

Collaborative TCU/Veneto Study of Organizational Functioning

Lorenzo Rampazzo
Direzione Servizi Sociali, Regione Veneto, Italy
Monica De Angeli
Giovanni Serpelloni
Osservatorio Regionale Dipendenze, Regione Veneto, Italy

George W. Joe
Katherine O. Courtney
Patrick M. Flynn
Grace A. Rowan-Szal
D. Wayne Simpson
Institute of Behavioral Research
Texas Christian University

<http://www.ibr.tcu.edu>

1

Acknowledgment

We gratefully acknowledge the cooperation of the staffs and directors of the Public and Private Drug Addiction Services within the Veneto Region in conducting this research.

This presentation is supported by the National Institute on Drug Abuse (Administrative Supplement to Support International Collaborative Research on Drug Abuse for NIDA Grant No. 5R37DA013093-05).

The contents are solely the responsibility of the authors and do not necessarily represent the official views of NIDA, the National Institutes of Health (NIH), the Public Health Service (PHS), or the U.S. Department of Health and Human Services (DHHS).

2

Abstract

To better understand treatment program attributes that contribute to therapeutic processes and improve patient functioning, assessments of organizational functioning and treatment services developed in the U.S. are being examined in Northern Italy. An Italian version of the Texas Christian University (TCU) Organizational Readiness for Change (ORC) survey is being administered in 51 public sector addiction services programs and 31 private sector therapeutic communities. Results from the first phase of data collection indicated the Italian translation of the ORC has acceptable psychometric properties and are highly similar to those from a sample of 235 U.S. drug treatments programs. Staff ratings of organizational climate and program resources relating to staffing, computer access, and e-communications in Italian and U.S. programs were similar. Comparisons between Italian public and private sector staff profiles found significant differences with public program personnel reporting higher scores on some staff attribute scales, and having greater resources. The Italian private sector also reported more staff cohesiveness and influence. Overall findings suggest a good cross-cultural fit of the organizational concepts measured by ORC scales.

3

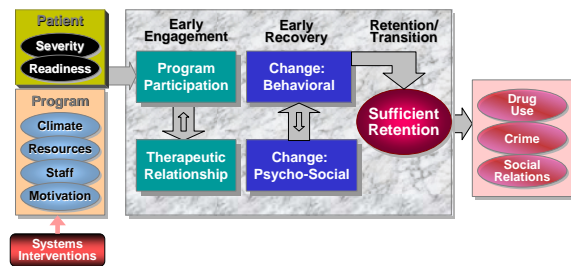
Background

The TCU ORC survey form has been administered to more than 2,500 treatment personnel in the U.S. It includes 18 scales to measure organizational functioning and readiness for change. Developed from literature on transferring research to practice, it focuses on the domains of motivation for change, adequacy of resources, staff attributes, and organizational climate. Psychometric properties, including construct validity, are generally good. Previous research has shown the ORC to be useful in identifying functional barriers to organizational change and technology transfer. Many of its dimensions are historically well-known in the organizational literature and have been useful for describing varied types of organizations. The ORC was translated from English into Italian and back-translated into English before producing the final Italian version of the form. Similar forms were completed by staff and directors from programs providing drug treatment as part of health services in the Veneto region of Italy. The present study examined the cross-cultural fit of the dimensions assessed by the ORC as part of the transfer of treatment assessment strategies developed at TCU. Study goals were to examine similarities and differences between profiles of organizational functioning in the U.S. and Italy, and to examine differences between staffs in private and public Italian treatment programs.

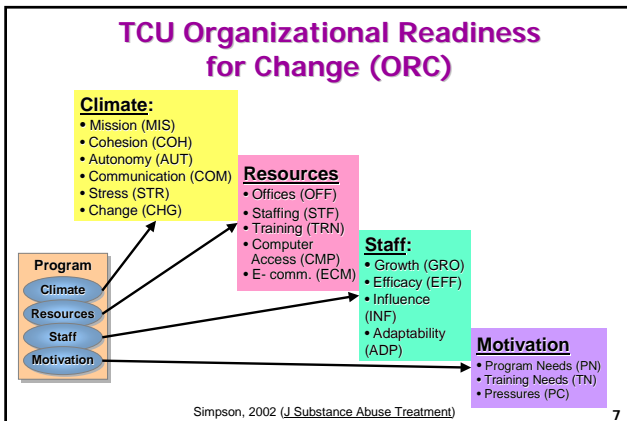
4

5

Organizational Functioning



6



Research Questions

- ◆ Is the Italian version of the ORC an acceptable instrument with regard to its psychometrics?
- ◆ Are there differences between Italian and U.S. drug treatment programs as measured by the ORC?
- ◆ Are there funding-sector (Public vs. Private) differences for Italian programs as measured by the ORC?

8

Sample

Italy: The Italian sample was composed of drug treatment programs in the Veneto region (including Venice). The targeted programs included 51 public sector addiction services programs and 31 private sector therapeutic communities. For those programs with internet access, the data were collected electronically through a website. The other programs were mailed paper forms for data collection. The present study is based on data collected electronically as part of the study (phase 1).

Staff sample: 135 staff responded electronically, of which 70 were from 17 public and 65 from 20 private programs.

U.S.: The U.S. sample consisted of 1,113 staff from 235 programs that were members of SAMHSA-funded regional Addiction Technology Transfer Center Networks (ATTC's) for which the IBR had conducted workshop training.

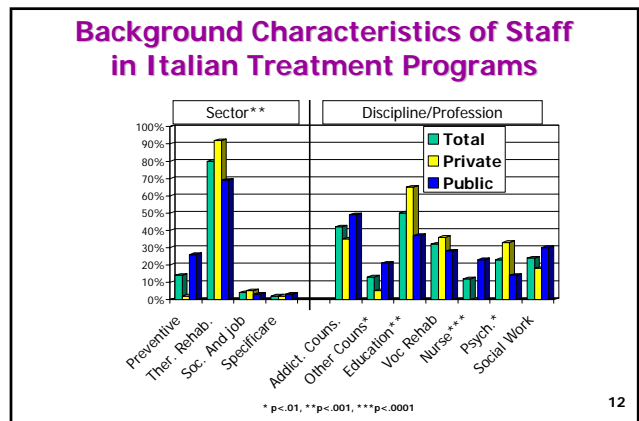
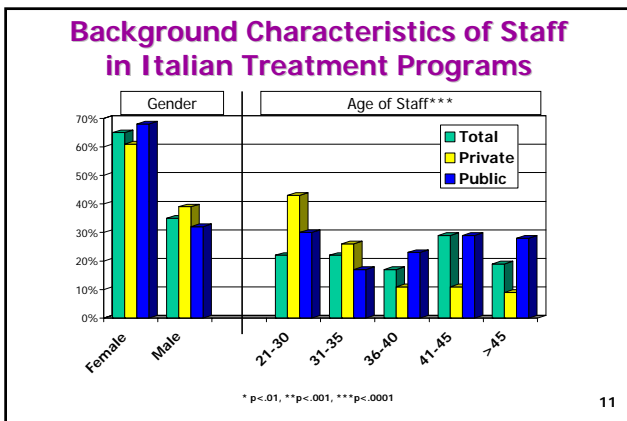
9

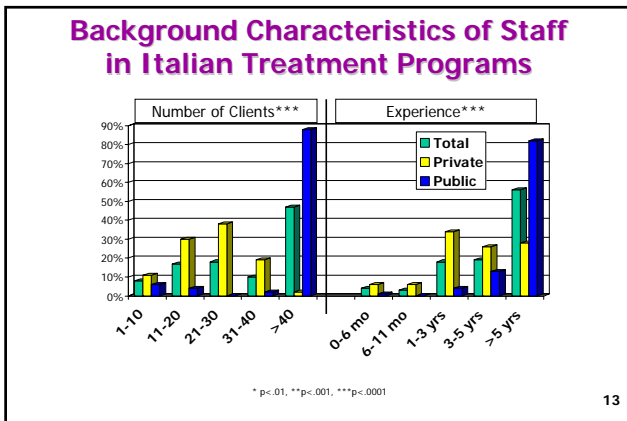
Method

Analysis of Variance and contingency table analysis were used in the comparison of:

- ◆ United States vs. Italy
- ◆ Public vs. Private Programs in Italy

10

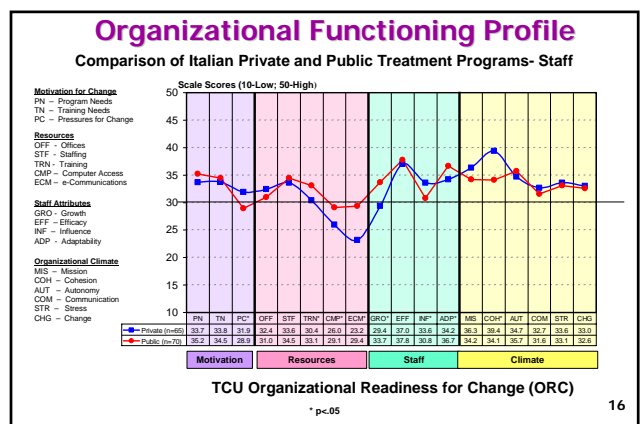
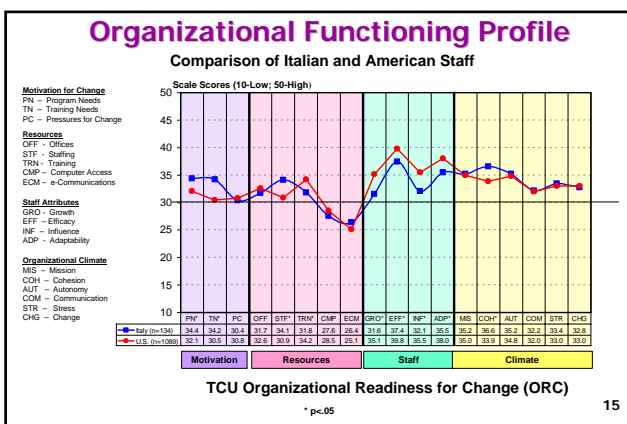




Coefficient Alpha Reliabilities for Italian and U.S. ORC (staff version)

	Italy (n=134)	U.S. (n=1089)
Motivation for Change		
Program Needs	.77	.89
Training Needs	.79	.87
Pressures for change	.68	.70
Resources		
Offices	.77	.70
Staffing	.62	.70
Training	.61	.62
Computer Access	.54	.77
E-communication	.72	.74
Staff Attributes		
Growth	.77	.66
Efficacy	.60	.67
Influence	.70	.79
Adaptability	.50	.66
Organizational Climate		
Mission	.77	.72
Cohesion	.86	.87
Autonomy	.37	.56
Communication	.67	.81
Stress	.74	.80
Change	.63	.71

14



Summary

Comparison of Italian and U.S. Programs Staffs

- The staffs of **U.S. programs** viewed themselves as higher in training resources and having more control in their work environment than those of the Italian programs -- as measured by growth, efficacy, influence, and adaptability. The **Italian staffs** were higher in cohesion, staffing, program needs, and training needs.
- Interestingly, the organizational climates for staff between these two countries were essentially the same.

Comparison of Public and Private Italian Programs

- Staffs in the public sector viewed themselves as having more program resources, including training resources, computer access, and e-communication.
- They also were higher on scales measuring growth and adaptability, but lower on influence and cohesion.

17

Conclusions

- The Italian version of the TCU ORC for staff was psychometrically acceptable. The cross-cultural comparison of Italian and U.S. programs showed differences between the staffs of these two countries on staff attributes, but generally not on organizational climate.
- Staff differences between Italian public and private treatment programs were captured by the ORC, particularly in the domains of adequacy of resources and staff attributes. There were also similarities between the staffs on many of the dimensions, particularly organizational climate.
- Future plans include expanded data collection to provide a larger sample and additional comparisons, including a closer examination of director and staff profiles.

18