

Organizational Attributes and their Impact on Client Engagement

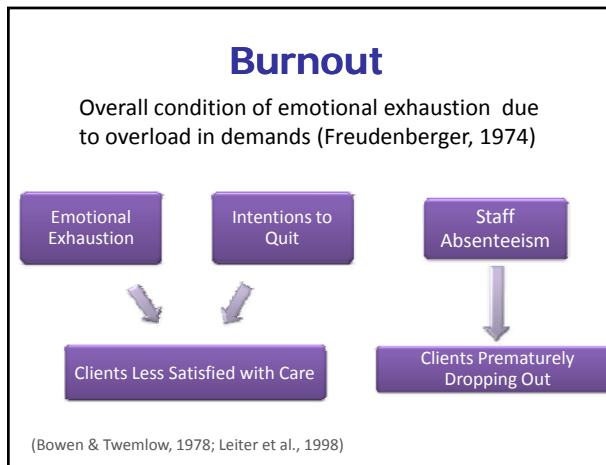
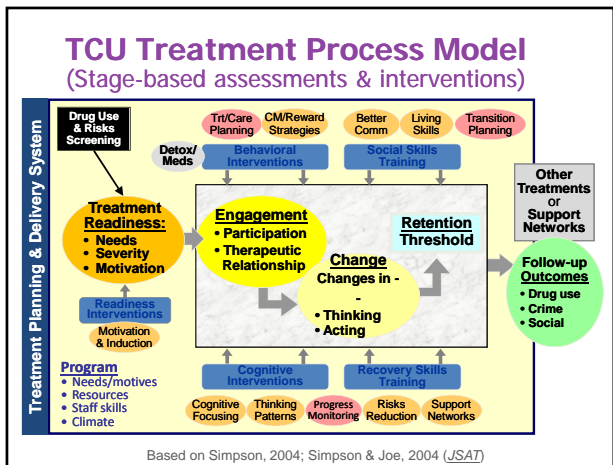
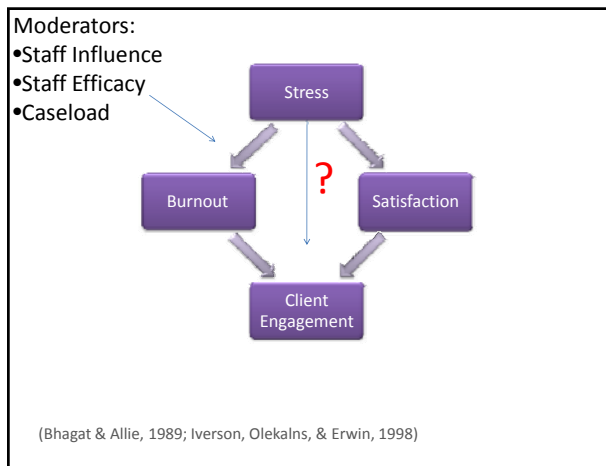
Brittany Landrum, M.S., Danica K. Knight, Ph.D., & Patrick M. Flynn, Ph.D.

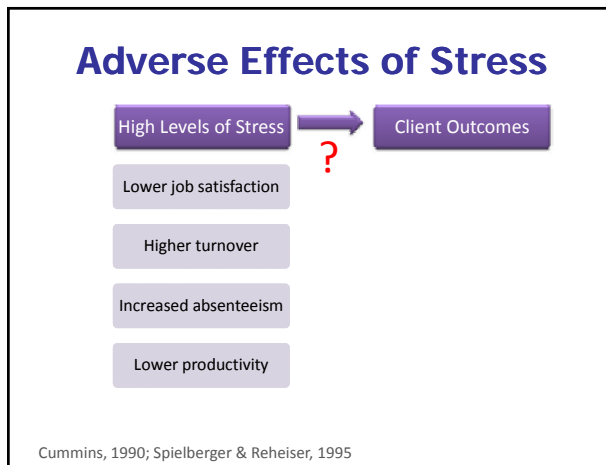
October 27, 2010 – Lexington, Kentucky



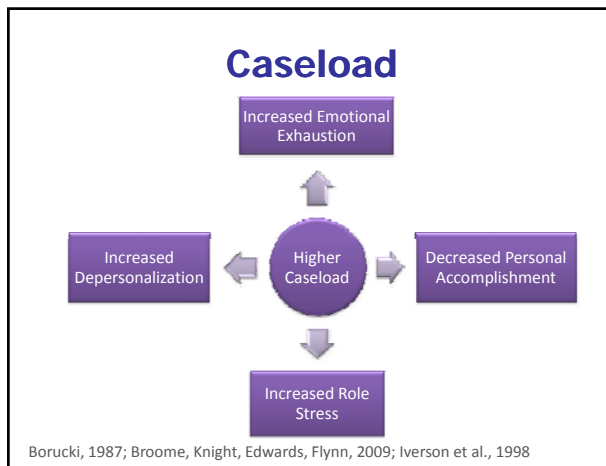
Staff Attributes

- **Staff Satisfaction**
 - Measure of organizational effectiveness (Scott & Shortell, 1983)
 - Job retention and organizational structure (Weisman, Alexander, & Chase, 1980, 1981)
- **Burnout**
 - Job performance
 - Absenteeism, intentions to quit, and turnover
 - Low sense of personal accomplishment (Cordes & Dougherty, 1993; Leiter, 1988)
- **Stress**
 - Organizational Factor
 - Linked to both burnout and satisfaction
 - Client engagement



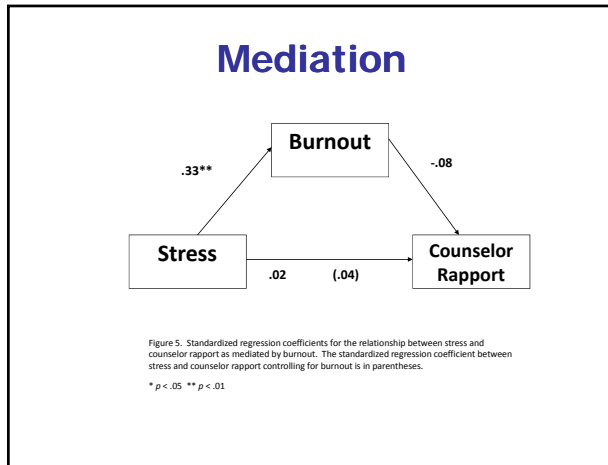
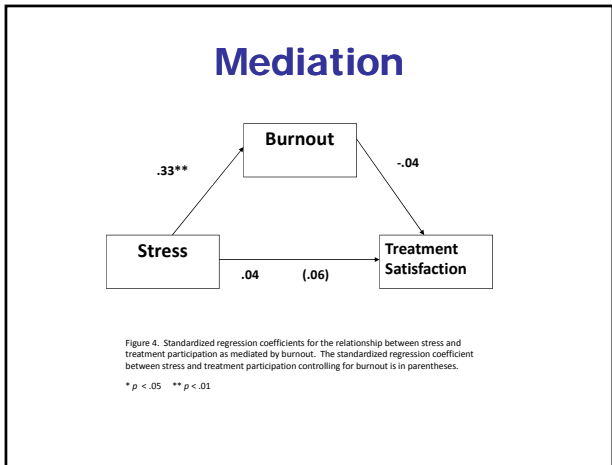
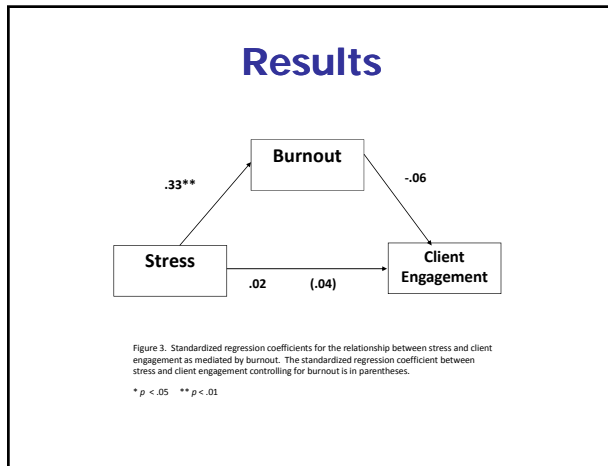
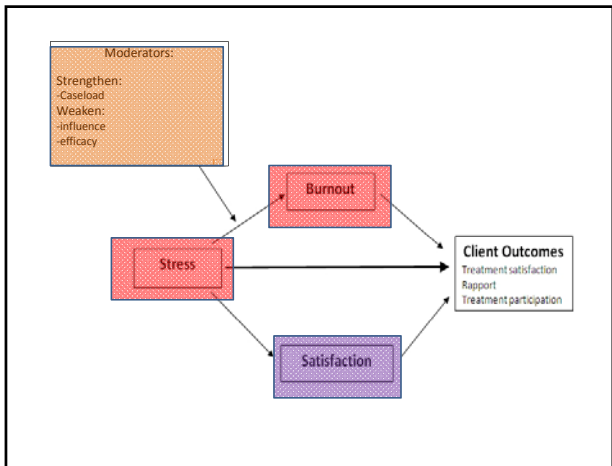
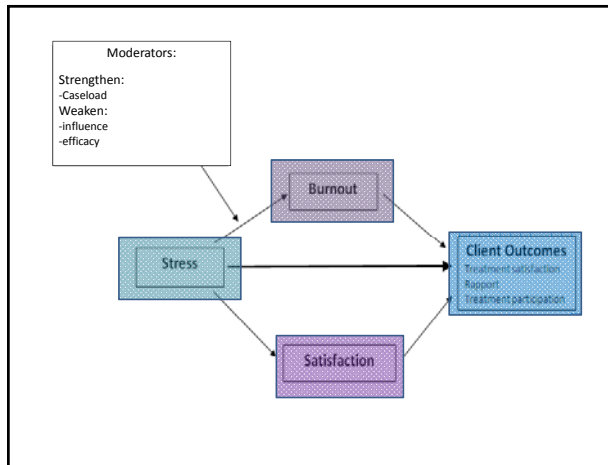
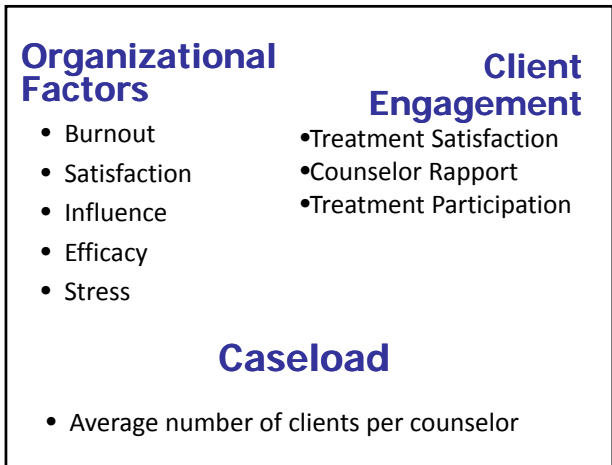


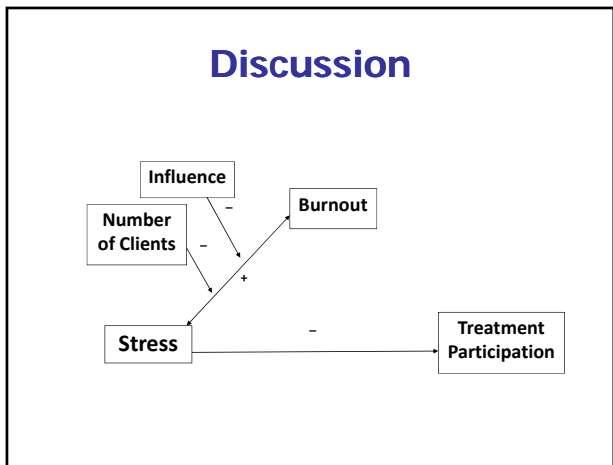
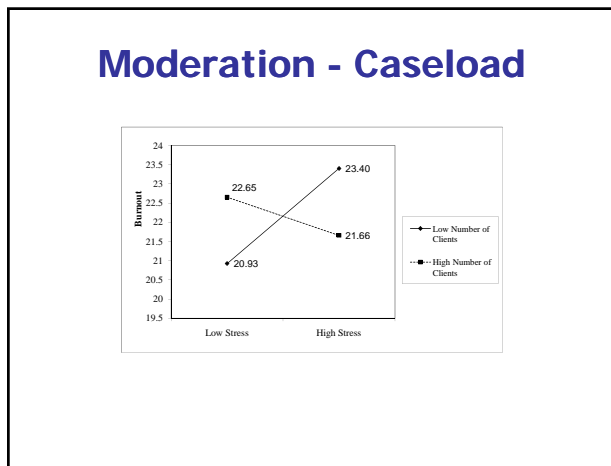
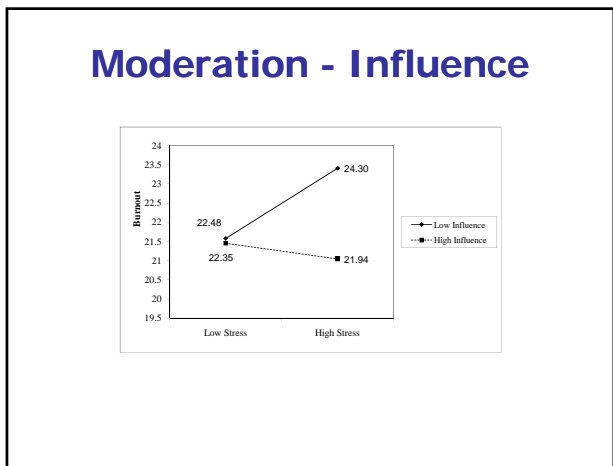
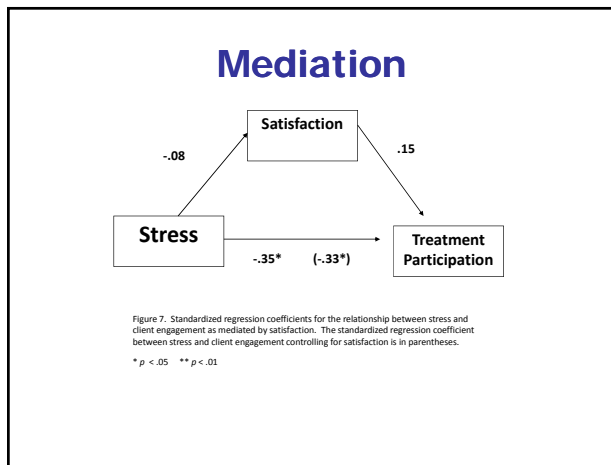
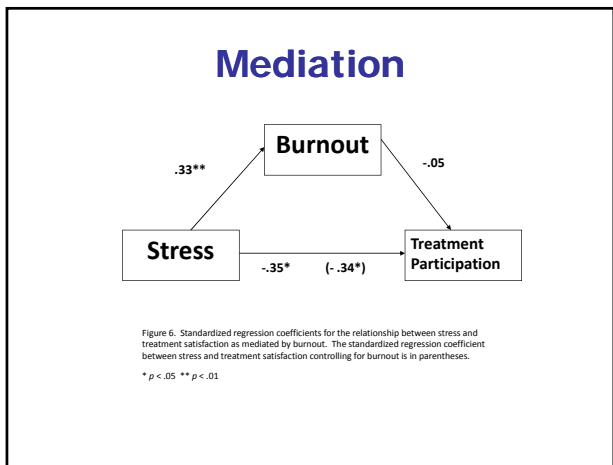
- ### Moderators of Stress
- **Self-Efficacy**
 - Bandura's behavior change theory (1997)
 - Challenging tasks
 - Higher goals
 - **Staff Influence**
 - Perceived level of control and authority in response to both direct and indirect changes that occur in the workplace
 - Ameliorate high levels of stress (Johnson et al., 2006)
- Bhagat & Allie, 1989; Borucki, 1987; Schwarzer & Hallum, 2008



- ### Method
- 115 Outpatient Drug-Free Treatment Programs
-
- 2004-2005 Treatment Costs and Organizational Monitoring (TCOM) project

- ### Method
- 445 counseling staff (89 programs)
 - 5,013 clients
 - Survey of Structure and Operations (SSO)
 - Survey of Organizational Functioning (SOF)
 - Client Evaluation of Self and Treatment (CEST)





- ### Discussion
- Burnout and Satisfaction
 - Influence and Efficacy
 - Caseload
 - Stress
 - Challenge or hindrance

The screenshot shows the homepage of the Texas Institute of Behavioral Research (IBR) at Texas Christian University. The header includes the TCU logo, the institute's name, and a search bar. A central banner reads: "A National Research Center for addiction treatment studies in community and correctional settings (over 600 free resource files available)". Below this is a yellow box titled "Guide for New Visitors" with a bulleted list: "Manuals", "Forms", "Conceptual Guides", and "Publications". To the right, an "EVIDENCE" section lists resources like "TCU Mapping-Enhanced Counseling", "Treatment Process", "Counseling Manuals", "Corrections-Based Treatment", "National Evaluations", "Organizational Readiness", and "Assessment Fact Sheets (with norms)". A left sidebar contains navigation links such as "MANUALS", "FORMS", "EVIDENCE", "ABOUT IBR-TCU", "STAFF", "PUBLICATIONS", "PRESENTATIONS", "PROJECTS", "NEWSLETTERS", "OTHER LINKS", and "WHAT'S NEW". At the bottom, there is a "www.ibr.tcu.edu" URL, a "DATOS" logo, and a graphic of a doctor with the text "Visitors 1000+/day 20 mins".