in nature, counselors also must consider and understand the role of values in ethical behavior (Cottone & Tarvydas, 2007). Knowledge gained about values and how they impact decision making and workplace behaviors of substance abuse counselors may provide another tool to help

strengthen and promote the occurrence of ethical decision making and behaviors among these professionals.

Previous studies, primarily in the field of business, have focused on values and how they impact ethical behavior within organizations (Joyner, Payne, & Raiborn, 2002; Liedtka, 1991; O'Reilly, Chatman, & Caldwell, 1991). There is also considerable research on how alignment of values between organizations and employees can affect productivity and commitment (Suar & Khuntia, 2010; Valentine, Godkin, & Lucero, 2002). However, what is lacking is an examination of how the degree of fit of values between substance counselors and the organizations that employ them influence ethical decision making and workplace behaviors. Furthermore, there has not been extensive research on the concept of person-organization values fit as it relates to counselors and counseling service organizations. Thus, there is limited data on how value congruence affects ethical work behaviors and organizational commitment among substance abuse counselors. Moreover, recent studies have indicated that organizational pressures are a significant problem among rehabilitation counselors (Tarvydas & Barros-Bailey, 2010).

Little is known about how substance abuse counselors are provided cues as to what is considered acceptable or unacceptable behavior within the organizations in which they work. Schein (2010) suggested that it is the organizational leaders who create the environmental conditions for organizational culture formation. Schein reported that leadership is directly related to shaping the values and behaviors of others and that the culture within the organization is "ultimately manipulated by leaders" (p. 3). It stands to reason that this transmission may occur through leaders in an organization because, in theory, leaders may be considered direct extensions of the organization and role models that demonstrate or convey the values of the organization.

Brown, Trevino, and Harrison (2005) provided an interesting examination of one potential conduit for organizational values transmittal and how ethical work behaviors may be influenced. They conducted research that focused on socialized charismatic

leadership, value congruence, and observed unethical behavior in work groups. The authors proposed that socialized charismatic leaders exert influence on unethical behaviors in the workplace through a value congruence process. Brown et al.'s (2005) research found that in order for an ethical leader to be effective in influencing employee outcomes, employees must perceive the leader to be credible and a legitimate role model who engages in normative appropriate behavior within their organizations. Leaders are considered to be a primary source within the organization that employees look to for cues to determine the values and culture of the organization. These leaders provide a foundation for socializing employees as to what the organization has established as acceptable or unacceptable behavior.

Organizational values serve as a catalyst in the development of organizational culture, and those shared values shape the norms and behaviors of its members (Cable & Edwards, 2004; Posner & Schmidt, 1993; Stevens, 1999). Thus, ensuring that counselors engage in more desirable work behavior and in ethical decision-making processes is not just a matter of establishing better ethical codes. The complexity of what is needed to promote the ethical work behaviors of substance abuse counselors and organizations warrants a clearer understanding of how both personal and organizational values contribute to counselor behavior. Understanding person-organization fit (hereafter, P-O fit) will help to clarify this interaction between the individual and the organization. This preliminary investigation aims to explore the relationship of personal values and organizational values, and how the fit between these values impacts ethical work behaviors and organizational commitment outcomes. Figure 1 provides a conceptual model of this construct.

### **Purpose of the Study**

The purpose of this preliminary investigation was to examine value congruence, defined as the extent of fit between personal and organizational values, and its influence on perceived ethical work behaviors and organizational commitment of substance abuse

counselors who work in substance abuse treatment organizations. There is a gap in the literature concerning this relationship, and a growing body of research suggests a need to examine the combined effect of individual and organizational factors on employee satisfaction (Chatman, 1991; Kristof, 1996). The identification of factors that shape ethical work behavior and commitment is both valuable and vital to the field of substance abuse treatment.

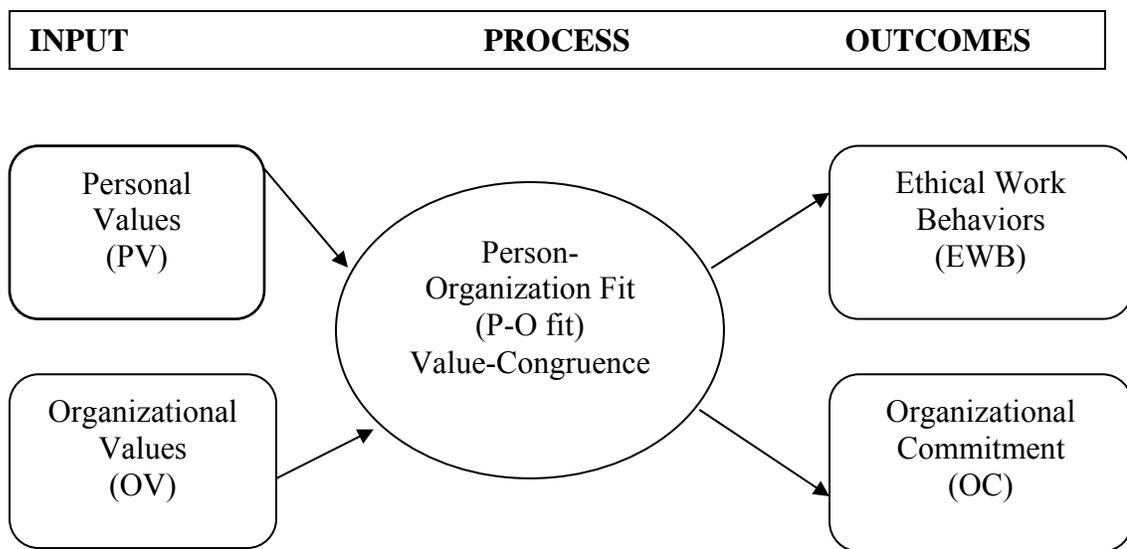


Figure 1. Conceptual Model of Person-Organization Fit

Figure 1 is a conceptual illustration of person-organization fit. Researchers who have attempted to explain behavior in organizations have posited that individual's behavior is a function of interaction between both individual and situational variables (Chatman, 1989; O'Reilly et al., 1991; Schneider et al., 1995). Figure 1 demonstrates the interactional perspective, in which the intent is to potentially increase our understanding of how the interaction (process) between substance abuse counselors' personal values, and organizational (input) influence organizational commitment and ethical work behaviors (outcomes). Substance abuse counselors may uphold specific personal values

that they believe to be worthy and desirable, such as intellectualism, genuineness, honesty, kindness, loyalty, self-control, spirituality and/or religion, whereas, in comparison, the substance abuse treatment organization may also hold organizational values that may be similar to those of their employees. These organizational values may be similar to those of the employees in that specific values such as loyalty, honesty, caring, kindness, and genuineness are all good values that helping professionals should hold. However, the organization may believe that other values are important to the mission of the organization and are also desirable values to possess in order to meet organizational objectives, such as status, independence, and creativity/originality. Therefore, although the aforementioned values may not necessarily be highly regarded as essential by the substance abuse counselor, the substance abuse treatment organization may see these particular values as critical to the achievement of organizational goals and objectives, which contribute to positive outcomes as well.

Conceptually, Figure 1 illustrates how input of both the personal values of substance abuse counselors and the values of the substance abuse treatment organization engage in an interactional process in which the “fit” of the values (value congruence) of both the “person” and the “organization” may lend themselves to positive outcomes such as ethical work behaviors and organizational commitment. It stands to reason that although both parties (substance abuse counselors and organizations) may have values that are aligned, and possibly some that are misaligned—which speculatively may be the result of various organizational roles that may naturally call for different goals and objectives—ultimately the mutually agreed upon objective is to help those in need of treatment services. Therefore, the best way to ensure that quality services are provided to those seeking help is to ensure that ethical work behaviors are encouraged and that those counselors who are providing good care are retained within the organization. The values of both the substance abuse counselor and the substance abuse treatment organization are important to the achievement of positive outcomes. Schneider (1987) suggested that

from an interactional perspective, persons and their settings are interdependent, which is P-O fit exemplified. Therefore, P-O fit may offer another way to examine behavior in organizations.

Lofquist and Dawis (1969) were earlier theorists who presented the Minnesota Theory of Work Adjustment (MTWA) with the intent to examine work behavior and work adjustment and later extended it to a person-environment fit concept (Parker, Szymanski, & Patterson, 2005). The overall assumptions of MTWA is that work adjustment is defined as “the continuous and dynamic process by which the individual seeks to achieve and maintain correspondence with...[the] work environment”(as cited by Parker et al., 2005, p. 239). Lofquist and Dawis (1969) also suggested that the *match* between an individual’s needs and the reinforcement system of the work environment can be a determinant of the individual’s satisfaction with the job and tenure. The MTWA succeeded in providing support to further examine the interaction between individuals and their work environments.

### **Need for the Study**

The National Survey on Drug Use and Health ([NSDUH], 2009) estimated that 21.8 million American 12 years or older were currently (past month) illicit drug users, which is approximately 8.7% of the population. In addition, heavy alcohol use among individuals 12 years and older was estimated to occur in 17.1 million persons, which is approximately 6.8% of the population (NSDUH, 2009). In spite of the quality services that substance abuse counselors strive to provide for their clients, there continue to be high relapse rates that range from 50% to 90% among individuals who are dealing with the chronic disease of addiction (National Institute on Drug Abuse, 2008).

The effectiveness of substance abuse counseling has been an area of concern for quite some time. According to Chawla (2010), relapse rates associated with illicit drugs and alcohol are estimated to be over 60%. In addition, third-party payers are demanding accountability from substance abuse treatment providers and are no longer willing to

accept clinical justifications of treatment progress and outcomes that are prefaced by tradition and good intentions (Miller, Zweben, & Johnson, 2005). With regard to retention and turnover, the Bureau of Labor Statistics estimated in 2010 that there would be 4,000 job openings for Mental Health Substance Abuse Social Workers and 3,000 openings for Substance Abuse and Behavioral Disorder Counselors, estimates that were the result of net growth and net replacement of counselors (Landis et al., 2002). Moreover, recruitment of substance counselors has been problematic. According to Recovery Management Checkups (RMC, 2003), 73% of agency directors and 48% of staff reported difficulty recruiting qualified personnel.

Pre-service education, specific skill improvement, and recruitment are issues that are beyond the scope of this project. However, understanding how intrinsic and organizational values impact behaviors and the intention to remain within substance abuse treatment organizations will help lay the foundation for development of more focused strategies for increasing the ethical work behavior and commitment of substance abuse counselors.

The current preliminary investigation addressed the following question: How does the degree of congruence between personal and organizational values influence ethical work behavior and organizational commitment of substance abuse counselors? Several related studies have looked at person-environment fit (Cable & Judge, 1996; Erdogan & Bauer, 2005; Holland, 1996) and explored the idea that appropriate fit of the person to complementary work environments can impact work behaviors and job satisfaction (Hoffman & Woehr, 2006; Kristof-Brown, 2000). However, insufficient research has focused on the congruence between counselors' values, including substance abuse counselors, and organizational values, and the impact of fit on ethical work behaviors and organizational commitment.

Typically researchers have focused on P-O fit from a supplementary perspective (Kristof-Brown, Zimmerman, & Johnson, 2005), and the fit between person and job from

the perspective of needs (supply) and demand (abilities) (Edwards, 1991; Kristof, 1996). A review of the literature revealed no investigations of how congruence between the values of persons and organizations impacts desirable or undesirable workplace behaviors among counselors or the effect of personal and organizational value congruence on organizational commitment. In spite of what research has found regarding the influence of values on how people behave and make decisions, there has been minimal exploration of how fit between personal values and organizational values impacts counselors' perceptions of ethical work behavior and their organizational commitment. Given the importance of ethical work behaviors in substance abuse counseling and related helping professions, it essential to understand how the fit between individual and organizational values impacts behaviors.

### **Definition of Terms**

The following section defines the terms that will be used throughout this study:

*Substance Abuse Counselors*: individuals who perform the 12 core functions of substance abuse counseling, which are screening, intake, orientation, assessment, treatment planning, individual/group and significant others counseling, case management, crisis intervention, client education, referral, reports/record keeping, and consultation with other professionals (Banken & McGovern, 1992). These counselors also have the knowledge and skills specific to chemical dependency that maximize the therapeutic effect on clients (George, 1990). However, for the purposes of this study, substance abuse counselors are operationally defined as employees who hold the job title of substance abuse counselor and have completed the required probationary period within their organizations.

*Values*: socially and personally shared ideas that are stabilized and represent intrinsic beliefs about what is good, desirable, and righteous. They are preferred beliefs and expectations of how individuals should behave (Rokeach, 1973; Suar & Khuntia, 2010).

*Personal Values:* On an individual level, values are social principles, goals, and standards that members of a culture believe have intrinsic worth (Hatch & Cunliffe, 2006). They serve as guiding principles in individuals' lives (Kluckhohn, 1951; Rokeach, 1973; Schwartz, 1994).

*Organizational Values:* beliefs and ideas about standards of behavior that organizational members should exhibit in the endeavor to achieve organizational goals within the organizational community (Hill & Jones, 2001).

*Organizational Commitment:* the psychological bond between an individual and his/her organization that influences individuals to act in ways consistent with the interests of the organization (Hunt et al., 1989).

*Organizational Culture Perception:* underlying values, assumptions, and unwritten expectations that provide guidance to members about behavior that is considered acceptable (Liedtka, 1991).

*Organizational Culture:* values shared by members of an organization (Chatman, 1991).

*Value Congruence:* the similarity or fit between an individual's values and the values of the organization (Lamm et al., 2010).

*Work Behavior:* the formal actions that individuals exhibit in employment settings. These include patterns in actions and interactions of the members of an organization that directly or indirectly influence its effectiveness (BusinessDictionary.com).

### **Research Questions**

The results of this preliminary investigation formed the basis for a better understanding of fit between personal and organizational values, and how fit can impact perceptions of the work behaviors and organizational commitment of substance abuse counselors. This preliminary investigation addressed the following research questions:

1. What are the personal values (PV) as measured by the Personal Values Scale, organizational values (OV) as measured by the Corporate Ethical Values Scale, perceived ethical work behavior (EWB) as measured by the Ethical Climate Questionnaire, and organizational commitment (OC) as measured by the Organizational Commitment Questionnaire of substance abuse counselors who participated in this study?
2. What is the relationship between personal values (PV) and organizational values (OV) of substance abuse counselors as measured by the Personal Values Scale and the Corporate Ethical Values Scale?
3. Do personal values (PV) and organizational values (OV) predict organizational commitment (OC) of substance abuse counselors as measured by the Organizational Commitment Questionnaire?
4. Do personal values (PV) and organizational values (OV) predict perceived ethical work behavior (EWB) of substance abuse counselors as measured by the Ethical Climate Questionnaire?
5. Which of the following variables, personal values (PV) as measured by the Personal Values Scale, organizational values (OV) as measured by the Corporate Ethical Values Scale, and ethical work behavior as measured by the Ethical Climate Questionnaire (EWB), best predict organizational commitment of substance abuse counselors as measured by the Organizational Commitment Questionnaire?
6. Which of the following variables, personal values (PV), organizational values (OV), perceived ethical work behaviors (EWB), and organizational commitment (OC), best predict value congruence?

This quantitative investigation was conducted by employing a regression analysis to examine value congruence, the extent of fit between counselors' personal and organizational values, and its influence on personal ethical work behaviors and

organizational commitment of counselors within substance abuse treatment organizations.

### **Summary**

Chapter I presented the following: (a) introduction to the problem, (b) the purpose of the study, (c) the need for the study, (d) the definition of terms, and (e) the research questions. Chapter II will provide a review of the relevant literature in the areas of values, value congruence, person-organization fit theories and models, and organizational commitment.

## **CHAPTER II**

### **REVIEW OF THE LITERATURE**

One of the biggest challenges of counselors in general is to ensure the welfare of the individuals who seek our help. As counselors we embrace and acknowledge the responsibility inherent in the commitment and the process of our profession. Remaining alert to our ethical responsibilities and fulfilling them are paramount in ensuring that we make “good” on our professional pledge to preserve client welfare because individual lives are affected by our professional actions. One of the major responsibilities is twofold. Organizations that employ counselors invest resources in the training and development of ethical and competent treatment providers, and want to retain them. Retention of counselors who understand both clinical and ethical responsibilities and who adhere to professional standards is valuable to both the client and the organization. Therefore, gaining insight regarding individual and organizational characteristics would be a positive contribution to heightening awareness of how values influence substance abuse counselors and the organizations in which they work.

Organizational researchers tend to explain employee behavior in terms of either individual or organizational characteristics. In other words, organizational researchers or “situationalists” are more concerned with how people make sense of their environment, and how assessment of the characteristics of the individual’s situation can best predict behaviors (Chatman, 1989; Davis-Blake & Pfeffer, 1989). In comparison, “personalists” suggest that individual characteristics, such as personality traits, values, and beliefs, affect attitudes and behaviors in consistent ways across situations and over time (Staw, Bell, & Clausen, 1986; Weiss & Adler, 1984). Moreover, the personal approach supports that behavior can be predicted by measuring values. The argument as to whether personal versus situational values are better predictors of behavior has led to the school of thought that contends that behaviors of individuals within organizations result from contextual and complex interactions or “fit” of both organizational and

personal characteristics (Chatman, 1991; House, Shane, & Herold, 1996). P-O fit, also defined as value congruence, tends to have strong and consistent effects on outcomes such as organizational commitment (Westerman & Cyr, 2004).

This investigation regarding how P-O fit can affect behavior and commitment clarifies this interaction between the individual and the organization. Results provide additional insight into the impact of value congruence between persons and organizations, and this information may help in the promotion of ethical behavior and may increase organizational commitment within the workplace. Furthermore, a clearer understanding of the alignment of both value types (personal and organizational) may be important to substance abuse counselors and their organizations because more insight regarding the effect of fit may contribute to establishing work environments that promote and support ethical behavior and that increase organizational commitment among substance abuse counselors; this commitment may contribute to increasing retention rates within substance abuse treatment organizations. The aim of Chapter II is to present a review of relevant literature on ethical concepts, personal values, organizational values, value congruence, and desired organizational outcomes such as ethical work behavior and organizational commitment.

### **Overview of Values**

Understanding the connection between values and behavior is difficult in the absence of clarity as to what values represent. Values refer to what is desirable and worthy, both socially and personally. Values are stabilized beliefs about personally or socially acceptable behavior or end states of conduct (Rokeach, 1973). These beliefs are “shared concepts of what individuals believe to be good, desirable, and righteous” (Suar & Khuntia, 2010, p. 443). Societal culture has established agreement as to what is considered right and acceptable among its members (Williams, 1979). Therefore, individuals tend to conform to what is considered acceptable within their culture. Their acceptance of societal values is reflected in their daily behaviors, the decisions that they

make, and in how they govern themselves throughout life. Values are societal principles, goals, and standards that members within a culture believe to be intrinsically worthy (Hatch & Cunliffe, 2006). Individuals who are considered to be a part of the culture are encouraged to maintain these cultural values and established beliefs because they justify behaviors that support the goals of the group (Schwartz, 1999). These guiding beliefs have a considerable influence on human behavior (Rokeach, 1973). Values influence how individuals live their lives both professionally and personally. They impact their attitudes, their approach to life situations, their relationships, their interactions with people and within settings, and the meaning they assign to situations and the behaviors of others. Suar and Khuntia stated that “values are, thus, prime drivers of personal, social, and professional choices” (2010, p. 443).

Individuals bring with them into an organization their own personal beliefs, perceptions, goals, choices, and actions. They also rely on their personal values to judge people and situations, and ultimately to make decisions (Kluckhohn, 1951; Rohan, 2000; Rokeach, 1973; Schwartz, 1994). Standard A.4.b. of the ACA *Code of Ethics* (2005) requires that counselors be aware of their own values, attitudes, beliefs, and behaviors to avoid imposing them on their clients. Many ethical codes identify the importance of self-awareness of values as critical and central to ethical behavior. Unfortunately, the task of transferring knowledge and awareness of values into behavior is difficult and occurs within the context of both organizational and clinical relationships. Research has shown that counselor values can significantly affect counseling outcomes, and the degree of congruence between the values of the counselor and the client influences therapeutic outcomes such that clients change in ways that tend to mirror the values of the counselor (Corey et al., 2007; Henriksen & Trusty, 2005; Remley & Herlihy, 2010, p. 82). Values permeate the counseling process and can influence counselors’ decision making and behaviors during the therapeutic relationship (Corey et al., 2007).

## **Ethical Behavior and Values**

As history has shown, well-intentioned people can fail when it comes to making ethical choices. Taking responsible actions and making ethical choices can encounter stumbling blocks such as ignorance, lack of motivation and courage, and inability to cognitively and intellectually negotiate the best courses of action (Hartman & DesJardins, 2008). The task of counselors when making ethical choices is further complicated by the fact that the therapeutic process is value laden, which can influence diagnoses, treatment goals, evaluation, and perceived treatment outcomes (Consoli et al., 2008; Rosik, 2003). Moreover, these choices may be based on counselors' own personal values systems (Consoli et al., 2008; Rosik, 2003). In contrast, working in professional environments can present challenges that require perceived risks. For example, individuals may disagree with what they believe to be wrong, but in an effort to achieve professionally or to "fit in" at the organization, they may be tempted to ignore their values and succumb to the influences of their peers and leaders. Therefore, although substance abuse treatment organizations adhere to ethical guidelines that are meant to be utilized by counselors as a tool, it is not always possible to provide clear guidelines for appropriate behavior in advance of dilemmas they may encounter. In spite of perceived social risks, making ethical choices for many counselors may not be an issue of conflict and deliberation because they have developed ethical habits or values that encourage them to act ethically within their organizations (Hartman & DesJardins, 2008). Beyond the personal values that encourage ethical behaviors, the social context is relevant when counselors are faced with situations that demand sound ethical choices.

Tarvydas and Cottone (1991), in their discussion of ethical responses to legislative, organizational, and economic dynamics on the practice of rehabilitation counseling, described how conflicting values among invested parties could cause ethical dilemmas to arise. To offer a strategy that would assist in addressing issues that arise in day-to-day work settings, they proposed a four-level model of ethical practice called the

Hierarchical Model of Ethical Practice. This model has relevance to assisting not only rehabilitation counselors but also other counseling practitioners to make better ethical choices. The Hierarchical Model has an integrative and relational foundation that takes into consideration how social context can influence ethical choices. In addition, similar to many mental health organizations, the substance abuse treatment organizations' environment can be hectic, and interactions between clients, clinicians, stakeholders, and external organizations can be complex in nature. An environment such as this can be an ideal setting in which a myriad of dilemmas naturally occur, and within this setting, counselors are expected to make ethical choices that consider the context in which these situations happen. Substance abuse counselors who lack understanding regarding factors that can impact ethical judgment, practices, and work behaviors may unknowingly compromise both personal and organizational values. Ultimately, an investigation of fit between personal values and organizational values may help substance abuse counselors to enhance self-awareness of their own value system and to understand how those personal values interact when they engage clients, team members, organizations, and society.

Self-awareness is highly valued by the counseling field (Hanson, 2009). Self-awareness may be essential to substance abuse counselors when encountering difficult situations that require the ability to recognize conflicting issues that are unsettling personally and organizationally. Substance abuse counselors can experience an ethical crisis when competing needs, expectations, and values collide (Pope & Vasquez, 2007). As Tarvydas and Cottone (1991) stated, "Peak ethical efficiency and low ethical stress for participants occurs when each level either holds compatible values and standards with other levels, or utilizes a regularized, mutually credible, and endorsed mechanism to communicate and to resolve ethical dilemmas, should they arise" (p. 13). Therefore, understanding or lack of understanding as to how personal and organizational value

systems can be influential in the presence of conflicting issues may be critical in its impact on ethical judgment, behaviors, and work practices of substance abuse counselors.

Some organizations have values that go beyond the values of their leaders and vice versa. However, the following question remains: What if there was “fit” of shared values between individuals and the organizations in which they are employed? According to McCoy (2008), “Organizations that do not have a heritage of mutually accepted, shared values tend to become unhinged during stress” (p. 107). Furthermore, McCoy asserted that because an organization and its members are interdependent, it is necessary for both the individual and the organization to have a preconceived belief as to what is considered correct behavior, and there is need for both parties to see these beliefs as valuable and not a hindrance. Counselors are considered to be key players in ensuring that treatment is provided using the best clinical practices; however, substance abuse counseling has a strong traditional history that has relied on faith instead of science (Scott, 2000). This tradition is unique to substance abuse treatment and is not typical within other counseling disciplines. These traditions continue to influence substance abuse treatment organizations. Therefore, substance abuse counselors are faced with the challenge of balancing client needs, organizational values, and their own personal values (Sias, 2009). In addition, they must ensure that they continue to develop and maintain acceptable ethical practices and work behaviors that are beneficial for both the client and the organization.

### **Personal Values**

Numerous scholars have posited that behavior is a result of several factors, including values. Connor and Becker (1979) suggested that values provide the foundation for individual opinions that lead to the development of decision-making behaviors. Williams (1979) stated that values, when fully conceptualized, become criteria for judgments, preferences, and choices. Because values have long been viewed as an important determinant of human behavior, it is important to understand their relevance in

the actions of substance abuse counselors (Busacca, Beebe, & Toman, 2010; Schwartz, 1994). In addition to the focus on how treatment works, there has been increased interest in organizational aspects of substance abuse treatment programs that take into account staffing, organizational climate, structural features, and management factors in the delivery of services (D'Aunno, 2006; Joe, Broome, Simpson, & Rowan-Szal, 2007). An investigation of fit between the personal values of substance abuse counselors and organizational values may help to better understand the factors that affect ethical work practices and behaviors among those counselors.

Personal values are desirable, trans-situational goals that serve as guiding principles in peoples' lives (Kluckhohn, 1951; Rokeach, 1973; Schwartz, 1994). This study is based on several assumptions about values, which include the following:

1. Values influence human behavior and help to determine how an individual ought or ought not to behave or act (judgments, evaluations, and attitudes).
2. Intrinsic worthiness of values determines external behavior.
3. People seek this worthiness in activities that they engage in (professional, social interactions, cultivated principles).
4. Values are drivers of personal, social, and professional choices and behaviors.
5. Professional alignment with organizations that exemplify fit of values fosters a climate that supports ethical behaviors and practices and organizational commitment.

The concept that values influence decision making has not gone unnoticed by scholars whose research has explored the role that values play. In the development of their Contingency Model of Decision Making, Ferrell and Gresham (1985) cited values and attitudes as individual factors that influence decision making. Later, Fritzsche (1991) specified instrumental and terminal values as the initial input for his Model of Decision Making Incorporating Ethical Values that more thoroughly explained the process of ethical decision making (Fritzsche & Oz, 2007). The research of Ferrell and Gresham

(1985) and Fritzsche (2004) supported the idea that values are key ethical building blocks of the choices made by the decision maker. It is important to understand values because they impact how people feel about themselves, their work, and their organizations (Posner & Schmidt, 1993). The congruence between personal values and values that are encouraged on an organizational level could serve as a foundation for understanding ethical practices and work behaviors that affect all stakeholders.

### **Organizational Values**

In the business world, there have been notorious instances of unethical behavior. Society has become painfully aware of ethical breaches committed by companies such as Enron/Arthur Anderson and ImClone/Martha Stewart in terms of insider trading (Conroy & Emerson, 2006). More recent high profile cases, such as the Goldman Sachs and Abacus financial crisis of 2007 related to the subprime mortgage market, the fall of Lehman Brothers through falsification of the company's financial reports, or the British Petroleum (BP) oil spill and its effects on employee health and safety, environmental, and social responsibility, have provided evidence that organizations and society in general continue to be victims of companies failing the fiduciary duty to act in the best interest of the people. Research indicates that many managers within these organizations believed that their companies practiced the highest ethical standards (Posner & Schmidt, 1987). A question remains whether the aforementioned examples of organizational meltdowns are the consequence of a lack of ethics and governance, or the result of poor judgment and decision making. There could also be some speculation as to whether the organizational values of these companies potentiated poor practices.

Values seem to be an important contributor to choice making on both individual and organizational levels (Elango, Paul, Kundu, & Paudel, 2010). Research conducted by Liedtka (1989) proposed that organizational value systems play a critical role in establishing the foundation upon which ethical dilemmas of managers are played out. Organizational values were defined by Liedtka (1991) as "individual member's

perceptions of the important principles, which in his or her opinion, guide the behavior of the organization” (p. 544). According to Hill and Jones (2001), organizational values are discussed in the context of beliefs and ideas about what kinds of goals members of an organization should pursue, as well as ideas about the appropriate kinds or standards of behavior organizational members should use to achieve these goals. According to Schein (2010), culture can be thought of as the foundation for social order, and rules have been established by organizational leaders with the expectation that organizational members will adhere to them. Moreover, the established rules make it possible to predict behavior (Schein, 2010). The linkage between culture and leadership is apparent when culture, norms, and goals are created, embedded, and manipulated by leaders.

Organizational values develop organizational norms, guidelines, or expectations that prescribe appropriate kinds of behavior by employees in particular situations and direct the behavior of organizational members toward one another. In essence, organizational values serve as a measurement of an organization’s culture—how things ought to be, and how members or the organization are expected to behave (McDonald & Gandz, 1991; Suar & Khuntia, 2010). Organizational values impact a wide range of issues within the workplace, and unless they are developed, endorsed, and implemented properly, they stand little chance of impacting workplace behaviors and practices (Atchison, 2007). In addition, shared values are one of the building blocks that an organization can utilize to develop productive relationships.

### **Value Congruence**

Value congruence is defined as the similarity between an individual’s values and those of the organization (Lamm, Gordon, & Purser, 2010). The extent to which individual values match those of the organization is considered fit (Dawis & Lofquist, 1984), also referred to as P-O fit (Chatman, 1989; Verquer, Beehr, & Wagner, 2003). Kristof (1996) defined P-O fit as “the compatibility between people and organizations that occurs when (a) at least one entity provides what the other needs or (b) they share

fundamental characteristics or (c) both” (pp. 4-5). This definition emphasizes the match between the individual and the organization as a whole. As suggested by Verquer et al. (2003), this reciprocal relationship between the person and the organization contributes to the fulfillment of needs of both parties (i.e., complementary congruence) or indicates that they have similar characteristics in common (i.e., supplementary congruence).

#### *Measurement of Value Congruence*

Researchers have measured congruence of values by using either ipsative or normative techniques. The ipsative technique considers similarities between profiles, and the normative technique analyzes the difference between scores or the correlation of the individual's values using the same scale of measurement. Criticisms of measuring value congruence are similar to those regarding the measurement of values in general. There is recurring controversy regarding what is considered the best way to measure values (Meglino & Ravlin, 1998). Some researchers have contended that values are cognitively arranged in hierarchical order of importance. This suggests that individuals make decisions regarding their behavior based on a ranked scale of competing values (Meglino & Ravlin, 1998; Rokeach, 1973). In contrast, other researchers have suggested that values are either uniformly high or low and that one value is not abandoned at the expense of another value (Kluckhohn, 1951). Therefore, there are two main approaches to measuring the construct in the values literature: (a) the ipsative method, in which values are assessed based on preference or through a ranking process (e.g., Cable & Judge, 1996; Chatman, 1991; Rokeach, 1973; and (b) the normative method, in which values are measured independent of each other through a rating process (Wollack, Goodale, Witjing, & Smith, 1971).

#### *Advantages and Disadvantages*

When considering assessment of values congruence, these differing approaches make interpretation difficult (Finegan, 2000). Researchers who utilize normative methods claim a number of advantages (Edwards, 1993, 1994); for example, when values are rated

independently from one another, they can be captured to demonstrate high or low ratings on all values. Therefore, capturing absolute data could provide information that is interpretable and meaningful when examining the differences between scores. Compared to ipsative methods, capturing ranked scores serve to represent only the relative strength of values when compared to other values in the set. Furthermore, using normative data is less cumbersome than ranking scores and lends itself more readily to correlational and regression analysis (Edwards, 1994).

In contrast, researchers who utilize ipsative methods to assess research values (Cable & Judge, 1996, 1997; Chatman, 1991; Meglino et al., 1989; O'Reilly et al., 1991) have asserted that forced choice (ipsative and rank order) to compare values to one another is beneficial for the following reasons: (a) Individuals' values are hierarchically organized in their value systems, and ipsative methods serve to replicate the values that are held; and (b) values are most accurately measured when individuals are placed in a choice situation; otherwise individuals are not completely aware of how their beliefs are organized. Moreover, ipsative methods allow for greater differentiation and more normal distribution of scores. This is beneficial because values are socially desirable constructs, and respondents may answer in a manner that could cause scores to be skewed. In addition, the ipsative method allows for comparison of values.

Although there is no absolute approach to measuring value congruence, a positive relation has been shown between value congruence and P-O fit. Positive outcomes have been identified for (a) organizational commitment (Meyer & Allen, 1997; O'Reilly et al., 1991), (b) organizational effectiveness (Posner & Schmidt, 1993), (c) job satisfaction and intent to remain (O'Reilly et al., 1991; Sheridan, 1992; Vancouver & Schmitt, 1991), and (d) decision making (Liedtka, 1989). In addition, value congruence that was found between managers and their organizations served to foster feelings of success, organizational commitment, self-confidence in comprehending personal and organizational values, and commitment to behaving ethically (Nwadei, 2003).

### **Person-Environment Fit**

The Theory of Work Adjustment (TWA) was developed by Rene V. Dawis and Lloyd H. Lofquist (1984). The TWA theory considers the psychological nature of the interaction between persons and their environments. Dawis and Loftquist (1984) defined work adjustment as a “continuous and dynamic process by which a worker seeks to achieve and maintain correspondence with a work environment” (p. 237). This correspondence between the two is a process of reciprocity in which there is interplay between the worker’s satisfaction and the employer’s satisfactoriness (Eggert, 2008). An employee’s satisfactoriness is dependent on reinforcers that exist within the environment. Examples of reinforcers can be related to compensation, awards, recognition, autonomy, and so on. These reinforcements serve to meet the employer’s psychological needs (Degges-White & Shoffner, 2002). According to TWA, an employer’s satisfactoriness depends on the organization’s perception that the employee demonstrates successful work behavior and “fits” within the organization’s culture, while also being successful in performing job duties that are required by the position held. According to Eggert (2008), employment situations are most stable when both the employees and the organizations that employ them are mutually satisfied. Therefore, when mutual satisfaction exists, positive outcomes like tenure and job satisfaction occur for the organization.

Although TWA was used to investigate person-environment fit, it may have also been intended to explore organizational settings as well (Bretz & Judge, 1994). For three decades or more, person-environment fit has been studied extensively in the vocational behavior literature and has been related to several occupational outcomes (Assouline & Meir, 1987; Bretz & Judge, 1994; Hackett, Lent, & Greenhaus, 1991; Meglino, Ravlin, & Adkins, 1989; Spokane 1985). The outcomes identified by the previous research conducted suggest that individuals who “fit” are more likely to be attracted to the organization, receive favorable acceptance by organizational members, demonstrate greater work motivation, and perform better than those individuals who do not.

Therefore, the Minnesota Theory of Work Adjustment has lent itself favorably to the theory of person-organization fit and has served as its theoretical foundation.

### **Person-Organization Fit**

Theoretical work by Argyris (1957) can be credited for using P-O fit to show that an individual's organizational behavior is the result of interaction between the organization and the individual. Argyris (1964) also pointed out the relevance of incongruence and its impact on motivation and productivity, and emphasized the importance of matching the organization to the person. More significantly, he encouraged the re-structuring of organizations to promote perceived control and involvement of individuals in the decision-making process, which could help to reduce incongruence. The aforementioned strategy would yield more positive outcomes within organizations (Argyris, 1964).

Seminal works of scholars have examined whether the behavior of individuals can best be predicted by values, motives, personality traits, abilities, and affect because they are stable and reliable markers that are reflected in behavior (e.g., Allport, 1937, as cited in Chatman, 1989; Staw & Ross, 1985; Weiss & Adler, 1984). Contemporary research that focuses on values and behavior has continued to investigate how people behave in organizational settings and has attempted to determine how to best predict these behaviors. For the most part, there is agreement that both personal and situational factors can influence behavior (Lewin, 1951; Schneider, 1983; Torelli & Kaikati, 2009). However, the interactional model suggests that the focus is also on how people affect situations (Schneider, 1987) and that a mismatch in characteristics can impact the culture or norms within the organization. The lack of acknowledgement that people do affect situations has left a gap in the exploration of interactional research. A P-O fit model proposes "treating organizational values and norms as the situational part of the model. On the person side, individual values and some personality characteristics are examined" (Chatman, 1989, p. 335). P-O fit was defined by Chatman as the "congruence between

the norms and values of organizations and the values of persons” (1989, p. 339). Conceptually, when assessment of fit is determined and established, behavioral outcomes, organizational changes, values, and norms can be predicted (Chatman, 1989). The P-O fit model considers the extent of agreement between the person and the organization and, based on fit, identifies determinants of behavior within the organization.

### **Organizational Commitment**

Organizational commitment has been the focus of ongoing research. One finding has been that lack of commitment can result in loss of resources. Research has shown that employees who have minimal commitment tend to make errors on the job and have more occurrences of absenteeism, tend to quit more than employees who have more commitment, and experience more stress and family-related conflict (Meyer, Stanley, Herscovitch, & Topolnytsky, 2002). Porter, Steers, Mowday, and Boulian (1974) defined organizational commitment as a “strong belief in and acceptance of the organization’s goals and values, willingness to exert considerable effort on behalf of the organization, and definite desire to maintain organizational membership” (p. 604). Hunt, Wood, and Chonko (1989) defined organizational commitment as the psychological bond between an individual and his/her organization that influences the individual to act in ways consistent with the interest of the organization. An important goal for the discipline of substance abuse treatment as a whole is to ensure that individuals receive the best treatment from highly skilled and competent counselors. However, that understanding assumes the presence of commitment in ensuring increased retention rates and decreasing turnover within substance abuse treatment organizations. Therefore, before issues of organizational commitment can be addressed in an informed manner, the antecedents of commitment must be identified (Hunt et al., 1989).

Examination of commitment has shown a correlation among outcomes such organizational behaviors, job performance, turnover, absenteeism, tardiness, and

willingness to share knowledge (Fedor, Caldwell, & Herold, 2006). Although there is a scarcity of literature that focuses on commitment within substance abuse counseling, the issue of rapid turnover has been discussed as a concern within the discipline. Substance abuse counseling is a unique occupation in that many substance counselors have also gone through the process of recovery from addiction themselves (Weisner, McCarty, & Schmidt, 1999). The National Association of Alcoholism and Drug Abuse Counselors (NAADAC) Education and Research Foundation (2005) conducted a study showing that of those counselors who held membership in the year 1994, approximately 58% consisted of recovering individuals who had participated in addiction treatment at some point. In contrast, substance abuse counselors have shared commonalities with their human service counterparts, such as large caseloads, management of constant bureaucratic red tape from other entities, relatively low pay, and little appreciation for their work from clients and other professions. These issues may contribute to the level of organizational commitment among substance abuse counselors.

Clark (2005) identified key challenges within the field of substance abuse treatment to be recruitment, retention, and competency. Clark argued that a major cause of issues related to both recruitment and retention of addiction professionals was the stigma that is associated with substance abuse counseling because substance abuse counselors are seen as having a lower status as compared to other professions. The Substance Abuse and Mental Health Services Administration (SAMHSA) conducted an environmental scan that identified several workforce development issues in the substance abuse treatment field (SAMHSA, 2003). In response to these critical issues, a panel of experts from the Center for Substance Abuse Treatment (CSAT) was commissioned to document and highlight the demographics of the substance abuse treatment workforce, identify policy and economics issues, and inform the next steps in the planning process. The formal report, entitled *Substance Abuse Treatment Workforce Environmental Scan*, identified current trends within the field of substance abuse treatment, such as inadequate

and unstable organizational and administrative infrastructures within substance abuse programs (McLellan et al., 2003). Moreover, the report identified workforce crises due to staff shortages, lack of qualified staff, and job hopping, and the fact that the most senior-level clinicians were responsible for administrative rather than clinical services. These issues, in conjunction with several others that were identified within the report, support the need to further examine factors that influence commitment within substance abuse treatment organizations.

### **Measurement of Organizational Commitment**

The review of the literature indicated that research on organizational commitment has been measured using mainly one of the three approaches: (a) the Organizational Commitment Questionnaire (OCQ) developed by Porter et al. (1974); (b) O'Reilly and Chatman's (1986) instrument; and (c) Meyer and Allen's (1991) instrument. Each of these researchers measured organizational commitment differently.

#### *Organizational Commitment Questionnaire*

The OCQ (Porter et al., 1974) is a one-dimensional scale that measures only employee affective attachment to the organization. The instrument provides a single score that indicates the overall commitment of the employee to the organization, although researchers have acknowledged that organizational commitment is a multidimensional concept (Meyer & Allen, 1997; Mowday, 1998).

#### *O'Reilly and Chatman's (1986) Instrument*

O'Reilly and Chatman (1986) conceptualized organizational commitment as a psychological bond with three components: compliance, identification, and internalization. They posited that each of these components fosters a bond between employees and their organizations and that the possibility of a reward, and not shared values or beliefs, promotes organizational commitment. The identification component of commitment occurs when the employee experiences a sense of pride to be a member of the organization because there is respect for the organization's values and goals;

however, those values and goals may not be intrinsically the same for the employee. The component of internalization occurs when the organization's influence has been internalized by the employee because congruence regarding attitudes and behavior exists between the individual and the organization (O'Reilly & Chatman, 1986). However, researchers have criticized this scale because (a) distinguishing between identification and internalization is difficult, and (b) compliance is questionable as a true indicator of organizational commitment (e.g., Meyer & Allen, 1997; Mowday, 1998; O'Reilly et al., 1991).

#### *Meyer and Allen's (1991) Instrument*

Meyer and Allen's (1991) organizational commitment instrument measured three components of commitment: (a) the employee's desire to maintain organizational membership (affective commitment), (b) identification of possible loss that would be associated with leaving the organization (continuance commitment), and (c) moral obligation to remain at the organization that results from the employee's perception of long-term favors that were received earlier from the organization (normative commitment). Meyer and Allen speculated that employees may experience different degrees and combinations of the three components depending on the situations and antecedents (Meyer & Allen, 1997; Mowday, 1998). Criticism of the Meyer and Allen instrument suggests that the content validity is not acceptable and that there is insufficient consideration of measurement as it relates to reverse scoring (Culpepper, 2000).

Two major challenges within the mental health field are ethical issues and, even more specific to substance abuse counselors, high turnover. Although these issues have been identified as concerns, there has been limited evaluation of the fit of personal values and organizational values of substance abuse counselor as antecedents to ethical behaviors and commitment within the organizations that employ them.

The following literature suggests the relevance and contribution that P-O fit research could make to the practices of substance abuse counselors and to the discipline

of substance abuse treatment as a whole. The review will provide an in-depth introduction to the core bases for this research.

### **P-O Fit Theory and Models**

A growing body of research suggests the need to examine the combined effects of individual and organizational factors on employee satisfaction (Chatman, 1991; Kristof, 1996). Moreover, the importance of identifying factors that shape ethical behavior and commitment is both valuable and vital to the field of substance abuse treatment.

Organizational researchers tend to explain employee behavior in terms of either individual or organizational characteristics. In other words, organizational researchers or “situationalists” are more concerned with how people make sense of their environment and how characteristics of the individual’s situation can best predict behaviors (Chatman, 1989; Davis-Blake & Pfeffer, 1989). However, in comparison, “personalists” suggest that individual characteristics, such as personality traits, values, and beliefs, affect attitudes and behaviors in consistent ways across situations and over time (Staw et al., 1986; Weiss & Adler, 1984).

The argument as to whether personal versus situational factors are better predictors of behavior has led to the contention that behaviors of individuals within organizations result from the contextual and complex interactions or “fit” of both organizational and personal characteristics (Chatman, 1991; House et al., 1996). P-O fit, also defined as value congruence, tends to have strong and consistent effects on outcomes, including organizational commitment (Westerman & Cyr, 2004). P-O fit has been conceptualized in four ways (Kristof, 1996): value congruence, goal congruence, the extent of match between employee needs and preferences and the availability of reinforcers present in the work environment, and the extent of match between the individual’s personality and the culture of the organization (Bowen, Ledford, & Nathan, 1991; Cable & Judge, 1994; Chatman, 1991; Vancouver & Schmitt, 1991). Researchers have used value congruence to operationalize P-O fit because (a) values are enduring

characteristics for both individuals and organizations, and (b) values can predict a variety of outcomes and behavioral intentions (Chatman, 1991; Meglino, Ravlin, & Adkins, 1992). Further assumptions are that people seek to maintain correspondence with their organizations (Schneider, Goldstein, & Smith, 1995) and that individuals show a preference for organizations in which they estimate congruence between their own personal characteristics and potential attributions of the organization (Schneider et al., 1995). Establishing correspondence between employees' values and the organization's values can provide a measure of P-O fit and can predict behavior in organizations (Tepeci, 2001).

### **Chatman's (1989) Interactional Model**

Understanding P-O fit helps to clarify the interaction between the individual and the organization. There have been various approaches to operationalizing P-O fit, specifically in relation to conceptualizing P-O fit in terms of value congruence. However, the theoretical foundation of this research is Chatman's (1989) comprehensive theory of P-O fit, which she labeled an "interactional model." The model is considered interactional because it takes into consideration aspects of both the person and the organization (or situation). Chatman (1989) defined P-O fit as the congruence between the norms and values of the individual and the values of the organization in which values are considered as generalized ideological justifications for appropriate behaviors (Chatman, 1989). Chatman's Interactional Model considered the fit between a compilation of organizational characteristics and those of individuals, which were considered predictor variables. The model also assessed outcome variables such as tenure, extra-role behaviors, and value change, which were considered criterion variables. Chatman (1989) proposed an instrument to measure P-O fit called the Organizational Culture Profile (OCP). The instrument uses ipsative, Q-sort methodology and matching of value choices for the individual and the organization. The instrument is comprised of 54 cards, each of which contains one descriptive characteristic. The respondent sorts the

cards within a forced distribution of characteristics. The two most or least representative of the individual's personal value structure or of the organization's value structure form extreme dissimilarities, while the remaining characteristics are arranged from the most to least representative of values. The instrument is considered flexible and has been used in several empirical studies (Cable & Judge, 1996; Chatman, 1991; O'Reilly et al., 1991).

The goal of interactional researchers is not to explain behavior in organizations in terms of individual or situational variables alone (Chatman, 1989, 1991; House et al., 1996; O'Reilly et al., 1991; Schneider et al., 1995). These researchers have asserted that an individual's behavior is a function of personal and situational attributes in interaction. This approach better enables understanding and acknowledgement of how both the person and the organization influence behavior. Therefore, an interactional perspective, which is operationalized as person organization P-O fit, may offer the best way to examine behavior in organizations.

Chatman's (1989) OCP instrument approach to operationalizing P-O fit incorporated elements of Venkatraman's (1989) conceptual model in that the battery of questions was consistent with the "profile deviation" perspective.

### **Venkatraman's (1989) Conceptual Model**

Venkatraman (1989) developed a conceptual framework that identified six different viewpoints of fit: moderation, mediation, matching, gestalts, profile deviations, and covariation. Venkatraman indicated that each of these perspectives warranted specific methodologies. The conceptual framework identified moderation, mediation, and profile deviation perspectives as criterion-specific, whereas matching, gestalts, and covariation perspectives were criterion-free. Two scales formed the basic foundation of the framework and provided the specifics of the functional form of the fit-based relationship and the number of variables.

In Venkatraman's (1989) framework, the moderation perspective, or the fit between a predictor variable and a moderator variable, is predictive of a criterion

variable. In the mediation perspective, an intervening variable indirectly affects the relationship between both the predictor and the criterion variables. In the matching perspective, a measure of fit between two variables is determined without regard to a specific criterion, which allows the researcher to establish a match between the two variables. Criterion-free and nonspecific gestalts fit is theorized as a relationship among more than two variables. The degree of conformity or deviation from an externally determined profile indicates “fit” that predicts how the criterion variables will be affected. Finally, the covariation perspective conceptualizes fit as having internal consistency among several related variables and is measured as the pattern of covariation among these variables, which collaboratively affects the outcome of interest.

### **Liedtka’s (1989) Congruency Theory**

Liedtka (1989) introduced the Four Quadrant Congruency theory. Liedtka’s model was not a theory of P-O fit, but it led to later empirical P-O fit research. Liedtka’s four quadrant model considered individuals’ values to either be internally consonant or internally contending whereas organizational values were considered consonant or contending. Liedtka theorized that a person in Quadrant I would experience internal value conflict and would seek a frame of reference that would be identified within the strong culture of the organization. Liedtka’s theory was framed in the context of a situation in which an employee needs to make a decision. Therefore, the employee who experiences internal value conflict upon receiving feedback from the culture of the organization in turn behaves in keeping with the organization’s values. Quadrant II illustrates the conflict of values between both the person and the organization; therefore, the individual feels confusion as a result of the lack of strong organizational culture. In Quadrant III, both the individual and the organization have strong values that are convergent or fit. This quadrant resembles the concept of P-O fit, although Liedtka did not use the term. In Quadrant IV, the organizational culture is weak as a result of contending values, but the individual experiences internal value consonance. Liedtka

suggested that when there is high fit between personal consonant values and organizational consonant values, then rarely would conflict be expected in the context of decision making.

Although Liedtka's (1989) instrument captured organizational and personal values, her focus was not to determine the extent of fit between the two. The Four Quadrant Value Congruence Model was primarily concerned with the internal value consonance within the individual and the organization and not with the congruence between the individual and the organizational values.

### **Summary**

Chapter II provided an overview of the literature that formed the basis for this study. The following were discussed and defined in relation to the effects of P-O fit on behavior and commitment: (a) ethical behavior, (b) personal values, (c) organizational values, (d) value congruence, (e) organizational commitment, and (f) theoretical models. The purpose of this research was to examine how shared values between substance abuse counselors and the organizations in which they work may impact the outcomes of perceived ethical behaviors and organizational commitment.

## **CHAPTER III**

### **METHODOLOGY**

#### **Introduction**

The purpose of this preliminary investigation was to examine value congruence and its influence on ethical work behaviors and organizational commitment of counselors within substance abuse treatment settings. Value congruence was defined as a function of “fit” between personal values and organizational values. The research employed a quantitative descriptive design approach that enabled the investigator to describe the occurrence of variables and/or determine a relationship between or among the variables (Heppner, Kivlighan, & Wampold, 1999). Knowledge of how these variables relate to one another adds to the substance abuse counseling literature as it relates to ethics and serves as a resource for understanding how the concept of fit contributes to the dynamics of substance abuse treatment and the environments in which these services occur.

Chapter III outlines the methodology that was used for this study and provides specific details that will enable replication. This chapter describes the (a) overview of the research design, (b) description of the population, (c) description of the sample, (d) selection of the participants, (e) description of the research instruments, (f) research procedures for how the study was conducted, (g) data collection, and (h) data analysis.

#### **Overview of the Research Design**

According to the U.S. Bureau of Statistics (2010), substance abuse counselors make up 13% of all 665,500 counselors practicing in the U.S., which is an estimated 86,500 substance abuse counselors. The sample for this study included substance abuse counselors recruited from two Midwestern states, Iowa and Indiana, that were randomly selected using the National Association of Alcoholism and Drug Abuse counselors (NAADAC) database. Substance abuse counselors eligible for inclusion in this investigation had completed their probationary period within their organizations and/or held a certifying credential that enabled them to practice substance abuse counseling

within the state of issuance. Given that the random sample was recruited from the NAADAC database, all participants were members of the NAADAC professional organization. This organization was selected because it provided access to a large sample of substance abuse counselors.

### **Description of the Population and Sample**

The investigation targeted substance abuse counselors who held counseling positions within their organizations, as differentiated from those who were engaged in administrative or paraprofessional functions. The criteria for participation in this preliminary investigation were: (a) All respondents had completed the ascribed probationary period within their respective organizations, and (b) all respondents were currently employed as substance abuse counselors and performed the duties of substance abuse counselors in a substance abuse treatment facility or agency (e.g., detoxification, stabilization, or maintenance programs).

### **Sample**

The sample for the investigation was obtained from the membership of NAADAC, a national voluntary professional organization of substance abuse counselors. To become a member of NAADAC, applicants must meet the requirements of one of three designations: Professional, Associate, or Student. Applicants who are actively engaged in the addictions profession are considered for the Professional designation. Applicants who are working toward qualifications, certifications, and licensure and have been in the addictions profession for less than 5 years are considered for the Associate designation. These individuals are those who are considered counselors in training or non-clinical professionals who wish to join NAADAC (probation officers, public health workers, etc.). The third applicant designation is Student, which designates individuals who are in a college/university, or government approved training program, with a minimum of three credit hours in an addiction studies program, and not currently practicing as an addictions professional.

The initiation of the preliminary investigation was assigned to the NAADAC research committee, which was responsible for coordinating and disseminating the invitation to participate in the investigation to NAADAC members. NAADAC is one of the largest professional organizations of substance abuse treatment professionals in the United States with over 8,000 members. These members are individuals who are students seeking a professional degree in addiction studies, addiction professionals who hold a bachelor's or graduate degree, and those who are non-clinical professionals. The membership is comprised of substance abuse counselors, educators, and other addiction-focused healthcare providers. NAADAC's members provide services in a variety of settings: private and public treatment centers, hospitals, private practice, and community-based behavioral health agencies. Therefore, NAADAC was requested to conduct a simple random sample from NAADAC members who practiced substance abuse counseling in the Midwest region. Those members who received the survey through email were selected from NAADAC's membership database. It was beyond the scope of this preliminary investigation to research all substance abuse counselors in the United States; therefore, NAADAC personnel were provided with the selection criteria and instructed to include only members who met those criteria. NAADAC is considered a national certifying body for those individuals seeking to provide substance abuse counseling on not just a local/state level, but also on a national level.

Through the organization's national certification programs, NAADAC has credentialed more than 15,000 counselors to date. The areas of credentialing include National Certified Addiction Counselor, Nicotine Dependence Specialist, and the Masters Addiction Counselor designation. NAADAC is the premier national professional organization of substance abuse counselors. Although counselors are not required to obtain membership, counselors selectively choose to join this organization because they are seeking national certification, in addition to or in lieu of state certification. In essence, although substance abuse counselors may obtain certification within states in

which they provide substance abuse counseling, the benefit of receiving certification through NAADAC is that counselors can obtain certification on a national level. Additionally, some states will accept NAADAC's National Certified Addiction Counselor designation in lieu of state certification. Therefore, a national certification may be beneficial to substance abuse counselors because it may enable the substance abuse counselor to forego certification examinations in each state.

NAADAC offers three different certifications for both member and non-member addiction professionals. The National Certified Addiction Counselor Level I (NCAC I), National Certified Addiction Counselor Level II (NCAC II), and the Master Addiction Counselor (MAC) are available. The type of certification available for each counselor/addiction professional depends on the experience and level of education of the applicant. There are specific eligibility criteria applicants must meet to qualify to sit for each national certification exam.

#### *National Certification Exam Eligibility Requirements*

Individuals who want to obtain certification for NCAC I must meet NAADAC's National Certification Commission exam requirements as follows: (a) current state certification/licensure as an alcoholism and/or drug abuse counselor, (b) 3 years of full-time or 6,000 hours of supervised experience as an alcoholism and/or drug abuse counselor, (c) have obtained 270 contact hours of education and training in alcoholism and drug abuse or related counseling subjects, (d) 6 hours of ethics training and 6 hours of HIV/AIDS training, and (e) must have obtained a passing score on the national examination for Level I. Those who want to obtain certification as NCAC II must meet NAADAC's National Certification Commission exam requirements as follows: (a) a bachelor's-level college degree from a regionally accredited institution of higher learning, (b) current state certification/licensure as an alcoholism and/or drug abuse counselor, (c) 5 years' full-time or 10,000 hours of supervised experience as an alcoholism and/or drug abuse counselor, (d) 450 contact hours of education and training in alcoholism and drug

abuse or related counseling subjects. Included must be 6 hours of ethics training and 6 hours of HIV/AIDS training, and (e) a passing score on the national examination for Level II.

Finally, individuals who want to obtain MAC certification must meet NAADAC's National Certification Commission exam requirements as follows: (a) hold a master's degree in the healing arts or related field with in-depth subjects applicable to the alcoholism and drug abuse treatment arena (degree must be awarded by a regionally accredited institution of higher learning), (b) hold current state certification/licensure in alcoholism and/or drug abuse counseling or a related healing art, (c) have 500 contact hours of specific alcoholism and drug abuse counseling training (within the degree or elsewhere), (d) have 3 years full-time or 6,000 hours of supervised experience, 2 years or 4,000 hours of which must be post-master's degree award, and (e) have received a passing score on the national examination for the MAC.

The membership is comprised of substance abuse counselors, educators, and other addiction-focused healthcare providers. NAADAC's members provide services in a variety of settings: private and public treatment centers, hospitals, private practice, and community-based behavioral health agencies. Therefore, NAADAC was requested to select a random sample of counselors from their membership database who worked in the Midwest region to receive the questionnaire survey through email. It was beyond the scope of this preliminary investigation to research all substance abuse counselors in the United States; therefore, NAADAC personnel were provided with the selection criteria and instructed to include only members who met those criteria.

The sample size was calculated using a margin of error of 5% and confidence level of 95%. The population size for membership employed in the Midwest region was 453 total counselors, which provided a power analysis for the correct sample size. The statistical power analysis of .80 was used to determine the number of participants necessary to establish the simultaneous investigation of more than one independent

variable on the dependent variables. The preliminary investigation was planned to have a probability of rejecting a false hypothesis of at least .80 (power of the test). With a standardized difference between the sample average for a scaled score and the population average score of about .20 units, the required sample size of counselors necessary to be surveyed was estimated at 208 participants. As a result, the parent organization was asked to randomly select counselors in the Midwest Region, specifically in the states of Indiana and Iowa. However, due to an extremely low response rate, it was necessary to expand the sample to include all substance abuse counselors who were members of NAADAC and practiced in the entire Midwest Region.

### *Second Stage Sample*

As a result of the low response rate to the invitation to participate in the study, a modification was submitted to the University of Iowa's Institutional Review Board (IRB). The modification requested that the sample be expanded to the entire Midwest Region which included the following states: Iowa, Illinois, Indiana, Minnesota, Michigan, Missouri, Wisconsin, Ohio, Nebraska, Kansas, South Dakota, and North Dakota) to be included to obtain a total of 208 counselors. A sample of 208 from the Midwest membership of 453 was appropriately large enough to provide a 95% confidence level and a + 5% confidence interval or margin of error to meet the required power for the preliminary investigation. The expansion of the sample was approved by the University of Iowa's Institutional Review Board.

### **Research Procedures**

Upon receiving approval from the dissertation prospectus committee and securing permission from The University of Iowa's Institutional Review Board (IRB) to proceed with this investigation, the researcher began the recruitment process. The participants were recruited utilizing the procedures described above from the membership database of NAADAC and received the web-based survey via a mass email, which also included the online survey link

Online research surveying is advantageous in that is expedient, with faster turn around and an inexpensive contemporary approach (Roztocki, 2001). The researcher employed a de-selection process. According to Yalom (2005), it is vital to preserve the integrity of a study by ensuring that eligibility requirements are met. The de-selection process excluded ineligible participants from the study and accepted all others. Individuals who participated in the preliminary investigation had to meet the following criteria: (a) must be employed as a substance abuse counselor who had successfully completed the probationary period established by their employer, (b) must reside in the Midwest region, and (c) must be a member of NAADAC. Those who did not meet these criteria were excluded from participation in the preliminary investigation and did not continue with the web-based survey.

### **Data Collection**

Individuals who met eligibility requirements that allowed for participation in the study were offered access to an online web-based survey. The on-line survey utilized a data collection program called Qualtrics that was provided by The University of Iowa. Qualtrics is a secure, online data collection service that enabled respondents to complete the survey electronically. NAADAC emailed the survey link to recruits captured in the random sample and directed them to the survey that was administered by the Qualtrics survey program. The first round email contained an introduction and an invitation to participate in the study (see Appendix A). When respondents accessed the survey, they were provided with the terms of participation. At that time, respondents who decided to participate continued by selecting the link that routed them to the introduction letter containing details regarding the purpose of the research. The introduction letter served as an informed consent letter (see Appendix D). After reading the letter, respondents were provided with the option at the bottom of the letter to continue if they wished to participate in the preliminary investigation and complete the online web survey. Participants who continued with the survey selected the “continue” option, which

indicated informed consent. Upon receipt of consent, the survey was administered. The estimated time to complete the survey was 25 to 30 minutes based on previous “test run” respondents who were administered the survey for the purpose of ensuring accurate estimates of completion times. Up to two rounds of follow-up contacts were made to individuals in the sample pool. The second and third invitations to participate in the study (see Appendices B and C) were sent via email in 10-day increments. The rounds served as reminder emails to encourage participation in the investigation; however, the survey link to access the investigation remained active until all data were collected.

As an incentive for completing the survey, participants were offered the opportunity to earn continuing education units (CEUs). All surveys were assigned tracking numbers for the purpose of providing CEUs to respondents who completed the survey in its entirety. However, the tracking numbers did not in any way identify those respondents who completed the web-based survey. Those who completed the survey were not asked to provide any identifying personal information. When the respondents completed the survey, they were given the tracking number to use as an access code to obtain a total of four CEUs. Quantum Units Education is a company that provides continuing education courses for counselors, therapists, social workers, nurses, and many others working in human services. Participants who completed the web-based survey received four CEUs from Quantum Education Units as an incentive for participation in the preliminary investigation. Quantum Education Units retained the tracking numbers, which were used solely as a method of keeping track of the CEUs provided for each completed web-based survey.

### **Research Instruments**

Although qualitative methods are traditionally used to assist researchers in obtaining data regarding culture and values, observation may produce invalid results in that it may encourage employees to answer questions in ways that are socially desirable, for example. Additionally, the instruments utilized in this preliminary investigation were

both ipsative and normative approaches (Chatman, 1991). Normative techniques provide data that take into account how the respondents *rate* the extent to which they agree to a set of items or statement that are presented on a Likert rating scale. This method allows values to be assessed independently of each other (Boxx, Odom, & Dunn, 1991). In contrast, ipsative methods assess preferences between values by requiring the participant either to rank a set of equally positive values or to respond to a forced choice (Cable & Judge, 1996; Chatman, 1991; Enz, 1986; Meglino et al., 1989; O'Reilly et al., 1991). Both normative and ipsative methods have advantages and disadvantages.

The purpose of this preliminary investigation was to examine value congruence, defined as the extent of fit between personal and organizational values, and its influence on perceived ethical work behaviors and organizational commitment of counselors within substance abuse treatment organizations. In this preliminary investigation, personal values were measured utilizing the Personal Values Scale (Scott, 1965), and organizational values were measured using the Corporate Ethical Values Scale (Hunt et al., 1989). Also used was the Ethical Climate Questionnaire (Trevino, Butterfield, & McCabe, 1998), the Organizational Commitment Questionnaire (Mowday, Steers, & Porter, 1979), and the Value Congruence Scale (adapted from Cable & Judge, 1996; Cammann, Fichman, Jenkins, & Klesh, 1983; and O'Reilly et al., 1991). These instruments will be described in more detail in the following sections.

### **Personal Values Scale (Scott, 1965)**

Concepts of personal value have been used to predict varied types of behaviors (Kamakura & Mason, 1991). Scott (1965) developed the Personal Values Scale to measure personal values using 12 subscales with four to six items per scale. The subscales measure the following: intellectualism, kindness, social skills, loyalty, academic achievement, physical development, status, honesty, religiousness, self-control, creativity, and independence. Each scale has a set of items that are rated on a 3-point Likert scale (1 = *always dislike*, 2 = *depends on situation*, and 3 = *always admire*). The

word “always” is used to capture the absolute nature of values, while the word “admire” is meant to be a more socially acceptable way of assessing “rightness” or “wrongness.” This scale was chosen because it has been well-validated for research concerning the importance of value similarity in seeking membership to organizations, in recruitment of potential members, and in satisfaction with the group (Braithwaite & Scott, 1991). The Personal Values Scale has been identified as both valid and reliable; however, there are limitations regarding its use: (a) The short form was not found to be as reliable as the long form when measuring individual subjects, (b) the short form does not balance the occurrence of acquiescence and response bias, and (c) the 240-item long form is not economical and may be impractical for many researchers (Braithwaite et al., 1991). Therefore, the investigator selected a subset of items of interest from the long form to circumvent these issues (see Appendix F).

The reliability coefficients for the short form of the Personal Value Scale ranged from .55 for independence to .78 for religiousness, whereas the alpha reliability for the long form ranged from .80 to .89. Braithwaite (1979) reported comparable alpha reliability coefficients, ranging from .78 for independence and status to .92 for religiousness. In terms of validity, correlations between the short and long forms of each value were reasonably high, ranging from .66 for intellectualism to .81 for physical development and religiousness.

### **Ethical Climate Questionnaire (Trevino et al., 1998)**

Organizations do not possess values that are independent of the values of their members (Tepeci, 2001). According to Chatman (1991), an organizational value system or culture exists when (a) individuals understand that group support is given as it relates to certain beliefs, (b) the majority of members within the organization are in agreement, and (c) core values within the organization are unyieldingly held. Therefore, the value system or culture within the organization serves as an important unit of analysis (Chatman, 1991). The instrument used for this preliminary investigation to measure

culture was based on the Ethical Work Climate Questionnaire developed by Victor and Cullen (1987, 1988) but modified by Trevino, Butterfield, and McCabe (1998) (see Appendix G). It is a 15-item instrument rated on a 7-point Likert scale (from 1 = *strongly disagree* to 7 = *strongly agree*). Trevino et al. (1998) made slight modifications to place items in the context of provincial non-profit sport organizations. For the purposes of this research, the modified instrument was more appropriate because items were more relevant to the constructs of interest. Previous research established that the ethical climate of an organization (Victor & Cullen, 1988) has an influence on employees' affective commitment (Meyer & Allen, 1991). In earlier work by Victor and Cullen (1987, 1988), there were differences in the number and the content of the different scales. The Victor and Cullen scale incorporated "caring" whereas the Trevino et al. (1998) instrument measured theoretical constructs of benevolent-individual local and benevolent-cosmopolitan. These theoretical constructs were in the context of analyzing respondents' feelings regarding the well-being of both co-workers and the public. These dimensions were labeled "individual caring" and "social caring" (Trevino et al., 1998).

The ethical climate scales measure individual caring, Machiavellianism, independence, social caring, and law and code. Most of the factors are significantly correlated at  $p < 0.05$  except for independence. The constructs have satisfactory reliability coefficients as follows: individual caring (0.67), Machiavellianism (0.86), independence (0.78), social caring (0.79), and law and code (0.79). In addition, the internal consistency coefficients as assessed by Cronbach's alpha are individual caring (0.57), Machiavellianism (0.86), independence (0.73), social caring (0.79), and law and code (0.77).

### **Organizational Commitment Questionnaire (Mowday et al., 1979)**

The 15-item instrument measures the constancy between respondent and organizational goals and the respondent's willingness to work for the good of the

organization (see Appendix H). Items are rated on a 7-point Likert scale (from 1 = *strongly disagree* to 7 = *strongly agree*). A high score represents a high degree of organizational commitment. The scale has been found to have high internal consistency and reliability at .884 (Truckenbrodt, 2000) and a coefficient alpha of .91 (Sias, 2005).

**Value Congruence Scale (adapted from Cable & Judge, 1996; Cammann et al., 1983; O'Reilly et al., 1991)**

An 11-item, adapted instrument (see Appendix J) was used to assess perceived and calculated fit between the respondents and the organizations that employed them. The preliminary investigation assessed both perceived and direct P-O fit, and respondents themselves provided an estimation of the extent that they believed their values were similar to those of their organization. The method allowed for the assessment of value congruence at a perceptual level. In this preliminary investigation, respondents' perceived fit was measured with an adapted version of the three-item 7-point Likert scale developed by Cable and Judge (1996). The scale was used to assess perceived or "direct" P-O fit. Responses to these three items were averaged to obtain an overall measure of perceived P-O fit. For "indirect" measurement of P-O fit, overall job satisfaction was assessed with a scale adapted from Cammann et al. (1983). Responses to these three items were averaged to obtain an overall measure of employee job satisfaction as an indirect measure of P-O fit.

Intent to leave is a measure of an employee's likelihood of leaving his or her organization (O'Reilly et al., 1991). The third item was reverse coded (i.e., higher scores indicated higher intent to "remain"), and the three items were averaged to obtain an overall measure of intent to remain.

Last, employees' willingness to recommend their organization to others as a good place to work was an indirect assessment of P-O fit. A two-item scale developed by Cable and Judge (1996) was used for measurement of willingness to recommend the

organization. The second item was reverse-coded and the two items were averaged to obtain an overall measure of willingness to recommend the organization.

**Corporate Ethical Values Scale (Hunt, Wood, & Chonko, 1989)**

The measure of corporate ethical values was captured with the use of the five-item 7-point Likert scale (1 = *strongly disagree* and 7 = *strongly agree*) to obtain information on three broad-based perceptions: (a) the extent to which employees perceive that managers are acting ethically in their organization, (b) the extent to which employees perceive that managers are concerned about the issues of ethics within their organizations, and (c) the extent to which employees perceive ethical (unethical) behavior is rewarded or punished. Items 1 and 2 were reverse scored. The degree of reliability was sufficient (coefficient alpha = .78).

Table 1 lists the instruments that were utilized to measure the four variables of interest: personal values (PV), organizational values (OV), perceived ethical work behavior (EWB), and organizational commitment (OC).

Table 1. Instruments Used to Measure Variables

<b>Variable</b>	<b>Instrument</b>
Personal Values (PV)	Personal Values Scale
Organizational Values (OV)	Corporate Ethical Values Scale
Perceived Ethical Work Behaviors (EWB)	Ethical Climate Questionnaire
Organizational Commitment (OC)	Organizational Commitment Scale
Value Congruence (VC)	Value Congruence Scale

### **Data Analysis Overview**

The responses from the survey collected by NAADAC through Qualtrics were entered into a spreadsheet for analysis using SPSS statistical software. Descriptive statistics such as means, standard deviations, reliabilities, multiple regressions, and correlation were calculated and analyzed. Cronbach's Alpha coefficient was calculated and analyzed to aid in establishing reliability and internal validity. The spreadsheet identified the state where the respondent was employed, demographics (age, gender, race/ethnicity, state of residence), organizational type (e.g., residential, outpatient, community), position title, years in the field of substance abuse counseling, years in the current organization, completion of probationary period, highest degree earned, and certification or licensure. The survey did not require any self-identifying information. The data collected from each respondent included the responses to the questions on each of the instruments: the Personal Values Scale, the Ethical Climate Questionnaire, the Organizational Commitment Questionnaire, the Value Congruence Scale, and a demographic questionnaire (see Appendix E).

Summary statistics were developed for all variables across the Midwestern states. In addition, correlation and regression procedures were used to address the following research questions:

1. What are the personal values (PV) as measured by the Personal Values Scale, organizational values (OV) as measured by the Corporate Ethical Values Scale, the perceived ethical work behavior (EWB) as measured by the Ethical Climate Questionnaire, the organizational commitment (OC) as measured by the Organizational Commitment Questionnaire, and value congruence (VC) as measured by the Value Congruence Scale of substance abuse counselors who participated in this preliminary investigation?

2. What is the relationship between personal values (PV) and organizational values (OV) of substance abuse counselors as measured by the Personal Values Scale and the Corporate Ethical Values Scale?

3. Do personal values (PV) and organizational values (OV) of substance abuse counselors predict organizational commitment (OC) as measured by the Organizational Commitment Questionnaire?

4. Do personal values (PV) and organizational values (OV) of substance abuse counselors predict perceived ethical work behavior (EWB) as measured by the Ethical Climate Questionnaire?

5. Which of the following variables, personal values (PV) as measured by the Personal Values Scale, organizational values (OV) as measured by the Corporate Ethical Values Scale, and perceived ethical work behavior (EWB) as measured by the Ethical Climate Questionnaire, best predict organizational commitment (OC) of substance abuse counselors as measured by the Organizational Commitment Questionnaire?

6. Which of the following variables personal values (PV), organizational values (OV), perceived ethical work behaviors (EWB), and organizational commitment (OC), best predict value congruence?

The data were analyzed using standard software packages (SPSS) available at The University of Iowa.

### **Summary**

Chapter III defined the variables and discussed the instrumentation that would be used to measure them. Chapter III also introduced the design of the study, as well as the data collection and analysis utilized. Chapter IV will present the results from the above analyses, and Chapter V will provide acknowledgement of limitations, implications, and suggestions for future research.

## **CHAPTER IV**

### **RESULTS**

This chapter presents the statistical results and theoretical implications of findings drawn from the current preliminary investigation. It includes a review of the steps taken to conduct the analysis, basic descriptive statistics, overall structural findings, and construct-specific results. Sufficient detail to allow for replication of the study is provided, which also would allow for expansion to an additional research study. Statistical results address the study's research hypotheses that were extracted from theory provided in the previous chapters. Chapter I presented the background and the significance of the research investigation, as well as the importance of ethical behaviors and commitment among substance abuse counselors within their organizations. Chapter II reviewed the relevant literature related to person-organization fit (which is the match between the norms and values of the person and those of the organization), organizational commitment, and behavior. Chapter III presents the investigation's instrumentation, design, data collection, and analysis techniques. The subsequent section reviews the data analysis steps necessary to conduct the statistical approach followed in this preliminary investigation.

#### **Description of Data Analyses**

Outcomes of organizational commitment and perceived ethical work behaviors were examined using two statistical techniques: bivariate correlation analysis and multiple linear regressions. The Statistical Package, version 21, was used to calculate the bivariate correlations and the multiple linear regressions. The Pearson product-moment correlation coefficient was used to assess the linear relationship of personal values (PV) and organizational values (OV) for substance abuse counselors as measured by the Personal Values Scale and the Corporate Ethical Values Scale, respectively.

Simple and multiple linear regression were appropriate analyses to use when assessing how well personal values and organizational values predict organizational

commitment (OC) as measured by the Organizational Commitment Scale for substance abuse counselors. Simple and multiple linear regressions were also suitable for examining how well personal values (PV) and organizational values (OV) predict organizational commitment (OC) as measured by the Organization Commitment Scale.

Finally, the use of multiple linear regression was utilized to analyze which variables, personal values (PV), organizational values (OV), and ethical work behaviors (EWB), best predicted organizational commitment as measured by the Organizational Commitment Scale. In this type of regression analysis, variables were entered.

### **Description of Participant Variables**

Approximately 453 surveys (see Appendices E-J) were emailed to randomly sampled substance abuse counselors who were members of NAADAC, were working full-time as substance abuse counselors in the Midwest region, and had passed their probationary period within their organizations. Selection was presumed to be random, as NAADAC facilitated the selection process based on the researcher's directions to select a random sample from the organization's database. After the 453 surveys were sent, 130 were returned with 75 complete and usable. Those responses that were considered unusable were incomplete, which means respondents completed less than 80% of the survey. The remaining were automatically deselected by the Qualtrics online survey program if they did not meet criteria, which included NAADAC membership, being a full-time substance abuse counselor, having passed the probationary period established by their organization, and having worked as a counselor within the Midwest region.

### **Descriptive Statistics**

Data were analyzed for the 75 participants who returned usable surveys. The descriptive statistics were used for demographic data. The participants completed the demographic data information prior to beginning the survey.

Likert-type survey questions were used to collect information regarding eight demographic variables: gender, age, ethnicity, number of years as a substance abuse

counselor, total years employed by current agency/organization, position/title, agency type, and the state of employment. Descriptive statistics are presented Table L1 (see Appendix L for all statistical tables).

Next, the data show that the ages of the survey participants were primarily between 55 and 64 years (46%). Table L1 also shows that for the survey participants, the data collected were disproportionate, with females being overrepresented as compared to male substance abuse counselors. Therefore, in terms of gender, 40% of all respondents were male, while 60% were female. The most common ethnic background of the respondents was Caucasian.

Table L2 presents descriptive statistics for the years employed at the current agency and the years of employment as a substance abuse counselor. The number and percentage of persons responding to the selected background information are shown for the following demographic variables: years of employment at current agency and years of employment as a substance abuse counselor. Table L2 indicates the most common length of employment at the current organization for survey participants was 2 to 5 years (mode=3.5 years) while the most common length of employment as a substance abuse counselor was 10 to 14 years (mode=12.5 years).

Table L3 presents descriptive statistics for organization type, position/title, and geographical location within the Midwest region. Table L3 indicates the most common work environment was a Level II Intensive Outpatient setting (34.7%).

Additionally, while all participants met the criteria for substance abuse counselor and indicated during the selection process that they were providing services as a substance abuse counselor, they also indicated supervisory titles. Therefore, the most common position held by respondents was substance abuse counselor (62.7%), and 25% held a title of administrator/supervisor. As shown in Table L3, 29% of survey participants were employed in the state of Kansas, followed by 24% in the state of Iowa.

### **Description of Criterion Variables**

The dependent criterion variables of this investigation were the examination of value congruence and its influence on ethical behaviors and organizational commitment of counselors within substance abuse treatment settings.

#### **Research Question 1**

Research Question 1: What are the personal values (PV) as measured by the Personal Values Scale, organizational values (OV) as measured by the Corporate Ethical Values Scale, the perceived ethical work behavior (EWB) as measured by the Ethical Climate Questionnaire, organizational commitment (OC) as measured by the Organizational Commitment Scale, and value congruence (VC) as measured by the Value Congruence Scale of substance abuse counselors who participated in this investigation?

Descriptive statistics were analyzed for each of the variables of interest: personal values, organizational values, perceived ethical work behavior, and organizational commitment and value congruence. The results of the analysis provided descriptive statistics for measures of central tendency for each of the five variables. As indicated in Table L4, the mean for the Personal Values Scale was 91.6 with a standard deviation of 9.45; the Corporate Ethical Values Scale had a mean of 29.0 with a standard deviation of 2.90; the Ethical Climate scale was 221 with a standard deviation of 25.27; the mean for the Organizational Commitment Scale was 57.6 with a standard deviation of 13.4; and the Value Congruence Scale had a mean of 63.9 and a standard deviation of 17.1. The means and standards deviation for all scales focused on the distribution properties of the responses indicated by respondents. The results in Table L4 indicate mean scores that reflect the average score that are slightly above the midpoint indicated on the Likert scales and/or near average for each instruments used to measure the variables of interest. The mean scores represent overall measures of personal values, organizational values, ethical work behaviors, organizational commitment, and value congruence. The standard deviations indicate an acceptable distribution of responses within the samples.

Several scales were used to measure the variables of interest, and there were various numbers of items and scores specific to each instrument used. Therefore, converting the raw scores into T-scores (standardized score) was necessary to ensure less cumbersome analysis of the data collected. Changing each of the scores in the distribution into a standardized score created a standard mean and standard deviation. The purpose of the analysis conducted was to identify the distribution of scores, which indicated that there were no extreme outliers or skewedness in regard to the substance abuse counselors' responses to survey items. In other words, there was an acceptable distribution of responses, which were found to normal and/or nearly normal.

### **Interpretation of Findings**

#### **Research Question 2**

Research Question 2: What is the relationship between personal values (PV), organizational values (OV) for substance abuse counselors as measured by the Personal Values Scale, and the Corporate Ethical Values Scale?

Correlations were computed among (a) Personal Values Scale, (b) Corporate Ethical Values Scale, (c) Ethical Climate Questionnaire, (d) Organizational Commitment Scale, and (e) Values Congruence Scale. Descriptive statistics for the average scores for all variables of interest were analyzed. The average scores for the five primary variables are listed in Table L5.

Analyses of the variables were conducted to determine if a bivariate relationship existed between personal values and organizational values. A Pearson's Correlation Coefficient was conducted with an index range in value from -1 to +1. The use of this analysis allowed for the investigation of several variables with different measures. The levels of significance for all variables of interest were analyzed, which showed the relationships among each variable of interest when compared. The relationship between Personal Values and Organizational Values is illustrated in Table L5. As shown in Table L6, the correlation between personal values and organizational values for substance abuse

counselors as measured by the Personal Values Scales and the Corporate Ethical Values scale is .013,  $p > .05$ . This means that the correlation of .013 is not statistically significant from 0. As a result, it cannot be concluded that a relationship exists between the Personal Values and Organizational Values. The analysis presents a low positive relationship between personal values and organizational values, but no significant relationship exists between them. However, ethical work behavior is significantly correlated with organizational commitment and value congruence.

Previous research was conducted with the use of the Personal Values Scale (PVS) developed by Scott (1965), which is also the same scale used to measure personal values in the current investigation. The findings of Scott's research were consistent with the current findings, which indicated personal values were not impacted by organizational values. The Personal Value Scale (Scott, 1965) was utilized to evaluate the personal values of substance abuse counselors ( $n=75$ ). The Personal Value Scale (PVS) is an instrument designed for examining an individual's concept of ideal relations among people or ideal personal traits. The instrument was constructed to measure twelve values: (1) intellectualism, (2) kindness, (3) social skills, (4) loyalty, (5) academic achievement, (6) physical development, (7) status, (8) honesty, (9) religiousness, (10) self-control, (11) creativity, and (12) independence. The scores are obtained by summation across items. Each item is rated on a three-point scale. Scott administered the PVS to 200 undergraduate college students who were selected from fraternities and sororities, and were in psychology classes. Scott investigated the Greek organizations with the assumption that the organization would be a source of value influence. Scott also assumed that values would be vulnerable to groups that cohabitated because (a) group members provide cues concerning universally shared norms, (b) group member encourage individuals to engage in behaviors that may require justification later, and (c) members of the Greek organization could later hold individuals accountable for serious deviation from the group norms. Scott assumed that shared ideas about what is "right" or

“wrong” serve as standards for justifying actions within Greek organizations (Scott, 1965, pp. 81-82). However, the results of Scott’s research indicated that fraternities and sororities did not make any significant impact on the values of its members. In addition, the values of the Greek organization members became more heterogeneous rather than homogeneous over time (Scott, 1965, p. 213).

Conclusively, the results of both the previous and current studies imply that personal values are complex constructs that are deep-seated ideals intrinsically important to those who uphold them and they are not necessarily influenced by external forces within the organizational environment.

### **Research Question 3**

Research Question 3: Do personal values (PV) and organizational values (OV) of substance abuse counselors predict organizational commitment (OC) as measured by the Organizational Commitment Questionnaire?

To determine whether organizational commitment could be measured by analyzing personal values and organizational values as predictor variables were examined by using multiple regression analysis. In this analysis the dependent variable was entered into the regression analyses (OC) and two predictor variables (PV and OV) were used to examine their effect on the independent variable (OC). As shown in Table L7, these two variables, personal values and organizational values (PV and OV), did not significantly predict organizational commitment (OC) for substance abuse counselors, as measured by the Personal Values Scale and the Corporate Ethical Values Scale.

In comparison, research conducted by Hunt, Wood, and Chonko (1989), who are also credited with the development of the Corporate Ethical Values Scale (CEVS), found that certain intrinsic job characteristics can enhance performance within organizations and influence employee commitment. Hunt et al. explored corporate ethical values and organizational commitment in marketing. The researchers empirically tested the relationship (positive) between corporate ethical values and organizational commitment.

The results of their research provided strong evidence of a positive association between corporate ethical values and organizational commitment. The researchers compared marketing managers, researchers, and advertising agency managers on corporate ethical values, and the results indicated that on the perceived levels of corporate ethical values, the three professional marketing groups were significantly different. Advertising managers perceived their companies to have the highest ethical values ( $x=5.88$ ), marketing managers ( $x=5.33$ ), and researchers ( $x=5.08$ ), which indicated that marketers' perceptions of corporate ethical culture seemed to be related to the specific area of marketing in which they worked. Hunt et al. measured corporate ethical values and organizational commitment in marketing with the Corporate Ethical Values scale and found a strong link between commitment and specific organizational benefits. In fact, the results of their research indicated the relationship between corporate ethical values and organizational commitment remained highly significant ( $p<.01$ ). Therefore, although there are certainly contextual differences among marketing professionals and substance abuse counseling professionals, when corporate ethical values and organizational commitment association are analyzed in combination with other variables (i.e., value congruence), the results appear stronger. However, although the same instrument (CEVS) was used in the current investigation, the findings of the current study were not consistent with the results of the aforementioned research. Personal values and organizational values were not found to be predictors of organizational commitment.

#### **Research Question 4**

Research Question 4: Do personal values (PV) and organizational values (OV) predict perceived ethical work behavior (EWB) as measured by the Ethical Climate Questionnaire for substance abuse counselors?

The relationship between perceived ethical work behavior (EWB) and the combination of personal values (PV) and corporate ethical values (OV) is shown in Table L8.

As shown in Table L8, although personal values (PV) did not contribute significantly as a predictor of perceived ethical work behavior (EWB), organizational values (OV) did not predict perceived ethical work behavior (EWB). However, personal values (PV) and organizational values (OV) together did predict perceived ethical work behavior (EWB) fairly well. The multiple R was .677, and the two variables in *combination* accounted for 45.9% of the variance in ethical climate.

In comparison, Trevino, Butterfield, and McCabe (1998) conducted a field survey that focused on ethical climate and ethical culture with the use of the Ethical Climate Questionnaire (ECQ). Participants were asked to rate the extent to which they observed other members of the organization engaging in unethical behavior. The measurement specifically attended to “observed” behavior rather than self-reported behavior. Trevino et al. conducted a factor analysis and a correlation analysis to determine if the two constructs were measuring similar or different dimensions of the ethical context of both ethical climate and ethical culture. Analysis indicated that although measurements of the constructs were somewhat different, both measured strongly related dimensions of ethical context. Trevino et al. further conducted analyses to determine if there existed a relationship between organizational commitment and observed unethical behavior for participants who worked in organizations with and without ethical codes. The regression results indicated that an ethical culture-based dimension was more strongly associated with observed unethical conduct in code organizations, while climate-based dimensions were more strongly associated with observed unethical behavior in non-code organizations. Therefore, ethical culture and ethical climate-based factors influenced organizational commitment in similar ways in both organizations. The regression analysis conducted indicated that organizations that held codes significantly influenced observed unethical behavior. Ethical climate dimensions were not found to be significant. The stronger the general ethical environment, the fewer unethical behaviors were observed. Analysis of the dimension (self-interest) was significant and accounted

for 19% of variance. In contrast, the more ethical climate was perceived to focus on self-interest, the more respondents reported that they observed unethical behavior. In regard to organizational commitment, culture variables indicated that culture made a significant contribution to the regression model explaining 23% of variance. Climate was also significant with 8% variance, which meant that respondents were more highly committed to organizations that were concerned about the welfare of employees and the community. This study was the first to include the measures of both ethical climate and ethical culture, to investigate the relationship between them, and to examine their influences on unethical conduct and organizational commitment. Overall, the previous research supported that ethical culture seemed to be important for ethical conduct in organizations that have ethical codes.

Suar and Khuntia (2010) examined whether personal and organizational values differed in private and public sectors and whether personal values and value congruence determine unethical practices and work behaviors. The Cronbach alpha reliability of constructs used in the study was high ( $\geq 0.70$ ), except for a dimension of unethical practice ( $\alpha=0.51$ ) and both dimensions ( $\alpha=0.66$  and  $0.53$ ) of organizational commitment (Organizational Commitment Scale utilized). The analysis measured the values, unethical practices, performance, organizational commitment, job satisfaction, and taking initiative. The results of their research indicated that middle-level managers' personal values more strongly and consistently decreased unethical practices, increased job performance, organizational commitment, job satisfaction, and initiative, and that middle-level managers in private sectors scored higher as compared to middle-level managers in public sectors. Additionally, the investigation found that the personal values of middle-level managers were similar to the organizational values in the private sector, more so than in the public sector. In essence, holding the core values of the organization influenced middle-level managers to be competitive in performing their duties well and being committed to the organization. Moreover, personal values appeared to have greater

influence than value congruence in decreasing unethical practices and increasing work behavior.

Although the population who participated in the study was different from that surveyed in the present study, the overall constructs of interest were similar. It stands to reason that although the results of this research question did not find personal values and organizational values to independently contribute to ethical work behavior, they are influential in combination. A possible explanation for this may be that substance abuse counselors may be indirectly influenced by organizational values, which in turn may have some influence on organizational values. However, no propositions were raised about such relationships.

### **Research Question 5**

Research Question 5: Which of the following variables, personal values (PV), organizational values (OV), and ethical work behaviors (EWB), best predict organizational commitment (OC)?

The prediction of organizational commitment (OC) by analyses of the three variables, personal values (PV), organizational values (OV), and ethical work behavior (EWB), is shown in Table L9.

Multiple regression was used to predict organizational commitment (OC) from the variables of personal values (PV), organizational values (OV), and ethical work behaviors (EWB). In this analysis, the independent variables were entered into the regression analyses to determine if they were predictors of the variable of interest, organizational commitment (OC). As shown in Table L9, ethical work behaviors (EWB) were a strong predictor of organizational commitment, while personal values and organizational values did not contribute much to explain variance in organizational commitment. The findings in the analysis are consistent with earlier researchers who developed and ensured the reliability and validity of the Organizational Commitment Questionnaire (OCQ) to measure organizational commitment.

The intent of Mowday, Porter, and Steers (1979) was to validate the Organizational Commitment Questionnaire (OCQ). A total of 15 items were selected that the researchers believed appeared to tap the aspects of their definition for organizational commitment. The 15 items were measured on a 7-point Likert scale. The sums were totaled and divided by 15 to arrive at an indicator of organizational commitment. In an effort to examine the psychometric properties of the instrument, a validation strategy was formulated in which the researchers used diverse samples from various work environments. Distribution properties of the OCQ were analyzed across all samples (9 work environments), and the mean level of commitment ranged from 4.0 to a high of 6.1 across samples. The standard deviations indicated an acceptable distribution of responses within samples. Results indicated that there was strong evidence that the OCQ has internal consistency and test-retest reliability.

Overall, the OCQ was found to be a reliable and valid predictor of tenure and turnover in organizations. Therefore, the use of this instrument to determine which variables, PV, OV, and EWB, were predictors of OC was appropriate because it has demonstrated to perform measurement of the constructs of interest reasonably accurately. In addition, the research of Trevino et al. (1998), as mentioned previously, also provides strong support that individuals who perceived themselves to work in ethical environments where there were fewer incidents of observed unethical behaviors tended to perceive themselves as having more organizational commitment. Therefore, in comparison to the constructs identified as reliable predictors found in earlier research, these findings are also consistent.

### **Research Question 6**

Research Question 6: Which of the following variables, personal values (PV), organizational values (OV), ethical work behaviors (EWB), and organizational commitment (OC), best predict value congruence (VC)?

The four predictor variables (PV, OV, EWB, and OC) were used to predict value congruence (VC). The results are shown in Table L10. As shown in Table L10, personal values (PV), organizational values (OV) and ethical work behaviors (EWB) did not significantly predict value congruence. However, organizational commitment (OC) is a strong predictor of value congruence (VC). The percent of variance in value congruence (VC) accounting for the combination of variables is 87.8%.

Mowday, Steers, and Porter (1982) studied the integrity of the Organizational Commitment Questionnaire (OCQ) to determine if it does in fact provide reliable and valid measurement of organizational commitment. Mowday et al. asserted that organizational commitment is an important variable in understanding behavior of employees within organizations. The OCQ was found to be strongly related to employees' estimates of how long they would remain with their organizations. The results of this investigation indicate that organizational commitment is a strong predictor of value congruence, and these findings are consistent with the assumption that commitment is fueled by an intrinsic motivating force. Therefore, it would seem highly motivated employees would exhibit higher levels of contributive behaviors to their organizations.

In comparison to the current investigation, a hierarchical regression analysis was also utilized to identify any predictor variables that may exist. The analyses indicated that organizational commitment was a strong predictor of value congruence. Mowday et al. (1979) discussed commitment in terms of behavioral commitment and attitudinal commitment. These theoretical concepts are differentiated in terms of employees who come to work and perform as expected are functioning from a behavioral perspective of commitment and choose to link themselves to their organization. In contrast, employees who are demonstrating attitudinal commitment not only come to work and perform as expected, but their *identity* is linked to the organization.

The research of Cable and Judge (1996) further supports value congruence as an important construct. Cable and Judge investigated job seekers' and new employees' subjective person-organization (P-O) fit perceptions, and the importance of P-O fit perceptions in job choice decisions and work attitudes relative to job attributes. The researchers measured (a) organizational values, (b) perceived person-organization fit, (c) attractiveness of job attributes, and (d) perceived person-job fit. The results indicated that job seekers' P-O fit perceptions were predicted by the congruence between their values and their perceptions of recruiting organizations' values. The following were measured: (a) the importance of P-O fit in job choice, (b) job satisfaction, (c) perceived job opportunities, (d) organizational commitment, (e) intent to leave, and (f) willingness to recommend the organization. Value congruence scores were calculated by correlating two values profiles which were the respondents' perceptions of organizational values after the interview and their perceptions of their own values. The results indicated that job seekers' perceived P-O fit with organizations, measured prior to receiving job offers, shared the strongest relationship with actual job choice decisions ( $r=.32$ ,  $p<.02$ ). Furthermore, outcomes of employee's P-O fit perceptions significantly predicted their organization commitment, job satisfaction, turnover intentions, and willingness to recommend their organization to others. In this particular study, the standard deviation for P-O fit perceptions was .71 and the standard deviation for person-job fit perceptions was .62. Overall, the results suggested that P-O fit perceptions predicted both job choice intentions and work attitudes. Last, the research found that job seekers can manage their future work attitudes by weighing P-O fit in the career choice decisions.

Kouzes and Posner (2002) suggested that people with the greatest clarity of personal values coupled with the greatest degree of organizational values had the greatest level of commitment to the organization. The findings of the current investigation are consistent with previous studies that also support the idea that there is indication that suggests P-O fit can influence organizational commitment.

## Summary

Chapter IV presented the findings of this investigation and the interpretation of the results. Additionally, an overview of the results of previous studies that also examined similar constructs with the use of the same instruments utilized in this investigation was provided. Two of the five questions that investigated the relationship between variables and the predictability of variables were supported by the data. Research Question 2 investigated if a relationship existed between personal values (PV) and organizational values (OV), in which the data indicated the absence of a bivariate relationship. Research Question 3 investigated if personal values and organizational values were predictors of organizational commitment, and the data did not support the variables of interest as predictors. Research Question 4 investigated whether personal values and organizational values were predictors of ethical work behavior (EWB), and the data did not support that each variable independently was a predictor of ethical work behaviors, but in *combination* the two variable were predictors of ethical work behaviors. Research Question 5 investigated whether personal values, organizational values, and ethical work behavior predicted organizational commitment (OC). The data did not support personal values and organizational values to be predictors of organizational commitment, but supported ethical work behaviors to be a predictor of organizational commitment. Last, Research Question 6 investigated which variables (PV, OV, EWB, and OC) were predictors of value congruence (VC). The data supported that organizational commitment (OC) was the best predictor of value congruence.

As expected, P-O fit was statistically proven to influence ethical work behaviors and organizational commitment. However, additional study of the relationship of personal values and organizational and how they contribute to ethical work behaviors and organizational commitment is needed. Chapter V will present the highlights of this investigation and discuss the implications of the findings.

## **CHAPTER V**

### **DISCUSSION**

This chapter reviews the purpose and the need for this preliminary investigation, and briefly discusses the procedures used in the investigation. The theoretical and practical implications of the results that were found will be summarized in Chapter 5. This chapter contains (a) a discussion of the findings and their relationship to previous research, (b) a section on implications and potential utilization of the findings, (c) an examination of the limitations of the findings, and (d) a summary of the investigation and suggestions for future research.

The purpose of this preliminary investigation was to examine the influence of personal and organizational values (personal and organizational) and how the interaction (fit) between the two translated into perceptions of organizational behavior and commitment among substance abuse counselors.

#### **Summary of Findings**

This preliminary investigation provided information about the measurement of person-organization fit (P-O fit) and the value of fit in examining perceived ethical work behaviors and organizational commitment. It was expected that the current preliminary investigation would agree with the preponderance of previous empirical findings that reflected the positive effects of P-O fit on perceived ethical work behaviors and in commitment to the organization and/or the actual vocation of substance abuse counseling. It was also expected that P-O fit would account for more variance in organizational commitment than both personal values and organizational values, and that P-O fit would serve as a predictor variable. Figure 1 is the conceptual model that was introduced in Chapter II. The model illustrated the interaction between both personal values and organization (input), and suggested that the interaction between the two (process) could affect the variables of ethical work behaviors (EWB) and organizational commitment (OC).

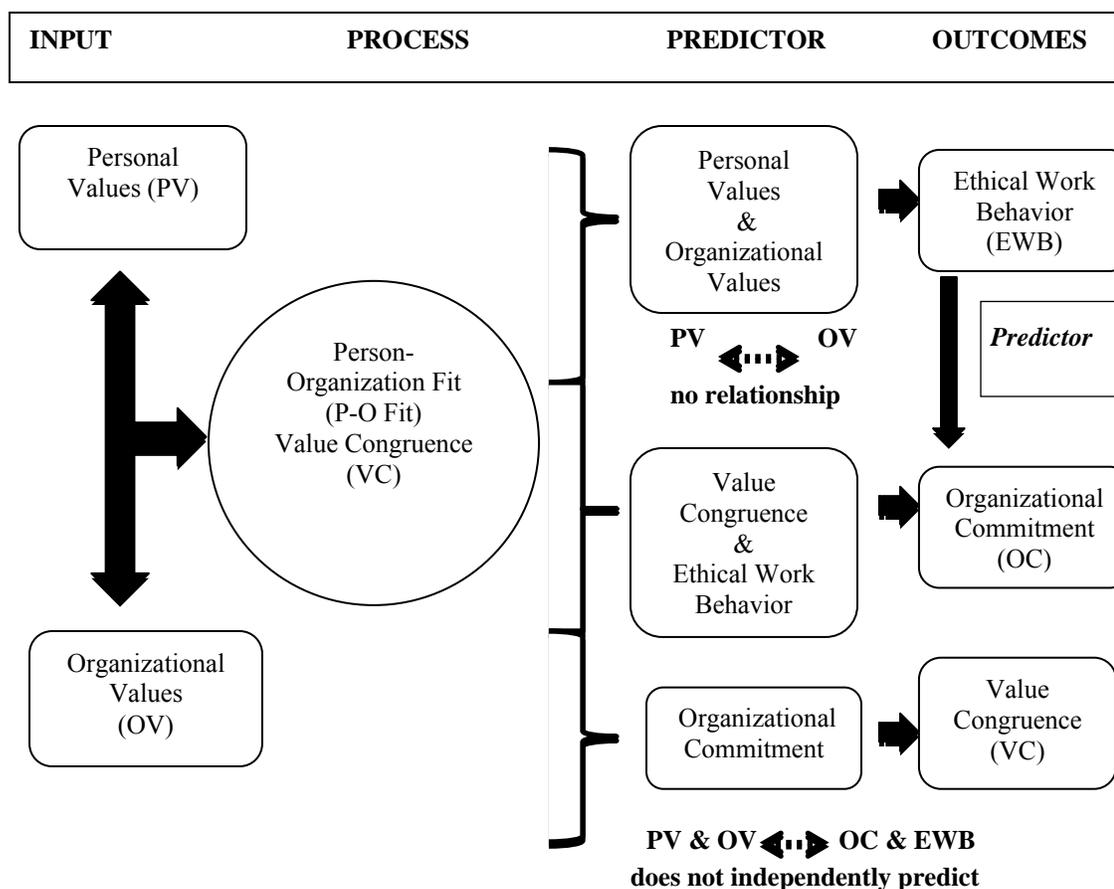


Figure 2. Conceptual model of person-organization fit (modification of Figure 1)

Upon completion of the analysis of the data, conceptualization of Figure 1 was revisited. Figure 2 was modified to reflect the findings of this preliminary investigation which supported that the interaction between substance abuse counselors' personal values and organizational values influenced their ethical work behaviors and organizational commitment. Figure 2 illustrates the outcomes of the research questions posed in this investigation. The analysis addressed specific input variables of interest (PV and OV), and how the fit of these variables when analyzed with the use of correlational analysis and multiple regression analysis impacted the outcome variables (EWB and OC). Figure 2 shows no relationship between the personal values of the substance abuse counselors who participated in this study and the values of the organizations in which they worked.

In other words, no significant statistical indicators suggested that the personal values of substance abuse counselors were affected or impacted by the organizational values of the treatment facilities that employed them. However, the modified figure does depict that although these two variables independently were not influential in predicting ethical work behaviors and organizational commitment, personal values (PV) and organizational values (OV) in combination served to predict perceptions of ethical work behavior (EWB). These findings suggest that individuals' personal values that they perceive as worthy of upholding will be played out within their organizations. Additionally, substance abuse counselors who are practicing within organizations that they perceive also hold organizational values that are worthy and important and that are congruent with their worldview may be encouraged to continue maintaining ethical work behaviors. Moreover, the mere existence of perceived value congruence (fit) between the personal values of the substance abuse counselors (person) and the treatment facility (organization) can influence ethical work behavior and organizational commitment. Suar and Khuntia's (2010) research on personal and organizational values in public and private sectors supported the idea that employees who held similar values to those of their organization exhibited more ethical work behaviors and increased tenure within the organization. As depicted in Figure 2, ethical work behavior was found to be an independent predictor of organizational commitment, and organizational commitment was independently found to be a predictor of value congruence.

Overall, the findings of this preliminary investigation served to extend the current understanding of the relationship between personal values and organizational values and how they contribute to the ethical work behaviors and organizational commitment of substance abuse counselors. Furthermore, the findings have also provided support for the assertion that P-O fit may be a tool to be considered when aiming to improve ethical work behavior and organizational commitment within substance abuse treatment organizations. However, the results of the investigation only partially supported the

relationship between personal values and organizational values as contributors to perceived ethical work behavior and commitment because they had more impact in conjunction with one another as opposed to being independent predictors of the behavioral outcomes of ethical work behavior and organizational commitment.

### **Findings for Research Question 1**

The first research question sought to determine the personal values (PV) as measured by the Personal Values Scale, the organizational values (OV) as measured by the Corporate Ethical Values Scale, the perceived ethical work behavior (EWB) as measured by the Ethical Climate Questionnaire, and the organizational commitment (OC) as measured by the Organizational Commitment Questionnaire of substance abuse counselors who participated in this preliminary investigation. An analysis of descriptive statistics was utilized to assess central tendencies which indicated that each scale had a normal distribution. Understanding the distribution of the scores was important because there were several scales used to measure the variables of interest (PV, OV, EWB, OC, VC). It was imperative to describe these behaviors statistically, and once the mean and standard deviation were obtained for the distribution of the responses, it provided more efficient computations of the probabilities of the occurrence of the behaviors that were being measured. Each scale was found to have a normal or nearly normal distribution.

Overall, knowledge gained regarding the distribution of the scores was statistically purposeful and useful to the investigation. Understanding the mean and standard deviations of each instrument provided less statistically cumbersome analysis and enabled easier conversion of raw scores to percentiles.

### **Findings for Research Question 2**

The second research question sought to measure the relationship between personal values and organizational values. As presented in Chapter IV, the analyses showed no relationship between the two variables. As indicated by the definition of terms, personal values were defined as social principles, goals, and standards that members of a culture

believe have intrinsic worth and that serve as guiding principles in individuals' lives. Organizational values were defined as beliefs and ideas about standards of behavior that organizational members should exhibit to achieve organizational goals within the organizational community. To answer the question, a correlation analysis was used to determine the relationship between these two variables. The result showed a low positive relationship between personal values and organizational values, but no significant relationship existed between them. In other words, although the counselors had their own personal values, it is possible they maintained these in spite of possible misalignment with the values within their organizations. This idea further supports the findings that personal values and organizational values are not indicators as to whether a counselor will demonstrate organizational commitment. Individuals may choose to remain employed within organizations for different reasons (money, rewards, demographic similarity, etc.). As some researchers have pointed out, values are produced from individual and social foundations, and the varied foundations can alter behavior to different extents (e.g., Kluckhohn, 1951; Rokeach, 1973). Additionally, values as a construct present challenges in measurement, and conceptualized P-O fit in terms of value-based congruency appears to have the largest effect sizes with a variety of outcomes (Arthur et al., 2006; Kristof-Brown et al., 2005; Verquer et al., 2003). Therefore, the variability and the context in which these values are upheld make it difficult to gain a comprehensive view of counselors' values and beliefs. This endeavor would have to be an intentional, well-executed process of obtaining this knowledge in hopes of establishing, fostering, and maintaining an environment that would promote positive outcomes. Therefore, based on these results, changes that may occur in the personal values of the counselor or the values of the organization do not have an impact on the other.

However, we cannot ignore the findings that indicated work behaviors to be significantly correlated with organizational commitment and value congruence.

Although this result seems intuitive, it stands to reason that individuals will remain committed to organizations in which they believe there is a fit with their own values. However, we must use caution and remain cognizant of the possibility that individuals who have high organizational commitment may be oblivious to ethical work behaviors that exist within their organizations (i.e., “I am committed to my organization and the profession of substance abuse counseling, therefore, there are no ethical issues that exist in my treatment facility.”). Perceptual distortion can impede an individual’s ability to objectively assess situations in which they are involved. Hunt et al. pointed out that “perceptual distortion is higher when the relevant object or construct is highly valued” (1989, p. 87).

### **Findings for Research Question 3**

This research question sought to examine whether personal values and organizational values predict organizational commitment. To answer this question, a regression analysis was conducted to determine if these two variables were indeed predictors of organizational commitment. The findings indicated that personal values and organizational values did not significantly predict organizational commitment for these substance abuse counselors. This result was surprising because intuitively it could be reasoned that people attempt to maintain congruency between their personal values and those of the organizations that employ them. Findings from previous studies that examined the effects of individual and/or organizational value structures and P-O fit on organizational commitment were inconsistent in gauging whether values predict commitment.

### **Findings for Research Question 4**

The fourth research question sought to measure whether personal values and organizational values predict perceived ethical work behavior. The results showed that personal values did not contribute significantly as a predictor of perceived ethical work behavior, nor were organizational values a predictor of perceived ethical work behavior.

However, both personal values and organizational values together did predict perceived ethical work behavior fairly well. The multiple  $R$  was .677, and the two variables in combination accounted for 45.9% of the variance in perceived ethical work behaviors, which contributes to positive ethical work behaviors. It was unexpected that both variables together would account for more variance in organizational commitment. So although the analysis indicated no relationship between personal values and organizational values separately, these findings further support the idea of correlative indicators. In other words, non-correlative indicators are not appropriate determinants of causality. Posner, Kouzes, and Schmidt (1985) found that shared values had significant benefits for both the individual and the organization. Moreover, although personal values were not a stand-alone predictor, because P-O fit is most often assessed at the level of values (Piasentin & Chapman, 2006), it is implicated that personal values will continue to have bearing when assessing for P-O fit. Among the key findings were that harmony between the values of the individual and the organization contributed to feelings of personal success, increased organizational commitment, and helped to decrease stress and anxiety. Posner et al. also found value congruence to be associated with ethical practice and social responsibility. Therefore, the combined effect of personal values and organizational values can indeed increase ethical work behaviors and the perception that the work climate within substance abuse treatment organizations is favorable.

#### **Findings for Research Question 5**

The fifth question sought to measure whether personal values, organizational values, and ethical work behaviors predict organizational commitment (OC). To answer this question, simple and multiple regressions analyses were implemented. The prediction of organizational commitment by the analysis of personal values, organizational values, and ethical work behaviors showed that ethical work behaviors are a strong predictor of organizational commitment, while personal values and

organizational values do not contribute much to the variance of organizational commitment. The main effects of ethical work behaviors were significant and positive which suggest that higher levels of ethical work behavior (perceived positive work climate) result in higher organizational commitment. It is expected that strong climates provide clearly defined roles, practices, and procedures, and those who perceive that these expectations are a fit for them would be more likely to commit to the organization and successfully perform their duties. Taking this into consideration, the highest ratings of organizational commitment would be for counselors experiencing high P-O fit in what they perceive to be strong ethical work environments.

Mischel (1977) provided a rationale for how climate strength could impact P-O fit relationships by discussing the concept of strong versus weak situations. Mischel suggested that strong situations produce similar interpretations of the environment that individuals perceived to be well defined and have uniform expectations for behavior, provide incentives for behaving in accordance with what is expected, and the same skill sets are required to perform specific behaviors. When these situational constraints are present in a strong situation, individuals' behavior is more likely to be congruent with the expectations of their environment, especially because there are only a select number of agreed upon acceptable responses within their work environment.

In contrast, weak situations provide individuals with different interpretations of the environment, with no uniform expectations or clear incentives for behaving in a certain manner, and there are various skills sets to perform a specific behavior (Mischel, 1977). As a result of the ambiguity of the weak situation, individuals are more likely to perform based on their personality characteristics and other individual traits. Beaty, Cleveland, and Murphy (2001) suggested that when there are weak cues (e.g., few cues to reinforce the importance of protecting confidentiality), individuals rely on personality characteristics and have stronger relationships with intent to engage in contextual performance behaviors. Similarly, organizational climate has the ability to provide

situational cues to their employees that serve to guide behavior. Organizational values, norms, policies, and procedures provide situational controls to define what behaviors are expected and considered appropriate (Syvante & Bott, 2006). Therefore, when there is agreement within the organization as to the relevant values, norms, policies and procedures, then the organization's climate is said to be strong and is a means of guiding behavior (Schneider, Salvaggio, & Subirats, 2002).

The aforementioned supposition is epoch for substance abuse counselors and substance abuse treatment organizations because the foundation of counseling is the provision of services that embody ethical behaviors and competencies that protect the well being of the client. Building on existing skills sets and competencies of substance abuse counselors will help ensure that clients receive the best care possible, and taking steps to circumvent the loss of skilled substance abuse counselors through turnover will strengthen the organization as well.

### **Findings for Research Question 6**

The sixth research question sought to measure whether the four variables, personal values, organizational values, ethical work behaviors, and organizational commitment, were predictors of value congruence. To address this question, a hierarchical regression analyses was utilized. The results showed that organizational commitment was a strong predictor of value congruence. The results of this analysis are in keeping with previous research that has attempted to explain the relationship of P-O fit and work-related outcomes. Various researchers have reported a positive relationship between value congruence and organizational commitment (Boxx et al., 1991; Finnegan, 2000; Meglino et al., 1989). This earlier research indicated that employees who are loyal and committed to their organizations do better work than those who are less committed, and this commitment translates to better performance, competencies, and ethical work behaviors.

According to Dawis and Lofquist's (1984) Theory of Work Adjustment, individuals respond to environments based on their perceptions and/or evaluation of the extent to which they believe that their needs are fulfilled by the organization and the organization's needs are fulfilled by the individual. Individuals are anticipated to show greater job satisfaction and decreased likelihood to leave the organization when there is a match between individual needs and organizational needs. Further meta-analytic research has indicated that assessing P-O fit is an important measurement strategy as it relates to relationships with work attitudes or performance. Previous research indicated strong correlations existed when variables of interests such as job satisfaction and organizational commitment were analyzed (Arthur et al., 2006; Kristof-Brown et al., 2005; Verquer et al., 2003). The previous research findings are consistent with the results of the present study. P-O fit was measured and the results of this study have shown that value congruence was a predictor of organizational commitment. Therefore, consistent with the assumption that certain characteristics (i.e., values) that exist within an environment (i.e., an organization) can be influential as a moderator of specific behavioral outcomes such as ethical work behavior and organizational commitment provide merit that fit does matter.

Both previous research and the current findings on organizational commitment as a predictor of value congruence indicate that it may serve substance abuse treatment organizations well to become informed regarding the specific values that substance abuse counselors perceive themselves to possess and the degree to which they consider those values to be a match with those of the organization. Conceptually, substance abuse treatment organizations can isolate those values and foster organizational climates that support the values identified among substance abuse counselors. Perhaps more favorable outcomes such as ethical work behaviors and organizational commitment would be more likely to occur. Furthermore, P-O fit may be a tool that could be considered when aiming to improve ethical work behavior and organizational commitment within substance abuse

treatment organizations. There is insufficient existing literature to which the present results may be compared. However, the present investigation does provide some results consistent with similar theoretical predictions and provides a clear illustration of the value congruence effect for substance abuse counselors.

The results of the investigation showed that there was no relationship between personal values and organizational values because no correlation was identified. However, ethical work behaviors (perceived ethical work climate) was significantly correlated with organizational commitment and value congruence. This was thematic throughout the investigation, suggesting that P-O fit does have an effect on organizational commitment and ethical work behaviors. However, there must be caution in assuming that correlations infer causality because they do not. In addition, the results indicated that organizational commitment and ethical work behavior are moderating factors when considering P-O fit. These findings are in keeping with various research studies that have examined P-O fit effects on outcomes.

In summation, P-O fit is useful because it provides an organization the ability to predict the extent to which values may contribute to work place behaviors and allows for the adoption of organizational norms (Chatman, 1989). When considering ethical work behaviors and organizational commitment, other studies have found that employees who are high in commitment tend to have better job performance, less stress, and less work community conflict, vocational commitment, and satisfaction, and tend to have longevity with their organizations because they want to continue to be employed within the organization that provides intrinsic and external motivators (Meyer et al., 2002). Therefore, it stands to reason that the same would hold true for substance abuse counselors who are also highly committed to their practice and their organizations.

Overall, the results of this preliminary investigation provide evidence that fostering a positive organizational climate is essential in substance abuse counselors' perceptions of ethical work behaviors that occur within their organizations. Furthermore,

the investigation also supports the assumption that organizational commitment is more probable when substance abuse counselors perceived that their values matched those of their organizations and that ethical work behaviors were occurring within the organization.

## **Implications for Substance Abuse Treatment**

### **Organizations**

Maintaining an environment that is conducive to providing exceptional and ethical mental health treatment services is critical. Moreover, ensuring that an ethical environment is promoted and fostered is beneficial to clients because treatment organizations that retain substance abuse counselors who demonstrate ethical work behaviors provide services that are anchored in integrity. In addition, employees are valuable resources and should be retained if at all possible because the time, money, and resources that are invested in the training and development of counselors can be exorbitant. The loss of substance abuse counselors due to turnover can lead to the loss of productivity, loss of experience, and loss of resources. These sorts of deficits may directly impact the organizations' financial sustainability, but it can also directly impact the services provided to those individuals seeking help. Therefore, to ensure that ethical work environments are cultivated and maintained, and organizational commitment is increased within substance abuse treatment organizations, innovative strategies and dialogue should be initiated. An example of initiating dialogue would be forming focus groups consisting of substance abuse counselors, the organization's supervisors, and/or its administrators to discuss a specific topic in a non-threatening environment.

### **Focus Groups**

Focus groups can be aimed at defining personal core values and/or organizational core values. Focus group expert Richard Krueger (2009) explained that focus groups should be carefully planned, with the purpose of obtaining perceptions of an area of interest. Krueger described the discussion as one that is comfortable, allowing for the

sharing of ideas and comments, which flow because of the nurturing effect of the moderator of the discussion. Through this dialogue, themes can be identified and information gained to possibly inform later organizational change. Example questions are as follows:

1. What words would you use to describe this organization?
2. What are you most proud/least proud of in this organization?
3. What value(s) are most fundamental to this organization (describe/examples)?
4. What should be the primary function of substance abuse counselors and/or of the organization?
5. What is it about us as substance abuse counselors and/or substance abuse treatment organizations that differentiates us from others providing the same services?
6. What key values will help me to thrive as a substance abuse counselor?
7. What key values (if followed) will help our organization to thrive?

Ascertaining what individuals within the organization perceive to be important can be a good start to identifying values that seem to contribute to the continuance of ethical work behaviors and an environment that encourages organizational commitment.

Theoretically, organizations recruit employees who are likely to embrace established organizational values, and potential employees are likely to seek out particular organizations for the same reason. Seminal theories such as Super's Theory of Vocational Choice (1953) lend themselves to the Subjective Factor Theory in that Super's theory suggested that personality plays a role in vocational choice processes. However, the Subjective Factor Theory expounded on Super's theory by positing that the selection of a specific organization by a prospective employee may be a way of implementing an individual's self-concept (Tom, 1971). In essence, individuals' preference for an organization can vary depending on the degree of acceptance of the organization's image as congruent with their perceptions of their own self-image. Tom's

(1971) research investigated the relationship between individuals' self-descriptions and their descriptions of their most preferred and least preferred organizations. Instruments used to assess these constructs were the Adjective Check List, which is a self-report personality measure consisting of 300 commonly used adjectives to describe personal attributes, and the Study of Values, which is a scale for measuring six basic interests or motives of personality. The results supported the hypothesis that similarity between individuals' description of themselves and their description of the organization that they most preferred would be greater than the similarity between individuals' description of themselves and their description of the organization that they least preferred. The results of this research further support the concept of P-O fit. It is clear that there is notable merit to attending to the idea of P-O fit and determining how the existence of value congruence between the two can benefit both the substance abuse counselor and the substance abuse treatment organization. However, continued dialogue and development of specific strategies are warranted in order to continue to retain employees who have determined that fit exists between them and the organizations in which they seek and obtain employment.

Specifically, ongoing dialogue between substance abuse counselors and organizational leaders would be helpful in maintaining human capital (resources) once they have determined that the organization is indeed a good fit. As mentioned previously, focus groups can be used as a catalyst to begin the dialogue that would be helpful both to individuals and the organization. However, obtaining the information is just the initial step. When the data have been gathered, the substance abuse treatment organization should consider making a concerted effort to ensure alignment of both personal and organizational values so that they are reasonably congruent with one another. Understandably, there may be specific goals and objectives based on organizational roles; however, a proactive approach to taking note of the values that undergird the organization is of benefit to all parties (counselors, organization, and

clients). Therefore, value-enhancing strategies such as forming work groups within organizations can be beneficial

### **Work Groups**

According to Kogut and Zander (1993), organizations are social communities that specialize in the creation and internal transfer of knowledge. According to (Chang, 2005), the workgroup concept has been credited with contributing to increased quality and productivity within many organizations. Forming work groups provides an opportunity to discuss, self-evaluate and self-correct, and engage in complex decision-making activities (Druskat & Kayes, 2000). This process can provide an opportunity not only to self-reflect on behaviors, but to also to learn what seems to be working and not working within the organization. Garvin (2000) explained that an initial step to learning from mistakes involves removing personal assignment of blame for error and instead focusing on systemic processes that contribute to organizational failure. Workgroups provide an opportunity for individuals who are ultimately essential to the accomplishment of the overall goal of providing good care to take ownership by offering feedback regarding what is already working well as well as addressing issues that are not. This type of contribution promotes group stewardship. Groesbeck (2001) defined group stewardship as “a collectively held sense of responsibility to act as co-owners or partners, in the best interest of the organization, which is intrinsically motivated behavior” (p. 151). Additionally, stewardship is anchored in action on behalf of the organizational stakeholders and is supported by the viewpoint that the stewards’ interests are also served when the organization succeeds in the accomplishment of its established goals. Groesbeck (2001) also pointed out that group stewardship is important because it promotes group learning and proactive behavior. Therefore, using the resources that already exist within the organization (employees) to provide meaning for the information that results from the focus groups can possibly promote intrinsic motivation to develop and implement strategies that will promote and maintain ethical work behaviors and

organizational commitment. Reduction of the loss of resources, which include both clients and substance abuse counselors (e.g., through turnover, burnout, relapse, or incarceration), would benefit all stakeholders. When the work groups have assigned meaning and value to information obtained through the collaboration of organizational working group members, then implementation of the strategies can be utilized to ensure positive outcomes. The process, however, is ongoing and must be followed up on in terms of revisiting and reevaluating to ensure that strategies work or determining if they are in need of fine tuning. Supportive supervision is essential to the implementation and monitoring of these strategies aimed at supporting the continuance of ethical work behaviors and organizational commitment.

### **Supportive Supervision**

Ideally, as an antecedent to P-O fit, organizations may enhance organizational commitment by selecting potential employees who share values that are congruent with those of the organization. However, determining value congruence is difficult, especially prior to hiring. Determination as to whether an individual's values are congruent with those of the organization is not easily determined during the recruitment process. However, both the candidate seeking employment and the organization must make these determinations based on what is readily seen within the time allotted through the brief contact of the interview process. However, once the individual is hired, indoctrination can occur, which is initiated by supervisors, fellow employees, and administrators within the organization. Value congruency may be bolstered and prove beneficial when individual counselors are responsive to the observed practices of the organization. They may prove to be more malleable during training, supervision, and acclimation to organizational norms, as well as better adhering to modeling and practice of ethical work behaviors. Understanding and identifying shared values can assist management in determining how to maximize opportunities for positive ethical socialization and normalization within the organization. Axtell et al. (2000) found that managerial and

team leaders' support provided to employees which focused on collaboration, facilitation, and giving feedback were related to group members' perception of their leaders' participative behavior. In other words, employees responded well when they perceived their leaders also upholding positive behaviors that were established as valuable within the organization. Additional research posits that supportive supervision can also increase group learning and performance by indirectly increasing group and individual efficacy (Tierney & Farmer, 2000). Ultimately, nurturing existing compatibility of values between the person and the organization on an ongoing basis may be a catalyst to solidifying the core values of the organization, as instigated by adherence to those espoused values deemed as important to organizational leaders and to substance abuse counselors. Establishment of organizational climates that foster specific values, create opportunities in which these values are reflected in ethical work behaviors, and then reinforce those values through intrinsic motivation can serve to increase ethical work behaviors and increase organizational commitment.

### **Implications for Rehabilitation Counselors**

This investigation contributes to the literature by introducing the concept of P-O fit to settings in which the contributions of the employees are detrimental to the well-being of others. In addition, both the substance abuse 's and the substance abuse treatment organization's success is interdependent, meaning if the substance abuse counselor is not able to provide services that are grounded in ethical work behaviors, then the organization cannot deliver services that the consumers and stakeholders entrusted them to provide. Overall, providing quality services that are beneficial to all stakeholders is accomplished by maintaining and strengthening the balance that enables person-organization congruence. In other words, the substance abuse counselor's needs must be attended to in terms of understanding which values provide intrinsic motivation and empower them to establish and maintain ethical work behaviors and remain committed to the organization that employs them. In turn, substance abuse counselors must be aware

of organizational goals and objectives, and be responsive to espousing those values that will ensure organizational sustainability while also maintaining public trust. So it would stand to reason that other counseling disciplines, such as rehabilitation counselors, could benefit from understanding how P-O fit research can be a valuable concept to consider when serving those with disabilities.

### **P-O Fit in Rehabilitation Counseling Organizations**

Rehabilitation counselors work in a variety of settings (local, state, and federal), which include both private and public sectors (Parker, Szymanski, & Patterson, 2005). Rehabilitation counselors may experience concerns and/or issues that are common to specific work environments (hospitals, schools, federal, state, etc.). Issues of concern may include differences in perspectives, variances in each rehabilitation organization's values, procedural differences that drive decision-making processes, relationships with ancillary organizations, and so on (Parker et al., 2005). Therefore, equipping rehabilitation counselors through training and organizational induction is beneficial.

The challenge for rehabilitation administrators, educators, and practitioners who are responsible for training prospective rehabilitation counselors is to incorporate the importance of self-awareness throughout training, pre-service, and continuing education. Rehabilitation counselors would benefit from being aware of their values because they influence their worldview and can very much influence workplace behaviors. This induction may be initially introduced in the training environment (e.g., graduate programs, practica, internships). Prior to entering the workforce, students have the opportunity to be exposed to various rehabilitation settings and to participate in experiential learning processes while being supervised by senior professionals. According to Bernard and Goodyear (2004), the goal of supervision is to teach, and this training is purposeful because there is instruction of new skills and knowledge. Through this attained knowledge, rehabilitation counselors may find it beneficial to determine the service settings and domains of rehabilitation that most interest them (e.g. career,

education, community living, entitlements, healthcare, etc.). Rehabilitation counselors can be employed in different settings to address the needs of people with disabilities, which include public systems (state and federal vocational rehabilitation) and private systems (insurance companies, employment assistance programs, school, hospitals; (Fabian & MacDonald-Wilson, 2005). Making an informed decision about the various settings and domains of counseling is important because awareness will help to guide individuals in selecting an organization whose values are more closely aligned with their own personal values. Moreover, it is logical to assume that rehabilitation counselors who are employed by organizations that share similar goals and values are more likely to remain committed to the organization while continually practicing the ethical work behaviors that are essential to providing rehabilitation counseling services.

Additionally, ongoing training regarding ethics, ethical decision making, and utilization of ethical decision-making models should be diligently reinforced in educational settings as well as within rehabilitation organizations. Specific decision-making models such as the Social Constructivist Model (Cottone & Tarvydas, 2007) particularly lend themselves to negotiation of organizational culture. Continually infusing the importance of self-awareness and education regarding ethics will help provide rehabilitation counselors with an arsenal of tools to negotiate ethical challenges that will occur within their workplaces.

As identified by Lane, Shaw, Young, and Bourgeois (2012), within the rehabilitation profession, most efforts have been focused on promoting ethical practices as they pertain to the individual, but little focus has been given to the influence of the work environment. It is essential that rehabilitation organizations should give concerted attention to promoting work environments that foster, maintain, and reward ethical behaviors. Therefore it would be beneficial for rehabilitation counselors to receive an early and ongoing induction into an ethical environment that values ethical work behaviors and that is committed to maintaining an environment that supports ethical work

behavior and the retention of valued employees. The Code of Professional Ethics for Rehabilitation Counselors [CRCC] (2010, p. 17) indicates in Section E: Relationships with Other Professionals that rehabilitation counselors should alert employers to any questionable conditions, inappropriate policies, and practices that potentially can be disruptive or damaging to the professional responsibilities of rehabilitation counselors or that may serve to limit their effectiveness. The CRCC suggests in these circumstances that the rehabilitation counselor should attempt to affect change through constructive action within the organization. Constructive action may include referral to certifying, accrediting, and licensing bodies, or voluntary termination from the organization. The CRCC further asserts that acceptance of employment into the organization suggests agreement with established policies and principles. In comparison, the American Counseling Association [ACA] Code of Ethics (2005, p. 19) suggests in Section H.2.e.: Organizational Conflicts that when ethical conflicts arise within organizations, (a) counselors should specify the nature of such conflicts and express to their supervisors or other responsible officials their commitment to the ACA Code of Ethics, and (b) when possible, counselors should make an effort to work toward change within the organization to allow full adherence to the ACA Code of Ethics. Additionally, the ACA Code of Ethics specifically states in the preamble:

Professional values are an important way of living out an ethical commitment. Values inform principles. Inherently held values that guide our behaviors or exceed prescribed behaviors are deeply ingrained in the counselor and developed out of personal dedication, rather than the mandatory requirement of an external organization. (2005, p. 3)

These professional organizations and certifying bodies have sought to provide professional governance regarding standards and principles that inform ethical behaviors within the profession of counseling. As the ACA Code of Ethic preamble asserts, values are intrinsic and are not a product of external motivators. These deliberate measures taken by these professional organizations, whose purpose is to ensure that counselors are

strongly encouraged to exhibit ethical work behaviors in counseling settings, further support the importance of P-O fit.

Finally, rehabilitation organizations may find it beneficial to explore the personal values of rehabilitation counselors. It may be in error to assume that the values of counselors are in alignment with organizational values. Also, there are some values that may be inherent to the specific duties, goals, and objectives of rehabilitation counselors, as compared to the values that speak to the duties, goals, and objectives that are essential to business administration and management of rehabilitation organizations.

### **Limitations of the Study**

There were limitations to this investigation, as there are with all studies. The most notable limitations were due to (a) the small number of participants, (b) issues of survey sampling and distribution, (c) a homogeneous sample, and (d) lack of a measurement instrument that assessed person-organization fit between substance abuse counselors and their organizations.

The results of this investigation may not be generalizable to the population of all substance abuse counselors, since only those who were members of NAADAC were surveyed. A limitation of the investigation was related to sample size. A sample of 130 respondents was obtained, and 40% of those were excluded due to the item response rate being less than 80%. A larger sample size may have provided a better explanation of the variability that exists between the factors analyzed. While the findings are useful, there was not enough power in the sample to adequately test for outcome variances in the fit between personal values and organizational values. Furthermore, the population of substance abuse counselors surveyed did not include the total number of substance abuse counselors who practiced in the Midwest, because substance abuse counselors in the Midwest may have been members of certifying bodies specific to their states, but were not members of NAADAC. Also, of the states that were sampled, respondents were heavily concentrated in North Dakota, South Dakota, and Kansas. Additionally, it is

important to note that there are other professional organizations with which substance abuse counselors are affiliated at both national and state levels. The substance abuse counselors who responded to the survey were members of a national organization, and it is uncertain whether their responses would have been similar to those who were members of those professional organizations solely operating on a state level.

A second limitation was that the survey was hosted by the National Association of Alcoholism and Drug Abuse Counselors (NAADAC). Due to their policies and procedures, they were unable to provide email addresses for their members and could not allow access to their database. As host of this investigation, the organization randomly sampled the population and distributed the survey to all members who met the criteria established. As a result, the researcher could not perform error checks. It is possible that distribution error could have contributed to low response rates. These issues and the small response rate do not allow this investigation to be generalized to the overall population of substance abuse counselors.

Another limitation of the investigation was the use of a homogeneous sample. A disproportionate number (over 52%) of individuals who responded to the survey were female and were between ages of 55 to 64 years. According to Cotton and Tuttle (1986), occupational level and tenure have been correlated with turnover, so it might be assumed that individuals who have tenure in an organization may have a sense of personal influence and efficacy in their professional ability. Therefore, concerns regarding organizational commitment and perceptions of behaviors within their organizations may be mitigated. It also is possible that the longer the individual is employed within an organization, the greater the tendency for values to become more similar to the organizations over time, and less variance would be indicated. It is unknown whether those who more time within the organization would have responded similarly to those who were novice professionals or newly hired counselors. Investigating within-group

differences could have provided valuable information for this investigation but was not possible.

The fourth limitation was the lack of an instrument to measure fit between the values of substance abuse counselors and the organizational values of facilities that commonly employ them. This challenge has been thematic in the study of P-O fit in the previous research because the concept of “fit” is more complex than just simply focusing on P-O fit alone. One difficulty inherent in values research is the ability to accurately measure values. All the more challenging is understanding when and to what extent individual and situational variables predict behavior (Chatman, 1989). P-O fit has been conceptualized and defined in many different ways (e.g., Kristof, 1996; Kristof-Brown et al.). This investigation conceptualized P-O fit from a values-based congruency because this content dimension seemed to have the largest effect sizes that allowed for the possibility of diverse outcomes (Arthur et al., 2006; Kristof-Brown et al., 2005). Additionally, in this investigation, value congruency was conceptualized in terms of subjective or perceived fit, which involved examining the match between employees’ personal values and their perceptions of their organization’s values (Edwards & Cable, 2009; Kristof et al., 2005). Subjective values were focused on because conceptually the objective was to explore how value congruence could relate to outcomes such as ethical work behaviors and organizational commitment. There has been caution regarding the use of perceived fit assessment, particularly P-O fit, because individuals may not be assessed accurately when organizational characteristics are vague. This study’s results clearly indicate that fit does matter. However, there remain challenges because P-O fit appears to be a multidimensional concept that has been measured and conceptualized in various ways by scholars (Kristof-Brown et al., 2005), but there has been little success in identifying more accurate ways to assess fit.

### **Implications for Future Research**

This preliminary investigation identified several implications for future research both as an empirical contribution to the literature and more specifically how P-O fit could benefit substance abuse counselors and the organizations in which they are employed. First, the study was exploratory, and replication of this investigation with a larger and more heterogeneous sample would alleviate some of the aforementioned limitations. Future research that focuses on developing specific frameworks that assist counselors in developing value-centered ethics within organizational settings may be beneficial. The frameworks may include practical tools (self-assessments, surveys, case studies, etc.) to help counselors shape and maintain ethical work behaviors. Development of the resources provide tangible training experiences and resources that have practical value, and will also illustrate the role that values actually play in shaping ethical work behaviors. Further research would provide information that can be generalized with more confidence to the entire population.

Second, beyond the concern regarding generalization, it would be beneficial if a longitudinal exploration could be conducted that would consider new counselors' induction into organizations. Perhaps the values of a novice counselor may be affected by initial indoctrination into the profession and the organization within the first few years, as compared to those who have been practicing substance abuse counseling for a longer time.

Third, lack of uniformity in the credentialing processes in substance abuse counseling that exists from state to state jeopardizes the ability to assess the skills and competencies of practitioners. Uniformity in training standards would provide a baseline to identify skill strengths and deficits that may exist. When these strengths and limitations are identified, then appropriate steps can be taken to address training needs and certification requirements. This would strengthen the field of substance abuse counseling as a whole by having a fewer fragmented certification and training standards.

Standardization may also decrease incidents of behaviors that do not align with substance abuse counseling views of acceptable ethical work behavior. Additionally, behaviors that do not fall within the acceptable standard for ethical work behavior among substance abuse counselors can be readily identified, thereby allowing for opportunities for accountability, training, and even remediation. Therefore, future studies should explore the diverse training experiences of individuals who receive specialized training in substance counseling, as compared to those who practice in states where certification is a voluntary process, and who receive training in other behavioral health areas to determine how their perception of ethical work environments differs from their counterparts.

Finally, in a number of studies that looked at retention, a major factor contributing to retention problems was low salary (Gallon et al., 2003; NAADAC, 2003; RMC, 2003). However, other factors could be investigated that might reduce turnover and influence behavior within substance abuse treatment organizations such as autonomy, relationship building, and improved communication between management, counselors, and supervisors, incentives/compensations, and clinical supervision. Future research in the aforementioned areas would serve to strengthen substance abuse counseling treatment overall and could certainly help to reduce loss of resources that are scarce in these agencies. Moreover, it may help promote even more ethical accountability, which could lead to an increase in the occurrences of positive behavioral outcomes.

### **Summary**

Chapter V presented a discussion of how the fit between personal values and organizational values (P-O fit) impacted ethical work behaviors and organizational commitment of substance abuse counselors. Chapter V provided (a) a summary of the findings, (b) implications for substance abuse counseling treatment organizations, (c) implications for rehabilitation counselors, (d) limitations of the study, (e) implications for future research, and (f) the conclusion.

### **Overall Summary and Conclusion**

The question that this study sought to answer was how does fit between the personal values and organizational values impact work behaviors and organizational commitment of substance abuse counselors. The findings of this investigation indicated that personal values, organizational values, and the congruence of these values do affect ethical work behaviors and organizational commitment. The best explanation for the findings of this investigation was that person-organization value congruence has a place in influencing ethical work behaviors and organizational commitment of substance abuse counselors. However, the role of personal values and organizational values as independent predictors and as possibly influential in affecting ethical work behaviors and organization commitment was not supported by the findings of this investigation and should be subject to future empirical research.

**APPENDIX A**  
**IRB DOCUMENTATION**



**Human Subjects Office/  
Institutional Review Board (IRB)**

105 Hardin Library for the Health Sciences  
600 Newton Road  
Iowa City, Iowa 52242-1098  
319-335-6564 Fax 319-335-7310  
irb@uiowa.edu  
<http://research.uiowa.edu/hso>

**IRB ID #:** 201205766

**To:** Tammara Thomas

**From:** IRB-02            DHHS Registration # IRB00000100,  
Univ of Iowa,        DHHS Federalwide Assurance # FWA00003007

**Re:** The Effect of Personal Values, Organizational Values, and Person-Organization  
Fit on Ethical Behaviors and Organizational Commitment Outcomes of  
Substance Abuse Counselors

**Approval Date:** 02/27/13

**Next IRB Approval  
Due Before:** 08/22/13

**Type of Application:**

- New Project  
 Continuing Review  
 Modification  
Fetuses, Neonates

**Type of Application Review:**

- Full Board:  
Meeting Date:  
 Expedited
- Exempt

**Approved for Populations:**

- Children  
 Prisoners  
 Pregnant Women,

Source of Support:

This approval has been electronically signed by IRB Chair:  
John Wadsworth, PHD  
02/27/13 1332

**IRB Approval:** IRB approval indicates that this project meets the regulatory requirements for the protection of human subjects. IRB approval does not absolve the principal investigator from complying with other institutional, collegiate, or departmental policies or procedures.

**Agency Notification:** If this is a New Project or Continuing Review application and the project is funded by an external government or non-profit agency, the original HHS 310 form, "Protection of Human Subjects Assurance Identification/IRB Certification/Declaration of Exemption," has been forwarded to the UI Division of Sponsored Programs, 100 Gilmore Hall, for appropriate action. You will receive a signed copy from Sponsored Programs.

**Recruitment/Consent:** Your IRB application has been approved for recruitment of subjects not to exceed the number indicated on your application form. If you are using written informed consent, the IRB-approved and stamped Informed Consent Document(s) are attached. Please make copies from the attached "masters" for subjects to sign when agreeing to participate. The original signed Informed Consent Document should be placed in your research files. A copy of the Informed Consent Document should be given to the subject. (A copy of the *signed* Informed Consent Document should be given to the subject if your Consent contains a HIPAA authorization section.) If hospital/clinic patients are being enrolled, a copy of the IRB approved Record of Consent form should be placed in the subject's electronic medical record.

**Continuing Review:** Federal regulations require that the IRB re-approve research projects at intervals appropriate to the degree of risk, but no less than once per year. This process is called "continuing review." Continuing review for non-exempt research is required to occur as long as the research remains active for long-term follow-up of research subjects, even when the research is permanently closed to enrollment of new subjects and all subjects have completed all research-related interventions and to occur when the remaining research activities are limited to collection of private identifiable information. Your project "expires" at 12:01 AM on the date indicated on the preceding page ("Next IRB Approval Due on or Before"). You must obtain your next IRB approval of this project on or before that expiration date. You are responsible for submitting a Continuing Review application in sufficient time for approval before the expiration date, however the HSO will send a reminder notice approximately 60 and 30 days prior to the expiration date.

**Modifications:** Any change in this research project or materials must be submitted on a Modification application to the IRB for prior review and approval, except when a change is necessary to eliminate apparent immediate hazards to subjects. The investigator is required to promptly notify the IRB of any changes made without IRB approval to eliminate apparent immediate hazards to subjects using the Modification/Update Form. Modifications requiring the prior review and approval of the IRB include but are not limited to: changing the protocol or study procedures, changing investigators or funding sources, changing the Informed Consent Document, increasing the anticipated total number of subjects from what was originally approved, or adding any new materials (e.g., letters to subjects, ads, questionnaires).

**Unanticipated Problems Involving Risks:** You must promptly report to the IRB any serious and/or unexpected adverse experience, as defined in the UI Investigator's Guide, and any other unanticipated problems involving risks to subjects or others. The Reportable Events Form (REF) should be used for reporting to the IRB.

**Audits/Record-Keeping:** Your research records may be audited at any time during or after the implementation of your project. Federal and University policies require that all research records be maintained for a period of three (3) years following the close of the research project. For research that involves drugs or devices seeking FDA approval, the research records must be kept for a period of three years after the FDA has taken final action on the marketing application.

**Additional Information:** Complete information regarding research involving human subjects at The University of Iowa is available in the "Investigator's Guide to Human Subjects Research." Research investigators are expected to comply with these policies and procedures, and to be

familiar with the University's Federalwide Assurance, the Belmont Report, 45CFR46, and other applicable regulations prior to conducting the research. These documents and IRB application and related forms are available on the Human Subjects Office website or are available by calling 335-6564.

**APPENDIX B**  
**INITIAL LETTER OF INVITATION**

Dear Substance Abuse Counselor,

I am a doctoral candidate at the University of Iowa conducting my dissertation study entitled “The Effect of Personal Values, Organizational Values, and Person-Organization Fit on Ethical Behaviors and Organizational Commitment Outcomes of Substance Abuse Counselors.” Your participation in this study will be valuable in helping me determine the influence of matching values between substance abuse counselors and the values of the organizations in which they work. This study will also determine the type of ethical climate that is perceived to exist in your organization, and if it supports ethical work behaviors and organizational commitment.

If you agree to be in this study you will be asked to complete an on-line survey. Individuals who complete the survey will obtain **four** continuing educational units (CEUs) that may be applied to the category of **your** choice. Please contact me at [tammara-thomas@uiowa.edu](mailto:tammara-thomas@uiowa.edu) if there are any questions or concerns.

It will take approximately 25-30 minutes to complete the survey. If you are interested in being in this study, please visit the web address below. You will be asked to read additional information about the study before beginning the survey.

To qualify to participate in this research study, you must:

1. Be a member of the National Association of Alcohol and Drug Abuse Counselors
2. Be a substance abuse counselor who has completed the probationary period required by your organization
3. Reside in Indiana or Iowa

If you meet the aforementioned requirements and you agree to participate in this research, please click on the following link to begin the survey:

[https://uiowa.qualtrics.com/SE/?SID=SV\\_eM0zbyVOhs7yFxO](https://uiowa.qualtrics.com/SE/?SID=SV_eM0zbyVOhs7yFxO)

Thank you in advance for your consideration in participating in this study.

Sincerely,

Tammara Thomas, MS, CADC  
Department of Rehabilitation Counseling Education

## APPENDIX C

### LETTER OF INVITATION (SECOND ROUND)

Dear Substance Abuse Counselor:

A couple of weeks ago you received an invitation to participate in a research study that focuses on the match between your own values and the values of your organization. Additionally, the study hopes to determine the type of culture that exists in your organization and if it supports ethical work behaviors and organizational commitment.

The research study is entitled:

**“The Effect of Personal Values, Organizational Values, and Person-Organization Fit on Ethical Behaviors and Organizational Commitment Outcomes of Substance Abuse Counselors.”**

Your participation in this study is valuable. **Remember**, if you agree to be in this study you will be asked to complete an on-line survey. Individuals who complete the survey will obtain **four** continuing educational units (CEU’s) that may be applied to the category of **your** choice. Please contact me at [tammara-thomas@uiowa.edu](mailto:tammara-thomas@uiowa.edu) if there are any questions or concerns.

It will take approximately 25-30 minutes to complete the survey. If you are interested in being in this study, please visit the web address below. You will be asked to read additional information about the study before beginning the survey.

Thanks in advance for your consideration in participating in this study.

Sincerely,

Tammara Thomas, M.S., CADC  
Department of Rehabilitation and Counselor Education

To begin the survey, please click on the following link:  
[https://uiowa.qualtrics.com/SE/?SID=SV\\_eM0zbyVOhs7yFxO](https://uiowa.qualtrics.com/SE/?SID=SV_eM0zbyVOhs7yFxO)

**APPENDIX D****LETTER OF INVITATION (THIRD ROUND)**

Dear Substance Abuse Counselor:

A couple of weeks ago you received an invitation to participate in a research study that focuses on the match between your own values and the values of your organization. Additionally, the study hopes to determine the type of culture that exists in your organization and if it supports ethical work behaviors and organizational commitment.

The research study is entitled:

**“The Effect of Personal Values, Organizational Values, and Person-Organization Fit on Ethical Behaviors and Organizational Commitment Outcomes of Substance Abuse Counselors.”**

This is your **final** opportunity to participate in this study. Your participation in this study is valuable. **Remember**, if you agree to be in this study you will be asked to complete an on-line survey. Individuals who complete the survey will obtain **four** continuing educational units (CEUs) that may be applied to the category of **your** choice. Please contact me at [tammara-thomas@uiowa.edu](mailto:tammara-thomas@uiowa.edu) if there are any questions or concerns.

It will take approximately 25-30 minutes to complete the survey. If you are interested in being in this study, please visit the web address below. You will be asked to read additional information about the study before beginning the survey.

Thank you in advance for your consideration in participating in this study.

Sincerely,

Tammara Thomas, M.S., CADC  
Department of Rehabilitation and Counselor Education

To begin the survey, please click on the following link:  
[https://uiowa.qualtrics.com/SE/?SID=SV\\_eM0zbyVOhs7yFxO](https://uiowa.qualtrics.com/SE/?SID=SV_eM0zbyVOhs7yFxO)

## **APPENDIX E**

### **INFORMED CONSENT LETTER**

I invite you to participate in a research study. The purpose of the study is to examine how the extent of fit between the personal values of substance abuse counselors and perceived organizational values of substance abuse treatment facilities affect perceived ethical behavior and organizational commitment.

I am inviting you to be in this study because you are a full-time substance abuse counselor in the states of Indiana or Iowa who has completed your organization's probationary period. Additionally, you are also a member of the National Association of Alcoholism and Drug Abuse Counselors (NAADAC). In an effort to protect your information from third party users, NAADAC has forwarded information about this research study to approximately 360 substance abuse counselor in Indiana and Iowa who will take part in this study at the University of Iowa.

If you agree to participate, I would like you to complete the online demographic questionnaire, which asks your gender, position, certification licensure, education, ethnicity, and age. Additionally, you will be asked to complete an online survey that inquires about your personal values and those values you perceive are important to the organization in which you work. The areas of interest are organizational culture, ethical climate, organizational values, organizational commitment, and the extent of match between your values and those of your organization. The completion of the survey should take no more than 25-30 minutes. There will be no follow-up after the survey is completed, and no further contact will be initiated. You may stop participating at any time, and if you are not comfortable with a question on the survey, you may skip it if you prefer.

I will keep the information you provide confidential; however, federal regulatory agencies and the University of Iowa Institutional Review board (a committee that reviews and approves research studies) may inspect and copy records pertaining to this research. Each survey is assigned an ID code number for redemption of continuing education units (CEUs) given upon completion of the survey. However, because the survey is totally anonymous and the investigator has no way of knowing the individual who actually submitted the survey, there is no way of linking your name to the ID code because you were not asked to provide personal identifying information. If I write a report about this study, I will do so in such a way that you cannot be identified.

There are no known risks from being in this study, and you will not benefit personally. However, others may benefit in the future from what I learn as a result of this study.

You will not have any costs for being in this research study. You will not be paid for being in this research study. However, you do have the opportunity of obtaining continuing education units (4 CEUs) that may be utilized toward certification/licensure requirements. Upon completion of the survey, you will be given a code that will enable you to log on to [www.Quantumunited.com](http://www.Quantumunited.com) where you will be able to access your CEUs.

Taking part in this research study is completely voluntary. If you decide not to be in this study, or if you stop participating at any time, you will not be penalized or lose any benefits for which you otherwise qualify.

If you have questions about the research study itself, please contact Tammara Thomas, 338N Lindquist Center, Department of Rehabilitation Counselor Education, Iowa City, IA 52242, 319-378-5582. If you have questions about the rights of research subjects, please contact the Human Subjects Office, 105 Harding Library for Health Sciences, 600 Newton Rd, The University of Iowa, Iowa City, IA 52242-1098, (319) 335-6564, or email [irb@uiowa.edu](mailto:irb@uiowa.edu). To offer input about your experiences as a research subject or to speak to someone other than the research staff, call the Human Subjects Office at the number above.

Thank you very much for your consideration.

Sincerely,

Tammara Thomas, ABD, MS, CADC  
Principal Investigator

Doctoral Candidate in Rehabilitation and Counselor Education

By clicking on “Next” I agree to participate in the study



**j. Certified Counselor?** Yes \_\_\_\_\_ No \_\_\_\_\_

**k. Licensed?** Yes \_\_\_\_\_ No \_\_\_\_\_

**APPENDIX G**  
**PERSONAL VALUES SURVEY**

**Instructions:**

Please read the following statements and for each one indicate by circling the appropriate number whether it is something you *always admire* in other people, something you *always dislike* in other people, or something that *depends on the situation* whether you admire it or not.

**1. Having a strong intellectual curiosity**

Always admire	Depends on Situation	Always Dislike
3	2	1

**2. Creating beautiful things for the enjoyment of people**

Always admire	Depends on Situation	Always Dislike
3	2	1

**3. Being able to get along with all kinds of people, whether or not they are worthwhile**

Always admire	Depends on Situation	Always Dislike
3	2	1

**4. Studying constantly in order to become a well-educated person**

Always admire	Depends on Situation	Always Dislike
3	2	1

**5. Defending the honor of one's group whenever it is unfairly criticized**

Always admire	Depends on Situation	Always Dislike
3	2	1

**6. Being respected by people who are themselves worthwhile**

Always admire	Depends on Situation	Always Dislike
3	2	1

**7. Always telling the truth, even though it may hurt oneself or others**

Always admire	Depends on Situation	Always Dislike
3	2	1

**8. Being devout in one's religious faith**

Always admire	Depends on Situation	Always Dislike
3	2	1

**9. Always being patient with people**

Always admire	Depends on Situation	Always Dislike
3	2	1

**10. Conforming to the requirements of any situation and doing what is expected**

Always admire	Depends on Situation	Always Dislike
3	2	1

**11. Working and living in harmony with other people**

Always admire	Depends on Situation	Always Dislike
3	2	1

**12. Constantly developing new ways of approaching life**

Always admire	Depends on Situation	Always Dislike
3	2	1

**13. Working hard to achieve academic honors**

Always admire	Depends on Situation	Always Dislike
3	2	1

**14. Being good in some form of sport**

Always admire	Depends on Situation	Always Dislike
3	2	1

**15. Always attending religious services regularly and faithfully**

Always admire	Depends on Situation	Always Dislike
3	2	1

**16. Never losing one's temper, no matter what the reason**

Always admire	Depends on Situation	Always Dislike
3	2	1

**17. Helping organize group activities**

Always admire	Depends on Situation	Always Dislike
3	2	1

**18. Being outspoken and frank in expressing one's likes and dislikes**

Always admire	Depends on Situation	Always Dislike
3	2	1

**19. Developing an appreciation of the fine arts—music, drama, literature, and ballet**

Always admire	Depends on Situation	Always Dislike
3	2	1

**20. Inventing gadgets for the fun of it**

Always admire	Depends on Situation	Always Dislike
3	2	1

- 21. Being poised, gracious, and charming under all circumstances**  
 Always admire 3      Depends on Situation 2      Always Dislike 1
- 22. Developing physical strength and agility**  
 Always admire 3      Depends on Situation 2      Always Dislike 1
- 23. Having the ability to lead others**  
 Always admire 3      Depends on Situation 2      Always Dislike 1
- 24. Practicing self-control**  
 Always admire 3      Depends on Situation 2      Always Dislike 1
- 25. Being the person in the group who is the most popular with the opposite sex**  
 Always admire 3      Depends on Situation 2      Always Dislike 1
- 26. Devoting one's entire energy to the development of new theories**  
 Always admire 3      Depends on Situation 2      Always Dislike 1
- 27. Thinking and acting freely, without social restraints, and encouraging others to do likewise**  
 Always admire 3      Depends on Situation 2      Always Dislike 1
- 28. Being kind to people, even if they do things contrary to one's own beliefs**  
 Always admire 3      Depends on Situation 2      Always Dislike 1
- 29. Being well mannered and behaving properly in social situations**  
 Always admire 3      Depends on Situation 2      Always Dislike 1
- 30. Treating an attack on one's group like an attack on oneself**  
 Always admire 3      Depends on Situation 2      Always Dislike 1
- 31. Taking good care of one's physical self so that one is always healthy**  
 Always admire 3      Depends on Situation 2      Always Dislike 1

**32. Being in a position to direct and mold others' lives**

Always admire	Depends on Situation	Always Dislike
3	2	1

**33. Always living one's religion in one's daily life**

Always admire	Depends on Situation	Always Dislike
3	2	1

**34. Concealing from outsiders most of one's dislikes and disagreements with fellow members of the group**

Always admire	Depends on Situation	Always Dislike
3	2	1

**35. Being able to create beautiful and artistic objects**

Always admire	Depends on Situation	Always Dislike
3	2	1

**36. Developing new and different ways of doing things**

Always admire	Depends on Situation	Always Dislike
3	2	1

**37. Turning the other cheek and forgiving others when they harm you**

Always admire	Depends on Situation	Always Dislike
3	2	1

**38. Doing all one can to build up the prestige of the group**

Always admire	Depends on Situation	Always Dislike
3	2	1

**39. Striving to get the top grade point average in the group**

Always admire	Depends on Situation	Always Dislike
3	2	1

**40. Showing great leadership qualities**

Always admire	Depends on Situation	Always Dislike
3	2	1

**41. Never telling a lie, even though to do so would make the situation more comfortable**

Always admire	Depends on Situation	Always Dislike
3	2	1

**42. Encouraging others to attend services and lead religious lives**

Always admire	Depends on Situation	Always Dislike
3	2	1

**43. Replying to anger with gentleness**

Always admire	Depends on Situation	Always Dislike
3	2	1

**44. Being independent, original, non-conformist, different from other people**

Always admire	Depends on Situation	Always Dislike
3	2	1

**45. Being an intellectual**

Always admire	Depends on Situation	Always Dislike
3	2	1

**46. Helping another person feel more secure, even if you don't like him/her**

Always admire	Depends on Situation	Always Dislike
3	2	1

**47. Dressing and acting in a way that is appropriate to the occasion**

Always admire	Depends on Situation	Always Dislike
3	2	1

**48. Studying hard to get good grades in school**

Always admire	Depends on Situation	Always Dislike
3	2	1

**49. Never cheating or having anything to do with cheating situations, even for a friend**

Always admire	Depends on Situation	Always Dislike
3	2	1

**50. Being an intellectual**

Always admire	Depends on Situation	Always Dislike
3	2	1

**51. Helping another achieve his/her goals, even if it might interfere with your own**

Always admire	Depends on Situation	Always Dislike
3	2	1

**52. Being able to get people to cooperate with you**

Always admire	Depends on Situation	Always Dislike
3	2	1

**53. Working hard to improve the prestige and status of one's group**

Always admire	Depends on Situation	Always Dislike
3	2	1

**54. Developing an attractive body that others will admire**

Always admire	Depends on Situation	Always Dislike
3	2	1

**55. Helping a close friend get by in a tight situation even though you may have to stretch the truth a bit to do it**

Always admire	Depends on Situation	Always Dislike
3	2	1

**56. Being graceful and well-coordinated in physical movements**

Always admire	Depends on Situation	Always Dislike
3	2	1

**57. Avoiding the physical pleasures that are prohibited in the Bible**

Always admire	Depends on Situation	Always Dislike
3	2	1

**58. Having an active interest in all things scholarly**

Always admire	Depends on Situation	Always Dislike
3	2	1

**59. Gaining recognition for one's achievements**

Always admire	Depends on Situation	Always Dislike
3	2	1

**60. Not expressing anger, even when you have a reason for doing so**

Always admire	Depends on Situation	Always Dislike
3	2	1

## APPENDIX H

### ETHICAL CLIMATE QUESTIONNAIRE

*Exploratory Factor Analysis of All Ethical Climate and Ethical Culture Items*

***Instructions:***

Listed below are a series of statements that represent possible feelings that individuals might have about the company or organization for which they work. With respect to your own feelings about your own organization, please indicate the degree of your agreement or disagreement with each statement by circling one of the seven alternatives below each statement.

#### Questionnaire Items

**(1) Ethical Environment**

**1. Management in this organization disciplines unethical behavior when it occurs.**

Strongly Disagree	Moderately Disagree	Slightly Disagree	Neither nor Agree	Disagree/ Agree	Slightly Agree	Moderately Agree	Strongly Agree
1	2	3	4	5	6	7	7

**2. Employees in this organization perceive that people who violate the ethics code still get formal organizational rewards.**

Strongly Disagree	Moderately Disagree	Slightly Disagree	Neither nor Agree	Disagree/ Agree	Slightly Agree	Moderately Agree	Strongly Agree
1	2	3	4	5	6	7	7

**3. Penalties for unethical behavior are strictly enforced in this organization.**

Strongly Disagree	Moderately Disagree	Slightly Disagree	Neither nor Agree	Disagree/ Agree	Slightly Agree	Moderately Agree	Strongly Agree
1	2	3	4	5	6	7	7

**4. Unethical behavior is punished in this organization.**

Strongly Disagree	Moderately Disagree	Slightly Disagree	Neither nor Agree	Disagree/ Agree	Slightly Agree	Moderately Agree	Strongly Agree
1	2	3	4	5	6	7	7

**5. The top managers of this organization represent high ethical standards.**

Strongly Disagree	Moderately Disagree	Slightly Disagree	Neither nor Agree	Disagree/ Agree	Slightly Agree	Moderately Agree	Strongly Agree
1	2	3	4	5	6	7	7

**6. People of integrity are rewarded in this organization.**

Strongly Disagree	Moderately Disagree	Slightly Disagree	Neither nor Agree	Disagree/ Agree	Slightly Agree	Moderately Agree	Strongly Agree
1	2	3	4		5	6	7

**7. The ethics code serves as "window dressing" only in this organization.**

Strongly Disagree	Moderately Disagree	Slightly Disagree	Neither nor Agree	Disagree/ Agree	Slightly Agree	Moderately Agree	Strongly Agree
1	2	3	4		5	6	7

**8. Top managers of this organization regularly show that they care about ethics.**

Strongly Disagree	Moderately Disagree	Slightly Disagree	Neither nor Agree	Disagree/ Agree	Slightly Agree	Moderately Agree	Strongly Agree
1	2	3	4		5	6	7

**9. Top managers of this organization are models of unethical behavior.**

Strongly Disagree	Moderately Disagree	Slightly Disagree	Neither nor Agree	Disagree/ Agree	Slightly Agree	Moderately Agree	Strongly Agree
1	2	3	4		5	6	7

**10. Ethical behavior is the norm in this organization.**

Strongly Disagree	Moderately Disagree	Slightly Disagree	Neither nor Agree	Disagree/ Agree	Slightly Agree	Moderately Agree	Strongly Agree
1	2	3	4		5	6	7

**11. Top managers of this organization guide decision making in an ethical direction.**

Strongly Disagree	Moderately Disagree	Slightly Disagree	Neither nor Agree	Disagree/ Agree	Slightly Agree	Moderately Agree	Strongly Agree
1	2	3	4		5	6	7

**12. The ethics code serves only to maintain the organization's public image.**

Strongly Disagree	Moderately Disagree	Slightly Disagree	Neither nor Agree	Disagree/ Agree	Slightly Agree	Moderately Agree	Strongly Agree
1	2	3	4		5	6	7

**13. Ethical behavior is rewarded in this organization.**

Strongly Disagree	Moderately Disagree	Slightly Disagree	Neither Disagree/ nor Agree	Slightly Agree	Moderately Agree	Strongly Agree
1	2	3	4	5	6	7

**14. Ethics code requirements are consistent with informal organizational norms.**

Strongly Disagree	Moderately Disagree	Slightly Disagree	Neither Disagree/ nor Agree	Slightly Agree	Moderately Agree	Strongly Agree
1	2	3	4	5	6	7

**(2) Employee-Focused Climate****15. The most important concern is the good of all people in this organization.**

Strongly Disagree	Moderately Disagree	Slightly Disagree	Neither Disagree/ nor Agree	Slightly Agree	Moderately Agree	Strongly Agree
1	2	3	4	5	6	7

**16. People are very concerned about what is generally best for employees in this organization.**

Strongly Disagree	Moderately Disagree	Slightly Disagree	Neither Disagree/ nor Agree	Slightly Agree	Moderately Agree	Strongly Agree
1	2	3	4	5	6	7

**17. Our major consideration is what is best for everyone in this organization.**

Strongly Disagree	Moderately Disagree	Slightly Disagree	Neither Disagree/ nor Agree	Slightly Agree	Moderately Agree	Strongly Agree
1	2	3	4	5	6	7

**18. What is best for each individual is a primary concern in this organization.**

Strongly Disagree	Moderately Disagree	Slightly Disagree	Neither Disagree/ nor Agree	Slightly Agree	Moderately Agree	Strongly Agree
1	2	3	4	5	6	7

**19. It IS expected that each individual is cared for when making decisions here.**

Strongly Disagree	Moderately Disagree	Slightly Disagree	Neither Disagree/ nor Agree	Slightly Agree	Moderately Agree	Strongly Agree
1	2	3	4	5	6	7

**20. In this organization, people look out for each other's good.**

Strongly Disagree	Moderately Disagree	Slightly Disagree	Neither nor	Disagree/ Agree	Slightly Agree	Moderately Agree	Strongly Agree
1	2	3	4	5	6	7	

**(3) Community-Focused Climate**

**21. The effect of decisions on the customer and the public are a primary concern in this organization.**

Strongly Disagree	Moderately Disagree	Slightly Disagree	Neither nor	Disagree/ Agree	Slightly Agree	Moderately Agree	Strongly Agree
1	2	3	4	5	6	7	

**22. People in this organization are actively concerned about the customer's, and the public's interest.**

Strongly Disagree	Moderately Disagree	Slightly Disagree	Neither nor	Disagree/ Agree	Slightly Agree	Moderately Agree	Strongly Agree
1	2	3	4	5	6	7	

**23. It IS expected that you will do what is right for the customer and public.**

Strongly Disagree	Moderately Disagree	Slightly Disagree	Neither nor	Disagree/ Agree	Slightly Agree	Moderately Agree	Strongly Agree
1	2	3	4	5	6	7	

**24. People in this organization have a strong sense of responsibility to the outside community.**

Strongly Disagree	Moderately Disagree	Slightly Disagree	Neither nor	Disagree/ Agree	Slightly Agree	Moderately Agree	Strongly Agree
1	2	3	4	5	6	7	

**(4) Obedience to Authority**

**25. This organization demands obedience to authority figures, without question.**

Strongly Disagree	Moderately Disagree	Slightly Disagree	Neither nor	Disagree/ Agree	Slightly Agree	Moderately Agree	Strongly Agree
1	2	3	4	5	6	7	

**26. People in this organization are expected to do as they're told.**

Strongly Disagree	Moderately Disagree	Slightly Disagree	Neither nor	Disagree/ Agree	Slightly Agree	Moderately Agree	Strongly Agree
1	2	3	4	5	6	7	

**The boss is always right in this organization.**

Strongly Disagree	Moderately Disagree	Slightly Disagree	Neither nor Agree	Disagree/ Agree	Slightly Agree	Moderately Agree	Strongly Agree
1	2	3	4		5	6	7

**(5) Code Implementation**

**27. Employees are required to acknowledge that they have read and understood the ethics code.**

Strongly Disagree	Moderately Disagree	Slightly Disagree	Neither nor Agree	Disagree/ Agree	Slightly Agree	Moderately Agree	Strongly Agree
1	2	3	4		5	6	7

**28. The organization has established procedures for employees to ask questions about ethics code requirements.**

Strongly Disagree	Moderately Disagree	Slightly Disagree	Neither nor Agree	Disagree/ Agree	Slightly Agree	Moderately Agree	Strongly Agree
1	2	3	4		5	6	7

**29. The code of conduct is widely distributed throughout the organization.**

Strongly Disagree	Moderately Disagree	Slightly Disagree	Neither nor Agree	Disagree/ Agree	Slightly Agree	Moderately Agree	Strongly Agree
1	2	3	4		5	6	7

**30. Employees are regularly required to assert that their actions are in compliance with the ethics code.**

Strongly Disagree	Moderately Disagree	Slightly Disagree	Neither nor Agree	Disagree/ Agree	Slightly Agree	Moderately Agree	Strongly Agree
1	2	3	4		5	6	7

**(6) Self-interest Climate**

**31. People in this organization are very concerned about what is best for themselves.**

Strongly Disagree	Moderately Disagree	Slightly Disagree	Neither nor Agree	Disagree/ Agree	Slightly Agree	Moderately Agree	Strongly Agree
1	2	3	4		5	6	7

**32. In this organization, people protect their own interests above other considerations.**

Strongly Disagree 1	Moderately Disagree 2	Slightly Disagree 3	Neither nor Agree 4	Disagree/ Agree	Slightly Agree 5	Moderately Agree 6	Strongly Agree 7
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**(7) Efficiency Climate**

**33. In this organization, each person is expected above all to work efficiently.**

Strongly Disagree 1	Moderately Disagree 2	Slightly Disagree 3	Neither nor Agree 4	Disagree/ Agree	Slightly Agree 5	Moderately Agree 6	Strongly Agree 7
---------------------------	-----------------------------	---------------------------	---------------------------	--------------------	------------------------	--------------------------	------------------------

**34. The major responsibility of people in this organization is to consider efficiency first.**

Strongly Disagree 1	Moderately Disagree 2	Slightly Disagree 3	Neither nor Agree 4	Disagree/ Agree	Slightly Agree 5	Moderately Agree 6	Strongly Agree 7
---------------------------	-----------------------------	---------------------------	---------------------------	--------------------	------------------------	--------------------------	------------------------

**35. Efficient solutions to problems are always sought here.**

Strongly Disagree 1	Moderately Disagree 2	Slightly Disagree 3	Neither nor Agree 4	Disagree/ Agree	Slightly Agree 5	Moderately Agree 6	Strongly Agree 7
---------------------------	-----------------------------	---------------------------	---------------------------	--------------------	------------------------	--------------------------	------------------------

**36. The most efficient way is always the right way in this organization.**

Strongly Disagree 1	Moderately Disagree 2	Slightly Disagree 3	Neither nor Agree 4	Disagree/ Agree	Slightly Agree 5	Moderately Agree 6	Strongly Agree 7
---------------------------	-----------------------------	---------------------------	---------------------------	--------------------	------------------------	--------------------------	------------------------

**THE ETHICAL CONTEXT IN ORGANIZATIONS**

**(8) Rules and Procedures Climate**

**37. It is important to follow strictly the organization's rules and procedures.**

Strongly Disagree 1	Moderately Disagree 2	Slightly Disagree 3	Neither nor Agree 4	Disagree/ Agree	Slightly Agree 5	Moderately Agree 6	Strongly Agree 7
---------------------------	-----------------------------	---------------------------	---------------------------	--------------------	------------------------	--------------------------	------------------------

**38. Everyone is expected to stick by company rules and procedures.**

Strongly Disagree 1	Moderately Disagree 2	Slightly Disagree 3	Neither nor Agree 4	Disagree/ Agree	Slightly Agree 5	Moderately Agree 6	Strongly Agree 7
---------------------------	-----------------------------	---------------------------	---------------------------	--------------------	------------------------	--------------------------	------------------------

**(9) Personal Ethics Climate****39. In this organization, people are guided by their own personal ethics.**

Strongly Disagree	Moderately Disagree	Slightly Disagree	Neither nor	Disagree/ Agree	Slightly Agree	Moderately Agree	Strongly Agree
1	2	3	4	5	6	7	

**40. Each person in this organization decides for themselves what is right and wrong.**

Strongly Disagree	Moderately Disagree	Slightly Disagree	Neither nor	Disagree/ Agree	Slightly Agree	Moderately Agree	Strongly Agree
1	2	3	4	5	6	7	

**41. The most important concern in this organization is each person's own sense of right and wrong.**

Strongly Disagree	Moderately Disagree	Slightly Disagree	Neither nor	Disagree/ Agree	Slightly Agree	Moderately Agree	Strongly Agree
1	2	3	4	5	6	7	

**(10) Law and Professional Codes Climate****42. In this organization, people are expected to comply with the law and professional standards over and above other considerations.**

Strongly Disagree	Moderately Disagree	Slightly Disagree	Neither nor	Disagree/ Agree	Slightly Agree	Moderately Agree	Strongly Agree
1	2	3	4	5	6	7	

**43. In this organization, people are expected to strictly follow legal or professional standards.**

Strongly Disagree	Moderately Disagree	Slightly Disagree	Neither nor	Disagree/ Agree	Slightly Agree	Moderately Agree	Strongly Agree
1	2	3	4	5	6	7	

**APPENDIX I**  
**ORGANIZATIONAL COMMITMENT**  
**QUESTIONNAIRE**

**Instructions:**

Listed below are a series of statements that represent possible feelings that individuals might have about the company or organization for which they work. With respect to your own feelings about your own organization, please indicate the degree of your agreement or disagreement with each statement by circling one of the seven alternatives below each statement.

- 1. I am willing to put in a great deal of effort beyond that normally expected in order to help this organization be successful.**

Strongly Disagree	Moderately Disagree	Slightly Disagree	Neither nor Agree	Disagree/ Agree	Slightly Agree	Moderately Agree	Strongly Agree
1	2	3	4	5	6	7	7

- 2. I talk up this organization to my friends as a great organization to work for.**

Strongly Disagree	Moderately Disagree	Slightly Disagree	Neither nor Agree	Disagree/ Agree	Slightly Agree	Moderately Agree	Strongly Agree
1	2	3	4	5	6	7	7

- 3. I feel very little loyalty to this organization.**

Strongly Disagree	Moderately Disagree	Slightly Disagree	Neither nor Agree	Disagree/ Agree	Slightly Agree	Moderately Agree	Strongly Agree
1	2	3	4	5	6	7	7

- 4. I would accept almost any type of job assignment in order to keep working for this organization.**

Strongly Disagree	Moderately Disagree	Slightly Disagree	Neither nor Agree	Disagree/ Agree	Slightly Agree	Moderately Agree	Strongly Agree
1	2	3	4	5	6	7	7

- 5. I find that my values and the organization's values are very similar.**

Strongly Disagree	Moderately Disagree	Slightly Disagree	Neither nor Agree	Disagree/ Agree	Slightly Agree	Moderately Agree	Strongly Agree
1	2	3	4	5	6	7	7

**6. I am proud to tell others that I am part of this organization.**

Strongly Disagree	Moderately Disagree	Slightly Disagree	Neither nor Agree	Disagree/ Agree	Slightly Agree	Moderately Agree	Strongly Agree
1	2	3	4	5	6	7	

**7. I could just as well be working for a different organization as long as the type of work was similar.**

Strongly Disagree	Moderately Disagree	Slightly Disagree	Neither nor Agree	Disagree/ Agree	Slightly Agree	Moderately Agree	Strongly Agree
1	2	3	4	5	6	7	

**8. This organization really inspires the very best in me in the way of job performance.**

Strongly Disagree	Moderately Disagree	Slightly Disagree	Neither nor Agree	Disagree/ Agree	Slightly Agree	Moderately Agree	Strongly Agree
1	2	3	4	5	6	7	

**9. It would take very little change in my present circumstances to cause me to leave this organization.**

Strongly Disagree	Moderately Disagree	Slightly Disagree	Neither nor Agree	Disagree/ Agree	Slightly Agree	Moderately Agree	Strongly Agree
1	2	3	4	5	6	7	

**10. I am extremely glad that I chose this organization to work for over others I was considering at the time I joined.**

Strongly Disagree	Moderately Disagree	Slightly Disagree	Neither nor Agree	Disagree/ Agree	Slightly Agree	Moderately Agree	Strongly Agree
1	2	3	4	5	6	7	

**11. There is not too much to be gained by sticking with this organization indefinitely.**

Strongly Disagree	Moderately Disagree	Slightly Disagree	Neither nor Agree	Disagree/ Agree	Slightly Agree	Moderately Agree	Strongly Agree
1	2	3	4	5	6	7	

**12. Often, I find it difficult to agree with this organization's policies on important matters relating to its employees.**

Strongly Disagree	Moderately Disagree	Slightly Disagree	Neither nor Agree	Disagree/ Agree	Slightly Agree	Moderately Agree	Strongly Agree
1	2	3	4	5	6	7	

**13. I really care about the fate of this organization.**

Strongly Disagree	Moderately Disagree	Slightly Disagree	Neither nor Agree	Disagree/ Agree	Slightly Agree	Moderately Agree	Strongly Agree
1	2	3	4		5	6	7

**14. For me this is the best of all possible organizations for which to work.**

Strongly Disagree	Moderately Disagree	Slightly Disagree	Neither nor Agree	Disagree/ Agree	Slightly Agree	Moderately Agree	Strongly Agree
1	2	3	4		5	6	7

**15. Deciding to work for this organization was a definite mistake on my part.**

Strongly Disagree	Moderately Disagree	Slightly Disagree	Neither nor Agree	Disagree/ Agree	Slightly Agree	Moderately Agree	Strongly Agree
1	2	3	4		5	6	7

## APPENDIX J

## CORPORATE ETHICAL VALUES SCALE

- 1. Managers in my company often engage in behaviors that I consider to be unethical.**

Strongly Disagree	Moderately Disagree	Slightly Disagree	Neither Disagree/ nor Agree	Slightly Agree	Moderately Agree	Strongly Agree
1	2	3	4	5	6	7

- 2. In order to succeed in my company, it is often necessary to compromise one's ethics.**

Strongly Disagree	Moderately Disagree	Slightly Disagree	Neither Disagree/ nor Agree	Slightly Agree	Moderately Agree	Strongly Agree
1	2	3	4	5	6	7

- 3. Top management in my company has let it be known in no uncertain terms that unethical behaviors will not be tolerated.**

Strongly Disagree	Moderately Disagree	Slightly Disagree	Neither Disagree/ nor Agree	Slightly Agree	Moderately Agree	Strongly Agree
1	2	3	4	5	6	7

- 4. If a manager in my company is discovered to have engaged in unethical behavior that results primarily in *personal gain* (rather than corporate gain), he or she will be promptly reprimanded**

Strongly Disagree	Moderately Disagree	Slightly Disagree	Neither Disagree/ nor Agree	Slightly Agree	Moderately Agree	Strongly Agree
1	2	3	4	5	6	7

- 5. If a manager in my company is discovered to have engaged in unethical behavior that results primarily in *corporate gain* (rather than personal gain), he or she will be promptly reprimanded.**

Strongly Disagree	Moderately Disagree	Slightly Disagree	Neither Disagree/ nor Agree	Slightly Agree	Moderately Agree	Strongly Agree
1	2	3	4	5	6	7

## APPENDIX K

### VALUE CONGRUENCE SCALE

#### Section D: Individual and Organizational Perceptions

Listed below are a number of statements that describe your feelings about your current job. Please select the number on the scale below each question that best represents your feelings about the organization for which you presently work. Please respond to all questions in this page. Although they seem similar, the repetition is for statistical purposes.

#### 1. My values match those of this organization.

Strongly Disagree	Moderately Disagree	Slightly Disagree	Neither nor Agree	Disagree/ Agree	Slightly Agree	Moderately Agree	Strongly Agree
1	2	3	4		5	6	7

#### 2. In general, I don't like working here.

Strongly Disagree	Moderately Disagree	Slightly Disagree	Neither nor Agree	Disagree/ Agree	Slightly Agree	Moderately Agree	Strongly Agree
1	2	3	4		5	6	7

#### 3. I intend to remain with this organization.

Strongly Disagree	Moderately Disagree	Slightly Disagree	Neither nor Agree	Disagree/ Agree	Slightly Agree	Moderately Agree	Strongly Agree
1	2	3	4		5	6	7

#### 4. My values match those of current employees in this organization.

Strongly Disagree	Moderately Disagree	Slightly Disagree	Neither nor Agree	Disagree/ Agree	Slightly Agree	Moderately Agree	Strongly Agree
1	2	3	4		5	6	7

#### 5. All things considered, I like my job.

Strongly Disagree	Moderately Disagree	Slightly Disagree	Neither nor Agree	Disagree/ Agree	Slightly Agree	Moderately Agree	Strongly Agree
1	2	3	4		5	6	7

#### 6. I would recommend this organization to my friends as a good place to work.

Strongly Disagree	Moderately Disagree	Slightly Disagree	Neither nor Agree	Disagree/ Agree	Slightly Agree	Moderately Agree	Strongly Agree
1	2	3	4		5	6	7

#### 7. If I were to have my own way, I would be working for this organization three years from now.

Strongly Disagree	Moderately Disagree	Slightly Disagree	Neither nor Agree	Disagree/ Agree	Slightly Agree	Moderately Agree	Strongly Agree
1	2	3	4		5	6	7

**8. The values and personality of this organization reflect my own values and personality.**

Strongly Disagree	Moderately Disagree	Slightly Disagree	Neither nor	Disagree/ Agree	Slightly Agree	Moderately Agree	Strongly Agree
1	2	3	4		5	6	7

**9. I am satisfied with my job.**

Strongly Disagree	Moderately Disagree	Slightly Disagree	Neither nor	Disagree/ Agree	Slightly Agree	Moderately Agree	Strongly Agree
1	2	3	4		5	6	7

**10. I have thought seriously about changing organizations since I have worked here.**

Strongly Disagree	Moderately Disagree	Slightly Disagree	Neither nor	Disagree/ Agree	Slightly Agree	Moderately Agree	Strongly Agree
1	2	3	4		5	6	7

**11. I would tell my friends NOT to work for this organization.**

Strongly Disagree	Moderately Disagree	Slightly Disagree	Neither nor	Disagree/ Agree	Slightly Agree	Moderately Agree	Strongly Agree
1	2	3	4		5	6	7

## APPENDIX L

## TABLES

Table L1. Descriptive Statistics for Gender, Age, and Ethnicity

Variable <sup>a</sup>	Frequency (%)
<b>Gender</b>	
(1) Male	30 (40.0)
(2) Female	45 (60.0)
<b>Age</b>	
(1) 18-34	13 (17.3)
(2) 35-44	9 (12.0)
(3) 45-54	15 (20.0)
(4) 55-64	30 (40.0)
(5) 65-70	7 (9.3)
(6) Greater than 70	1 (1.3)
<b>Ethnicity</b>	
(1) African Amer./Black	5 (6.8)
(2) Caucasian/White	61 (82.4)
(3) Hispanic/Latino	3 (4.1)
(4) Alaska Native	0 (0)
(5) Pacific Islander	0 (0)
(6) American Indian	2 (2.7)
(7) Other	2 (2.7)
(8) Prefer not to Identify	2 (1.3)
Missing Response	2 (1.3)

<sup>a</sup>n = 75

Table L2. Descriptive Statistics for Total Years Employed by Current Organization and Total Years Employed as a Substance Abuse Counselor

Variable <sup>a</sup>	M (SD)	Frequency (%)
Years Employed at Current		
(1) Less than 30 days		1 (1.3)
(2) 90 days-One year		19 (25.3)
(3) 2-5 years		23 (30.7)
(4) 6-9 years		13 (17.3)
(5) 10-15 years		14 (18.7)
(6) 20 years or more		5 (6.7)
Years employed as a SAC		
(1) 1-4 years		13 (17.3)
(2) 5-9 years		20 (26.7)
(3) 10-14 years		26 (34.7)
(4) 15-19 years		6 (8.0)
(5) 20 years or more		10 (13.3)

<sup>a</sup>n = 75

Table L3. Descriptive Statistics for Agency/Organization Type, Position/Title and Geographical Location

Variable <sup>a</sup>	Frequency (%)
<b>Agency/Org Type</b>	
(1) Level I Outpatient	24 (32.0)
(2) Level II Intensive/Outpatient	26 (34.7)
(3) Level II Medically Monitored Inpatient Residential	7 (9.3)
(4) Level II Medically Managed Intensive Inpatient (Detox/Stabilization)	5 (6.7)
(5) Other: Halfway Houses, Therapeutic communities, extended residential programs	13 (17.3)
<b>Position/Title Held</b>	
(1) Substance Abuse Counselor	47 (62.7)
(2) Administrative Support	0 (0)
(3) Technician	0 (0)
(4) Administrator/Supervisor	19 (25.3)
(5) Other	9 (12.0)
<b>Midwest Region</b>	
(1) Indiana	0 (0)
(2) Iowa	18 (24)
(3) Illinois	1 (1.3)
(4) Kansas	22 (29.3)
(5) North Dakota/South Dakota	15 (20.0)
(6) Michigan	0 (0)
(7) Missouri	5 (6.7)
(8) Minnesota	6 (8.0)
(9) Nebraska	8 (10.7)
(10) Ohio	0 (0)
(11) Wisconsin	0 (0)

<sup>a</sup>n = 75

Table L4. Descriptive Statistics for Measures of Central Tendency

Variables	N	Mean	Std. Dev
Personal Values Scale (PV)	75	91.6	9.45
Corporate Ethical Values Scale (OV)	75	29.0	2.90
Ethical Climate Questionnaire (EWB)	75	221.6	25.279
Organizational Commitment Scale (OC)	75	57.6	13.4
Value Congruence Scale (VC)	75	63.9	17.1

Table L5. Descriptive Statistics for the Average Score for Personal Values, Perceived Ethical Work Behavior, Organizational Commitment and Value Congruence

Variables	N	Mean	Std. Dev
Personal Values (PV)	75	91.61	9.45
Organizational Values (OV)	75	221.60	25.27
Perceived Ethical Work Behavior (EWB)	75	29.09	2.90
Organizational Commitment (OC)	75	57.64	13.40
Value Congruence (VC)	75	63.98	17.16

Table L6. The Correlation for Personal Values, Organizational Values, Perceived Ethical Work Behavior, Organizational Commitment and Value Congruence

Variables	Ethical Climate	Corporate Ethical Climate	Organizational Commitment	Value Congruence	Personal Values
Ethical Climate (EWB)					
Pearson Correlation	1	.107	.717	.673	.061
Sig. (2-tailed)		.362	.000	.000	.604
N		75	75	75	75
Corp. Ethical Climate (OV)					
Pearson Correlation	.107	1	.011	-.007	.013
Sig. (2-tailed)	.362		.928	.952	.911
N	75	75	75	75	75
Org. Commitment (OC)					
Pearson Correlation	.717**	.011	1	.935**	.038
Sig. (2-tailed)	.000	.928		.000	.747
N	75	75	75	75	75
Value Congruence (VC)					
Pearson Correlation	.673**	-.007	.935	1	-.021
Sig. (2-tailed)	.000	.952	.000		.859
N	75	75	75	75	75
Personal Values (PV)					
Pearson Correlation	.061	.013	.038	-.021	1
Sig. (2-tailed)	.604	.911	.747	.859	
N	75	75	75	75	75

\*\*indicates significant correlation

Table L7. Regression Analysis for Predicting Perceived Ethical Work Behavior from Personal Values and Organizational Values

	B	Standard Error	Beta	T	Sig.
Constant (Organizational Commitment)	51.387	21.924			
Personal Values (PV)	.053	.167	.038	.320	.750
Organizational Values (OV)	.047	.544	.010	.086	.932

R = .039

Table L8. Regression Analysis for Predicting Perceived Ethical Work Behavior from Personal Values and Organizational Values

	B	Standard Error	Beta	T	Sig.
Constant (perceived ethical work behavior)	139.665	23.022			
Personal Values (OC)	.2011	.232	.075	.865	.390
Corporate Ethical Values (OV)	.993	.128	.675	7.779	.000

R = .677

Table L9. Regression Analysis for Predicting Organizational Commitment from Personal Values, Organizational Values, and Ethical Work Behavior

	B	Standard Error	Beta	T	Sig.
Constant (Organizational Commitment)	-17.827	17.253		-1.033	.305
Personal Values (PV)	.308	.383	-.067	-.805	.424
Organizational Values (OV)	-.008	.117	-.005	-.066	.947
Ethical Work Behaviors(EWB)	.384	.044	.725	8.737	.000

R = .720; R<sup>2</sup> = .519

Table L10. Regression Analysis for Ethical Work Behavior and Organizational Commitment as a Predictor Variable

	B	Standard Error	Beta	T	Sig.
Constant (value congruence)	5.976	11.279			
Personal Values (PV)	-.103	.076	-.057	-1.354	.180
Organizational Values (OV)	-.103	.249	-.017	-.414	.680
Ethical Work Behaviors(EWB)	.008	.041	.012	.202	.840
Organizational Commitment (OC)	1.190	.077	.929	15.452	.000

$R = .937$ ;  $R^2 = .878$

Table L11. Regression Analysis for Value Congruence as a Predictor Variable

	B	Standard Error	Beta	T	Sig.
Constant (value congruence)	6.692	3.596			
Personal Values (PV)	-.057	.042	-.057	-1.373	.174
Organizational Values (OV)	-.017	.042	-.017	-.413	.681
Ethical Work Behaviors(EWB)	.012	.060	.012	.202	.841
Organizational Commitment (OC)	.929	.060	.929	15.455	.000

$R = .937$ ;  $R^2 = .878$

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